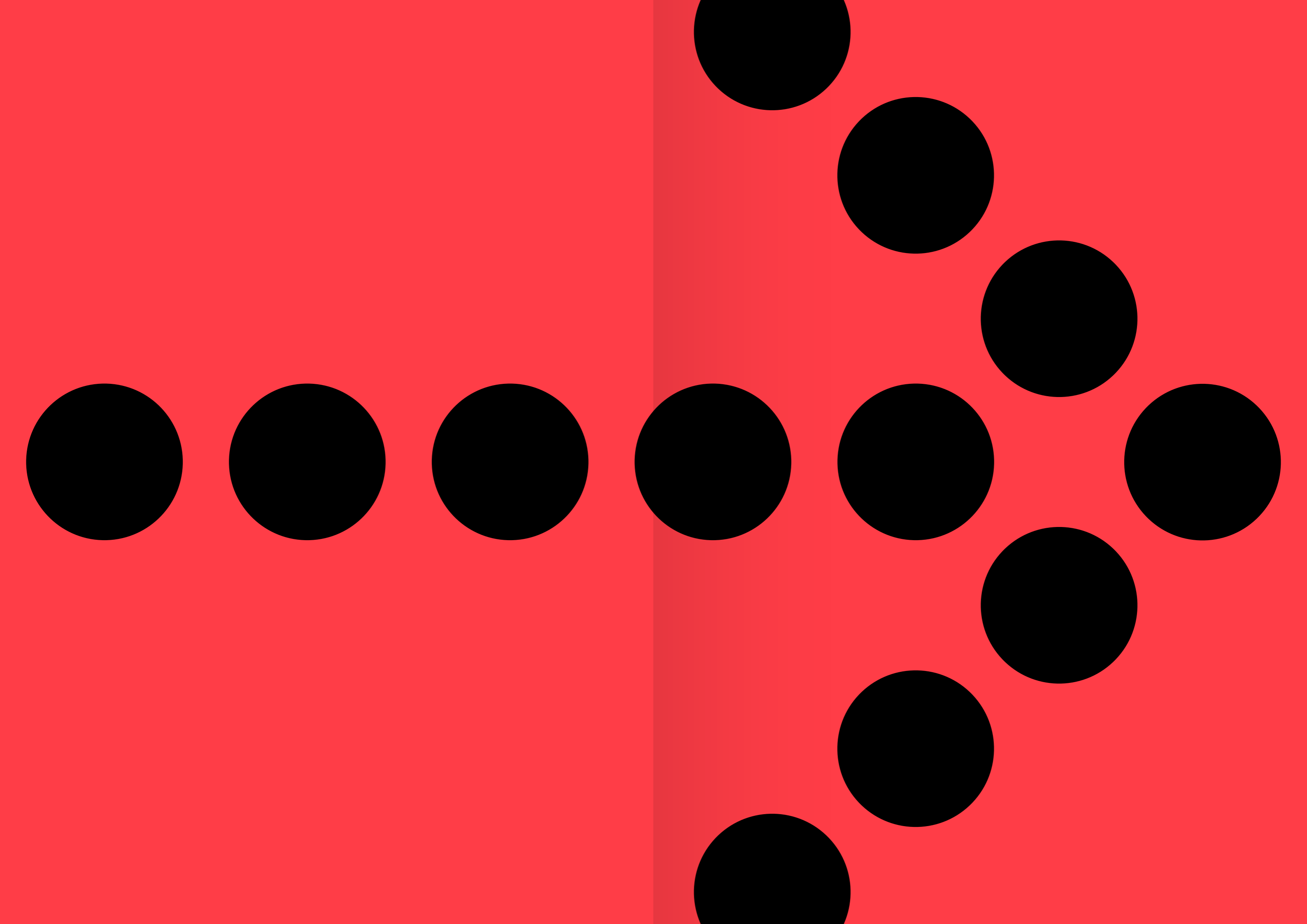


Future in focus





Keeping our eyes on the horizon



In 2025 BearingPoint exceeded €1 billion in revenue for the third consecutive year. We grew our team, extended our global footprint, formed new strategic alliances, and reshaped our operating model. All while overcoming significant macroeconomic turbulence.

Our Annual Report sets out how we achieved this. It describes the accelerated execution of Strategy 2030, our roadmap for globally scaling and advancing our service delivery to enhance client outcomes – now and in the future. Powered by targeted investments, firmwide innovation, and the dauntless commitment and expertise of our people throughout 2025, we amplified our ability to help clients navigate uncertainty, innovate, and grow.

This year's achievements are a tribute to not only the work of BearingPoint teams and our strategic partners, but also the clients we forge new paths alongside. We're grateful to you all.

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A year of focused acceleration

In his first full year as Managing Partner, Matthias Loebich has orchestrated a firmwide program of investment, expansion, and innovation – redefining how BearingPoint operates and delivers value. Here, Matthias provides his perspectives on navigating the challenges and opportunities presented by rapid technological and macroeconomic change, and the clear course that BearingPoint is setting for success in 2026 and beyond.

Q. Matthias, in your first full year as Managing Partner, what has surprised you most?

What encouraged me and impressed me, rather than surprised me, was how consistently our people turned uncertainty – like AI-driven disruption or geopolitical changes – into opportunities, staying close to clients while embracing change at pace. They showed how important it is to translate these opportunities rapidly into clear strategic choices for the firm.

A real highlight for the year was seeing our strategic direction gain traction across the partnership, with teams increasingly aligned around common priorities and a shared ambition for the future.

Q. When you began shaping Strategy 2030, which fundamental questions were top of mind?

A key question was how BearingPoint could scale its distinctive strengths on a global level – like our industry expertise, technology depth, and entrepreneurial culture – while remaining easy to work with for clients.

We also asked ourselves how we can consistently deliver measurable business impact for our clients as technology, especially AI, reshapes business models and decision-making.

Finally, we focused on what kind of firm we want to be for our people in 2030. The answer was clear: a place where talent grows, innovation thrives, and responsibility is embedded in how we operate.

Q. How would you summarize the mindset behind our direction for 2030?

Our direction toward 2030 is best described as focused acceleration and reinvention – building on what already differentiates us, while decisively scaling new capabilities where markets are moving fastest.

We are not pursuing reinvention for its own sake, but have a clear commitment to evolve our portfolio, delivery models, and ways of working in line with client needs and technological realities.

Q. What do you hope our people and clients feel when they think about our direction toward 2030?

I want our clients to feel confident that BearingPoint is a trusted and committed partner for complex transformations – pragmatic, innovative, and focused on outcomes that matter for them. For our people, our Strategy 2030 creates a sense of clarity and opportunity: clarity about where we are going, and the opportunity to grow, learn, and shape the future of the firm.



“What inspires me most is the commitment and entrepreneurial spirit of our people.”

“Together, we can turn complexity into opportunity and shape an incredibly exciting future.”

Q. 2025 was a demanding year for many professional services firms. How would you describe BearingPoint’s overall performance?

2025 was clearly challenging, but BearingPoint performed well in current market conditions and demonstrated resilience through disciplined execution, strong client relationships, and continued investment in defined strategic priorities.

Q. What fundamental shifts in the global economy shaped client decisions in 2025, and how has BearingPoint reacted? What shifts did you observe in client needs, and how did BearingPoint respond?

Clients faced heightened uncertainty driven by geopolitical tensions, cost pressures, and rapid technological change, leading to a stronger focus on efficiency, resilience, and value realization. In response, we strengthened our positioning around business transformation, AI-enabled productivity, and outcome-oriented delivery models to support clients in 2026.

Q. The year also included further alignment with global partners such as ABeam Consulting. How is BearingPoint leveraging these alliances to expand its international footprint, particularly in the US?

The strategic alliance with ABeam, and in particular the joint venture we created, enables us to combine local market strength with global delivery capabilities, especially in large-scale, global SAP-driven transformations. Partnerships are a key accelerator of our Strategy 2030, supporting our ambition to act globally while staying close to clients in their core markets.

Q. What strategic shifts or accelerations did 2025 trigger?

2025 marked a clear shift from defining Strategy 2030 to executing it, with sharper focus on a limited number of strategic priorities and enablers that drive execution, not just ambition.

We accelerated investments in areas where market dynamics are structurally changing – especially technology-enabled transformation, ecosystem partnerships, and scalable delivery models.

The year also reinforced the importance of acting more globally, leveraging partnerships and delivery capabilities to support clients consistently across all regions.

Q. How has AI begun to reshape the way BearingPoint operates internally and serves clients?

In 2025, AI moved from experimentation to productivity, improving delivery efficiency, enhancing analytical depth, and enabling more scalable client solutions. The first material impact was visible in delivery, where – rather than remaining confined to isolated use cases – AI began to enhance productivity, speed, and quality across core consulting activities.

With our Augmented Consultant program, we invested heavily in upskilling our people, embedding AI capabilities into consulting roles and creating new profiles at the intersection of business, data, and technology.

At the same time, AI started to influence client outcomes, enabling more data-driven decisions and more tangible business impact, particularly in large transformation programs. These developments are now laying the groundwork for further evolution in commercial models, as value creation becomes increasingly decoupled from pure effort.

Q. What progress did BearingPoint make in 2025 toward its ESG ambitions?

We continued to embed sustainability into our strategy and operations, building on milestones such as our B Corp Certification and expanding ESG-related client offerings. Responsible business is not a parallel agenda for us, but an integral part of how we create long-term value for clients, people, and society.

Q. As we move into 2026, what are the priorities you believe will define BearingPoint’s next phase of transformation?

Our key priorities include scaling AI-enabled services, further internationalization, as well as sharpening our innovative portfolio across consulting, products, and partnerships. Equally important, however, is continuing to empower our people, ensuring that growth and transformation go hand-in-hand with culture and leadership development.

Q. Finally, on a personal note, what has inspired or motivated you most during the past year as Managing Partner?

What inspires me most is the commitment and entrepreneurial spirit of our people, who consistently go the extra mile for clients and each other. Leading BearingPoint at a time of profound change reinforces my belief that, together, we can turn complexity into opportunity and shape an incredibly exciting future for the firm.

Our development and business performance

2025 was a transformational year for BearingPoint. We delivered strong revenue in a challenging market, and – with a focus on the future – doubled down on investment, innovation, and global expansion. By evolving operating models, co-creating solutions, and augmenting services with new technologies, we are positioned to drive even greater impact for clients in 2026 and beyond.



Business strength in numbers

For the third consecutive year, BearingPoint has generated revenue in excess of €1 billion globally.

€1.025bn Revenue

€1.268bn Bookings

2,249 Projects delivered

321 New clients

57 Countries in which we served our clients

+11% Revenue growth for Arcwide

+22% Revenue growth for Products unit

56 Offices

6,215 BearingPoint people

26 Countries with direct presence

26 Countries with direct presence

Our business performance

Achieving revenue of more than €1 billion in such a challenging environment is testament to BearingPoint's strength and commitment to innovation and client impact. We have set ourselves on an exciting path of further expansion and innovation in 2026 and beyond. A bright future is in focus.

BearingPoint's multi-year business success continues. We demonstrated sustained strength in a volatile environment, generating revenue of €1.025 billion (\$1.160 billion) – the third consecutive year the total has surpassed €1 billion. We delivered more than 2,200 projects, served our clients in 57 countries, and recorded bookings of nearly €1.3 billion (\$1.5 billion).

The expansion of our teams and geographies, the introduction of new solutions and ventures, and a solid pipeline across business units tell a story of commercial strength, underpinned by continuing client demand.

Growing client partnerships

BearingPoint added more than 320 new clients in 2025 – a testament to the excellence of service delivered by our people around the world. Beyond technology enablement, our core consulting business remained a key driver of client value, helping organizations navigate strategic, operational, and regulatory transformation.

Our teams have advised clients across a range of industries, enabling them to optimize strategy execution, operating model design, supply chain resilience, customer and growth strategies, finance and risk transformation, as well as large-scale organizational change.

By combining deep industry expertise with our renowned capabilities in strategy, operations, and technology, we helped clients solve complex challenges end-to-end. Our holistic consulting approach and expanded global footprint continue to strengthen our reputation as a trusted partner for business transformation. We helped clients harness technology not as an end in itself, but as an enabler of broader strategic and operational change.

Welcoming new talent and investing in people

In 2025 we significantly expanded our team, welcoming over 1,000 new colleagues to broaden and deepen our expertise across sectors and geographies. Reflecting BearingPoint's ongoing investment in career development and leadership growth, more than 1,200 people earned promotions, and 16 new Partners were appointed. Furthermore, female representation in leadership roles continued its positive trend, rising to 27% by the end of 2025.

Over the last year, more than 2,000 BearingPoint professionals took part in training programs – again reflecting our commitment to continuous learning and professional development. Established programs (including the Female Leadership initiative with ESCP Business School and our BE.Oxford Academy program at the University of Oxford Saïd Business School) continued to strengthen leadership effectiveness and strategic thinking. The year also marked a notable milestone with the announcement of BearingPoint's new partnership with SDA Bocconi School of Management.

Extending our alliance

BearingPoint and our trusted partner, ABeam Consulting, have formed a new joint venture in the United States, marking a significant milestone in our long-standing strategic alliance. The new entity is headquartered in Chicago and will operate under the BearingPoint brand. Its mission is to deliver end-to-end SAP consulting and implementation – including SAP Business AI services – for clients across the Americas and globally. The new firm will complement both ABeam's and BearingPoint's SAP capabilities to seamlessly deliver on a global scale.

“In **2025** we demonstrated that BearingPoint is built for **long-term success** and that we can continue to grow our impact even in a softer market environment.”

Matthias Loebich, Managing Partner at BearingPoint

“2026 marks a pivotal year for us. We are expanding our international reach, deepening our technology ecosystem, and embedding AI across our services. By focusing on measurable outcomes and long-term, sustainable value creation, we aim to translate innovation directly into positive impact for our clients.”

Matthias Loebich, Managing Partner at BearingPoint

Accelerating AI innovation

The future is in our sights. We are proud of the significant strides made with AI throughout 2025, empowering organizations to harness the technology’s full potential for business transformation. As part of our innovation pipeline, we launched **BeMind by BearingPoint**. This AI-powered platform sets a new standard for the efficient, reliable, and end-to-end delivery of complex technology programs, such as SAP transformations.

BeMind by BearingPoint can deliver productivity gains of 20–30% by automating core transformation activities, reducing manual effort, and consistently improving output quality. The platform combines the precision of full-stack AI with human expertise to accelerate critical project phases, shortening time to value. Meanwhile, its integrated quality-assurance mechanisms ensure compliance and consistent delivery standards.

Strong growth and global expansion of the Products pipeline

Our Products business continued its strong growth trajectory in 2025, exceeding its 20% growth target significantly. The portfolio expanded into new international markets, with solutions gaining traction across Europe, North America, and the Middle East.

This worldwide momentum was reinforced by customer wins and the expansion of existing offerings into new regions. A notable milestone was achieved with the first go-live of BearingPoint’s equipment and fleet-management solution, **ETM.next**, in Argentina, which also received SAP Spotlight App recognition.

We strengthened our market presence across several offerings through strategic partnerships. These included a new collaboration in the AI SaaS space and a major client win for our **Agree & Sign** solution. Meanwhile, BearingPoint also deepened its collaboration with SAP. Our **Assets & Funding Management** solution became available in the SAP Store, plus we entered a new partnership on the SAP eMobility Cloud – leading to the joint launch of a fleet-management use case.

Looking ahead, we have expanded our innovation pipeline, introducing three new solutions to support future growth. Set to enter the market in 2026, these offerings form part of our Outcome-as-a-Service strategy, and are expected to be a catalyst for the further growth of our Products business.

Arcwide continues strong growth path

Arcwide, BearingPoint’s joint venture with IFS, continued to excel in 2025. Its exceptional performance saw gross revenue increase by 11% and gross bookings by 24%. More than 160 new colleagues were welcomed in 2025, and Arcwide also passed a major strategic milestone with the acquisition of Cedar Bay Iberica. This move strengthens Arcwide’s presence in Southern Europe and forms part of a remarkable rise that has seen the firm become the global market leader for IFS services within four years of its founding.

Strategy 2030 and a focus on future growth

In 2026, BearingPoint will further accelerate the execution of our Strategy 2030 by sharpening the focus on outcome-driven delivery, AI-enabled consulting, and targeted investments in our technology partnerships and global reach.

In this context, we are expanding our Microsoft and SAP businesses within dedicated Enterprise Transformation units. Through these units, we will enhance the support we provide clients as they modernize digital workplaces and core processes using Microsoft and SAP technologies.

AI will continue to shape the firm’s consulting model, with responsible AI principles guiding the safe, transparent, and ethical use of the technology across our solutions. We will scale the deployment of AI-enabled solutions by BearingPoint to drive measurable productivity and quality gains. In parallel, the Augmented Consultant program will continue to equip our teams with AI skills, assets, and responsible-use guardrails. This will enable faster insights, more informed decision-making, and consistent service-delivery excellence. Meanwhile, we will further expand our outcome-based service models, increasingly linking services to measurable business results.

BearingPoint is also advancing its sustainability strategy, built around diversity, the environment, Sustainable Ways of Working (SWOW), inclusion, and education. We are particularly focused on strengthening female leadership while recognizing and celebrating the full complexity of people’s identities. On the environment, we are driving measurable progress, including against our SBTi-validated emission-reduction targets.

Through SWOW, BearingPoint empowers sustainable client delivery and expands opportunities for young adults through its collaboration with School42 – the tuition-free, global network of coding schools focused on computer programming and software engineering.

Industry awards & accolades

It was another great year for the BearingPoint team, with our work, innovation, people, and products receiving multiple accolades.

BearingPoint recognized as one of TIME World's Best Companies 2025

BearingPoint has been included among TIME World's Best Companies 2025. TIME World's prestigious award recognizes global corporations that excel in employee satisfaction, revenue growth, and sustainability transparency (ESG). As TIME CEO Jessica Sibley noted: "This recognition highlights companies that not only deliver strong financial results, but also foster thriving workplace cultures and demonstrate genuine responsibility for societal impact."

BearingPoint's Managing Partner, Matthias Loebich, said: "This award reinforces our Strategy 2030 pillars of Global Reach and Global Relevance, and demonstrates that we are creating value not only for our clients but also for our employees and society."

Forbes: BearingPoint among World's Best Employers 2025

Forbes has named BearingPoint among the distinguished ranks of the World's Best Employers 2025. The selection is based on independent, anonymous surveys of employees worldwide, evaluating criteria including workplace environment and salary. "Being recognized by Forbes among the world's best employers is a testament to our people and our strategy," Matthias Loebich commented.

BearingPoint wins 2025 Microsoft Ireland Business Applications Partner Award

BearingPoint has been named the 2025 Microsoft Ireland Business Applications Partner of the Year. The award recognizes our success in leveraging Microsoft Business Applications to drive digital transformation and create measurable impact for clients.

Clare Hillis, Enterprise Partner Lead at Microsoft Ireland, said: "BearingPoint's dedication to pushing the boundaries of what is possible with technology is commendable. Their innovative approach and unwavering commitment to excellence make them a standout partner in Ireland."

Neurodiverse Inclusion recognition for BearingPoint Ireland

BearingPoint's commitment to supporting neurodiverse talent was recognized with a Neurodiverse Inclusion Award at the 2025 Diversity in Tech Awards. Through our Ability Network, BearingPoint has built a culture of understanding – delivering training on conditions such as autism, ADHD, and dyslexia. The award also reflects practical measures we have taken to ensure neurodiverse employees have the environment and opportunities they need to thrive – including hybrid working, quieter workspace options, and redesigned recruitment processes.

Henrique Souza recognized as an elite solution architect by Microsoft

The Microsoft Dynamics 365 product engineering team has recognized BearingPoint's Henrique Souza as a Microsoft FastTrack Recognized Solution Architect for Dynamics 365. The honor recognizes elite solution architects who consistently deliver high-quality, scalable solutions through engagements governed by FastTrack – Microsoft's program for helping organizations accelerate Dynamics 365 implementations.

The award reflects Henrique's technical excellence, leadership, and dedication to customer success, but also BearingPoint's commitment to innovation and digital transformation excellence.

BearingPoint picks up top Swiss innovation award

Business magazines BILANZ and PME, in association with Statista, have once again recognized BearingPoint Switzerland's innovation. BearingPoint came third in the 'Top 25 Internationals' category – up four places from our 2024 ranking, and only behind Microsoft Switzerland and Google Switzerland. Companies were assessed on qualitative and quantitative criteria, including the number of patents received, revenue growth over recent years, and product innovations.

Four prestigious 'Best of Consulting 2025' awards landed

BearingPoint has secured four prestigious 'Best of Consulting 2025' awards from WirtschaftsWoche, recognizing our excellence in transformative projects. In the Energy & Infrastructure sector, we claimed first place for developing a comprehensive, end-to-end CRM and billing architecture for a major energy provider. We also earned second place in Telecommunications, Media & Technology for engineering an automated, 'zero-touch' fiber-optic provisioning platform for 1&1 Versatel.

We achieved second place in Financial Services by partnering with Credit Life to create a digital sales solution that adapts to new regulatory frameworks. Finally, we won in the Organization category for our strategic analysis of AI's impact on workforce roles at the Swiss Federal Railways.

German Government certifies BearingPoint as IT security provider

The German Government's Federal Office for Information Security (BSI) has certified BearingPoint as an IT security service provider for its 'IS Audit and IS Consulting' and 'Incident Response' programs. The certification authorizes BearingPoint to support the BSI across IT auditing, cyber-threat defense, and critical infrastructure protection. Only 23 companies in Germany meet the BSI's stringent requirements – confirming the quality of our cybersecurity and information security services.

Three IFS partner wins for Arcwide

Arcwide has received two awards from IFS at the industrial AI software provider's 2025 Partner of the Year Awards. The BearingPoint joint venture was designated IFS's Europe Regional Partner of the Year as well as the IFS Foundation Partner of the Year. Simon Niesler, Chief Commercial Officer at IFS, said: "These awards recognize partners who consistently demonstrate delivery excellence, innovation, and commercial discipline, and who exemplify our Partner First strategy."

Separately, Arcwide has been named an IFS Elite GSI Partner as part of the new IFS Global and Strategic Systems Integrator (GSI) Partner Program. This represents the highest tier in the IFS partner ecosystem.

Second Vitality award in a row for BearingPoint

For the second consecutive year, BearingPoint has been recognized as an outstanding supplier by insurance giant Vitality. Having picked up the New Supplier of the Year award in 2025, BearingPoint was named Service Provider of the Year at Vitality's 2026 Supplier Awards ceremony. This latest award reflects the quality of service, trust, and lasting value the BearingPoint team has delivered for Vitality.

ETM.next receives SAP Spotlight+ designation on SAP Store

BearingPoint's ETM.next equipment and tool management solution has received the SAP Store's prestigious Spotlight+ designation. Awarded to a select group of partner solutions, this recognition highlights ETM.next's strategic alignment with SAP's cloud-first roadmap and its technical excellence on SAP Business Technology Platform (BTP).

The designation confirms ETM.next as a future-ready solution for intelligent enterprise asset management. It delivers scalable performance, clean-core compatibility, and measurable business value for SAP customers. This recognition also reinforces BearingPoint's position as a trusted partner for SAP transformation and innovation.

BearingPoint products receive German Research Allowance Act funding

BearingPoint's Products unit has gained further recognition, with two flagship solutions receiving funding under the German Research Allowance Act (FZuIG). The program supports research and development initiatives that demonstrate strong technological advancements and measurable innovation impact.

ETM.next was acknowledged for its modern, cloud-native architecture and its role in enabling intelligent asset and resource management. Data Quality Navigator received funding for its advanced approach to automated data validation and data quality improvements across complex enterprise systems.

This recognition under the FZuIG framework reinforces BearingPoint's commitment to developing forward-looking, research-driven digital products that create sustainable value for clients across industries.

