

2025 Annual Report

# Delivering the Global Actuarial AI Platform

## Our Mission

To unlock the full potential of actuaries by leveraging AI technologies.

*A word from our CEO,*

## **Samuel Falmagne**

This year was defined by major product milestones, continued global expansion, and an even sharper focus on our long-term vision. I am incredibly proud of what we have accomplished together, and deeply energized by the momentum we are carrying into 2026.

We made significant progress toward becoming the leading global actuarial AI platform in 2025, delivering a more seamless, integrated offering across pricing and reserving. Innovation remained at the core of our strategy as we continued to broaden and enhance our platform. In March 2026, we expanded into the life insurance space through our acquisition of Slope Software, a cloud-native actuarial modeling platform that supports transparent modeling across life insurance pricing, valuation, and asset management. This strengthens our end-to-end capabilities for long-duration products and accelerates our growth in life and annuities, broadening our platform to support a wider range of actuarial use cases.

In 2025, we introduced Rate Repo and Deploy, two major additions that connect model development, rate management, and production deployment within a single platform. These new capabilities position Akur8 as the pricing partner of choice for insurers seeking greater speed, transparency, stronger governance, and strategic impact.

We also took a major step forward on our platform vision through the acquisition of Matrisk, an AI-driven solution that transforms unstructured regulatory filings into actionable, on-demand market intelligence. By completing the strategic and technical groundwork in late 2025, we were able to close the transaction in early 2026 and integrate the technology smoothly into our pricing suite. These capabilities now power Akur8 Discover, giving actuaries unprecedented visibility into regulatory dynamics and market behavior.

Beyond technology, we expanded our global footprint with the opening of our new Madrid office, strengthening our presence in Europe and enhancing support for a growing base of insurers. Today, Akur8 serves more than 330 customers in over 40 countries, powered by a globally distributed team with deep actuarial, technical, and industry expertise.

As I reflect on 2025, what stands out most is not only the progress we made, but the discipline behind it. Our product, engineering, actuarial, customer success, and



**Samuel Falmagne**

CEO

commercial teams operated with remarkable focus, working side by side to launch meaningful capabilities, support our clients, and execute against our long-term roadmap. That discipline is reinforced by the trust our customers and partners place in us, pushing us to think bigger, move faster, and raise our standards even higher.

The path ahead is compelling. With an expanding global footprint, a powerful product ecosystem, and a clear roadmap to advance our platform vision, Akur8 is well positioned to shape the future of pricing, reserving, regulatory intelligence, and actuarial modeling across the industry. In 2026, we will take another significant step forward with the introduction of our Actuarial Agentic Experts. By connecting the full Akur8 suite, these AI agents will help insurers unlock new levels of speed, consistency, and strategic impact. As AI becomes increasingly embedded across insurance operations, Akur8 is uniquely positioned to lead this transformation. Our mission is to redefine actuarial work for the next generation, with actuaries leading the strategy and agents executing with scale and precision.

This progress is only possible because of our employees, our clients, and our partners.

Thank you for being part of our journey. Together, we are redefining the future of actuarial work.