Analyst recognition

A Challenger in the Gartner® 2025 Magic Quadrant™ for Finance Transformation Strategy Consulting

BearingPoint has been recognized for the second time as a Challenger in the Gartner® 2025 Magic Quadrant™ for Finance Transformation Strategy Consulting. To quote the Gartner Magic Quadrant report directly: “Challengers demonstrate credibility and market recognition through their delivery of FTSC services. They demonstrate a practical understanding of clients’ most critical finance function priorities and have a proven track record of responding effectively to those needs.”

Gartner®, Magic Quadrant™ for Finance Transformation Strategy Consulting, Geraldine Garaud et al., 10 November 2025

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A Major Player in the IDC MarketScape: Worldwide Digital Business Strategy Consulting Services

We are delighted to have been recognized as a Major Player in the IDC MarketScape: Worldwide Digital Business Strategy Consulting Services 2025 Vendor Assessment (Doc #: US52036025, August 2025). We seamlessly integrate cutting-edge technologies and drive customer-centric innovation, operational efficiency, and organizational change. We cover the value chain end-to-end, from defining the strategy to implementing it at scale with relevant technology and leveraging advanced analytics and AI.

A Major Player for IDC MarketScape: Worldwide Customer Experience Strategy Consulting Services

BearingPoint has been recognized as a Major Player for IDC MarketScape: Worldwide Customer Experience Strategy Consulting Services 2025 Vendor Assessment (Doc #: US52973025, September 2025). Closely integrating Customer Experience with Employee Experience, we leverage AI accelerators and insights from sociology to design and deliver innovative experiences at scale that drive topline growth, NPS, and operational efficiency.



Major milestones

BearingPoint's focus is on the future. But it is important to reflect on the progress we have made, and the client impact we have delivered, over nearly two decades.

Co-development partnership with SAP for carbon neutrality
We joined forces with SAP in a co-development partnership to advance the design and development of a cutting-edge solution to help customers reach carbon neutrality.

BearingPoint Beyond is spun off
We spun off our ecosystem orchestration and digital platform business unit. This successful completion of another strategic lifecycle further demonstrated our strength in developing powerful combinations of products and services, and creating market value.

Four strategic acquisitions
We completed four strategic acquisitions that enhanced and strengthened the BearingPoint portfolio, particularly in the areas of sustainability (I Care), financial services (Levo Consultants), digital business transformation (Fekra), as well as the Products portfolio (disphere tech).

Five strategic acquisitions
2023 saw us further strengthen our position with five strategic acquisitions: Korkia enhancing our sustainability practice, Smplicity augmenting our Salesforce expertise, TXS Securitization strengthening our asset-backed securities offering, and bytics Group and Cedar Bay within Arcwide's IFS portfolio.

€1 billion+ revenue for the third year running
BearingPoint closed 2025 with €1.025 billion in revenue in a soft market environment. This was our third consecutive year above €1 billion.

Management buyout

Spin-off of our Regulatory Technology business unit
The successful completion of a strategic lifecycle, progressing from initial concept, to a high-value business service, to commercial fruition – all achieved via focused investment, IP, and expertise. We continue to be involved through a minority stake, and as a preferred consulting partner.

New subsidiary in India
We further strengthened our presence globally with the opening of our new offshore delivery center in Electronic City, Bangalore (India), to scale SAP and digital capabilities.

Launch of Arcwide
We launched our first ever joint venture, Arcwide, in partnership with IFS. Arcwide unites IFS Cloud expertise with world-leading business consulting under one roof.

BearingPoint surpasses €1 billion full-year revenue target
2023 was a breakout year for BearingPoint. In delivering ever-greater value for our clients, we achieved more than €1 billion in revenue for the first time in our history.

Acquisition of Enterprise Consulting
We completed the acquisition of this leading IFS Platinum Channel Partner in North America, enhancing Arcwide's delivery offerings.

B Corp Certification
BearingPoint became B Corp certified for the first time, highlighting our firmwide commitment to sustainability.

New joint venture in the United States
BearingPoint and ABeam Consulting formed a new joint venture in the United States, marking a significant milestone in our long-standing strategic alliance.

Acquisition of Cedar Bay Iberica
A further strategic milestone was the acquisition of Cedar Bay Iberica, strengthening Arcwide's presence in Southern Europe. In less than four years since its founding, Arcwide has become the global market leader for IFS services.

2009

2020

2021

2022

2023

2024

2025

Our markets – business outlook

In a year hit by geopolitical uncertainty, accelerating digital disruption, and general economic headwinds, BearingPoint's model proved highly resilient. Demand for large-scale digital transformation remained strong across all sectors, with booking levels in line with 2024. This section examines 2025 market conditions, our strategic responses to client challenges across six industry segments, and our future outlook.



Market conditions

Macroeconomic environment

Entering 2025, global markets were shaped by a mix of fading and emerging challenges. Inflationary pressures that peaked in 2023 began to ease in key regions, providing some economic relief.

However, geopolitical tensions remained high, notably in Europe, where the war in Ukraine and broader geopolitical rifts forced companies to reconfigure supply chains, prioritizing resilience over just-in-time efficiency. Meanwhile, China–US trade frictions, regional conflicts, and unpredictable tariffs injected further uncertainty, prompting a conservative approach to investment in some sectors.

Despite these challenges, overall consulting demand held firm, underpinned by the urgent need for efficiency gains and digital modernization in a slower growth environment.

Industry trends and technology

Across all industries, digital transformation remained the dominant driver of demand, with technology identified as a core lever of competitive advantage. In 2025, GenAI moved decisively from hype to concrete enterprise adoption at scale. This was a structural shift in how organizations operate and create value.

Clients embedding AI into core processes triggered significant investments in data platforms and governance, as scalable AI proved impossible without strong data foundations.

On the sustainability front, regulatory pressure around the EU's CSRD eased in 2025 under US influence. Yet several clients continued to accelerate decarbonization and green transformation initiatives, viewing sustainability as a source of long-term competitiveness.

Meanwhile, sector-specific trends shaped client priorities. In financial services, rising interest rates and stricter capital rules pressured banks to streamline operations and shore up risk management. In consumer goods & retail, inflation-weary shoppers still demanded seamless omnichannel experiences, forcing retailers to optimize pricing and supply chains simultaneously.

Manufacturing and automotive firms grappled with industry disruption – the electric vehicle (EV) segment, for example, encountered headwinds from global competition and demand swings, especially in Europe.

Telecom and media companies invested in 5G and digital content platforms to meet changing content consumption habits. Meanwhile, in public sector entities, the push for digital government and cybersecurity was paramount.

Transformation drivers

A number of market factors created strong transformation pressure in 2025. Foremost was cost efficiency and automation: margin pressures from inflation and competition made digital transformation projects like ERP modernizations and AI-based process automation essential rather than discretionary.

Regulatory change and risk management were other drivers, with new compliance requirements across financial services, healthcare, and beyond forcing organizations to upgrade systems and data capabilities, from sustainability reporting to NIS2 cybersecurity compliance.

Supply chain resilience also stood out. Trade uncertainties and the lessons of recent disruptions pushed firms to diversify, to nearshore, and to introduce digital supply chain control towers.

Finally, a decisive shift toward personalized, digital-first consumer expectations forced retail, banking, and public services to adopt AI personalization engines and omnichannel platforms, re-engineering customer-facing processes just to stay relevant.



Key client challenges

Evolving and persistent challenges

Clients came to BearingPoint in 2025 with a familiar set of challenges, each sharpened by new urgency. Digital integration remained the dominant theme: having launched wave after wave of pilots, clients now faced the harder question of how to scale AI and digital initiatives firmwide and tie them to measurable outcomes.

Delivering operational efficiency and cost optimization was also high on clients' agendas. With growth uneven and wage and input inflation persisting, clients in manufacturing, transportation, and retail were intensely focused on end-to-end process optimization.

Talent and organizational agility rounded out the top challenges. Many companies still struggled with siloed structures and skills gaps in data science and cloud, even as AI adoption accelerated. The question was no longer just how to hire for new capabilities, but how to rewire the organization itself for the AI age.

New challenges emerging in 2025

One prominent new concern was GenAI governance and adoption. Many firms found themselves underprepared for responsible, scalable deployment – facing real risks around hallucinations, bias, and IP as they moved from prototypes to production. They frequently turned to BearingPoint to help build the necessary foundations.

The tension between AI-driven digital transformation and sustainability was a related challenge. As ESG commitments strengthened, clients needed to ensure technology investments supported rather than undermined climate targets, with the energy footprint of AI infrastructure a particular flashpoint.

Geopolitical and trading tensions, meanwhile, forced companies to plan for scenarios like energy-supply disruptions or export controls on critical technologies, making contingency planning and adaptability vital.

Compounding all of this was technological and regulatory uncertainty. With AI evolving rapidly, many firms were wary of committing to platforms or standards that might not prevail – while the regulatory landscape around data privacy and AI remained fluid.

Future challenges and capability gaps

We anticipate several new challenges on the horizon. Scaling AI and data-driven business models will be an ongoing test of clients' organizational readiness. Companies will need to overcome the most common culprits behind stalled AI pilots: data silos, talent gaps, and distrust in AI outputs.

In 2025 it became clear that mastering data governance and architecture is a prerequisite for AI success, yet many firms lacked adequate data quality, integration, or governance frameworks. At the same time, increased digitization and AI bring greater cybersecurity exposure. Many clients feel underprepared to build the defense and risk management capabilities this demands.

Sustainability and ESG will also demand new capabilities: clients will need expertise in carbon accounting, circular economy, and sustainable supply chain management. We foresee that capability-building around sustainability will be a growth area, as firms now must not only report ESG metrics, but transform products and processes to meet climate goals.

Furthermore, as transformations multiply, change management is emerging as a significant challenge. Our clients increasingly recognize that they face a tough task in shifting mindsets, building new skills, and embedding different ways of working.

Firms that underinvest in upskilling and workforce enablement risk seeing their transformation gains evaporate.

Urgent vs. strategic transformations

Over the year, we observed a clear distinction between urgent and strategic transformations. Urgent transformations keep the lights on: for example, cloud migrations and core system modernization have become pressing, with delays carrying real risks of operational failure and runaway costs.

Strategic transformations, by contrast, prepare organizations for long-term growth, encompassing initiatives like direct-to-customer digital channels or AI-enabled product development.

Importantly, the line between the two is blurring as the pace of change accelerates. Trends once considered longer-term, like scaling AI beyond pilots, have rapidly become short-term priorities.

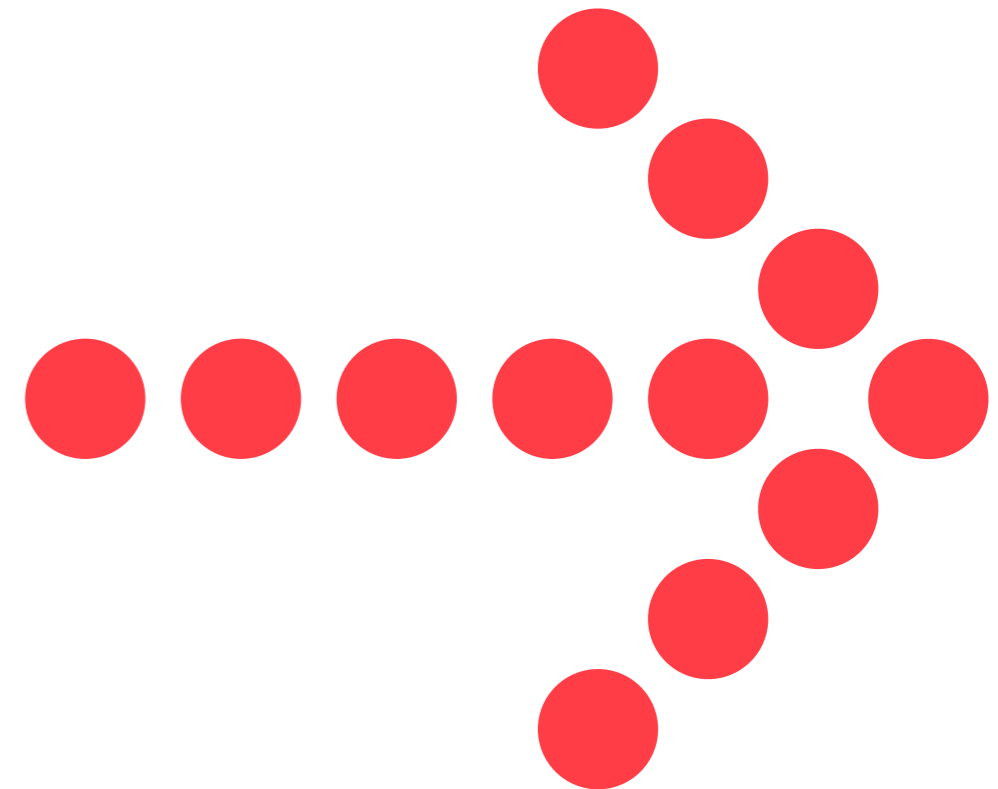
Rising client expectations

As client challenges evolved, so too did their expectations of consulting partners. We observed clients in 2025 demanding more tangible value and speed from consulting engagements. They expect consultants to co-own outcomes and be accountable for results. This is driving interest in outcome-based contracts and partnerships, where consultants' compensation may be tied to achieving specific tangible targets.

Clients also expect greater flexibility in delivery: consultants are asked to work in agile sprints, iterate solutions quickly, and integrate seamlessly with client teams. The old model of a big consulting team working in isolation for months is being replaced by a more 'hands-on, one-team' approach, often with co-creation at the core.

Simultaneously, consulting partners are expected to have deep expertise and multi-disciplinary knowledge. On top of traditional strategy or process know-how, consultants need technical prowess (e.g. data science or cybersecurity) and industry-specific insight. This blend of business and technology expertise with profound industry knowledge is seen as crucial to crafting solutions that actually work in practice.

Lastly, clients expect consultants to bring innovation and assets. There is a growing preference for firms that come with pre-built tools, accelerators, or even software products that can jump-start solutions. BearingPoint's portfolio of products and accelerators has met this need.



2025 segment highlights

Public & Health Services

2025 was a record year for Public & Health Services, driven by the acceleration of digital government and high-profile AI wins in public services. We reinforced our defense capabilities to align with increased European budgets, supporting ministries with digital strategies. In healthcare, the practice achieved strong growth by assisting national health ministries with hospital system digitalization and telehealth strategies. Our thought leadership was highlighted by our key role in the 30th Ministerial Congress in Germany, emphasizing our expertise in government digitization.

Automotive, Manufacturing & Defense

This segment achieved strong growth, with bookings up 16% year-on-year. Key achievements included the launch of a cross-segment Defense community to support European rearmament and modernization. In manufacturing, we built a live 'Fischer' Smart Factory demo to showcase Industry 4.0 use cases. The practice also published high-impact research on the electric vehicle industry while helping clients navigate the dual pressures of cost reduction and the need for smart, sustainable factory operations.

Energy, Resources & Transportation

We secured an €80 million Managed Services Agreement outsourcing deal within the IT function of an Austrian utilities firm – underscoring our strength in long-term partnerships. In France, we delivered the country's largest utilities S/4HANA transformation to enable smart grid operations. We also rapidly expanded our Aviation consulting team to meet rebounding demand. Innovation remained central, evidenced by the expansion of our 'NextGen' energy transition offerings and a 'Best of Consulting' award for a Salesforce-based digital utility solution.

Consumer, Retail & Lifestyle

This segment pivoted decisively toward AI-led transformation, moving beyond experimentation to embed agentic commerce solutions with AI-empowered dynamic pricing and supply-chain decision-making. We showcased our ability to turn consulting IP into products with the launch of an 'Augmented Planning' asset for retail, integrated into Anaplan. Despite market headwinds, the practice deepened partnerships with major luxury brands, expanding from project-based work to broad data and digital transformations, while maintaining resilience through the luxury sector's continued global growth.

Our strategic partnerships with Google and SAP, notably showcased at the National Retail Federation (NRF) conference, position BearingPoint at the center of global retail and luxury transformation trends. By jointly supporting clients across data, AI, cloud and next-generation commerce, we reinforced our role as ecosystem orchestrator – connecting strategy, technology partners, and business outcomes.

Financial Services Industry

The Financial Services Industry practice achieved its best year ever in terms of revenue and bookings, deepening trust with its largest clients. We have solidified our reputation as *the* regulatory advisory firm, with our largest-ever team serving clients across all BearingPoint countries and the launch of our 'Outcome-as-a-Service' solution. International thought leadership has been a key driver, with banking and payment insights reaching over 500 million impressions globally.

Furthermore, cross-country collaboration has proven vital; teams from the Netherlands, Finland, Luxembourg, and Germany successfully won joint business at the ECB, establishing us as a leader in the European digital space. In the insurance sector, our tenth annual 'Versicherungs.Dialog' in Cologne reaffirmed its status as a premier industry event.

Technology, Media & Telco

In telecoms, BearingPoint was awarded a landmark contract to lead the S/4HANA transformation for a leading operator – the largest project of its kind in France. We also deployed a GenAI-driven solution for a fiber company that delivered over 100% ROI within 12 months. Additionally, we defined the blueprint for 'Connected Territories' with InfraNum, analyzing more than 150 projects to identify scaling levers.

In the media sector, we marked the fifth anniversary of Submix (our subscription economy barometer) expanding it into France and Germany to offer a unique cross-border perspective. We launched BookInsight, an AI solution for manuscript analysis aimed at publishers. We also conducted AI impact analyses for the music sector and the broadcast sector, exploring how AI is reshaping creative professions.

Finally, in the technology sector, we cemented our leadership in France by serving over 50% of the country's top 25 software vendors. We also released 'Scaling Stories' with ESSEC Business School, a major study identifying critical success factors for scale-ups.



Market outlook for 2026 and beyond

Looking ahead into 2026 and beyond, we anticipate several market dynamics that will significantly impact our clients.

Continued geopolitical realignment

The quest for resilience and sovereignty will remain front and center. European industries are likely to face ongoing pressure to localize key parts of their supply chain (such as energy, semiconductors, or defense) and reduce dependency on unpredictable global partners. The increase in defense spending in Europe will accelerate through the decade.

This will open up opportunities in aerospace and security, but also require navigation of protectionist policies and cross-border collaboration. Increasingly volatile geopolitics could also mean trade tensions persist (e.g. tariffs or tech export controls), which clients will need to adapt to by building flexibility into sourcing and markets.

Macro-economic divergence

Following modest global growth in 2025, hopes of a rebound in the US, Europe and beyond have been hit by conflict in the Middle East, high energy prices, and debt pressures.

Corporates in slower economies will double down on cost management and consolidation, whereas in faster-growing regions, we expect bold investments in innovation. We foresee capital expenditure shifting toward areas that promise productivity gains – such as automation and AI – rather than expansions of physical capacity. Additionally, if interest rates ease, a pickup in private equity and M&A activity would bring further integration and transformation challenges – and consulting opportunities.

Technological evolution and adoption

Artificial intelligence will continue to be the most disruptive force. By 2026, AI adoption will be nearly universal among our client base, but the spectrum of maturity will be wide.

We predict a strong focus on industrializing AI – moving from individual use cases to integrated AI systems across the enterprise, and from prototype to production with robust governance.

Emerging technologies like quantum computing and advanced robotics may begin to appear on clients' strategic roadmaps, though likely more as exploratory projects; their real business impact might be a few years further out. Cloud computing will remain crucial – specifically multi-cloud and sovereign cloud solutions will gain traction as data sovereignty concerns rise.

Cybersecurity and data privacy technologies will also be front-of-mind, as the frequency and sophistication of cyber attacks grow and new regulations come into effect, requiring updated solutions to comply.

Regulatory and policy shifts

The regulatory landscape in 2026 and beyond includes major changes that will shape client agendas. In the financial sector, Basel IV and other capital regulations will tighten, and ESG disclosure requirements will ramp up, forcing further transformation in risk and reporting systems.

The EU AI Act (expected to be in force by 2026) will create new compliance categories for AI systems. Companies deploying AI will be required to implement risk assessments, transparency, and oversight mechanisms for 'high-risk' AI. Data privacy laws are also set to advance, with more countries adopting GDPR-like regimes, which will influence how data is managed globally.

Global environmental policies will also increasingly bite – for example, stricter emissions targets or carbon-pricing mechanisms could hit heavy industries, making sustainability not just a choice but a requirement.

In addition, government instruments (like the EU's post-COVID recovery funds and the US CHIPS Act) will provide tailwinds in certain industries by incentivizing investments in digital and green projects.

Overall, regulation will be both a source of new costs and complexity for clients, but also often a catalyst for transformation projects that drive demand for consulting.

Uneven outcomes across industries

There is set to be varying progress and pressure across different consulting sectors. Sectors tied to green and digital transitions look positive. Energy and utilities in particular should benefit from investment in renewables, smart grids, and EV infrastructure, which are all predicted to be significant drivers of consulting demand.

The technology and software sectors will benefit from demand for digital tools, with high spending expected on enterprise software, cloud services, and cybersecurity solutions. Public sector consulting could also have positive traction, particularly in areas like digital government, healthcare modernization, and defense.

On the other hand, continued pressure may be felt in consumer industries if economic recovery is slow. For example, consumer products and retail might still be wrestling with slim margins and cautious spending behavior in 2026, especially in Europe. Automotive also faces continued pressure from the EV transition, with high R&D costs, new competitors, and uncertain demand leaving little room for error.

The prospects for industrial manufacturing might also be mixed. Those that have invested in Industry 4.0 and automation will pull ahead while others could struggle with wage and energy cost pressures.



Financial services may see a renewed growth phase if, as expected, the sector rebounds from a late-2024/2025 dip once interest rates stabilize and technology investments pay off. However, there will still be structural pressures from fintechs and compliance costs with which to contend.

In summary, 2026 is poised to reward innovation and flexibility, while punishing resistance to change.

Shifting investment priorities

Across industries, we foresee investment priorities tilting toward smart and sustainable initiatives. Automation and AI projects will attract a larger share of capital expenditures as their productivity ROI becomes clearer, with many firms prioritizing data and AI platforms and cybersecurity.

Workforce and training investments may also rise: savvy organizations will allocate more budget to reskilling employees for the digital age, creating internal academies for data and AI literacy. In energy, capital will shift decisively toward renewables, grid modernization, and storage; in transport, toward electrification and digital mobility.

Customer experience remains an investment priority for companies seeking loyalty in an increasingly digital marketplace, with greater budget allocation to CRM, personalization engines, and omnichannel platforms across retail and banking. Additionally, rather than building everything in-house, companies will increasingly invest in partnerships and ecosystems, whether adopting startup technology or co-developing solutions with consulting partners.

Finally, we anticipate a notable rise in outcome-based contracting and managed services, as clients seek guaranteed impact from their spend through contracts that pay for specific outcomes over time.

Implications for BearingPoint

Amid these developments, BearingPoint has observed that certain topics and capabilities are becoming increasingly critical for client projects, and we have adapted our portfolio accordingly.

- **Data, AI & analytics boom:** Without question, data analytics and AI have been the most rapidly growing areas of client demand. In 2025, AI projects exploded across virtually every segment: from developing strategies and governance frameworks to building AI-driven solutions like predictive models, chatbots, and computer-vision applications. Our Data, Analytics & AI practice grew by over 30% for the second consecutive year, reflecting this surge.

Clients especially sought our support in AI readiness (ensuring data quality, architecture, and governance for AI), use-case development, and AI scaling. Numerous clients engaged us to assess how GenAI could drive efficiency in their value chains. BearingPoint's capabilities in this domain were enhanced by proprietary tools like GenXplore for AI value prediction and our network of alliances with AI technology partners.

- **Cloud & architecture modernization:** 2025 also brought increased demand for cloud migrations and IT architecture or data-platform modernization. BearingPoint enabled many organizations to accelerate their move to cloud-based systems for flexibility and cost benefits – generating double-digit growth in our technology offerings.

Our strategic alliance with Microsoft gained traction as clients looked for secure, compliant cloud solutions. Additionally, large S/4HANA and other ERP transformations remained in high demand. Clients sought our expertise in process redesign and the use of cross-shore delivery to execute these large programs efficiently.

- **Sustainability & ESG solutions:** The slowdown of the CSRD agenda in Europe meant sustainability and ESG activities evolved in a more constrained market environment – meaning lower demand compared to prior years. Despite this, BearingPoint continued to support clients on selected, high-impact sustainability priorities, leveraging the expertise of our ICARE team alongside our broader ESG capabilities.

Engagements focused on areas such as ESG strategy, sustainability reporting, and decarbonization, with continued traction in sustainable finance and green supply-chain initiatives. Looking ahead, sustainability will increasingly be embedded into broader transformation programs rather than treated as standalone – where ICARE's expertise, combined with BearingPoint's strategy, process, and data capabilities, provides a solid foundation.

- **Transformation & change management:** Clients increasingly need support not just in designing transformations but in making them stick. In 2025, change management, people enablement, and capability-building were fast-growing components of our projects. We delivered more leadership training and cultural change initiatives alongside tech implementation, including coaching a global insurer's audit teams in agile methodologies.

Our People & Strategy consulting expertise, including organizational design and upskilling programs, has become particularly relevant as clients realize how far the human factor determines success or failure of transformations. This trend will continue, making our ability to blend technical solutions with human-centric change a key differentiator.

Areas of portfolio strength

In the current environment, BearingPoint's multifaceted portfolio – particularly the combination of Consulting and Products – is a competitive asset. Certain solutions stand out as especially relevant. Our Products unit (with digital IP such as the Data Quality Navigator, advanced analytics solutions, and sector-specific tools) maintained strong momentum in 2025. Demand grew for pre-built, rapidly deployable solutions. For instance, our Anaplan-based planning accelerators and industry-specific data models proved particularly popular in consumer goods and finance.

Given these demand patterns, we are continuously investing in capabilities that will be more relevant in the coming years. Specifically, we are bolstering areas like AI engineering, cybersecurity consulting, and sector-specific digital solutions. We are also expanding partnerships with emerging software vendors in fintech, procurement, and data management to ensure we can deliver the best client solutions.

“BearingPoint is confident in its strategy and differentiation. We have aligned our offerings with the most pressing client needs and doubled down on what makes us unique. As one team with our clients, we are prepared to tackle the challenges of the future, delivering tangible results and enduring value.”

Elisabeth Denner, Global Leader
Market Segments at BearingPoint

Strategy 2030

Strategy 2030 is BearingPoint's North Star: a roadmap for scaling our distinctive strengths and innovative ambitions. It sets out how we differentiate our offer, deliver client impact, act globally, and empower our people – now and in the future. In 2025, by embracing change, new technologies, and new operational models, Strategy 2030 went from planning to execution.



Strategy 2030

In a world of geopolitical fragmentation, persistent macroeconomic volatility, and a rapidly evolving regulatory environment with continuously shifting investment priorities, the need for resilient, sustainable business models is crucial for success. Technology – especially data, cloud, and AI – is moving from an efficiency lever to a fundamental driver of new products, operating models, and competitive advantage, while talent markets and workforce expectations continue to shift.

Considering those fundamental changes, our Strategy 2030 sets a clear direction on where we play, how we differentiate, and which capabilities are required to deliver lasting impact for clients.

Our Strategy 2030 incorporates these developments and defines our firm's long-term direction and ambition to position and strengthen our role as a leading business transformation partner for our clients.

Our core strategic directions provide a clear framework for differentiation, client impact, global scale, and people development, enabling us to respond effectively to increasing complexity, technological change, and evolving client expectations.

- **We differentiate** by continuously evolving an innovative portfolio that combines industry, business, and technology expertise with scalable technology capabilities and Products. Strategy 2030 focuses on strengthening technology at scale and complementing consulting services with repeatable, solution-oriented offerings. This approach enhances consistency and efficiency while reinforcing our distinctive positioning in the market.
- **We deliver client impact** by placing client-centricity and outcome-based offerings at the heart of our engagements. We emphasize delivering measurable results and long-term value, supported by strong partnerships and integrated offerings. By aligning industry expertise, capabilities, and collaboration models around client outcomes, we ensure sustainable impact across complex transformation programs.
- **We act globally** by operating as one firm across borders and strengthening our global presence in key markets. Strategy 2030 focuses on building scale through a consistent delivery model and a strong ecosystem. This enables us to support clients internationally with the right expertise, capacity, and quality standards. This global approach ensures proximity to clients while leveraging the full strength of the firm.
- **We empower people** by investing in future-ready capabilities, new ways of working, and leadership development. Strategy 2030 places strong emphasis on enabling consultants through technology-supported delivery models and on developing next-generation leaders who will shape the firm's future and ensure sustainable success.

Strategy 2030 is underpinned by a set of internal enablers that support execution, alignment, and operational excellence across the firm.

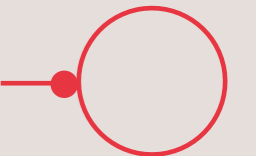
We differentiate

01



We deliver client impact

02



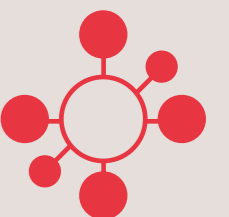
We act globally

03



We empower people

04



Our delivery model

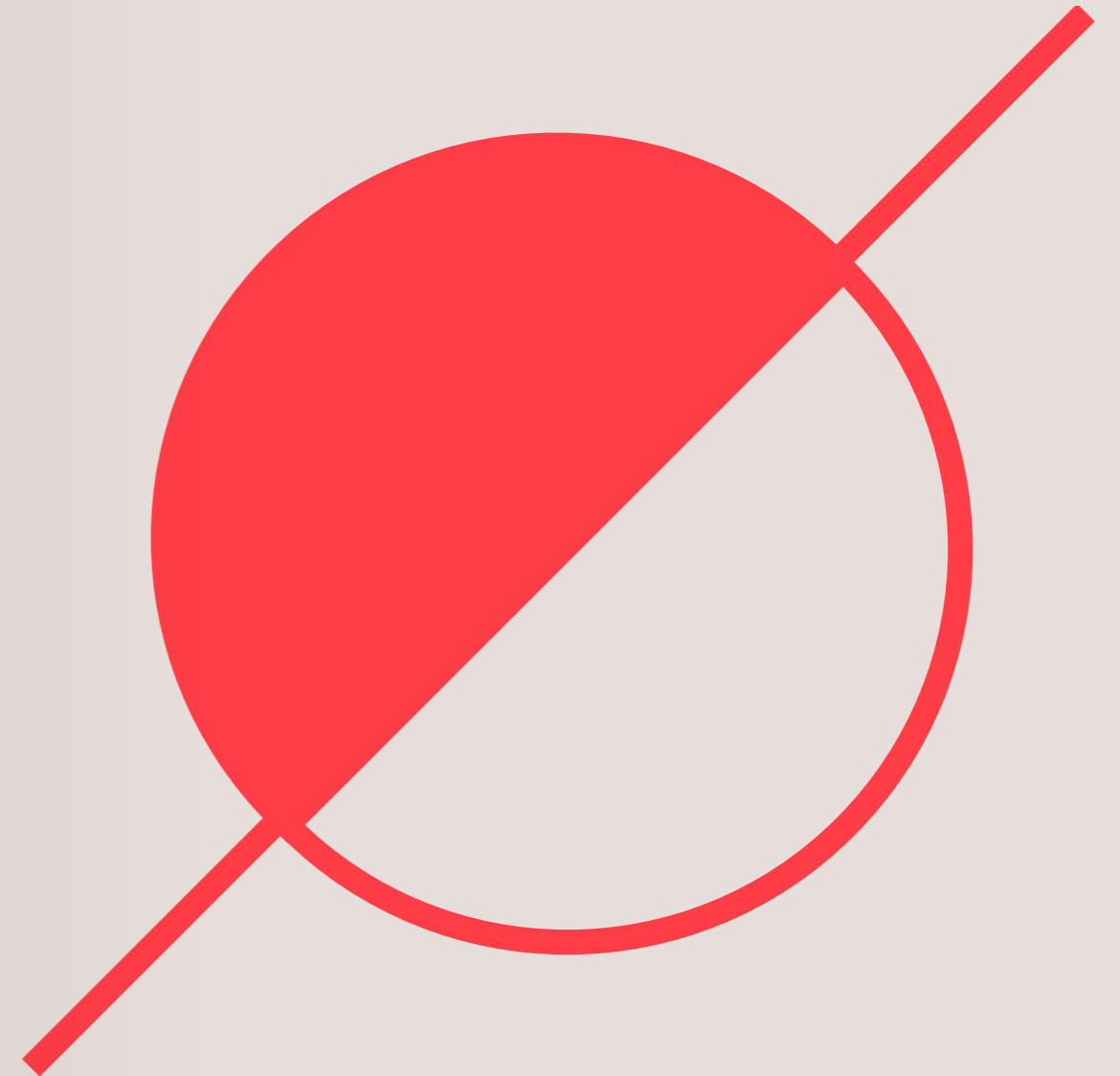
BearingPoint's ecosystem is unique. We have consciously built teams and offerings that bridge business consulting and technology implementation within specific industries. This integrated approach enables us to address client challenges holistically, avoiding siloed recommendations. In practice, we mobilize multidisciplinary teams, bringing together industry, process, and technology expertise to deliver pragmatic, end-to-end solutions at scale.



Strategy 2030

We differentiate

We practice what we preach. Driving successful business transformation for clients starts with continually transforming our own organization. That means staying ahead of market shifts, embracing technological opportunity, and innovating relentlessly across our portfolio, products, people, and partnerships. Discover what that looked like in practice in 2025, and why it mattered for our clients.



Innovative portfolio

Our 2030 portfolio and innovation ambition

Our consulting vision for 2030 is centered around four core pillars that we use to deliver efficient, scalable, and innovative solutions. These pillars frame our approach, ensuring we consistently meet the evolving needs of our clients, no matter how quickly technology and global markets continue to change.

1. Make a difference

The commitment to make a difference underpins everything BearingPoint does. We aim to create tangible value for clients, colleagues, and partners alike. We continue to make this difference through an innovation-powered, differentiated portfolio, new business models, and the integration of new offerings such as cybersecurity, AI, sustainability, and new sector verticals.

2. Go big, go global

Our ambition is to compete and win at scale in every region around the globe. We are fostering firmwide growth through common service offerings and an accelerated growth framework. That's why we've welcomed more than 1,000 new colleagues to our global team and supercharged their effectiveness with AI. With a sharp focus on volume, we are aiming to have 60% of our business driven by tech alliances by 2030.

3. Embrace innovation

We embed innovation and innovative technologies throughout every aspect of our organization. We harness the combined power of our global network, our partners, and our clients, driving co-innovation and developing original solutions born from diverse perspectives. Our Innovation Program 2025 focuses on client-centricity, flawless execution, data-driven insights, and the empowerment of our people.

4. Unlock synergies

Unlocking synergies means helping clients navigate complex challenges by connecting them to the right expertise across our global network. By harnessing the strength of this extensive ecosystem, we enable our consultants to act as connectors and navigators, guiding clients seamlessly toward impactful outcomes.

Our portfolio strategy and framework

At BearingPoint, we are actively reshaping the future of consulting by fundamentally redesigning how we operate and deliver value. Through deeper global collaboration, a strengthened alliance ecosystem, co-innovation with leading technology partners, and the deployment of cutting-edge AI capabilities, we are building a truly innovation-powered consulting portfolio.

Our model is anchored in strong service lines and firmwide communities. Service lines standardize delivery, scale AI assets, and ensure consistent quality – providing the backbone for operational excellence and sustainable growth. Our communities accelerate innovation and capability-building, enable specialization, and bring emerging technologies or new service offerings rapidly to market.

Combined, service lines and communities allow us to mobilize global expertise at speed and deliver AI-enabled transformations at scale.

New Centers of Excellence

BearingPoint is strengthening its global performance by introducing a refined operating model built around Centers of Excellence (CoEs). CoEs will become the firm's global engines for driving performance, growth, collaboration, and scalable impact. This enhanced structure creates a focused, high-energy ecosystem designed to elevate collaboration, accelerate innovation, and unlock international growth at scale.

While the CoEs are driven by clear KPIs, unified global plays, and strategic capacity-building, our communities remain vibrant, agile hubs where expertise evolves, ideas spark, and emerging capabilities take shape.

Their combined impact is powerful: a streamlined, future-focused framework for delivering excellence globally via dedicated virtual teams of experts, and structured investment pathways. This empowers us to scale our knowledge seamlessly across regions and deliver consistent, high-impact go-to-market execution worldwide.

The new model strengthens cross-regional collaboration, speeds up capability development, and enables sharper, more effective activation of the firm's strategic priorities.

Starting in 2026, three Centers of Excellence will form the core of this new global structure:

Salesforce – expanding on our proven, high-performing collaborative model.

Sourcing & Procurement – leveraging a strong expert ecosystem and a clear ambition for global delivery excellence.

Data Analytics & AI – uniquely positioned to scale rapidly and meet rising market demand across all business units.

In essence, this new operating model makes us faster, stronger, and more globally aligned – powering sustainable, international growth for the years ahead.

“This new operating model makes us faster, stronger, and more globally aligned – powering sustainable, international growth for the years ahead.”

Kay Manke, Global Leader Consulting Portfolio and Innovation at BearingPoint

“By reducing the time from idea to asset delivery, we are turning concepts into market-ready solutions with unprecedented speed and precision.”

Matthias Roeser, Global Leader
Technology at BearingPoint

Dedicated SAP and Microsoft business units

As part of our Strategy 2030, we are evolving our operating model to strengthen our position in large-scale enterprise transformation. In 2026, we are introducing two new global operating units – Enterprise SAP Transformation (EST) and Enterprise Microsoft Transformation (EMT).

By bringing together our SAP and Microsoft expertise into dedicated end-to-end organizations with global delivery models, unified go-to-market structures, and harmonized methodologies, we are strengthening our ability to support clients through their most complex digital transformations. EST and EMT position BearingPoint for sustainable, scalable growth across markets, industries, and technologies.

Enterprise SAP Transformation (EST)

The EST operating unit brings new momentum to BearingPoint’s SAP business by uniting all SAP capabilities in one global powerhouse. With more than 1,000 SAP specialists and a seamlessly scalable global delivery model, EST enables fully integrated, end-to-end SAP transformations across industries, regions, and business landscapes.

EST combines strategy, architecture, reselling, implementation, AMS, data excellence, and industry-specific SAP expertise into one cohesive operating platform. This integration breaks down silos, accelerates decision-making, and ensures clients benefit from consistent, high-quality SAP experiences – from vision to value realization. A new factory-based delivery approach for migration, development, testing, and AMS drives higher efficiency, quality, and repeatability – while accelerating the adoption of AI across the full SAP lifecycle.

The EST is targeting double-digit growth in 2026, contributing significantly to our 2030 strategy, and expanding our international footprint – particularly through our North America joint venture with ABeam Consulting. By harmonizing methodologies, strengthening global go-to-market capabilities, and leveraging nearshore and offshore capacity at scale, EST unlocks a new era of SAP transformation – smarter, faster, and globally orchestrated. It empowers organizations to modernize with confidence and realize tangible business outcomes powered by the full strength of BearingPoint’s SAP capabilities.

Enterprise Microsoft Transformation (EMT)

The EMT operating unit unifies all Microsoft-related services under one global structure. It spans the full Microsoft value chain, covering advisory, system integration, reselling, managed services, and solutions across the domains of Business Applications, Data and AI, Modern Work, and Security.

Copilot and AI agents optimize each aspect of the EMT operation. A shared operating model connects regions and solution areas, with nearshore and offshore hubs handling scale for large international programs. As a strategic growth engine, EMT strengthens BearingPoint’s position as a partner for Microsoft-driven AI-enabled transformations and contributes significantly to the firm’s Strategy 2030 ambitions by targeting double-digit growth in 2026.

Innovation remains at the core of our strategy, creating competitive advantage, fostering thought leadership, and generating intellectual property. Our tech ecosystem and strategic alliances ensure technology leadership and enhance global delivery capabilities, while global collaboration unlocks synergies and inspires fresh perspectives.

Anchored by dynamic business models and supported by our business units, Products and Capital, our framework is designed to deliver transformative value and empower future success for our clients.

Service line AI roadmap 2025

BearingPoint accelerated its transition to an AI-first operating and delivery model in 2025. We embedded the technology at the heart of each of our service lines across Customer & Growth, Finance & Regulatory, Operations, People & Strategy, and Technology.

Our AI roadmap defines a unified, scalable approach focused on building capabilities, industrializing assets, targeting smart investments, and accelerating ecosystem-driven growth. Central to the roadmap is the scaling to production of our proprietary AI platforms – such as GenAIQ, GenXplore, BeMind by BearingPoint, Be.Voice, DQN, Inventory Navigator, and Enterprise Transformation Framework. This industrialization has transformed isolated AI experiments into standardized, enterprise-ready engines that drive productivity and performance.

In parallel, we are building a firmwide AI-capable workforce through structured training, certifications, and targeted hiring of AI engineers, architects, and data strategists. Strategic alliances with hyperscalers, AI providers, and enterprise platforms amplify our AI ambition, enabling co-developed offerings and scalable client impact.

Each service line translates this framework into focused priorities: from AI-powered customer experience and predictive finance to autonomous supply chains, AI-enabled organizational design, and agentic enterprise architectures. To ensure tightly managed execution, the roadmap is coordinated through six transformation levers: partnerships, hiring, upskilling, assets, marketing, and flagship references.

The result is a cohesive, industrialized AI delivery engine that enhances productivity, accelerates time-to-value, strengthens margin resilience, and positions BearingPoint as a leader in AI-enabled consulting across Europe and beyond.

Tech-powered growth across key practices

All of our practices that focus on specific technology groupings saw significant growth in 2025:

Data, Analytics & Artificial Intelligence:

With GenAI continuing to be a key driver in a rapidly maturing market, we accelerated our growth with significant investments in team hires and core IP assets. Clients sought our deep business and technology expertise to scale high-impact use cases, manage data infrastructure, and drive organizational change.

Planning & Performance Management:

We experienced continuing high demand in connecting sales and operations planning with financial planning and implementing AI-based planning and reporting, making our clients' business planning more reliable and efficient. Our [BearingPoint Integrated Planning Excellence Study](#) shows that investment momentum is strong. Two-thirds of organizations are planning to invest in new or upgraded planning solutions within the next five years. There is also a strong appetite for AI forecasting and advanced analytics. However, only 8% of organizations have fully integrated, end-to-end planning processes that align sales, operations, and finance under a single framework.

Sourcing & Procurement: In 2025 this practice achieved double-digit growth, surpassing €50M in global revenue, supported by targeted team expansion and strengthened delivery capabilities. We advanced our market position through successful design and implementation of procurement solutions for multiple global clients. This included leveraging major procurement platforms including SAP Ariba, Coupa, Jaggaer, and Ivalua.

AI-enabled transformation was a key differentiator, driven by the continued scale-up of our [Product Spend Navigator](#) and the launch of procurement-process orchestration in partnership with leading technology providers. These capabilities enhanced our value proposition and positioned the practice at the forefront of next-generation procurement excellence.

Salesforce-powered Transformation Programs:

The team outperformed the market with double-digit growth in 2025, driven by solid results in France and Germany and strong incremental growth across the UK, Ireland, and the Netherlands. We scaled delivery through our nearshore centers in Romania and Portugal while accelerating agentic offerings around Agentforce and Data Cloud, supported by our global AI-integrated development approach, BeMind for Salesforce. We also strengthened our end-to-end value proposition through expanded SAP and Salesforce integration, enabling rapid cross-platform delivery.

Software Development & Cybersecurity:

We experienced over 50% growth rates in both agentic-driven legacy software transformation and in the cybersecurity advisory domain, especially in the area of critical infrastructures.

Embedding innovation into how we grow, scale, and lead

Innovation is not just an initiative at BearingPoint. We embrace it at every step. It is how we build our business. Innovation is embedded deep into our DNA and we amplify its impact by orchestrating the collective intelligence of our people, clients, and partners. Through assets, platforms, and data-driven insights, we turn ideas into scalable outcomes that deliver lasting value.

From ideas to impact: scaling innovation

Our Innovation Program is designed to accelerate growth, maximize impact, and deliver measurable results. The market is moving fast – driven by technological disruption, AI transformation, and relentless pressure for speed and efficiency. Our response is clear: productize what works, scale what matters, and industrialize innovation.

We are transforming the innovation lifecycle itself. By reducing the time from idea to asset delivery, we are turning concepts into market-ready solutions with unprecedented speed and precision. This shift reflects a broader transformation in innovation: moving from experimentation to execution at scale.

A new chapter for innovation

In 2025, our Innovation Program began a new chapter. Building on a strong foundation, we intensified our focus on high-impact assets, emerging technologies such as Generative and Agentic AI, and platforms that enable enterprise-wide transformation. Our ambition goes beyond business performance. We mobilize innovation to create value for our clients and our firm while positively impacting people, organizations, and society.

Innovation program priorities

Our Innovation Program is anchored in clear priorities that reflect the latest shifts in how leading organizations innovate. We combine client-centricity, data-driven decision-making, and rapid execution to empower our people and scale impact across the firm. These priorities are shaping our future-ready consulting model:

1. Execution – Speed to value, outcome-driven

We accelerate high-potential assets with a clear focus on measurable outcomes. Innovation is managed with an investor mindset, prioritizing scalability, commercial impact, and return on effort.

2. Client-centricity – Connecting innovation to value

Innovation starts with real client challenges. We co-create asset-based solutions that address concrete business needs and deliver tangible, sustainable impact across projects and industries.

3. Empowerment – Turning ideas into results

Our people are our strongest innovation engine. We engage and empower them to contribute ideas, build assets, and take ownership of outcomes – supported by clear governance and funding mechanisms.

4. Exploration – Focused innovation with clear priorities

We actively explore emerging technologies and market shifts, from GenAI to platform-based business models. At the same time, we rigorously prioritize, ensuring that innovation efforts are aligned with strategic goals and deliver firmwide impact.

Together, these priorities fuel our mission: innovation with speed, impact, and purpose.

The Innovation Program in numbers

In 2025 our Innovation Program made significant progress, strengthening our asset portfolio and reinforcing our long-term growth ambition:

- Our asset portfolio bookings ambition for 2030 increased by 35%, from €200M to €270M
- 60 new assets entered the funnel, contributing an additional €90M to the 2030 ambition
- 87% of the 2030 ambition is driven by one third of our assets – our 'pearls,' where we focus investment and scaling efforts
- AI-accelerated assets reached €95M in bookings ambition for 2030, representing 100% year-on-year growth

Assets driving transformation

We have set ambitious goals. By focusing on asset-based consulting, we are driving recurring revenue through reusable, scalable solutions that consistently deliver value across clients and industries. By 2030, 60% of our projects will systematically leverage assets such as repeatable tools, frameworks, and solutions. This will enable smarter execution, faster time-to-value, and higher quality outcomes.

Assets drove our innovation in 2025. We doubled down on scaling our best AI-powered assets, while building new ones that will underpin our future growth. In terms of assets, our key 2025 highlights include:

Agentic AI Architecture: This reusable asset enables organizations to deploy autonomous AI agents securely and at scale, even across legacy and hybrid environments. It gets AI agents into production faster, while ensuring the governance, compliance, and quality standards that enterprises require.

BeMind by BearingPoint: Our AI delivery asset is driving 20–30% productivity gains across tech transformation programs, including SAP S/4, Microsoft, Salesforce, Sourcing & Procurement, and IFS.

GenXplore: This AI-based augmented advisory tool accelerates the analysis of GenAI's potential impact on processes, jobs and tasks across an entire organization. GenXplore identifies viable use cases, prioritizes investments, and manages the transformation effects. In 2025, we extended the scope of this advisory tool to cover cost takeout, ESG impact, and other enterprise-wide assessments.