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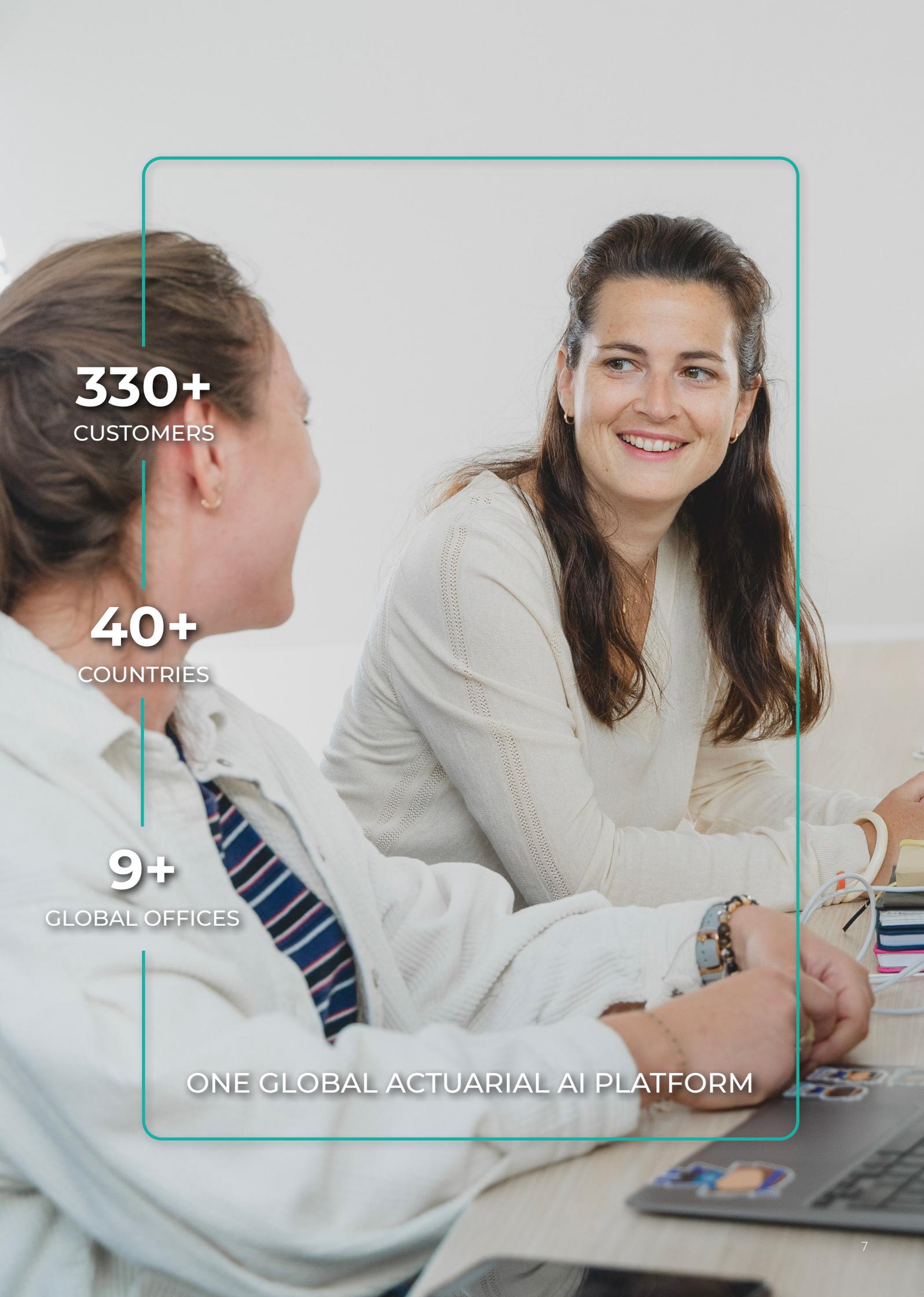
**08** Thank you

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# State of the Business

 *This year marked a pivotal chapter for Akur8. We delivered strong growth while advancing our mission to unlock the full potential of actuaries through AI technologies. The launch of Rate Repository and Deploy, together with the acquisition of Matrisk AI, significantly expanded our pricing suite and strengthened our ability to serve clients at scale.*

**Brune de Linares, Chief Client Officer of Akur8**



**330+**  
CUSTOMERS

**40+**  
COUNTRIES

**9+**  
GLOBAL OFFICES

ONE GLOBAL ACTUARIAL AI PLATFORM

## How would you summarize the year 2025?

2025 was a transformational year for Akur8. We grew Annual Recurring Revenue by over 50%, and welcomed over 50 new clients worldwide, including more than 25 new logos in North America. In parallel, we strengthened existing customer relationships through ongoing platform enhancements and feature releases, driving broader adoption across teams and use cases.

On the product front, we launched Rate Repo and Deploy, expanding the capabilities of our pricing suite and reinforcing our position as the insurance industry's only end-to-end actuarial platform. With these additions, customers gain a single source of truth for rating, and a high-performance pricing engine that seamlessly moves models into live production, enabling real-time, operational deployment.

We also expanded our capabilities through strategic acquisitions and integrations. We acquired Matrisk, bringing AI-powered filings search and market intelligence into our platform. The expanded offering gained rapid traction in the market, with Branch Insurance among the first U.S.-based carriers to adopt the solution.

Together, these advances addressed a clear need from our clients: solutions that connect actuarial work to strategy, foster cross-functional collaboration, and streamline governance from model to execution.

### From your conversations with insurers, what priorities stand out?

This year, we worked closely with a broad range of insurers, from new clients to long-standing partners, across regions, market segments, and company sizes. These conversations gave us a clear view of the priorities now at the top of insurance and actuarial leaders' agendas. Three themes consistently surfaced in 2025:

- **Speed and Adaptability:** Insurers need to move faster as new pricing inputs, regulatory updates, and market intelligence become available.
- **Transparency and Governance:** Auditability, documentation, and regulatory readiness are now baseline expectations, especially for larger carriers.
- **Integration Across Functions:** Pricing decisions now involve actuarial, product, underwriting, and finance teams, requiring shared data, shared assumptions, and shared tools.