GenAIQ – our Retrieval-Augmented Generation platform: GenAIQ enabled our clients to generate real value from GenAI across more than 100 large-scale, priority use cases. We brought the platform into our Products portfolio, built industry-specific use-case catalogues, and launched a SaaS version that clients across industries are now adopting.

Be.Voice – our experimental avatar front-end: Be.Voice pushed the conversational boundaries of AI via an innovative avatar interface, driving user engagement and delivering complex multi-agent solutions. With over 50 internal and external use cases, Be.Voice has been deployed as a virtual executive/board advisor, and even as a moderator of fully augmented workshops.

MS (GitHub) Copilot – our multi-purpose agentic platform: This is an enhanced internal and client-facing operation with tailored AI support, providing role-specific, custom solutions and accelerating workflows.

Enterprise Transformation Framework: This is both a platform and methodology that accelerates large-scale enterprise transformations, often in the context of SAP S/4HANA programs. It provides access to BearingPoint's best-practice process content and extensive documentation – enabling faster value-chain redesign, shorter project timelines, and lower transformation costs.

AI-Driven Migration Platform: This solution automates data extraction, mapping, transformation, and code generation by leveraging BearingPoint's proven migration expertise. It significantly reduces development effort and time, accelerating complex systems and data migrations with greater reliability.

E-Mobility: This solution guides organizations through the shift to electric mobility – spanning fleet and mobility use cases. Our consulting expertise combined with scalable digital tools helps drive sustainable transformations with measurable environmental results.

Open Finance Navigator (FiDA): Our market-intelligence platform for Open Finance gives financial institutions comprehensive insights beyond traditional analyst reports. With interactive and chat-based exploration, it helps organizations identify opportunities, assess readiness, and define their Open Finance strategy more quickly and confidently.

Outlook: shaping the future with innovation

Innovation is not an add-on to our strategy – it is a foundation. By 2030, customer-centric, asset-based innovation will be fully embedded in our consulting model. Through scalable assets, close client collaboration, and strong partnerships, we will keep setting new standards for outcome-driven consulting – cementing BearingPoint's position as the trusted, pioneering partner for delivering sustainable, measurable change.



Generating impact with

A

AI's potential to deliver real, sustainable impact for enterprises and consultancies alike rapidly accelerated in 2025. Thanks to maturing solutions provided by our key technology partners, we were able to design more complex and effective integrations, generating greater value for clients.

Our consultants have become trusted navigators and connectors in a rapidly evolving commercial and technological landscape. AI now generates strategic advantage across all job types and levels – for our people and our clients. The focus has shifted from productivity gains toward new capabilities and fundamentally different business models.

AI delivering at scale

BearingPoint supported several large-scale enterprise transformation roadmap developments in 2025. These included cross-industry strategic data journey initiatives and the scaling of high-impact use-case implementations. We also supported agentic enterprise architecture deployments and operating model developments. For further insights, explore these thought leadership pieces: [The AI Supply Chain](#), [Agentic AI: a game changer for European Telco network rollouts](#), and [Future-ready by design](#).

Microsoft Copilot is the backbone of our AI acceleration, with around 3,500 consultants using it daily, enhanced by domain-specific AI solutions. With the help of Copilot, our consultants can instantly share their deep-dive insights with clients and partners via training sessions and workshops, and as part of ongoing transformation support.

The second edition of our groundbreaking study [Transitioning into an Augmented Organization](#) earned significant market visibility. The study confirms critical strategies for C-suite executives navigating the shift to an augmented organization. It also highlights the growing gap between laggards and leaders.

BearingPoint is committed to supporting the sustainable and ethical client adoption of AI. As a result, we have invested significantly in developing our capabilities in guiding clients along their rollout roadmaps. We now facilitate interdisciplinary discussion forums, podcasts, and innovation workshops to achieve those goals.

GenAI ways of working – our 2025 highlights

We've standardized AI across our organization, integrating it into teams, processes, and delivery. Clients now benefit from smarter decisions, accelerated execution, and scalable results. For example:

Tiger Teams – the power behind the progress

We deployed three Tiger Teams as the engine driving our AI progress. We moved away from one-off use-case delivery toward building the foundations for large-scale AI-driven enterprise transformation – using a structured portfolio and platform approach to get better results, faster. In 2026, we're evolving into a global Center of Excellence, taking ownership of Data Governance and Data Platform, and anchoring our GenAIQ accelerator within our Products business for a scalable, global go-to-market.

Agent Lab – engineering Human-AI working environments

We formed an interdisciplinary team of software architects, AI experts, and internal IT professionals to build the BearingPoint agentic world. This team scaled internal agentic impact and showcased the value agentic AI can generate for our clients.

A new AI transformation program

We launched a program to accelerate agentic AI-driven enterprise transformation and scale client-side business impact. At the same time we strengthened our AI-focused collaborations through a series of tech alliance partnerships that ensured seamless integration of GenAI solutions within client ecosystems.

The path forward

Our GenAI strategy is about reshaping how we deliver value, empowering our people, and leading the consulting industry in a new era of disruption and opportunity. By 2030, we will stand as a model of AI-driven excellence, fostering growth, innovation, and efficiency at every level.

We aim to redefine the consulting landscape through three core levers:

Being market-driven – creating tangible value for clients while acting as leaders, connectors, and navigators in the complex AI landscape.

Augmented consultants – empowering our people with GenAI tools to improve service offerings, and create new pricing models, while fostering careers boosted by AI capabilities.

Enablement – strengthening our core for scalable growth, achieving efficiencies and ensuring that infrastructure growth is matched or exceeded by gains in productivity.



Innovation strength in numbers

215

Assets managed
in our portfolio

€270m

Asset portfolio bookings
ambition by 2030

30%

Assets with highest
potential (impacting overall
87% of our ambition 2030)

35%

Of our ambition 2030
is driven by GenAI
(up from 18% in 2024)

2

Assets from the consulting
portfolio have been
promoted to Products

60

New assets entered
the funnel

3,000+

people joined our
innovation hub in 2025

The Enterprise Microsoft Transformation unit

Strengthening our position in large-scale enterprise transformation, BearingPoint is launching a dedicated operating unit bringing all Microsoft-related services under one global structure. BearingPoint's Eric Conway and Microsoft's Martin Cullen discuss the rationale for the new unit, its operation, and the likely client benefits it will bring.



Eric Conway
Global Leader
Enterprise Microsoft
Transformation
at BearingPoint



Martin Cullen
Vice President,
Corporate EMEA
at Microsoft

Q. Eric, BearingPoint has worked with Microsoft technologies for many years. How has this collaboration evolved in recent years as clients increasingly adopt Microsoft platforms across cloud, AI and business applications?

Eric: In recent years, our collaboration with Microsoft has evolved from a classic technology partnership into a broader transformation partnership. We are now supporting clients across the Microsoft Cloud – Azure, Dynamics 365, the Power Platform and Microsoft 365, increasingly combined with Copilot and AI capabilities. What matters most is that this allows us to translate platform innovation into tangible business outcomes for our clients.

We are a Microsoft Solutions Partner across multiple solution areas, with several advanced specializations and a strong track record across advisory, transformation, implementation and managed services. This enables us to support clients throughout their entire cloud journey, helping them simplify complexity and operate on intelligent, data-driven foundations.

This evolution has also been shaped by Microsoft's own strategic direction. The shift toward an AI-first ecosystem and the expansion of the Microsoft AI Cloud Partner Program – with its emphasis on Copilot specializations and skilling – has raised expectations and opportunities for partners like us. I see this every day in the way our teams collaborate with Microsoft to bring AI into real enterprise operations.

Q. BearingPoint has recently established a dedicated Microsoft unit. What market dynamics led to this decision, and what impact do you expect it to have for clients?

Eric: The establishment of a dedicated Microsoft unit reflects the accelerating demand we see from clients adopting Microsoft's cloud, AI, and business applications. By strengthening our focus and scalability, we can bring deeper expertise, faster delivery, and stronger alignment with Microsoft's ecosystem, ultimately helping clients scale transformation and realize value faster.

Q. BearingPoint is known for strong industry expertise combined with technology transformation. How does this combination help clients translate Microsoft technologies – including AI, data and business applications – into tangible business outcomes?

Eric: Industry expertise has always been one of BearingPoint's defining strengths, and it is one of the reasons I am particularly passionate about our Microsoft offering. When decades of sector-specific expertise is combined with platforms such as Azure, Dynamics 365 and Microsoft 365, we are able to translate technology capabilities into concrete improvements in business processes, customer engagement, and operational resilience.

Whether we are redesigning customer journeys, re-architecting supply chains, supporting regulatory transformation or optimizing operational processes, our teams build on Microsoft platforms in ways that directly map to industry needs.

This includes making data accessible and synchronized across their organizations, enabling more predictive and personalized interactions, and embedding intelligence at the heart of business processes. Furthermore,

“When decades of sector-specific expertise is combined with platforms such as Azure, Dynamics 365 and Microsoft 365, we are able to translate technology capabilities into concrete improvements in business processes, customer engagement, and operational resilience.”

Eric Conway, BearingPoint

our client work is guided by a central principle: AI only creates lasting value when it is integrated deeply into the operating model, not when it remains isolated in pilots or innovation labs.

Q. Many organizations are still early in their AI journey while at the same time modernizing core business platforms such as ERP and CRM. How is BearingPoint helping clients bring these elements together to drive meaningful transformation?

Eric: One of the biggest challenges I see in boardrooms today is the parallel journey many organizations face: modernizing their core platforms – ERP, CRM, data estates – while simultaneously adopting and scaling AI. These two journeys are often treated separately, yet they are deeply interdependent. From my perspective, the most successful transformations are those where they are connected.

That is precisely how we support our clients: by implementing modern, cloud-native platforms like Dynamics 365 that create immediate readiness for AI, and by using the Power Platform to automate and extend processes quickly. We help organizations establish the data, governance, and operating-model foundations required to scale AI responsibly.

Microsoft's own cloud modernization frameworks reinforce this approach and enable faster adoption of Copilot and generative AI in daily business operations. We have seen through numerous client examples across the Microsoft ecosystem how combining modernization with AI unlocks dramatic improvements in productivity, resilience, and customer engagement.

For me, this is exactly where our joint BearingPoint–Microsoft value proposition becomes most powerful.

Q. Martin, from your perspective, where is Microsoft currently placing its strongest strategic focus across Europe when it comes to AI, security, cloud, and business applications?

Martin: Across Europe, Microsoft's strategic focus is centered on helping organizations move from AI experimentation to measurable business outcomes – securely and responsibly.

That means three things in practice. First, ensuring AI is grounded in real work – embedded into productivity, collaboration, and business processes rather than operating in isolation. Second, providing a trusted cloud and data foundation that supports scale, compliance, and regional regulatory requirements. And third, integrating security-by-design across AI, cloud, and business applications so organizations can innovate with confidence.

Rather than viewing AI, security, cloud, and business applications as separate pillars, we increasingly see them as one integrated platform – enabling organizations to modernize how work gets done, how decisions are made, and how value is created.

Q. As organizations move from experimentation with AI to enterprise-wide adoption, how do you see the role of partners evolving in helping clients translate Microsoft's platform – from productivity and collaboration to business applications – into real business value?

Martin: As organizations move from AI pilots to enterprise-wide adoption, the role of partners is becoming more strategic, not less. Partners are increasingly helping customers translate platform capabilities into real operational change – whether that's re-imagining workflows, embedding AI into frontline processes, or aligning technology investments to business outcomes. This goes beyond implementation. It's about co-creation, change management, and helping organizations build the skills and governance needed to sustain value over time.

In the AI and platform era, partners who combine deep industry understanding, platform expertise, and strong execution capability are best positioned to help customers move from intent to impact.

Q. Security continues to be a critical priority for enterprises. How should they think about building a secure foundation as they scale AI, data, cloud, and business applications?

Martin: Security should not be viewed as something that comes after innovation – it must be foundational from the outset. As organizations scale AI, data, cloud, and business applications, the challenge is no longer just protecting systems, but ensuring visibility, governance, and trust across an increasingly complex digital estate.

That includes understanding how data is used, how AI systems behave, and how access is managed across users, applications, and increasingly, AI agents.

“Going forward, the greatest opportunities for collaboration between Microsoft and partners like BearingPoint lie in helping organizations operationalize intelligence across the business.”

Martin Cullen, Microsoft

Organizations that succeed are those that embed security into their operating model, enabling innovation while maintaining control, resilience, and compliance. Trust is what allows AI and cloud investments to scale responsibly.

Q. Consulting firms have traditionally positioned themselves as technology-agnostic. At the same time, the growing importance of platforms such as Microsoft’s cloud and business applications ecosystem seems to require deeper and more focused capabilities. How do you see this balance evolving?

Martin: Technology-agnosticism has long been valuable, but the nature of modern platforms is changing that conversation. As platforms like Microsoft’s cloud, productivity, and business applications become deeply integrated, delivering value increasingly requires depth as well as breadth. That is, clients need partners who understand how the platform works end-to-end – across data, security, AI, and business processes – and can help them unlock that value coherently.

The balance is evolving toward strong platform alignment combined with client-centric outcomes. Consulting firms that invest in deep platform capability, while remaining focused on customer needs rather than technology for its own sake, are best positioned to support long-term transformation.

Q. Many organizations are looking for partners who can support the broader Microsoft platform – from Copilot and Microsoft 365 to low-code platforms and business applications such as ERP and CRM.

How important is this breadth of capability when supporting organizations on their transformation journey?

Martin: Breadth of capability across the Microsoft platform is becoming increasingly important because transformation is rarely confined to a single workload.

Organizations want AI and digital innovation to flow seamlessly from productivity tools like Microsoft 365 and Copilot, through to low-code platforms, data, and core business applications such as ERP and CRM. When these elements work together, organizations can move faster, reduce complexity, and drive more consistent outcomes.

Partners who understand the full platform landscape – and how the pieces connect – are better equipped to help customers avoid fragmented solutions and instead build scalable, integrated capabilities that evolve with the business.

Q. Successful AI transformations increasingly appear to be driven from the business and leadership level – not only from IT. How do you see this shift playing out among organizations today?

Martin: One of the most important shifts we’re seeing is AI being driven increasingly from the business and leadership level, rather than treated solely as a technology initiative.

Successful organizations are starting with the business problem they want to solve – such as improving decision-making, accelerating execution, or enhancing customer engagement – and then asking how AI can support those outcomes. IT remains critical, particularly around architecture, security, and governance,

but leadership alignment is what ensures AI is adopted in meaningful ways.

When AI is anchored in the business, it becomes part of how work gets done, not a parallel experiment. That’s when organizations move from isolated use cases to sustained impact at scale.

Eric: Complementing Martin’s perspective, leadership teams now view AI as a lever for productivity, customer experience, and operational resilience. Microsoft’s recent customer examples show how organizations adopt Copilot and Azure AI directly within business functions to drive tangible outcomes, from improved productivity to stronger customer engagement.

At the same time, our work at BearingPoint confirms that AI only scales effectively when business leaders take ownership, aligning AI with processes, data, and governance.

Q. Many large organizations operate across multiple markets. How important is it for partners and technology providers to support transformation programs across countries and regions?

Martin: For organizations operating across multiple countries and regions, consistency and scalability are just as important as local relevance.

Transformation programs need to be globally coherent, but also flexible enough to account for regional regulations, market maturity, and cultural differences. That places an important responsibility on both technology providers and partners to deliver solutions that can scale across markets without fragmenting.

Partners who can operate across geographies, while maintaining a common platform, governance model, and execution approach, play a critical role in helping organizations realize value consistently – rather than reinventing transformation market by market.

Eric: For global companies, cross-market transformation is essential. Organizations expect a consistent platform, architecture, and operating model across all their locations, while still needing local regulatory and cultural alignment. Microsoft provides the global cloud foundation, and BearingPoint complements this with on-the-ground delivery across the globe, enabling harmonized execution at scale.

In 2025 alone, we delivered over 2,200 projects and served our clients in 57 countries, demonstrating the importance of coordinated transformation across regions.

Q. As platforms and AI capabilities become embedded in daily operations, how do you see the role of managed services evolving in supporting long-term client value?

Eric: Managed services shift from being reactive support functions to strategic value drivers. Clients expect continuous optimization, built-in security, and proactive improvement. New requirements, such as software transparency and compliance under the EU Cyber Resilience Act, reinforce this shift. BearingPoint’s expanding managed services portfolio reflects this evolution, offering ongoing optimization, security, and governance as organizations scale AI.

Martin: That’s right. As AI and platform capabilities become embedded in daily operations, managed services are evolving

from traditional support models into value-oriented, continuous optimization services.

The focus is shifting toward helping organizations monitor performance, improve adoption, manage change, and continuously refine how AI and digital capabilities are used over time. This includes governance, security, lifecycle management, and ensuring solutions evolve alongside the business.

Managed services are increasingly about sustaining outcomes, not just maintaining systems – helping organizations realize long-term value from their platform investments.

Q. Looking ahead, where do you see the greatest opportunities for collaboration between Microsoft and partners like BearingPoint when it comes to helping organizations realize value from AI, data, and business applications?

Martin: Going forward, the greatest opportunities for collaboration between Microsoft and partners like BearingPoint lie in helping organizations operationalize intelligence across the business.

That includes embedding AI into core business processes, modernizing data and application landscapes, and ensuring security and governance scale alongside innovation. Partners bring deep industry expertise, change capability, and execution strength – while Microsoft provides a platform designed to connect productivity, data, AI, and business applications.

Together, this collaboration enables organizations to move beyond transformation as a one-off program and toward continuous evolution, where AI, data, and applications

drive ongoing business value. The organizations that succeed will be those that treat AI and digital transformation not as technology projects, but as long-term business capabilities built on trusted platforms and strong partnerships.

Eric: Building on Martin’s point, the biggest opportunities lie in combining Microsoft’s AI innovation with the deep industry and transformation expertise that partners like BearingPoint contribute.

Dynamics 365, Power Platform, and Azure AI already demonstrate how AI-enhanced business applications can automate processes and unlock new insights. As organizations redesign operating models around AI, Microsoft provides the platform and we provide the transformation pathways, helping clients modernize their data foundations, scale AI responsibly, and turn platform innovation into measurable business value.

Extending the SAP partnership

The long-term partnership between BearingPoint and SAP is evolving and strengthening. The establishment of BearingPoint North America, a joint venture with ABeam Consulting, delivers end-to-end SAP consulting and implementation across the Americas and globally. Meanwhile, the entire BearingPoint offering is being united in a single, global operational unit. We spoke to SAP's Eric van Rossum and BearingPoint's Kay Manke about these exciting developments.



Kay Manke

Global Leader Consulting Portfolio and Innovation, and Global Leader Business Unit Enterprise SAP Transformation at BearingPoint.



Eric van Rossum

Chief Product Officer for Industries and Globalization, and Chief Marketing Officer for SAP Business Suite at SAP

Q. Kay, BearingPoint has been a global SAP partner for decades and is today a strategic services partner. How has this collaboration evolved from classic consulting to co-innovation, industry cloud, and global transformation programs?

Kay: When I think about how our relationship with SAP has evolved, the story is really one of moving from 'projects' to 'products and platforms', and from 'delivery' to 'joint value creation'. In earlier years, we were primarily focused on implementing and optimizing SAP solutions for our clients. Today, we co-innovate with SAP on offerings that address market evolution and inflection points such as the advent of AI or decarbonization, and we scale those solutions globally.

Our partnership has expanded geographically and organizationally to support larger, outcome-driven programs. Most recently, the strategic joint venture we formed with ABeam in the U.S. strengthens our ability to deliver end-to-end SAP transformations across the Americas with local depth and global reach.

Q. What's your take on this Eric? How does SAP view the evolution of its partnership with BearingPoint, especially in large-scale, outcome-driven transformation programs?

Eric: As SAP continues to align innovation to end-to-end industry value chains and expand a global ecosystem focused on co-innovation and localization, partners like BearingPoint and ABeam play an essential role. Their industry depth, regional insight, and ability to extend SAP solutions position them, and SAP's customers, to lead the next chapter of cloud-driven, AI-enabled enterprise transformation.

Q. So Kay, what market dynamics led to the establishment of the new Enterprise SAP Transformation business unit? How will you roll it out globally to ensure measurable client value?

Kay: The timing for introducing the new SAP operational unit simply could not be better. Firstly, because the consulting landscape is shifting fast. Clients now demand hyper-specialized expertise, integrated ecosystems, co-creation, and AI-driven productivity – fundamentally disrupting the traditional model.

Meanwhile, the SAP market is undergoing its most significant transformation in decades. A decisive move to cloud-first, the rise of virtualization and global Centers of Excellence, and AI reshaping every stage of delivery are redefining enterprise transformation initiatives. Yet amid all this disruption the opportunity has never been greater. More than 60% of ECC customers have yet to begin their S/4 journey. This new operating model makes us faster, stronger, and fully globally leveraged. For the first time, all SAP capabilities – people and assets – are united in one global powerhouse with more than 1,000 consultants and a seamlessly scalable delivery model.

We are fundamentally reshaping our SAP delivery model with truly end-to-end SAP transformations, all from one integrated global platform.

Q. From your perspective Eric, why is the partnership expansion especially timely now, amid the rise of AI-enabled enterprise transformation?

“We are fundamentally reshaping our SAP delivery model with truly end-to-end SAP transformations, all from one integrated global platform.”

Kay Manke, BearingPoint

Eric: As the market undergoes one of its most significant platform shifts in decades, organizations are looking for guidance as much as technology. Customers face rising integration complexity, expanding choices, and intensifying pressure to modernize responsibly, making SAP's long-standing partnership with BearingPoint, and the added momentum from the ABeam–BearingPoint joint venture, more important than ever.

Q. What differentiates BearingPoint's model from traditional SAP implementations, Kay?

Kay: What differentiates us is that we start from industry outcomes, we scale with IP and accelerators, and we execute with an AI-first delivery engine. Our teams don't just configure SAP, they bring sector-specific products and reference architectures that reflect real regulatory requirements, operational constraints, and performance benchmarks.

Q. Eric, how is SAP's strategy evolving to support its customers?

Eric: SAP's strategic direction is focused on helping customers move from systems that analyze the business to systems that run the business, powered by deep industry context, real-time data, and governed AI. This industry-led approach is rooted in more than 50 years of embedded process expertise, sector-specific data models, and regulatory logic that shape every SAP innovation from day one.

At the core of this strategy are three strengths that enable customers to run securely and innovate confidently. Process and data context gives AI and automation

a true understanding of operational meaning, not just correlations. An extensible clean core architecture allows continuous innovation through SAP BTP and public cloud extensibility without compromising system stability. And enterprise-grade governance with embedded compliance, identity, security, and auditability provides the trust required to scale AI responsibly, especially in regulated or global environments.

These capabilities come to life most powerfully through SAP's industry advantage. SAP connects end-to-end value chains across finance, supply chain, manufacturing, workforce, and customer engagement, enabling decisions and processes that reflect operational and compliance realities. The ecosystem then amplifies this value: partners extend SAP's industry cloud with specialized IP, local capabilities, and deep sector expertise, giving customers solutions tailored to the unique needs of every geography and industry. Backed by global scale and proven best practices, this foundation gives organizations the reliability they need for mission-critical operations and gives partners the runway to deliver differentiated innovation.

Q. Given the recent scrutiny around AI ROI, how is BearingPoint leveraging SAP technologies and AI-enabled delivery platforms like BeMind by BearingPoint to help clients achieve measurable productivity gains and tangible business value?

Kay: Honestly, in this context the most important thing about AI ROI is that it has to show up in the P&L of the transformation itself before it shows up in the P&L of the business. That's why we embedded AI directly into the delivery lifecycle.

With BeMind by BearingPoint, we have started a new era in SAP transformation. BeMind combines the precision of full-stack AI with human expertise. The platform takes days out of documentation cycles, accelerating testing, and using AI to generate high-quality coding.

The results are tangible: in mature S/4HANA programs we're delivering 20 to 30% productivity gains and shortening timelines while improving the consistency of deliverables. When you combine SAP's own AI capabilities on S/4HANA and BTP with the clean-core principle – keeping the core system as close to standard as possible – the result is a powerful foundation for sustained benefits. These include faster releases, fewer defects, and more capacity for real business innovation on the platform.

Q. Can you share specific examples where the joint SAP/BearingPoint approach has proven particularly valuable?

Eric: With SAP leading with an industry lens, the ecosystem has evolved into a powerful engine for innovation, delivery, and global-local expertise. Partners today play three essential roles: they help identify and address industry-specific white spaces; they accelerate time-to-value for Cloud ERP adoption; and they bring the local regulatory insight and sector depth required to translate SAP's platform into real operational outcomes. This model is already visible across landmark transformations, from Swiss Federal Railways' digital BIM execution to Groupe Courir's retail modernization on Cloud ERP – each demonstrating how SAP technology and partner expertise combine to deliver measurable impact.

“SAP is thrilled about the future of this expanding partnership. BearingPoint, and now the ABeam–BearingPoint joint venture, continues to align tightly with SAP’s global industry strategy.”

Eric van Rossum, SAP

BearingPoint has long exemplified this partnership model. As a trusted SAP Gold Partner, they bring industry-ready innovation that extends the SAP portfolio, including solutions for leasing and rental, e-mobility and fleet management, and specialized capabilities for chemicals and manufacturing. Their work with clients such as ContiTech, Sonepar, Kao, Mahle, Heidelberg Materials, and other leading European and global companies highlights how industry specialization can unlock new value across operational, regulatory, and data-driven use cases.

Kay: That’s great to hear, and I agree the SAP partnership has delivered tangible value across so many client engagements. A good example is our e-mobility and fleet-management work. Together with SAP, we launched a modular, cloud-based solution that runs on the SAP Business Technology Platform and integrates with SAP E-Mobility. This helps customers manage charging infrastructure, billing, and ESG reporting all in one place. It’s indicative of how our partnership now combines industry expertise, product IP, and SAP’s platform to solve clients’ operational challenges at scale.

Sustainability provides another defining example. We partnered with SAP on carbon and environmental footprint solutions, combining BearingPoint’s experience in calculating product and corporate CO₂ and SAP’s Product Footprint Management so companies can measure and steer emissions across Scope 1, 2, and 3. That collaboration was recognized early on and set the tone for how we co-develop with SAP to move industries toward net-zero. In parallel, SAP honored our joint impact by naming BearingPoint an SAP Pinnacle Award

winner in the Sustainability category, underscoring how deeply environmental concerns are embedded in our transformation work with clients.

Then, of course, there’s the development of ETM.next, which is co-developed with SAP. This solution reimagines equipment and tools management in the cloud, delivering next-generation capabilities across equipment lifecycle and resource planning. SAP highlighted ETM.next as a showcase example during its industry cloud launch, recognizing how deeply the solution reflects partner-driven innovation addressing real customer needs.

Q. How will SAP and BearingPoint continue to expand and scale their partnership globally?

Kay: Scaling globally is as much about the operating model as it is about expanding the geographical footprint. Of course, we’ve increased our global presence too! Our joint venture with ABeam gives us a Chicago-based nucleus to serve the Americas while tightly integrating with our European and Asian teams.

That means, for example, a German manufacturer with plants in the U.S., or a U.S. life sciences company with European and Asian operations, can rely on a single SAP transformation partner. A global partner that shows up locally with the same standards, methods, and accelerators.

In terms of operating model, we’re aligning with how SAP drives cloud transformations – including clean core, Activate, and a strong partner ecosystem. SAP has repeatedly

emphasized that partners deliver the vast majority of implementations, which is why we’re synchronizing our enablement, assets, and AI tooling with SAP’s program guidance. That way we can help customers move from blueprint to value realization faster and with less risk.

To summarize our joint journey in one line: we’re taking the friction out of enterprise transformation. We’re co-inventing with SAP where it matters (sustainability, industry cloud, BTP), by executing with AI where it counts (inside the delivery engine), and by scaling globally so value is generated consistently from pilot to rollout.

Eric: With the ABeam–BearingPoint joint venture, the ecosystem advantage expands even further. The combined strengths of BearingPoint’s deep European industry expertise, ABeam’s delivery scale across North America, and SAP’s accelerating Cloud ERP momentum across Automotive, Industrial Manufacturing, Chemicals, and Consumer Goods create a compelling platform for growth. Together, the partnership is positioned to build new lighthouse customers and accelerate manufacturing-led cloud transformation across the region.

This next wave of SAP-led enterprise transformation will be shaped not only by technology, but by the ecosystem’s ability to co-innovate, localize, and deliver with industry precision. Partners like BearingPoint and ABeam demonstrate how combining global scale with deep sector expertise enables customers to modernize confidently and realize the full value of SAP’s industry-driven strategy.

SAP is thrilled about the future of this expanding partnership. BearingPoint, and now the ABeam–BearingPoint joint venture, continues to align tightly with SAP’s global industry strategy, our shift toward cloud-led, AI-powered transformation, and our vision for an autonomous enterprise.

Q. Kay, where do you see the most significant joint opportunities for SAP and BearingPoint in the coming years?

Kay: Looking forward, I see three key areas where SAP and BearingPoint will create significant impact together. Firstly, industry cloud will continue to mature, as customers increasingly expect out-of-the-box solutions built for their sector – with BTP providing the extension and data services needed to keep the core clean. Our sustainability and e-mobility work shows how those blueprints can scale across markets.

Next up is AI transformation at scale – that is, moving beyond pilots to AI embedded across full transformation programs. BeMind by BearingPoint complements SAP’s own AI investments to make this possible, giving clients a more reliable path to ROI.

Finally, the shift towards global delivery models presents a lot of opportunities for SAP and BearingPoint. With our expanded footprint in the U.S. through the ABeam joint venture, we can orchestrate multi-region programs with local nuance and global consistency. This is exactly what upper mid-market and large enterprises expect for complex S/4HANA and BTP initiatives.

“We build sustainable outcomes, where innovation meets real-world transformation.”

Donald Wachs, Global Leader
BearingPoint Products

Products that empower our clients

Enabling transformative outcomes

At BearingPoint, our products are built to empower our clients. They enable the successful transformation of operations – generating significant and sustained value. We build solutions with a focus on the future, positioning businesses to thrive in a rapidly evolving digital world.

In 2025 our vision translated into robust growth for the Products business unit, with gross revenue rising more than 22% year-on-year. Over the same period, we added more than 70 new clients across six industry segments and 16 countries to our roster.

Key milestones and market momentum

The Products business unit achieved multiple strategic milestones in 2025. Our team contributed to this success through innovation, the nurturing of partnerships, and a market expansion that has strengthened our global leadership position.

The portfolio gained traction across Europe, North America, and the Middle East – with customer wins and scaled offerings in new regions. Our **ETM.next** solution made its first foray into the South American market, with a groundbreaking go-live in Argentina. This earned SAP Spotlight App recognition for equipment and fleet management.

Regulatory reporting solution **RE³** and **GenAIQ** debuted as new additions to the BearingPoint Product Store, enhancing our ability to deliver specialized value in compliance and intelligent automation across key verticals.

The Products team also secured another major client win with **Agree & Sign** – our solution for streamlining complex, multi-step application and contract-approval processes. Meanwhile, the development of strategic partnerships strengthened our market presence. This included entering into an exciting partnership with SAP eMobility,

which has led to the joint launch of a new SAP eMobility Cloud **fleet-management use case** and our **Assets & Funding Management** solution becoming available on the SAP Store.

Another highlight was the launch of **BookInsight by DemandSens**, a groundbreaking AI solution that revolutionizes how publishers, editors, and agents analyze, summarize, and prepare manuscripts for the market.

Lease & Rent qualified as an SAP Partner Packaged Solution for S/4HANA Cloud Public Edition in dealer management. Lease & Rent is our certified leasing and rental contract management solution extension for SAP S/4HANA. It streamlines dealer management from lead-to-cash, enabling rapid implementation optimized via BearingPoint best practices.

The Products business unit's strong performance was underpinned by a unified sales and marketing effort that aligned go-to-market execution, generating a high-quality pipeline and sustainable bookings growth.

Vision 2026: Scaling outcomes globally
Looking ahead to 2026, we aim to further scale the Products business's Outcome-as-a-Service model and deepen its footprint in selected strategic markets. We will continue to bring new solutions to market, reinforcing the portfolio, and delivering measurable value for clients.

The focus will be on combining product innovation, ecosystem partnerships, and disciplined execution to drive profitable growth. By building on the momentum of 2025 and continuing to invest in both the portfolio and the team, the Products business aims to strengthen its position as a key growth engine for the firm.

Thought leadership

BearingPoint regularly publishes original research and thought leadership content that empowers businesses to make more informed decisions. In 2025 we focused on AI-driven reinvention, operational resilience, and sector transformation – advancing a forward-looking business mindset that prioritizes innovation, risk mitigation, and real-world impact.

Resilient by design: How agentic AI is reinventing organizations

Our global study of more than 1,000 C-suite executives shows that Agentic AI is emerging as the new backbone of enterprise resilience. Yet only 8% report that their AI initiatives are meeting initial expectations. Meanwhile, the maturity gap between leaders and those stuck in pilot programs continues to grow.

Autonomous & Intelligent Supply Chains: The AI Supply Chain

Supply chain success cannot be achieved through efficiency alone in an era of volatility. Our global study of 620 C-suite executives outlines how autonomous, intelligent, self-orchestrating supply chains will provide the next competitive edge. The report highlights two key enablers: a data-driven digital foundation and human-AI collaboration.

How AI will reshape customer engagement by 2028

Sales and marketing teams in leading organizations are rapidly embedding AI across customer engagement, forecasting, and revenue generation. From hyper-personalized content to conversational AI and predictive analytics, the rollout is broad and deep. By 2028, competitive advantage will increasingly depend on how effectively AI is integrated into commercial models.

Banking Study 2025: Key priorities shaping the future of banking

Our 2025 analysis of 163 European banks offers insights into the trends and strategic imperatives shaping the future of European banking. Amid rising costs and squeezed margins, banks are investing heavily in digital transformation and embedding sustainability into their core strategies. Meanwhile, they are preparing for intensifying regulatory pressure.

Reinventing operating models for the AI era

European organizations are adapting their operating models in response to rapid digital disruption and AI, according to BearingPoint research. A striking 69% of business leaders cite AI as the top driver of operating model redesign, yet only 4% report having fully aligned, AI-ready models that support their strategic goals.

Sustainable Retail Barometer 2025

European consumers are committed to sustainable retail, despite economic pressures and growing pushback against CSR policies. Our study showed 69% factor sustainability into buying decisions, while 75% believe their choices can influence sustainability. Retailers that embed ethical considerations across products and supply chains are better positioned to build long-term value.

Global Electric Mobility 2025: The E-Mobility Attractiveness Index

BearingPoint's E-Mobility Attractiveness Index assesses electric vehicle (EV) markets across China, the United States, Germany, and France. The index, co-developed with the Handelsblatt Research Institute, highlights how infrastructure, affordability, and policy support are critical to accelerating EV adoption and market competitiveness.

Explore this thought leadership and much more in the [Insight section of bearingpoint.com](#).

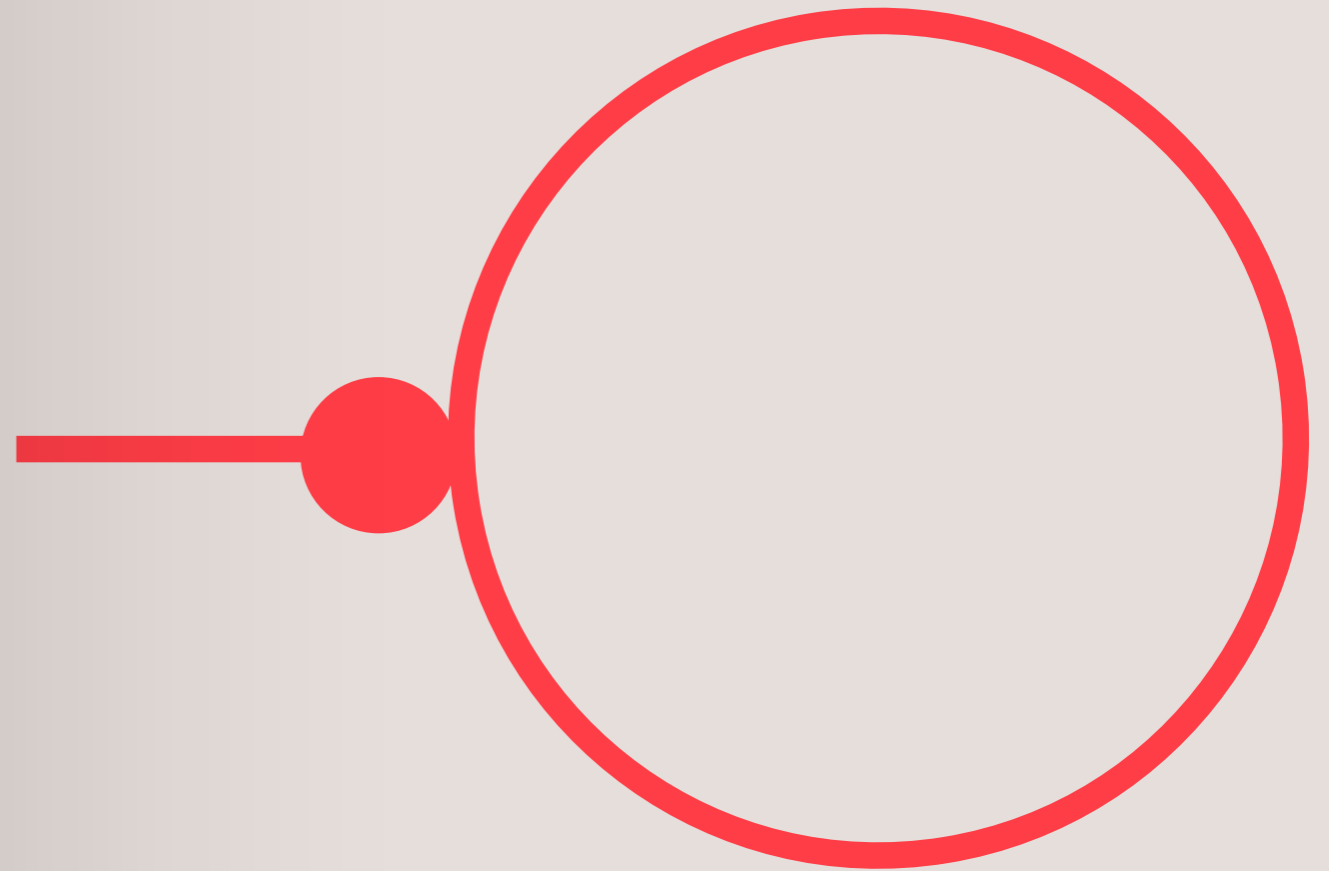
“By collaborating across ecosystems including the World Economic Forum, we ensure our thought leadership is relevant and grounded in real-world outcomes. This commitment underpins our Strategy 2030 and the ambition to enable client success, global impact, and empower people.”

Iris Grewe, Regional Leader Central/East, and Global Leader Consulting Ecosystem at BearingPoint

Strategy 2030

We deliver client impact

Strategy 2030 has helped us to operationalize client-centricity and embed it in how we work. In 2025, this meant reshaping delivery around clients' priorities and embracing outcome-based offerings. Take a look at our evolving approach and, more importantly, how it benefits the businesses we work with.



Advancing together

Client success stories

A commitment to client-centricity is more than a statement of BearingPoint's intent or a goal we are trying to attain. It is the core of our operating model, measured by the trust our clients place in us and the outcomes we deliver together.

As part of our Strategy 2030 initiative, client-centricity means aligning our capabilities around their most critical priorities. Our ambition is clear: we are moving beyond working with clients in a purely advisory capacity. We are building long-term partnerships and generating measurable impact at scale.

This approach is reflected in our results. In 2025, we delivered 2,249 projects worldwide, welcomed 321 new clients, and continued to grow alongside our long-standing partners. Today, 219 of our clients have been working with us for more than a decade. This is a clear indicator of their sustained trust in BearingPoint and our ability to deliver ongoing value over time.

Across multiple industries and geographies, our clients rely on us when performance, resilience, and execution matter most. Their testimonials reflect the effectiveness of our long-term partnerships, which are built on listening, pragmatism, and expertise. Businesses appreciate that, together, we can turn strategy into tangible results.

The client success stories that follow illustrate what client-centricity means in practice: a deep understanding of business realities, commitment at every level, and a shared focus on value creation. They are the most direct validation of how we work and why our clients continue to choose to work with us, year after year.



Client success

AI, technology & data

Danske Bank — Preventing financial crime with AI-powered investigation agents

To explore the future financial crime prevention, Danske Bank partnered with BearingPoint to embed agentic AI into its core investigative processes. Taking an AI-first approach, BearingPoint developed agents that act as digital co-investigators. With the planned first two of 13 proposed agents deployed, the bank is already seeing substantial potential for efficiency gains across critical workflows.

“In Financial Crime Risk & Prevention we are continually looking for new ways to protect customers, manage our risks and improve efficiency. We sought out our partner BearingPoint’s expertise when starting our exploration of generative AI’s potential in our processes. Together we developed the first two agents in our investigation processes, with a roadmap for more. These agents are already improving our efficiency and our ability to effectively manage risk. The biggest success, however, was the insight we gained about a structured innovation process and how we can unlock the potential of generative AI by understanding better how processes work and how we need to think differently.”

Michael David Harvey, Financial Crime Customer Risk & Data Solutions Tribe Lead at Danske Bank

Transavia — Transforming Finance and Procurement departments to support record growth

Over recent years, Transavia has experienced exceptional growth, driven by the expansion of its aircraft fleet and the continuous increase in its operations. However, this momentum put pressure on the Finance and Procurement departments that were still largely dependent on manual processes, heterogeneous tools, and a fragmented organization. To support this scale-up, Transavia has initiated together with BearingPoint a comprehensive transformation aimed at modernizing and streamlining its processes, systems, and operations.

The joint efforts of the Transavia and BearingPoint teams have redefined how the company structures, executes and steers its financial processes: full digitalization and overhaul of the Procure-to-Pay cycle with the implementation of Esker; modernization of travel and expense management; evolution of critical tools interfacing; optimization of financial flows; and alignment of financial reporting through Workday Adaptive Planning. This fully integrated transformation has not only increased the reliability of complex operations, but has also allowed Transavia to get a more consistent and fully consolidable financial view focused on performance.

Thanks to this new financial architecture and the streamlining undertaken, Transavia now benefits from a more robust management framework, enabling it to secure operations, reduce the risk of errors, improve information quality, and accelerate overall decision-making. The company now operates a fully-digitalized, faster and smoother finance and procurement chain that is suited to a fast-growing airline. This provides Transavia with a solid foundation to pursue its growth while strengthening its profitability, agility, and collaboration across teams.

“BearingPoint is a relationship that goes back quite a long way. Before joining Transavia, I was part of the Group Management Control department at Air France, and we had already worked together on the transformation of the finance function and the digitalization of reporting. What I still really appreciate today about the BearingPoint teams is their professionalism. They are consultants close to the people they work with, who really listen to employees, who take the time to sit down with them, understand what they do, what their roles are, and what challenges they are facing.”

Eric Anconetti, Chief Financial Officer at Transavia France

Framespace Solutions — Unlocking operational efficiency with a scalable cloud platform

BearingPoint assisted Framespace Solutions in transitioning to Business Central SaaS (Microsoft’s cloud-based ERP), as the company’s on-premise Business Central could no longer keep pace with the expanding financial and operational needs. The new platform has enabled efficient financial and operational processes while decreasing manual workloads. Moreover, the cloud solution accommodates Framespace Solutions’ increasing needs by supporting higher transaction volumes, multi-entity structures, and enhanced reporting capabilities.

“We have built an extraordinary relationship with the guys at BearingPoint, where we work as a team even though they are an external party. They came in with a great attitude to learn our business and gave us the advice that has helped us utilize our systems more effectively for the way we operate. One of our first steps in our Business Central strategy – to move to BC SaaS – has been a resounding success. This is down to the collaborative relationship between us as well as the knowledge base and efficient project management of the BearingPoint guys. We look forward to how BearingPoint can help us further in the future.”

Robert Varley, Head of Finance at Framespace Solutions

Allianz Trade — Turning data consistency into a competitive strength

As a global leader in trade credit insurance, Allianz Trade offers a broad portfolio of solutions, including payment default insurance, surety bonds, and fraud insurance. To support its 2028 strategic ambitions, the organization required a robust, shared data foundation to enhance decision-making, increase client retention, and enable sustainable long-term growth.

BearingPoint supported Allianz Trade in establishing a unified data framework while strengthening the company’s ability to meet its bold strategic goals.

“We were particularly impressed with their commitment to quality and their attention to detail. The data models they developed will streamline our operations and enhance our ability to leverage data effectively.”

Alexandre Knight, Group Chief Data Officer at Allianz Trade

Believe Housing — Building a modernized IT strategy to provide better housing services, homes, and communities

Believe Housing, a not-for-profit housing association serving communities in the North-East of the UK, was looking to modernize and streamline its IT landscape. BearingPoint performed an enterprise architecture and IT strategy assessment, supporting Believe Housing to develop their technology strategy and achieve their goals.

“Working with BearingPoint was an exceptional experience from start to finish. The team was always available, demonstrating professionalism, deep expertise in technology strategy, and personal qualities that made them a pleasure to work with. They consistently went above and beyond to meet our needs, showing a strong understanding of the complexities and nuances of our business and the social housing sector more widely. The quality of their deliverables was outstanding. Every request was addressed with thorough research and clear explanations that enhanced our understanding of the recommendations, with outputs tailored to both the seniority and technical knowledge of the audience. Ultimately, the project greatly exceeded our expectations, and we would highly recommend working with BearingPoint.”

Brian Dougherty, Assistant Director of Digital at Believe Housing

Client success

Enterprise transformation

Röhm — From manual tasks to automated precision: a journey to efficient warehouse product management

Managing a vast array of raw materials in production and warehousing environments like Röhm's requires more than just manpower: it demands precision, visibility, and the right digital tools. By leveraging BearingPoint's EWM Efficiency Enhancer, Röhm has significantly streamlined its warehouse operations with precise classification, storage, and tracking of goods within the SAP EWM system. Enabling mass item creation and maintenance has substantially decreased processing time and improved the accuracy of product-related data, resulting in reliable workflows.

With improved visibility of items across all warehouses, Röhm maintains its materials properly and keeps stock levels up to date. The seamless comparison of materials between SAP ERP and EWM has enhanced data transparency, thereby reducing inconsistencies and disruptions. As a result, Röhm has experienced increased productivity and satisfaction among its warehouse staff.

Groupe Courir — Accelerating digital transformation with S/4HANA Retail & Fashion

Courir, an icon of Parisian casual chic style and Europe's leading specialist in women's sneakers, is fast-tracking its digital transformation with SAP S/4HANA and the expertise of BearingPoint. This strategic initiative supports the brand's ambitious growth plans while strengthening its ability to deliver a seamless and consistent omnichannel customer experience.

Today, Courir benefits from a robust foundation designed to power the next wave of innovation, particularly in data and artificial intelligence. This transformative milestone positions the brand to accelerate its development even further in the years ahead.

"We chose BearingPoint to guide us through this transformation for several reasons: their deep understanding of Courir's business, their strong retail expertise, their ability to advise on SAP Retail and best practices, and their talent for tailoring these best practices to our needs."

Arnaud de la Fournière,
CIO at Groupe Courir

Unither Pharmaceuticals — An SAP S/4HANA transformation to enhance operational efficiency and optimize processes

Unither Pharmaceuticals is recognized as the leading provider of BFS technology for pharmaceutical outsourcing (CDMO). To advance its growth strategy both within France and globally and to reinforce its reputation as an innovative industry leader, Unither has initiated a comprehensive transformation program utilizing the SAP S/4HANA solution.