These priorities map directly to Akur8's roadmap, including Rate Repo, Deploy, and Discover, which helps insurers build models, manage rates, and incorporate regulatory intelligence with consistent rigor and transparency.



**Brune de Linares**

Chief Client Officer

### Looking ahead, what excites you most about 2026?

First, the maturity of our platform vision. Pricing, reserving, and regulatory intelligence are no longer separate conversations, they are parts of a continuous actuarial workflow. This opens the door to new capabilities and new value for our clients.

Second, the sophistication of our client base. Insurers are asking deeper questions, experimenting with richer data, and pushing for actuarial tooling that is both powerful and transparent.

Third, we're making a significant shift with agentic AI embedded directly into the platform. Beyond generating insights, these agents can help actuaries move work forward, guiding data ingestion and quality checks, accelerating model iteration and documentation, surfacing governance considerations, and helping translate technical results into implementation-ready rate changes.

From a product standpoint, our priority is helping clients capture the full value of our global actuarial AI platform, from ingesting their data, to building and governing models, to translating insights into rates and putting them into production. By unifying these capabilities in a single platform, insurers can move faster, make better-informed decisions, and operationalize pricing changes with confidence at scale.

### Any final thoughts for clients and partners?

I would simply say thank you. Our growth in 2025 was driven by clients who challenge us, partners who amplify our impact, and internal teams who execute with discipline. We enter 2026 with clarity, momentum, and a commitment to delivering measurable value to the actuarial community.

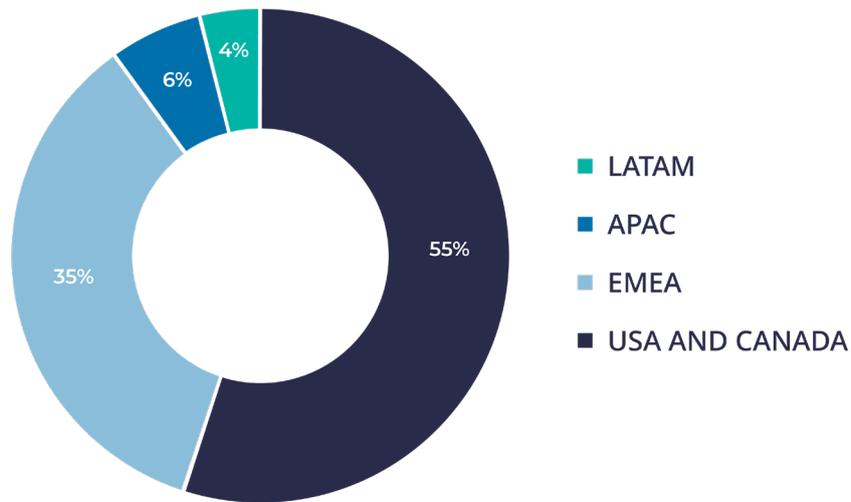
# STATE OF THE BUSINESS

## Our Customers

Throughout 2025, our Sales, Partnerships, and Marketing teams continued to drive global expansion. We welcomed new customers across key insurance markets, further cementing Akur8's position as the global actuarial AI platform of choice for insurers seeking integrated pricing and reserving solutions.

### By Region

Our customers by region



We work with major insurance carriers across **40+ countries**



# STATE OF THE BUSINESS

## What our customers say about us



"Akur8's value very quickly came to light. Modeling speed is 5x faster, while keeping a thoroughly transparent and auditable process. The user-friendliness of the interface and the collaborative aspect of it are a great asset for the team, making it very easy-to-use, while enhancing internal communication. The responsiveness of the Akur8 team also was instrumental in our very fast learning curve."



"Implementing Akur8 into our processes was a game changer. Everything is moving faster. It's streamlined. Everything has been built into the process, so we are getting it done faster."



"We were looking for a quantitative rating solution that was easy to use, but still gave us input to change and modify models as we saw fit. We didn't want a black box that we couldn't understand. We wanted to have full input, and we can do that with Akur8. We can edit the models, we can see and understand the models, and that was important for us."



"Akur8 allows for a reduction in modeling time, enabling us to build new prices much faster and significantly decreasing our time-to-market, while increasing the productivity of our team."



"Together with Akur8, we're able to further innovate upon our current capabilities to deliver even more accuracy, speed and efficiency at scale for NEXT's growing customer bases."

## We serve over 330 Clients Globally

Personal Lines - Commercial Lines - Health - Travel - Reinsurance - Life  
 Traditional carriers - MGAs - Consulting firms - Direct players - InsurTechs



# STATE OF THE BUSINESS

## Our Partners

### Consulting Partners & System Integrators:



### Insurance Software Providers:



From the outset, Akur8 has remained committed to building a robust ecosystem of leading consulting and technology partners. In 2025, we continued to grow and strengthen these relationships, leveraging long-standing collaborations while forging new strategic alliances.