The goal is to develop a group core model that meets pharmaceutical standards, beginning with an initial pilot in France. All teams, professions, and sites are involved, making this project a true collaborative effort.

"After choosing the SAP S/4HANA solution, the process of selecting an implementation partner took several months. We chose BearingPoint for its unique dual expertise in SAP and the pharmaceutical industry, for its mastery of major transformation projects across both IT and business functions on an international scale, and for the cultural fit with our organization."

Alexandre Rochereau, Chief Information Officer at Unither Pharmaceuticals

Groupe Rocher — Transforming a global Finance organization through a worldwide program

Groupe Rocher is a renowned French family-owned business specializing in cosmetics, beauty, and wellbeing products. With a strong commitment to sustainability and nature, the Group operates in over 100 countries, offering a diverse portfolio of brands (including Yves Rocher, Sabon, and Arbonne) that prioritize natural ingredients and ethical practices.

From 2019 to 2025, Groupe Rocher led a major transformation of its Finance function with BearingPoint, aiming to modernize processes, harmonize ways of working, reduce costs, and support international growth. During the opportunity study, a worldwide target operating model was built around regional Shared Service Centers, enabled by the roll-out of SAP S/4HANA and Ivalua. The program evolved into a multi-year program defining the Finance Core Model, the creation of the European SSC in Bucharest (Romania), now the cornerstone of the new target operating model, and the progressive transfer of accounting activities across several countries: Germany, Austria, Switzerland, the Nordic countries, the United States, Belgium, Spain, Poland and the Czech Republic.

As a result, Groupe Rocher now operates with a modernized and more efficient Finance operating model, capable of integrating new scopes, delivering consistent accounting quality, and supporting future transformation initiatives. BearingPoint played a decisive role throughout this journey, contributing from strategic visioning to operational execution: shaping the target model, providing methodological assets, orchestrating transitions across geographies, guiding local and SSC teams, and always working on continuous improvement to strengthen the program.

"It was a pleasure to collaborate with BearingPoint's teams over the years. They are really easy to work with, bring valuable methodological tools and are results oriented. The Finance Program stands as one of the most impactful programs within Groupe Rocher and a showcase with regard to successful transformation."

Laurent Delaurière,
CFO at Groupe Rocher

Clearway Energy — Modernizing enterprise systems through the implementation of SAP S/4HANA

Clearway Energy Group LLC is a leading clean energy generation and storage company, with operations across the continental United States. As part of its broader ERP transformation, Clearway partnered with BearingPoint in the planning and implementation phases of their SAP S/4HANA program in 2025. BearingPoint's role focused on data governance and migration – supporting the integration of data from a fragmented software landscape into a unified ERP environment. This collaboration enabled Clearway to enhance data clarity, support new business process functionality at go-live, and establish a strong foundation for standardized operations moving forward.

"BearingPoint served as a trusted partner throughout our SAP S/4HANA data migration journey. Their team brought exceptional technical expertise in harmonizing data from multiple legacy systems while providing invaluable strategic guidance on data-related decisions that shaped our transformation. What truly set them apart was their collaborative spirit – they worked seamlessly alongside our business teams and consistently went the extra mile when challenges arose. BearingPoint's commitment to delivering on our go-live timeline while maintaining data integrity made them feel like an extension of the Clearway team."

Susan Barlow, VP IT & CIO at Clearway Energy Group

Client success

Business & process transformation

REHAU Industries — A journey to operational excellence through procurement optimization

For REHAU Industries, a leading developer of polymer-based solutions for the construction, furniture, and industrial markets, efficient supply chain processes are vital to business operations. A heterogeneous system landscape and disconnected tools can lead to lower efficiency. Partnering with BearingPoint, the company implemented the cutting-edge e-procurement platform Coupa, significantly boosting productivity and ensuring top-tier compliance.

The company now benefits from enhanced source-to-contract processes that save time and significantly improve efficiency. The new platform, powered by askLio's embedded AI, supports operational and strategic purchasing activities, including document comparison, price benchmarking, negotiation preparation, and supplier sourcing. With data-driven information from across the enterprise, REHAU Industries can better plan its supplier contracts, optimize savings, and increase procurement productivity overall.

Delhaize — Strengthening data governance to drive business agility and trust

Delhaize partnered with BearingPoint to implement a unified data governance framework, making data central to operations and improving efficiency through standardized processes and clear roles. This transformation broke down data silos, increased data accuracy, and enabled reliable analytics across the organization. As a result, Delhaize enhanced collaboration, strengthened its data-driven culture, and improved day-to-day operations.

"The combination of technical expertise, data proficiency, deep understanding of the grocery retail industry, and the ability to seamlessly integrate with the teams represents a unique value proposition that BearingPoint delivers to organizations like Delhaize."

Xavier Valentini, Director Data & Analytics at Delhaize

Leinster Rugby — From insights to impact, leveraging data strategy to level up fan experience

Leinster Rugby set out to match its on-field success with equally powerful off-field fan engagement, recognizing that deeper connections with supporters foster a more vibrant and engaged community. In collaboration with BearingPoint, the club developed a robust data strategy that enables a comprehensive understanding of fan behaviors, preferences, and loyalty.

"Our digital transformation journey is more than simply upgrading our technology – it's about truly understanding our fans, making insight-led decisions, and building a smarter, more connected Leinster Rugby. Thanks to BearingPoint, we now have a data strategy that will enable richer, more meaningful experiences, especially as we prepare to welcome supporters back to the RDS."

Helen Geoghegan, Strategic Growth Manager at Leinster Rugby

BVZ Holding — Driving sustainable growth through a strategic, future-oriented approach

BVZ Holding AG started the 2025–2028 strategy period with strong growth, including a 6.6% earnings increase and record passenger numbers. A comprehensive, leadership-approved strategy set a clear path for sustainable expansion. With BearingPoint's support, strategic goals were turned into actionable steps. BVZ is now well-positioned to seize new opportunities in tourism and mobility.

"When I took over as CEO in the Fall of 2024, my aim was to stick with what had proven successful while also setting new priorities. When revising the 2025-2028 corporate strategy, a fresh outside perspective like that of the experts at BearingPoint was just as important to me as the further development of the content. With its sound and competent outside perspective, BearingPoint provided important impetus for strategy revision."

"BearingPoint succeeded in quickly and thoroughly understanding the complexity of our corporate structure and the diverse fields of activity. A key aspect of the entire process was to moderate the differing opinions, requirements, and wishes of the various individuals and committees involved, from employees to management, to the board of directors, and steer them in the right direction. BearingPoint successfully accomplished this."

Egon Gsponer, CEO at BVZ Holding AG

Braisun Group — A new operating model to support business transformation

As Braisun's business rapidly scaled beyond RMB 10 billion, its previously fragmented, factory-centric supply chain model could no longer keep pace with rising customer expectations. Cross-regional collaboration became increasingly inefficient, exposing challenges in planning, capacity alignment, inventory management, and order fulfillment.

To sustain growth at this new scale, Braisun needed to evolve from isolated regional production-sales models to a fully integrated, cross-regional supply chain spanning ten factories. This required a comprehensive redesign of supply chain processes, data foundations, and digital capabilities to support a 10 billion scale enterprise.

BearingPoint deployed the Business-IT Alignment (BITAL) end-to-end business transformation methodology, starting from the client's strategic objectives and working backward to redesign the operating model, business processes, data visibility, and system architecture.

Through this structured approach, Braisun gained clarity on the critical steps, key enablers, and execution pathways required for transformation – ultimately shaping an integrated, order-driven digital supply chain supported by a practical and scalable implementation roadmap.

"We previously operated with factory-based production–sales integration at the regional level. As our sales volume expanded, cross-regional support became essential – but limitations in data connectivity, process alignment, and organizational mechanisms often slowed our response and increased cost."

"Through this digital supply chain transformation, we have established an integrated S&OP mechanism that provides HQ with complete and timely frontline insights. We have shifted from reactive 'firefighting' to proactive orchestration. This transformation resolves long-standing 'breakpoint anxiety' and significantly enhances cross-organizational collaboration."

Zhenya Guan, Executive Vice President of Supply Chain at Braisun Group

Diocese of Aachen — Organizational transformation and centralized services create a future-ready administration

The Diocese of Aachen launched an organizational transformation program to modernize and future-proof its administrative structures. The initiative aims to strengthen collaboration between central and regional organizational units while increasing efficiency and transparency.

Together with BearingPoint, the Diocese is developing a new target operating model for centralized administrative services. This includes clearer governance, standardized processes, and a stronger digital foundation for collaboration and decision-making.

By modernizing its administrative structures and accelerating digitalization, the Diocese of Aachen is creating the conditions for a more agile and sustainable organization that can better support its pastoral mission.

“This transformation is a crucial step toward strengthening our administrative capabilities and enabling more efficient, transparent processes. Together with BearingPoint, we are building a modern organizational foundation that improves collaboration, enhances service quality, and positions us to support our pastoral work even more effectively in the future.”

**Marliese Kalthoff, Chief
Technology & Communications
Officer at the Diocese of Aachen**

ONERA — Strategic leap in crisis management and business continuity builds resilience

As part of its strategic mission to promote national sovereignty and foster technological innovation, ONERA has embarked on an ambitious project focused on enhancing organizational resilience. In this context, the strengthening of crisis management and business continuity was a strategic objective.

Addressing crises at both the strategic level (crisis unit) and the operational level (management of immediate actions and continuity of activity in degraded mode) needs prompt response and coordinated efforts. By integrating the co-development of Business Continuity Plans (BCPs) and a Crisis Management Plan (CMP), alongside methodological frameworks, training programs, and simulation exercises, ONERA has equipped itself with effective tools to anticipate impacts, maintain mission continuity, and fulfill the stringent requirements of its partners and the French State.

“What mattered most to us was achieving concrete results that were easy for our teams to handle. This is exactly what BearingPoint’s Resilience team has brought to us. Their pragmatic approach, illustrated by tools such as reflex sheets, their human support focused on the transmission of skills, and their pedagogical sense have enabled all our employees to adhere to it.”

**Vincent Carré, Directeur Sureté,
Sécurité et Qualité at ONERA**



Client success Sustainability

Hirschmann Automotive — Advancing sustainability through automated carbon footprint management

To strengthen its sustainability strategy and keep pace with evolving regulatory expectations, Hirschmann Automotive sought a scalable way to calculate product carbon footprints across its large and complex portfolio. BearingPoint supported the company's effort by implementing its co-development solution, SAP Sustainability Footprint Management (SFM), thus enabling both product-level and corporate carbon footprint calculations. As a result, Hirschmann Automotive now has end-to-end transparency across all emissions, empowering strategic carbon-footprint management and data-driven decisions for future decarbonization efforts.

"Our close and constructive collaboration with BearingPoint enables us to successfully integrate SAP Sustainability Footprint Management into our global system landscape and build a transparent, scalable carbon footprint management solution. By combining specialist expertise and implementation experience, we were able to drive our sustainability goals forward significantly and strengthen our carbon footprint data for future requirements."

**Elina Kessler, Sustainability Manager
at Hirschmann Automotive**

VYV 3 — Building a group-level climate strategy for more sustainable impact

As a major player in the health and care sector, VYV 3 sought to strengthen and structure its low-carbon strategy across its activities. This required moving from scattered initiatives to a unified low-carbon approach at the group level, based on lasting governance and careful strategic planning. The low-carbon strategy was developed using ADEME's ACT Step-by-Step methodology, ensuring a robust, forward-looking framework.

In partnership with I Care by BearingPoint, VYV 3 developed and implemented operational climate strategies focused on eco-design, sustainable mobility, energy efficiency, responsible purchasing, and employee awareness programs. As a result, climate responsibility is now fully integrated into VYV 3's management, fostering alignment and long-term engagement within the organization.

"It's been very helpful for us to benefit from the expertise of the I Care team throughout this challenging climate strategy design. I Care's team, always attentive, was able to adapt the ACT method to the wide diversity of our activities and entities."

**Laure Marine Jeannel, Director
of CSR and Quality at VYV 3**

Perfetti Van Melle — Reduced waste and sustainable growth through smarter financial planning

By rethinking its financial planning approach, Perfetti Van Melle Italy significantly improved the accuracy, speed, and strategic value of its decision-making processes. The company achieved an important reduction in waste and inefficiencies while strengthening long-term sustainability. Over the past three years, forecast errors dropped from 3.6% to 0.3%, cutting write-offs by 63.5%. In practical terms, this means fewer products sitting idle in warehouses, lower excess inventory, and a more efficient use of financial resources, with a positive impact on sustainability as well, thanks to reduced waste across the entire value chain.

"With BearingPoint, we have built much more than a solution, developing over time a truly strategic and evolutionary partnership based on continuity, proactiveness, and constant innovation, in synergy with the Anaplan platform. The availability and continuity of the BearingPoint team, strengthened by their growing understanding of our business, enable us to find fast and timely solutions to every issue, ensuring long-term reliability and compliance with our standards. The team has grown together with us, and alongside this growth the Anaplan solution has also improved. Our intention is to continue together along this path of growth and continuous improvement."

**Daniela Loperfido, Head of Commercial
Controlling at Perfetti Van Melle**

Body Voices — An enhanced business strategy and brand visibility

In 2025, BearingPoint had the opportunity to support Body Voices gGmbH with its corporate strategy and brand visibility. Together, we developed different approaches to sustainable financing and established contacts to increase awareness of the situation of women affected by sexual violence and to promote recognition of this issue within society.

"Nathalie and Alexander from BearingPoint helped us to sort out our ideas for the sustainable financing of Body Voices. Based on their work, we were able to check the ideas for their suitability and then prioritize them. Together with the BearingPoint team, we then agreed on three candidates that we worked on further: specifically, how could the idea be implemented, what would it take and what should happen next in detail. The collaboration was uncomplicated, professional and helped us enormously to find the right path."

**Eva Michielin, Founder
of Body Voices gGmbH**

Teach First Deutschland — Data-driven decision-making for greater educational impact

In our joint pro bono project, BearingPoint supported Teach First Deutschland (TFD) in further developing its controlling infrastructure and evaluating suitable technologies. Together, we examined the organization's system architecture, KPIs, processes, and culture – not only to tackle current challenges directly but also to develop a long-term solution design that can be sustainably embedded within TFD's organization.

"BearingPoint provided us with support in revising our controlling infrastructure to meet our needs. The aim of the project was to conduct a pre-study on the development of a future-proof KPI-controlling infrastructure and to support our organization in building up internal expertise in selected areas. We have thus taken a major step toward efficient data integration, which enables us to make our data actionable and deploy our resources in such a way that we can achieve the best possible impact with our program."

**Lisa Siemund, Data Management
& Lead Salesforce Administration
at Teach First Deutschland**

Client success Products

CA Auto Bank — Achieving regulatory compliance and operational excellence

To meet the complex and evolving reporting requirements of the European Securities and Markets Authority (ESMA), CA Auto Bank S.p.A. Niederlassung Deutschland was looking for a solution that would not only ensure full regulatory compliance but also strengthen its internal reporting capabilities. By implementing BearingPoint's Securitization-as-a-Service solution, the bank successfully consolidated and validated its data, streamlined the reporting process, and positioned itself for future regulatory changes.

"Partnering with BearingPoint has been pivotal in not only meeting the regulatory challenges posed by ESMA but also in strengthening our overall reporting infrastructure. The seamless integration of their ABS Services solution has enabled us to automate complex reporting tasks, improve data governance, and position ourselves for future regulatory changes with confidence."

**Heike Simon, Controlling and
ABS Expert at CA Auto Bank S.p.A.
Niederlassung Deutschland**

Intact — Holistic IT security for software with the highest standards

As a global provider of audit and certification solutions, Intact GmbH offers a platform that must meet the highest standards in both security and quality. To live up to this responsibility, the company relies not only on regular security assessments but also on a mindset of continuous improvement – with a clear focus on new perspectives.

With BearingPoint's IT security services, Intact strengthened its security posture by implementing clear recommendations and structured risk documentation. By running continuous vulnerability scanning, the company gained ongoing visibility into threats and met compliance requirements. Enhanced review processes and targeted penetration tests provided deeper insights for the IT team, ensuring a resilient foundation for future security initiatives and long-term business stability.

"The collaboration was always on an equal footing. We especially appreciated the creative ideas, the high degree of flexibility, and the reliable availability of the BearingPoint team – including for follow-up questions and feedback during and after project completion."

**Peter Krainer, Head of IT –
Infrastructure at Intact GmbH**

ebm-papst — Strengthening procurement data with Data Quality Navigator's AI capabilities

As part of its global procurement transformation, ebm-papst is introducing the JAGGAER One platform to standardize purchasing processes and improve supplier collaboration across all production sites. Early in the initiative, the company recognized that even the strongest procurement platform can only deliver value if the underlying data is clean, reliable, and consistent.

To secure this foundation, ebm-papst selected BearingPoint's Data Quality Navigator (DQN) and its dedicated solution for procurement data. DQN's AI capabilities efficiently analyzed and cleansed procurement data, enabling high-quality deduplication, validation, and cleansing at scale.

This high-quality data backbone enables advanced JAGGAER functionalities such as accurate forecasting, automated order proposals, and improved supply chain transparency. DQN ensures that procurement decisions across the organization rely on trustworthy, consistent, and up-to-date data.

"BearingPoint and JAGGAER already demonstrated a deep understanding of the process during the selection process. With these strong partners and JAGGAER One, we can advance our goal of globally standardized procurement processes."

**Martin Wagener, Vice President
Purchasing at ebm-papst**

Client success Arcwide

Modulaire Group — Delivering true global business transformation

Modulaire Group, a global leader in modular construction with operations across 22 countries and a fleet of over 300,000 units, embarked on a major transformation program to modernize its operations, finance, and manufacturing processes. With 52,000 customers and highly complex rental, asset, and service operations, the organization needed a solution capable of supporting scale, complexity, and international diversity.

During the RFP process, it became clear that success hinged not only on the ERP platform, but on selecting the right partner. Although Modulaire was not previously familiar with IFS, the combined IFS and Arcwide teams delivered an exceptional presales experience demonstrating deep understanding of Modulaire's operating models, visiting service centers to observe real-life processes, and showing unified collaboration throughout.

Modulaire selected IFS and Arcwide unanimously, driven by Arcwide's implementation expertise, international delivery capability, and strong alignment with the group's transformation objectives.

The project includes an extensive business process alignment phase, a significant change management workstream, and a globally distributed Arcwide team spanning France, Germany, the UK, Romania, Czech Republic, Iberia, the Netherlands, and India.

Together, IFS and Arcwide are delivering beyond technology, helping Modulaire define a target operational model, embed transformation practices, and prepare for future expansion, including IFS HCM, POKA, and increasing adoption of AI-driven capabilities.

"Our choice of the IFS + Arcwide pair was unanimous. Arcwide immediately understood that this was not an IT project – they took the time to understand our processes, our operating model, and the real life of our business. Their close partnership with IFS created a trusted relationship with us at every level."

**Jean-Marc Varnet, Group IT Director
at Modulaire Group**

An outstanding 2025 for Arcwide

It was a year of success and significant milestones for Arcwide, BearingPoint's joint venture with enterprise software giant IFS. We caught up with Arcwide's CEO Philippe Chaniot and Cathie Hall from IFS to discuss AI, the Cedar Bay Iberica acquisition, and more.



Philippe Chaniot
Chief Executive Officer at Arcwide



Cathie Hall
Chief Product & Customer Officer at IFS

Q. How would you assess Arcwide's 2025?

Cathie: Arcwide had a very strong 2025. It was fabulous to see the leadership team come together to deliver a robust set of financial results, as well as great collaboration and outcomes for customers. Strengthening the global remit of Arcwide through the Cedar Bay acquisition in Iberia, opening in the Nordics, and a relentless drive forward in North America, supported growth in 2025 and laid the foundation for more to follow in 2026 and beyond.

I am super proud of how the Arcwide partnership went from strength to strength in 2025 and how the underlying metrics of Arcwide improved across the year.

Philippe: Echoing Cathie, it has been a strong year for Arcwide. We broke the €100M net bookings 'wall' (up 19% year-on-year) and the financial results are solid. Arcwide also recruited close to 120 new people and served more than 200 clients worldwide. I'm also very proud that Arcwide has supported IFS growth and IFS expansion in 2025. "Deliver more value, faster" has been Arcwide's motto for 2025, and I'm happy to say we've lived up to it.

"2025 has been a great year. The collaboration between IFS and Arcwide grows stronger and stronger, to the benefit of our clients."

Philippe Chaniot, Arcwide

Q. How has Arcwide's global expansion continued in 2025?

Philippe: In 2025 we decided to establish Arcwide in Spain and Portugal through the Cedar Bay Iberica acquisition, and in the Nordics (across Sweden, Norway, Finland, and Denmark). Nordics is a strategic move for Arcwide, as this is where IFS was developed and the market potential is massive. We have recently welcomed 12 new colleagues for this region and have already generated some strong sales results.

Q. What one or two decisions since Arcwide's 2022 launch have been pivotal to its rapid growth?

Cathie: The strategy of 50% people growth through M&A and 50% organically has supported the IFS growth story as well as Arcwide's. The second area is the M&A strategy and its relationship to the global growth strategy. This encompasses both deciding which geographies to focus on and how to pursue M&A that supports growth in those markets, as well as determining where not to invest or where to scale back.

"I am super proud of how the Arcwide partnership went from strength to strength in 2025."

Cathie Hall, IFS

Philippe: I agree, our M&A journey has been instrumental to boost the Arcwide business: Fekra to build our business in France, Bytics to establish Arcwide in Dach, Cedar Bay to reshape our business in the UK, Enterprise Consulting to build a strong practice in the US, and Cedar Bay Iberica to establish Arcwide in Spain and Portugal.

Q. Which types of service or support offered by Arcwide did you see a rising demand for in 2025?

Philippe: IFS implementation and business transformation is still a big part of our business (we had 32 go-lives delivered in 2025), but we have also seen a strong increase in AMS (application maintenance services) and in reselling.

Q. What makes the joint venture between IFS and BearingPoint uniquely effective, and in which ways did the partnership evolve in 2025?

Philippe: 2025 has been a great year. The collaboration between IFS and Arcwide grows stronger and stronger, to the benefit of our clients. Cathie joining the supervisory board of Arcwide at the beginning of the year has clearly reinforced collaboration and amplified business success.

Cathie: Through Arcwide we deliver customer choice, but we also deliver access to the unique propositions from BearingPoint and the deep IFS knowledge. The closeness of all three organizations, and the board-level understanding of their strategies, enables us to continuously deliver positive financial and operational results – and is testament to the success of the joint venture.

In 2025 we saw the partnership evolve to a new level, with more attention on alignment of goals and the measurement of outcomes against the Arcwide strategy. This ensures we are delivering the right outcomes back to BearingPoint and IFS.

Q. Which industries have contributed most to Arcwide's recent momentum?

Philippe: In 2025 Arcwide has developed strong capabilities in most of the industries addressed by IFS: Construction, Utilities, Oil & Gas, Services, and Asset Management. Our future will be around Telco, transport industries and the new embedded IFS AI capabilities – we see huge potential there.

Q. Where do you see the next S-curves of demand emerging over the next two to three years?

Cathie: Over the next two or three years there will be more around Services, Asset Management, and of course the new embedded AI capabilities, which are being delivered in every release of IFS Cloud.

Q. Agentic AI took off in 2025, how far has Arcwide's 'Archie' solution enhanced or accelerated customer integrations?

Philippe: Archie has developed well and we are using it more and more. Arcwide in 2025 has also built strong capabilities on the new IFS AI solutions: IFS Cloud Embedded AI, Agentic Digital Workers (IFS Loops), and IFS Nexus Black innovation. IFS AI will strongly reimagine our clients' operations and increase their profitability – it will be a huge game changer.

Q. Arcwide won the IFS Foundation Partner Award and Europe Regional Partner of the Year for 2025, what do you see as the key factors driving this level of recognition?

Cathie: Arcwide has been a brilliant partner for the IFS Foundation, especially with their sponsorship of (and participation in) the UK fundraising hike. The team participated alongside the IFS team – building memories and relationships. I can't thank Arcwide enough for their support of the charity and their commitment to changing the lives of young people in rural Sri Lanka, and the

special place that has in the culture of IFS. Those shared values set Arcwide apart as IFS works with them day in, day out.

Q. Cathie, is there anything you have learned about BearingPoint during the course of the joint venture that has surprised you?

Cathie: Am I allowed to be truthful? I learned they have the most amazing conference locations and they know how to party! Seriously though, I also learned a lot this year about their strength in business transformation and how, through Arcwide, we can leverage that across the IFS customer base to deliver the strong system integrator experience our customers demand.

Q. What is your shared mid-term to long-term strategic vision for Arcwide, and how will you measure success?

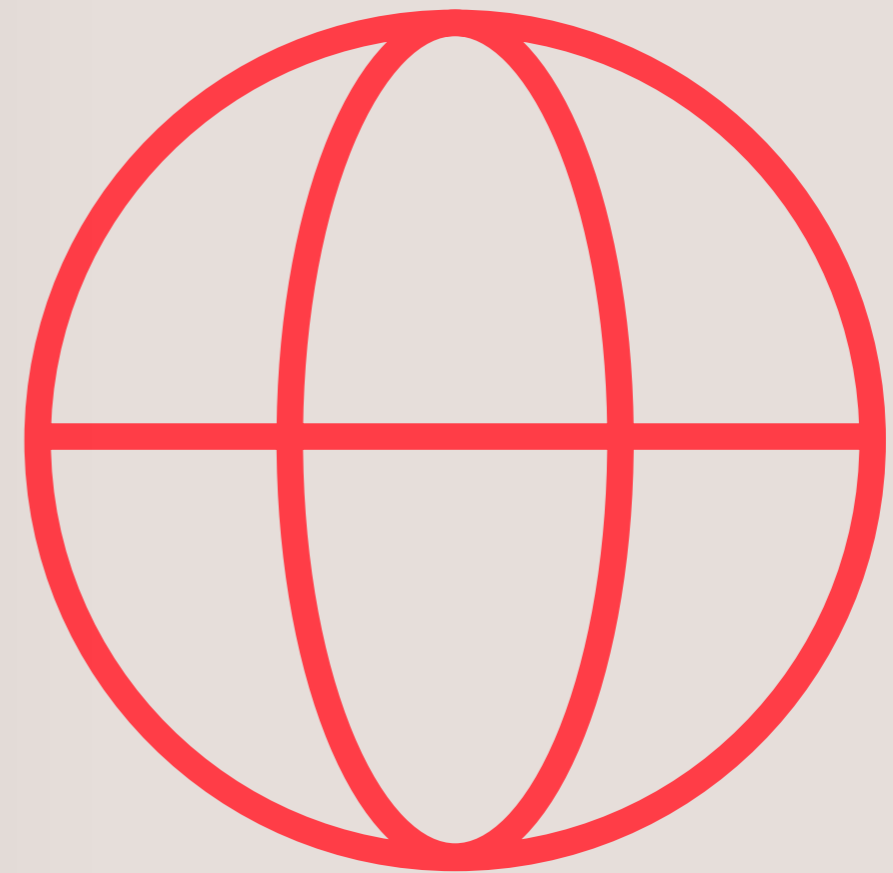
Cathie: We have a very clear five-year financial roadmap. This underpins Arcwide's mission to deliver measurable business value and transformation for customers using IFS Cloud, by uniting deep consulting expertise with industry-specific technology execution.

Philippe: Indeed Cathie, our five-year roadmap is clear and exciting and the entire Arcwide team is engaged. Arcwide will continue to deliver more and more value to our customers – faster.

Strategy 2030

We act globally

Our clients operate across increasingly interconnected and interdependent international markets. To serve them effectively, we've accelerated the growth of our global footprint: new territories, deeper presence in existing markets, and new strategic alliances. What does genuine local expertise look like at global scale? Explore the fully integrated delivery model making it happen.



A seamless, cross-border service

BearingPoint's roots are in Europe, but our reach is truly global. Our own worldwide footprint is amplified by strategic collaborations and a fast-expanding global network of delivery centers. This enables us to innovate and deliver client value across diverse markets all over the world.

European roots, connected worldwide

BearingPoint is an independent management and technology consultancy with European foundations and a global presence. We are committed to helping companies realize their global potential. However, no matter where our clients come from or where they operate, we provide seamless, cross-border services, delivering world-class strategic expertise.

Thanks to our global reach, local proximity, and flexible approach, we can accommodate any client's needs, delivering the most appropriate solutions throughout their growth journey. We support businesses in shaping market-access strategies, organizational design, and key processes. At the same time, we help to create optimal IT and AI strategies across local territories and beyond. We work in partnership to continuously improve and optimize our clients' operations in each region and market.

A growing market presence

We prioritize the markets that matter most to our clients. In addition to our strong European bases, we operate in the US, Middle East, Singapore, and China – which are significant international markets for our clients. We continue to follow our clients, expand our footprint, and grow our capabilities in all geographies to ensure our clients' success.

Delivering exceptional support to our clients, wherever they operate, is a core BearingPoint commitment. We combine global expertise with local knowledge, offering a quality of relationship and level of trust that can only be earned on the ground, at a local level. Working across borders and in diverse teams means our people develop the broad perspectives and deep expertise needed to offer the right service and solutions in any given situation.

Meanwhile, through our 'one firm' approach, clients have full access to our global resources, wherever they need them.

Our global delivery model

Over the years, BearingPoint has systematically built a worldwide delivery network that combines onshore expertise with strong nearshore and offshore capabilities. This enables us to deliver value for clients wherever they operate.

What began with our early nearshore hubs in Romania and the Czech Republic has evolved into a mature, fully integrated cross-shore delivery model that now serves clients across more than 30 countries.

By 2025, our Romanian practice alone has expanded into an 800-plus people powerhouse with broad expertise in software development, SAP, engineering,

data and analytics, testing, and application management.

The opening of our delivery centers in India in 2021 marked a major milestone in expanding our global footprint and reinforcing our ability to scale SAP, IFS, and digital capabilities efficiently. This has also grown rapidly to more than 200 people, strengthening our offshore capacity and enabling us to support increasingly complex global programs with agility at scale.

Throughout this growth journey, our delivery centers have become deeply embedded in the fabric of BearingPoint, operating with the same values, client focus, and commitment to quality that define our onshore teams.

As AI becomes a core driver of transformation, our nearshore and offshore delivery centers play an increasingly crucial role by providing the scale, specialized engineering talent, and data capabilities needed to industrialize AI-enabled solutions and bring measurable innovation to our clients.

Today, our global delivery model is a fully integrated system of onshore, nearshore, and offshore teams working as one. This allows us to deliver high-quality, cost-effective, and scalable services to businesses across regions and industries.

Global alliances

To complement our own worldwide presence, and expand our clients' access to new opportunities, we have built a global network of trusted alliances. Wherever we operate, we aim to have the critical mass needed to deliver innovative services and solutions. A perfect example of this is our strategic alliance with ABeam Consulting in Asia.

BearingPoint formed a strategic partnership arrangement with ABeam Consulting in 2011. Through this alliance, both firms have expanded their capabilities and client offerings across Europe, Asia, and globally. We work as preferred partners in our respective markets, collaborating across pre-sales and project delivery. Together, we draw on our combined infrastructure and expertise to serve clients on all continents.

In 2025, we took this partnership to the next level, launching a joint venture in the United States. This will see BearingPoint and ABeam Consulting offer a full scope of end-to-end SAP solutions, from business consulting and technical implementation to managed services and IP-based product offerings (including SAP Business AI). However, the impact of this new joint venture will not be confined to the United States. This is an opportunity to make a global impact, serving our clients' digital

transformation needs on a global level in Asia, in Europe, and in the Americas.

Headquartered in Chicago under the BearingPoint brand, the new unit will serve American, European, and Asian clients, with a particular emphasis on the Automotive & Industrial, Chemicals, Life Sciences & Resources, and Consumer Goods & Retail sectors.

The new entity aligns with our broader ambition to scale our presence globally, deepening our collaboration with our partners, providing technology-enabled consulting, and delivering high-impact transformation programs – as laid out in our Strategy 2030 framework.

BearingPoint and ABeam join forces in North America

BearingPoint and ABeam Consulting are expanding their long-standing strategic alliance to establish BearingPoint North America. We sat down with BearingPoint Managing Partner Matthias Loebich and ABeam Consulting CEO Takahiro Yamada to discuss how the joint venture can support global enterprises.



Matthias Loebich

Managing Partner
at BearingPoint



Takahiro Yamada

President and CEO
at ABeam Consulting

Q. Yamada-san, ABeam Consulting and BearingPoint have been strategic alliance partners for more than 15 years. Why is now the right moment to build a formal joint venture based in the US?

Yamada-san: Until now, ABeam Consulting and BearingPoint have worked closely together across Asia and Europe to support clients in complex transformation programs. These have spanned strategy, operations, and technology implementation. However, the establishment of our joint venture, BearingPoint North America, reflects shifting market dynamics and a fundamental change in the nature of enterprise transformation.

Today's organizations must simultaneously reinvent business models, modernize technology, redesign operating structures, and build new capabilities in data, governance, and talent. At the same time, AI is accelerating how companies compete and create value. In this environment, global companies increasingly expect partners who combine deep regional expertise with consistent global execution.

The United States remains one of the world's most important centers of innovation and enterprise transformation, and it is a critical arena where many global strategies are defined. By combining ABeam's strong foundation in Asia with BearingPoint's established presence in Europe, we are jointly creating a more powerful platform to support the transformation of global enterprises.

From ABeam's perspective, this joint venture also represents an important step in our growth strategy toward 2030. It strengthens our ability to support transformation on a global scale and allows us to engage more deeply with our clients' global strategic agendas.

Ultimately, this joint venture represents more than an expansion of our partnership – it is a natural evolution toward a truly global transformation platform.

Q. Over to you, Matthias, why do you see the US as such a critical market for your joint clients, and how does the JV strengthen your competitiveness there?

Matthias: The US remains a major market where many global technology and operating model standards are set. BearingPoint has maintained a long-standing presence in the US, supporting clients across key industries from automotive to chemicals, from life sciences to consumer goods. With the establishment of BearingPoint North America in partnership with ABeam, we are strengthening and expanding this existing footprint. The JV is based in Chicago, allowing us to build directly on our established infrastructure, client relationships, and regional market insights. This enhanced presence brings us even closer to our clients' strategic hubs and increases the depth and breadth of services we can offer.

Our joint venture allows us to combine deep regional expertise with global consistency. This is key to becoming the partner of choice for large and upper mid-market clients looking to accelerate their transformation in one of the world's most competitive environments.

“By uniting ABeam's strengths in Asia with BearingPoint's European heritage and expanding into the Americas through our joint venture, we can support clients with one seamless transformation platform and a unified global delivery model.”

Matthias Loebich, BearingPoint

Q. Staying with you Matthias, what do you see as the biggest transformation challenges global companies are struggling with today – and how does this joint venture help address them?

Matthias: Global companies need to move from fragmented transformation efforts to truly integrated change. Many are still unable to scale AI beyond isolated pilots. They are held back by legacy systems, data gaps, and operating models not yet designed for AI-driven decision-making. At the same time, they need globally coordinated execution with strong local insight. Our joint venture responds directly to this.

By uniting ABeam's strengths in Asia with BearingPoint's European heritage, and by expanding into the Americas through our joint venture, we can support clients with one seamless transformation platform and a unified global delivery model.

Q. Yamada-san, how does the JV enhance your ability to deliver end-to-end transformations across Asia, Europe, and the Americas? What can you now achieve together that was not possible through the alliance model alone?

Yamada-san: Large, complex transformation programs often span multiple regions and require integrated execution, from strategy development to technology implementation and global rollout. Through the joint venture, we can now operate with a more unified structure that enables us to deliver transformation across Asia, Europe, and the Americas as one integrated team. This allows us to move beyond project-based collaboration to support our clients across their broader global transformation agendas.

Equally important is our ability to jointly develop new solutions that combine the strengths of both firms. In areas such as AI-native platforms, global supply chain optimization, and enterprise-architecture modernization, we will be able to deliver even greater value to our clients. In this sense, the joint venture represents a new model of global co-creation for enterprise transformation.

Q. Matthias, what makes this JV fundamentally different from other global partnerships in the market?

Matthias: Most partnerships remain loose alliances. This joint venture is different because it is built on shared investment, joint leadership, and a single operating model under the BearingPoint brand. This ensures consistent, end-to-end quality and accountability. It also brings together two firms that have been connected through a close strategic partnership and friendship for more than 15 years.

We combine consulting, IP-driven products, and managed services, an approach that helps clients move faster and achieve outcomes with greater reliability. Together with ABeam's strong execution culture, we offer a unified global team rather than two firms coordinating in the background.

Q. Which areas of innovation do you expect to become the JV's key growth engines, Yamada-san?

Yamada-san: Several innovation domains will play a central role in the growth of the joint venture. First and foremost is enterprise transformation powered by AI. Many organizations are now moving beyond

experimentation and beginning to explore how they can become truly AI-native enterprises.

Achieving this requires much more than deploying new technologies. It demands a comprehensive transformation that integrates business strategy, operating processes, organizational capabilities, and data governance. Supporting this journey – from strategic design to large-scale implementation – will be one of our most important growth drivers.

Another key area is industry-specific transformation solutions. By combining the deep industry expertise of both firms with advanced digital capabilities, we will be able to develop tailored platforms and transformation programs for sectors such as manufacturing, financial services, and public infrastructure.

Sustainability transformation is also becoming increasingly important, as companies are expected to create environmental and social value alongside economic performance. This requires new approaches to data-driven management, operational redesign, and integrated sustainability strategies.

Ultimately, the integration of enterprise modernization, AI adoption, and global delivery will become defining differentiators for this joint venture.

“I believe this joint venture will open a new chapter of growth for both firms and evolve into a powerful model for delivering global transformation.”

Takahiro Yamada, ABeam Consulting

Q. Thank you, Yamada-san. It is still early days for the JV, but have client reactions given you confidence that this joint venture meets a market need?

Yamada-san: Even at this early stage, the response from clients has been extremely encouraging. Many global companies are currently reassessing their global operating models and transformation strategies. In those conversations, we consistently hear the need for partners who can guide complex transformation across multiple regions under a unified strategy and execution framework.

Clients particularly appreciate the balance that our model offers: strong local expertise combined with a consistent global perspective. For organizations operating across Asia, Europe, and the Americas, this approach provides a natural way to combine regional responsiveness with global alignment.

We are also seeing strong momentum in discussions around AI-driven enterprise transformation. AI has the potential to reshape decision-making processes and operating models across the entire enterprise. As a result, companies increasingly recognize the importance of globally coordinated transformation programs and governance frameworks.

Q. If you imagine the joint venture three years from now, Matthias, what impact do you hope it will have had on clients, our people, and the broader environment?

Matthias: In three years, I hope clients will see us and our joint venture as a trusted global transformation partner delivering measurable results across major SAP and AI-driven programs in the US and beyond.

For our team, the JV should create new career pathways across Asia, Europe, and the Americas, amplifying our commitment to empowering our people. On the environmental side, we are committed to responsible innovation wherever we operate. BearingPoint North America will play its part in advancing our sustainability goals in line with our broader commitments, including B Corp Certification and science-based climate targets.

Q. You've worked together for many years. Which traits from ABeam and BearingPoint make the JV's 'one-firm team' work in practice, and can you share a concrete example where this made a difference?

Yamada-san: The long-standing success of the collaboration between ABeam and BearingPoint is rooted in a shared set of values. Both firms are deeply committed to delivering real transformation for our clients – not only advising on change, but ensuring that it is implemented successfully.

As a consulting firm originating in Japan and Asia, ABeam places strong emphasis on working closely with clients and taking responsibility for delivering tangible results. BearingPoint, meanwhile, brings a strong tradition of strategic thinking and an entrepreneurial spirit shaped by its European heritage. As an independent consulting firm, it has cultivated a culture that actively drives innovation.

When these strengths come together, we are able to operate not simply as partners, but as a genuine 'one-firm team'.

Matthias: I agree, what makes our collaboration so effective is how naturally our cultures complement each other's and enhance the other's strengths. Working in such alignment and acting as catalysts for each other creates a worldwide team that is both fast and precise.

In recent global programs, for example, this 'one-firm team' approach meant jointly running a single governance model and unified delivery backbone across multiple regions, allowing clients to experience us as one integrated transformation engine.

Q. What have you learned about each other's cultural strengths that will shape how the JV operates?

Matthias: What I have learned, and what shapes how we operate, is that Japanese and European consulting cultures don't just complement each other; together, they create a higher-performing whole. Bringing our perspectives together gives the JV a unique dynamic: we combine speed with depth, innovation with reliability, and global ambition with local authenticity. That balance is what makes this venture a true joint enterprise.

Yamada-san: Yes, absolutely. Through our collaboration with BearingPoint, I have come to appreciate the agility and entrepreneurial mindset that characterize European consulting culture. The ability to respond quickly and decisively to market changes, and to actively pursue new opportunities, is a powerful strength.

At the same time, Japanese business culture places strong emphasis on long-term trust and sustained value creation. At ABeam, we place great importance on becoming long-term transformation partners for our clients. Our approach is to work closely with client organizations, from strategy development through to transformation execution and the realization of outcomes.

In the joint venture, we see great potential in combining these complementary strengths, building an organization capable of delivering both innovation and long-term impact for our clients.

Q. How do each of you personally envision the JV shaping the next chapter of your firm's strategy?

Yamada-san: Looking toward 2030, ABeam aims to evolve into a consulting firm capable of delivering transformation for clients on a truly global scale. At the center of this ambition is enterprise transformation that supports the emergence of AI-native enterprises. To realize this vision, it is essential that we strengthen our capabilities not only in Asia but also across Europe and the Americas.

The joint venture therefore represents a major milestone in ABeam's global growth journey. Through deeper co-creation with BearingPoint, we are building a stronger platform to support the transformation of global enterprises. I believe this joint venture will open a new chapter of growth for both firms and evolve into a powerful model for delivering global transformation.

Matthias: For BearingPoint, the JV is a pivotal catalyst in delivering our Strategy 2030, which centers on genuine client orientation, empowering people, and differentiating through innovative products and global synergies.

Expanding our presence in the Americas strengthens our global relevance and enhances our ability to guide clients through large-scale SAP and AI transformations. Our 2025 performance showed that this global expansion, including the JV, is already accelerating our impact and positioning us strongly for the coming years.



Consultancy at scale

Wherever our clients operate, we aim to be there alongside them, immersed in their ecosystems and supporting them with world-leading expertise.



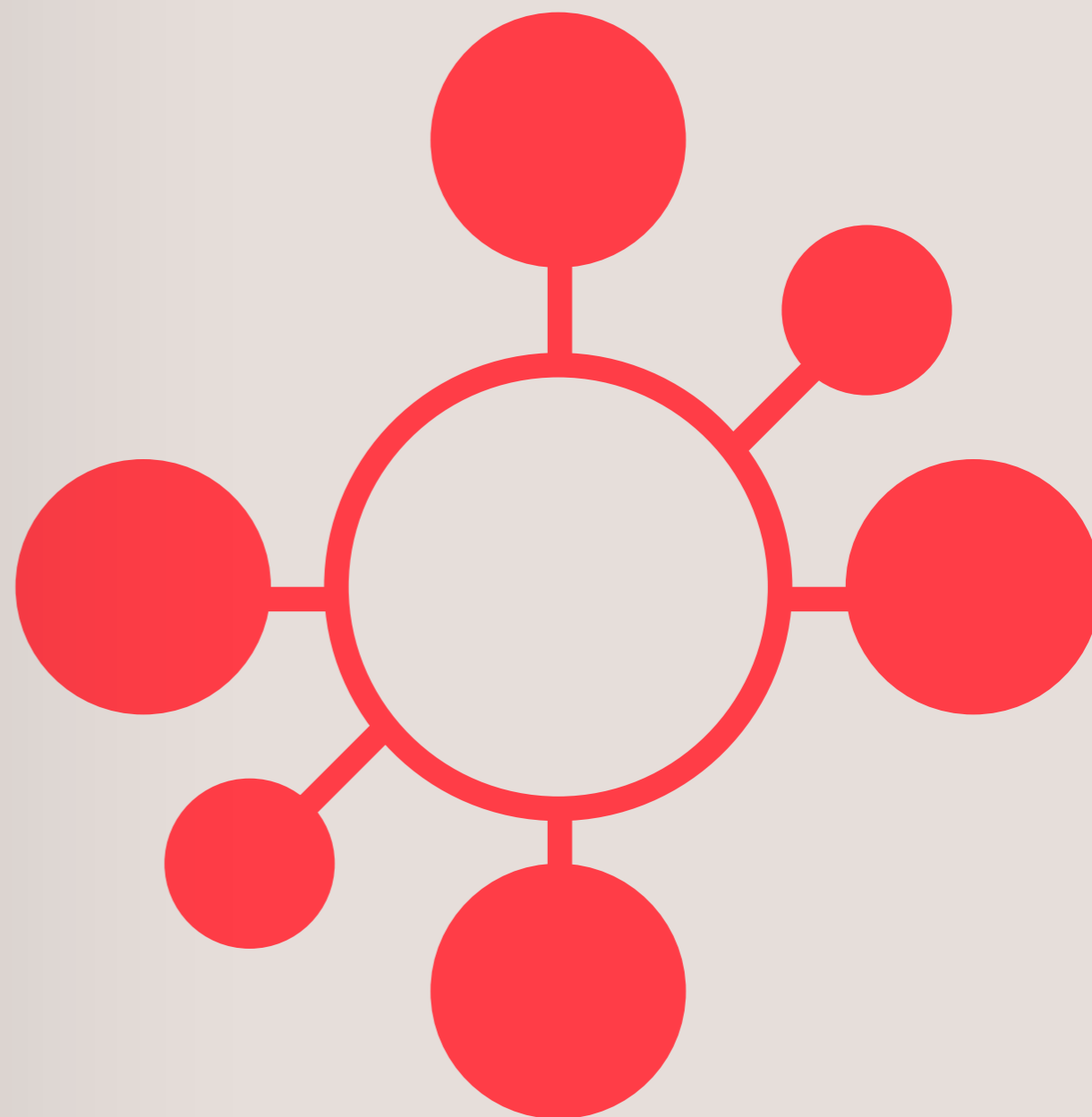
- BearingPoint
- Arcwide
- ABeam Consulting



Strategy 2030

We empower people

We know it takes great people to deliver great results. People who are motivated to succeed and given the resources to do so. Discover how in 2025 we doubled down on our investment in support and professional development, reshaping how consultancy is delivered and how value is created. This is the story of how we are nurturing the next generation of BearingPoint leaders.



Unlocking potential for better client outcomes

In 2025 we empowered BearingPoint colleagues to reach their full potential through trust, teamwork, and training. We extended our leadership development programs and, perhaps even more significantly, began reshaping the nature of consulting by equipping thousands of colleagues with cutting-edge AI capabilities.

Engaged, collaborative, and committed teams

The 2025 results from our Winningtemp global engagement pulse survey show strong engagement and steady progress across the firm. This year's overall temperature reached 7.6 (out of ten), surpassing our firmwide target of 7.5 and improving from 7.3 in 2024 (despite a difficult market in some regions).

Our Employer Net Promoter Score (eNPS) came in at 18, reflecting general positivity and continued confidence in our direction. Participation remained solid at 58%, with more than 8,400 comments shared. This feedback demonstrates we are an organization of people who are actively involved, willing to contribute, and committed to shaping our culture together.

A strong culture meets an easy way of working

As in previous years, our people reinforced what makes our culture distinct. Approachability, collaboration, and responsiveness remain hallmarks of how we work together. They emerge clearly in our highest-scoring dimensions within the engagement survey:

- Team spirit (8.5)
- Commitment (8.1)
- Psychological safety (8.0)

These figures tell a consistent story of teams who trust each other, share responsibility, and work together in ways that extend naturally across functions and borders.

Clients routinely acknowledge these qualities. They continue to highlight BearingPoint's pragmatic, solution-oriented mindset and our ability to create strong partnerships grounded in mutual respect, shared understanding, and lasting value.

Empowering people to reach their full potential

Empowerment remained a central theme in 2025. Many colleagues spoke about experiences of trust and autonomy, describing how they were encouraged to grow, to venture beyond their comfort zones, and to take on new responsibilities.

These reflections are mirrored in strong scores across Leadership (7.5) and Autonomy (7.8). Easy access to learning platforms, capability programs, mentorship, and peer support enabled our people to shape their own development journeys.

Shaping meaningful change together

Taken together, this year's insights paint a picture of a firm grounded in trust, teamwork, and psychological safety. These three elements consistently emerge as the strongest cultural foundations across BearingPoint. They also reflect the progress we have made in key focus areas, including empowerment, process simplicity, and inclusion. Our scores in Diversity, Equity & Inclusion (7.7) and Trust (7.3) reflect this positive and steady development, while also highlighting our ambition to further strengthen the employee experience.

Most importantly, the results show a community that cares deeply about shaping our future together. As we move forward, we remain committed to listening with intent, acting on what matters most to our people, and creating a workplace where everyone not only thrives – but also contributes to meaningful, lasting change.





Work from anywhere with the support to succeed

In 2025 we continued to strengthen our flexible working model, empowering our people to choose where, when, and how they work most effectively. This includes options such as 'workations', which allow colleagues to combine work and travel for limited periods.

This flexibility was augmented by a broad range of benefits designed to support holistic wellbeing and meet individual needs throughout different life stages, including:

- Childcare support
- Flexible working hours
- Health insurance supplements
- Parental leave top-ups
- Relocation assistance for those moving across regions or countries

To further promote mental, physical, and social wellbeing, we expanded our portfolio of activities and resources. Our people enjoyed yoga and mindfulness sessions, sponsored gym memberships, team-building events, access to mental-health first-aiders, and learning sessions on resilience and stress management.

Together, these initiatives help create the right conditions for our people to thrive, supporting personal growth and enabling strong team collaboration. They reinforce our shared commitment to building a high-performing and truly caring community.

People at the heart of our success

In 2025 we ran campaigns like Impact Month that highlighted the concrete ways our people create impact every day, showcasing client feedback, CSR in action, and the results of our collective effort. The campaign encouraged active participation in CSR initiatives and fostered a sense of shared purpose. By collecting client feedback and engaging in proactive exchange, Impact Month not only celebrated joint achievements, but also strengthened the connection between our work and the actual value we deliver across different dimensions like performance, resilience, and sustainable impact.

Developing our next generation leaders

In 2025 we strengthened our investment in people development to directly support our strategic priorities, accelerate firmwide transformation, and develop our next generation leaders.

We launched the **AI Academy**, an initiative designed to build a strong foundation of AI literacy across the entire organization. So far, more than half of our employees have received a personalized learning curriculum, based on their own AI proficiency and requirements. The AI Academy empowers every employee to confidently engage with AI in their daily work. By driving the creation of an AI-augmented organization and enabling scalable upskilling at pace, the AI Academy serves as a strategic enabler of our transformation journey.

Developing next generation leaders also involved ongoing investment in high-impact leadership partnerships. Core programs such as Female Leadership with ESCP Business School and the BE.Oxford Academy with Oxford Said Business School continued to accelerate leadership effectiveness and strategic thinking.

Meanwhile, our new partnership with the SDA Bocconi School of Management adds a key pillar to our leadership strategy. Launching in early 2026, the program is designed to equip future leaders – from Managers through to Directors – with the mindset, skills, and confidence to lead transformation with clarity, resilience, and impact. It will address the evolving demands placed on leaders in an increasingly complex, fast-changing environment.

In total, more than 2,000 employees participated in our firmwide training programs last year, delivered through a blended model of in-person and virtual learning.

Shaping the future of consulting with AI 2025 was a defining year in BearingPoint's AI transformation. What began as exploration rapidly evolved into a firmwide movement: the **Augmented Consultant initiative**. This program is our strategic answer to a fast-changing world, one where artificial intelligence amplifies human capabilities, accelerates value creation, and reshapes how consultants work, learn, and deliver impact.

Empowering every consultant with AI We equipped thousands of colleagues with cutting-edge AI capabilities, scaling skills and adoption at record pace. More than 3,100 employees became advanced Copilot users, and over 96% of our people actively used AI tools in their day-to-day work. With more than 700 certifications in just four months and 4,500+ hours of AI training, our teams have embraced AI as an essential, trusted companion in consulting excellence.

Our AI Academy enabled over 2,600 colleagues to conduct their AI-proficiency assessment, resulting in hundreds of learning-path recommendations. This learning culture ensures our people stay ahead. It also makes BearingPoint highly attractive for prospective employees seeking modern workplaces and forward-thinking environments.

From tools to impact: Agents, digital humans, and everyday AI The Augmented Consultant initiative goes far beyond training. It fundamentally transforms how we work.

- Our internal AI agents, such as Reference Radar, Employee Self-Service, Proposal Assistant and Asset Finder (with many more in development) turn proprietary knowledge into scalable digital capabilities.
- With the launch of firmwide digital avatars for different use cases, we introduced a new paradigm of human-AI interaction.

This ecosystem of tools and assets enables consultants to work smarter, deliver faster, and unlock new forms of creativity and problem-solving.

A global community driving change A unique strength of the Augmented Consultant program is its community. Spread across all our teams and offices, 170 local champions actively support this AI transformation. Our AI Transformers focus on change management, while Copilot Champions, BeMind Ambassadors, and Be.Voice Ambassadors focus on specific tools.

In 2025 these champions organized local events, ran deep-dive sessions, shared success stories, and acted as on-the-ground accelerators for AI adoption. Meanwhile, our AI Xchange Sessions (weekly bite-size inspiration formats) brought together experts and practitioners across 18+ topics, from tool mastery to responsible AI.

This distributed network ensures that AI transformation is not a top-down mandate but a collective cultural shift embraced firmwide.

Building the consulting firm of the future Of course 2025 was not just about new tools, but also rethinking our operating model. We redesigned workflows, equipped teams at scale, introduced firmwide AI governance, and enabled every office to run local AI activities. More than 50% of employees received personalized AI training paths, and Copilot licenses grew to 3,100+, covering around half the workforce.

Within the next 2 years, we are aiming for:

- 95% of our knowledge bases to be agent-ready
- 60% of our projects to be powered by proprietary AI assets
- AI transformation to represent 25% of our business
- A 30% productivity uplift

This is only the beginning of what everyday AI will enable. These ambitions reflect our belief in an AI-augmented consulting model: one where consultants thrive, clients benefit from accelerated value, and technology amplifies human creativity and expertise.

A future we are creating together

The Augmented Consultant initiative has become a cornerstone of BearingPoint's identity. It demonstrates how we innovate, how we work, and how we empower our people. By embracing AI at scale, we are shaping an organization in which talent can grow, ideas can flourish, and clients can rely on cutting-edge solutions.

We anticipate 2026 will take this vision even further. With new AI agents, expanded digital human capabilities, and firmwide mobilization, we remain committed to leading the consulting industry into the augmented era.

At BearingPoint, the future of consulting is AI-enhanced human expertise. And it has only just begun.

AI-ENABLED OFFERINGS CREATING CLIENT VALUE

Our clients increasingly rely on AI-powered solutions and consulting support. BearingPoint has responded with a growing portfolio of products including **GenXplore**, **BeMind by BearingPoint**, **Optix**, **Be.Voice**, and **AML Booster**. Adoption is accelerating across industries, supported by our strategic partnerships with global technology leaders including Microsoft, SAP, AWS, Google Cloud, Salesforce, ServiceNow, IFS, Coupa, Anaplan, Databricks, and more.

These partnerships strengthen our ability to integrate advanced AI capabilities directly into client engagements, making AI transformation tangible and measurable.

“The Augmented Consultant initiative is our strategic answer to a fast-changing world, one where artificial intelligence amplifies human capabilities, accelerates value creation, and reshapes how consultants work, learn, and deliver impact.”

Damien Palacci, Chief People & Transformation Officer at BearingPoint

People strength in numbers

1,088

New colleagues

2,000+

Participants in firmwide trainings

1,224

People promoted, including 16 new Partners

27%

Female representation in leadership roles

8.5/10

Team spirit score – global pulse survey

89

Nationalities of people within BearingPoint

6,215

BearingPoint people



Sustainability

As we continue to transform our business, and to help drive client transformations, we remain mindful of our broader responsibilities to our people and the planet. That's why we pursue sustainable ways of working across all our operations. In 2025 BearingPoint achieved this and more – enabling clients to realize their commercial and sustainability agendas simultaneously. Take a look at how.



A commitment to society and the environment

The evolving sustainability landscape

Macroeconomic headwinds and temporary regulatory easing led many organizations to slow sustainability initiatives in 2025. Nevertheless, BearingPoint's commitment to sustainability is unwavering. Throughout the year we focused on thriving responsibly, caring for both our planet and its people, and living up to our principles and responsibilities as a B Corp.

Our teams helped integrate environmental and societal considerations into client strategies to build resilience, reduce risk, and unlock efficiency gains. Our work, underpinned by innovative products and solutions, delivered tangible business value while creating a positive impact on the climate, biodiversity, circular economies, key ESG metrics, and more.

BearingPoint's focus is firmly on the future. That means continuing to drive successful sustainability transformations within our firm, for the businesses we work with, and society as a whole.

Helping drive client sustainability

Despite the slower sustainability market, our flagship service lines – People, Climate, Biodiversity, and Sustainable Finance – showed remarkable resilience. Clients in these areas demonstrated steadfast commitment to their sustainability agendas.

Our broad range of projects includes, among many others, our successful collaboration with Hirschmann Automotive in which we enabled them to achieve end-to-end transparency across all emissions, empowering strategic carbon-footprint management and data-driven decisions for future decarbonization efforts.

Another meaningful example was our project with Body Voices gGmbH where we assisted in defining its corporate strategy and brand visibility. Together, we developed different approaches to sustainable financing. We also established contacts to increase awareness of the situation of women affected by sexual violence and to promote recognition of this issue within society.

With VYV 3, a non-profit health and social care provider, our I Care by BearingPoint team developed and implemented operational climate strategies. These strategies focus on eco design, sustainable mobility, energy efficiency, responsible purchasing, and employee awareness programs.

We also helped advance the CSR and sustainability objectives of a global industrial client by embedding transparency and responsibility into core supply-chain practices. Sustainability and compliance considerations were systematically integrated into supplier evaluations through structured questionnaires and scorecards, making CSR criteria a standard part of vendor onboarding.

Overall, BearingPoint continued to support organizations across all sectors in their sustainability transitions, achieving an estimated €17 million in net sustainability-related project bookings in 2025.

International expansion and I Care Academy

2025 saw a significant expansion of our international sustainability footprint. Traditionally strong in France and Central Europe, we are now able to deploy our sustainability services seamlessly at a pan-European scale – covering more than 15 countries in 2025 alone.

We also doubled down on capability-building through our internal I Care Academy. Over 500 BearingPoint consultants have completed I Care Academy courses and earned sustainability certificates. Importantly, in 2025 we also opened up selected Academy training to clients. We piloted sessions for major companies in sectors like luxury goods and financial services to help upskill their teams in sustainability.

Our holistic sustainability offering

Throughout 2025, BearingPoint offered a comprehensive sustainability consulting portfolio structured around 12 domains, spanning both Impact and Transformation expertise. Impact addresses environmental and social challenges, while Transformation embeds sustainability into business strategy and operations.

This holistic model ensures we can help clients identify the sustainability issues to tackle, as well as how to effectively drive change. The pillars of our offering are summarized in the table (right).

This modular framework allows us to tailor solutions to each client's unique needs.

Linking sustainability to business performance

Our teams developed new 'Business & Environment' service offerings to embed climate and environmental considerations into core corporate strategy and operations. For example, we helped manufacturing clients prioritize lower-carbon product lines, driving additional revenue while reducing their carbon footprint.

Leveraging our proprietary Circular Success framework, we also implemented circular economy programs for retailers and consumer goods companies, enabling them to reduce waste and costs while boosting supply chain resilience. These cases demonstrate that ecological transition and competitiveness can go hand-in-hand, turning environmental constraints into opportunities for innovation and efficiency.

In parallel, we observed strong demand for our climate and biodiversity services, as companies sought to future-proof their

businesses against climate risks and protect natural capital. BearingPoint responded with new solutions, including biodiversity footprinting tools and climate scenario simulators tailored to industries like agriculture, media, and transportation. These help clients measure and manage emerging sustainability challenges.

Altogether, climate action, data-driven ESG management, and biodiversity strategy emerged as three of the most in-demand areas of our client work in 2025.

Asset innovation for sustainability impact

A signature BearingPoint achievement in 2025 was the accelerated 'assetization' of our sustainability expertise. For example, our experts launched a first-of-its-kind 'Avoided Emissions Platform' (AEP). This comprehensive database enables companies to quantify the greenhouse gas emissions avoided through the use of various technologies and projects. AEP helps organizations credibly measure and monetize the impact of their

decarbonization initiatives – providing data to support internal business cases and to strengthen external stakeholder communications.

We also contributed to a groundbreaking Climate Contribution Framework (CCF). This is a multi-stakeholder initiative designed to guide the allocation of capital toward high-impact climate actions globally. By participating in the development of this framework, we are helping define how companies and financial institutions can direct investments in line with the Paris Agreement and maximize their positive climate impact.

In addition, we made major strides in building Nexus, our digital platform for climate and biodiversity management.

Pillars of our sustainability offering

Impact expertise (What)

Climate & Decarbonization

Biodiversity & Natural Capital

Circular Economy

Lifecycle Analysis (LCA)

Social & Societal Impact

Corporate Responsibility & Sustainable Development (CSR)

Transformation expertise (How)

Sustainable Strategy & Business Models

Responsible Operations & Procurement

Sustainable Finance & ESG Reporting

Sustainable Products & Services (Green Offerings)

People, Culture & Change (Sustainability in Organizations)

Data & IT for Sustainable Transformation

Co-innovating on technology & ESG partnerships

Technological innovation remained central to our value proposition in 2025, as we helped clients leverage digital solutions to meet their sustainability goals. We reinforced key partnerships with leading ESG software providers and engaged in joint innovation to deliver cutting-edge tools for our clients.

Our strategic co-development collaboration with SAP for Sustainability Footprint Management continued to thrive. A highlight of 2025 was the introduction of an end-to-end story around SAP SFM including SAP's new Green Ledger. As an integrated carbon-accounting module for SAP's ERP systems, the Green Ledger allows organizations to link their carbon emissions data directly with financial information within their ERP. This provides a single view of the carbon and cost impact of each business transaction. This innovation, co-developed by BearingPoint and SAP, is enabling our clients to make truly climate-smart business decisions based on integrated data.

We also deepened our collaborations with several fast-growing climate-tech startups. For instance, we expanded our work with Sweep, a leading carbon management platform, and Workiva, a cloud solution for ESG reporting.

Finally, to ensure the reliability of our clients' non-financial data, we continued to roll out our ESG Data Quality Navigator tool. This proprietary solution helps organizations automatically identify and bridge data gaps in their sustainability reporting by instituting automated controls and consolidating dispersed ESG metrics.

By investing in such partnerships and digital solutions, we empower our clients with robust data and analytics to drive and track sustainability performance.

Sustainable transformation for BearingPoint

Our Strategy 2030 defines four pillars for creating real sustainability impact in the years ahead:

1. **Diversity:**
Accelerating on female leadership
2. **Environment:**
Reducing our GHG emissions
3. **SWOW:**
Bringing our ambition to life with our projects and clients
4. **Inclusion & Education:**
Supporting the education and development of young adults

Each pillar comes with a set of targets and KPIs, full details and discussion of which can be found in our 2025 Sustainability Report. For now, let's explore how we advanced these pillars in 2025.

Diversity

We believe that diversity drives innovation, creativity, and performance. In 2025, we continued to focus on recruiting, retaining, and advancing female leaders. Across the year, our global female leadership (Manager-level and above) increased to 27% – up 1%. For our senior leadership, we gained even more ground. BearingPoint ended 2025 with female representation up 1.7% to 21.6% in Senior Manager roles (and above). Female representation on our Global Management Committee is currently 27%. While our current focus is on gender diversity, we recognize that gender is only one of many diversity dimensions, and we will continue to strengthen our approach across the broader spectrum.

We implement policies ensuring equal opportunity at every level. Our Employee Resource Groups – Women@BearingPoint, MORE@BearingPoint, Parents@BearingPoint, Proud@BearingPoint,

and Ability@BearingPoint – foster open dialogue on diversity and build structures in which everyone can thrive.

Our continuous employee feedback survey revealed positive sentiment about our approach to diversity throughout 2025 – returning a rating of 7.9/10, one of the strongest results in the survey. Nevertheless, we know there is work still to do and remain committed to creating an inclusive, thriving environment geared to advancement for all.

In 2025, we launched a global senior female manager network to strengthen visibility and connections between female leaders and our global partnership. Additionally, we have strengthened global collaboration on diversity through inclusive hiring guidelines, improved retention practices, and delivered training on unconscious bias and authentic leadership.

Environment

Our environmental commitment is central to our responsibility as a sustainable organization. With our SBTi targets, we strive to make a tangible environmental impact. Our main areas of focus have been reducing emissions from business travel and company cars, as well as investigating the environmental impact of AI.

We reduced our global business travel emissions by 28% year-on-year in 2025. These reductions result from multiple factors, such as decreased air travel for global training, enhanced education driving shifts in behavior. This improvement followed our significant 2024 progress, in which we achieved our SBTi targets for Business travel (-55% per FTE) on a global level. We see potential for further reductions still and will aim for even higher standards.

Furthermore, in 2025 we expanded our ISO 14001-certified Environmental Management System to 16 offices globally, with further offices set to join in 2026.

SWOW (Sustainable Ways of Working)

We believe that working towards a sustainable consultancy practice means making sustainable actions an integral part of our core business – our client work.

We aim to be sustainable by design through our 'Sustainable Ways of Working' (SWOW) initiative. In 2025, 603 projects were included in our SWOW program – creating a shared value set with our clients, as well as stronger bonds within our project and account teams. BearingPoint rolled out SWOW across 37 accounts in 2025, making it core to our daily business, and ensuring consistent commitment across management and teams.

In a global client analysis, we learned that 88% see sustainability as an important part of their operations, requesting sustainability information within their procurement processes. We see this as validation of our commitment to putting sustainability at the heart of our client work.

Inclusion & Education

Our commitment to advancing inclusive and innovative education for young adults is exemplified by our partnership with School42 – a renowned institution that offers tuition-free digital education. School42 champions peer-to-peer learning and project-based coaching. This approach equips students with technical skills and fosters critical thinking, creativity, and collaboration.

We successfully launched three pilot programs in London, Paris, and Berlin, engaging more than 90 students in learning experiences focused on AI-related hackathons and mentorship. Around 30 BearingPoint colleagues have participated in coaching sessions. The pilots demonstrate the transformative power of inclusive education and have set the stage for a future expansion with School42 and a tailored educational program.



“As a B Corp, we understand our responsibility to the world and know we can make a difference.”

Axelle Paquer,
Global Sustainability Sponsor
at BearingPoint

For more information, please read our [Sustainability Report](#).

Sustainability strength

28%

Year-on-year reduction in global business travel emissions

450+

Active sustainability assignments, delivered for 200+ clients in 11 countries

500+

Consultants earned sustainability certification

600+

Projects in Sustainable Ways of Working program

SBTi

Validated

ISO 14001

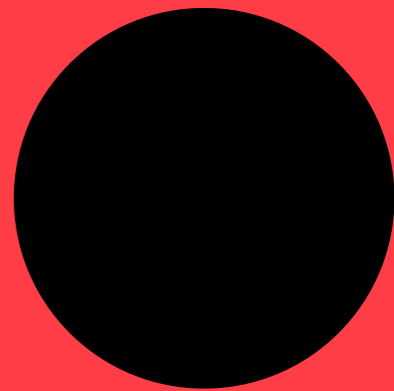
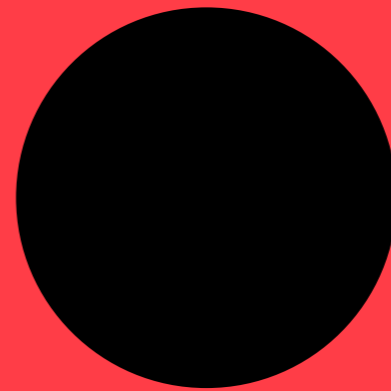
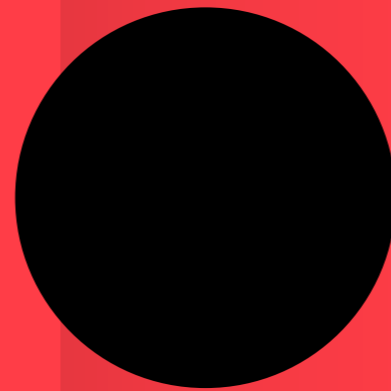
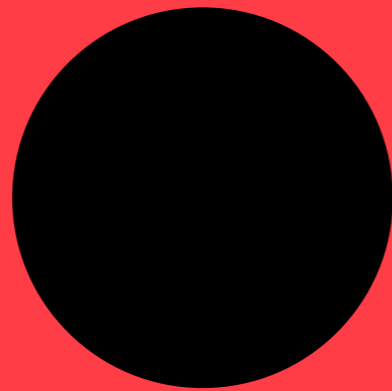
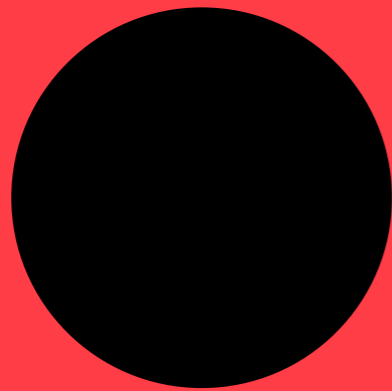
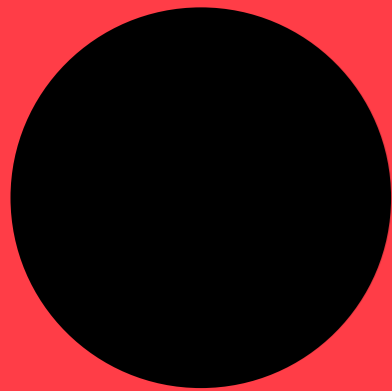
Certified

B Corp

Certified



About BearingPoint



BearingPoint is an independent management and technology consultancy with European roots and a global reach. We help businesses transform by combining deep industry expertise with strong capabilities in strategy, operations, and technology. Dedicated SAP and Microsoft transformation units, a strong focus on AI, and outcome-based products enable us to provide tailored, innovative solutions that create measurable and sustainable value.

In addition to our core consulting operations, we run two joint ventures. Arcwide, our joint venture with IFS, specializes in business transformation enabled by IFS technology. BearingPoint North America, our joint venture with ABeam Consulting, focuses on consulting excellence and business transformation built on SAP.

BearingPoint works with many of the world's leading companies and public-sector organizations. Together with its strategic alliance partner ABeam Consulting, the firm brings together more than 15,000 professionals and serves clients in over 70 countries, delivering seamless business transformation, strengthening performance, and driving sustainable impact.

BearingPoint is recognized among TIME World's Best Companies and Forbes World's Best Employers. The firm is also a certified B Corporation, committed to responsible business and creating long-term value for organizations, people, and society.

For more information, please visit:
Homepage: bearingpoint.com
LinkedIn: [linkedin.com/company/bearingpoint](https://www.linkedin.com/company/bearingpoint)