Milliman has had a long-standing strategic alliance with Akur8, one that extends beyond product technology. Milliman consultants leverage Akur8's pricing and reserving solutions to serve our clients, while playing an active role in co-designing the next generation of Arius. Akur8's acquisition of Arius from Milliman in 2024 unlocked significant joint opportunities in 2025: expanding Arius to European markets and combining it with Akur8's end-to-end pricing capabilities. Together, insurers now have comprehensive tools spanning both pricing and reserving. As both a strategic ally and investor, Milliman is proud to collaborate with Akur8 to elevate the actuarial profession and deliver unprecedented value to insurers worldwide.

**Lisa Henderson | Chief Strategist, Products and Insurtech - Milliman**



The US EY actuarial team brings deep expertise in Akur8's pricing and reserving solutions, enabling us to deliver even better services to our clients. With Akur8 expanding its product suite through the launch of Deploy, our collaboration now allows clients to benefit from the power of Akur8's platform combined with EY's extensive actuarial and implementation experience—transforming how pricing is put into production and delivering innovative pricing solutions and business models for actuaries, product managers, underwriters, and IT.

**Anurag Gupta | P&C pricing solutions leader - EY**



The combination of Akur8's automated modeling capabilities with Deloitte's proven transformation capabilities allows us to deliver cutting-edge solutions that drive business value for insurers across Canada.

**Karl Meissner-Roloff | Partner - Deloitte Canada**

## WHAT'S NEXT?

**As COO, where are you investing in automation and tooling to improve operational excellence and reduce friction across teams and geographies?**

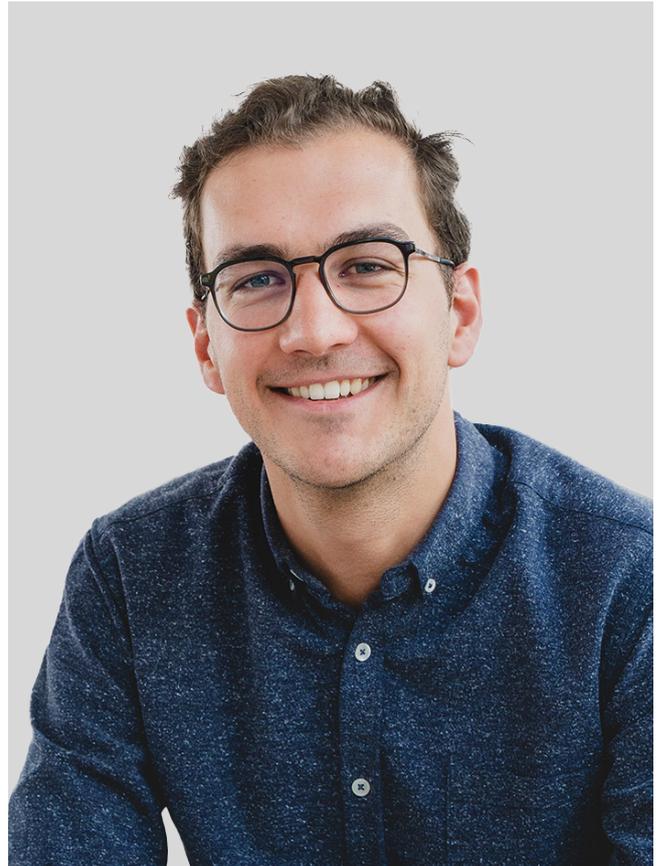
As we scale, we are naturally experiencing challenges around maintaining strong levels of collaboration and visibility into our business. This year, a major focus has been building strong data foundations across the company, with the implementation of a data platform that centralizes all the data that flows through the company, and a business intelligence layer on top that allows anyone to quickly and accurately access this information. At a high level, the goal is to create a single and shared source of truth: consistent definitions, reliable data flows, and decision-ready visibility into what matters most across the business.

**After welcoming Arius last year and Matrisk AI this year, what has been the impact of these acquisitions at Akur8? And, looking ahead, what will guide your approach to future acquisitions and integrations?**

Arius and Matrisk AI have strengthened Akur8 in a very complementary way. Arius allowed us to expand our capabilities into Reserving, bringing deep domain expertise and an exceptional team to Akur8. This acquisition was transformative for us because it validated M&A as a very effective and sustainable way to accelerate our growth and accomplish our company vision. The acquisition of Matrisk AI provided Akur8 with a very sophisticated applied LLM technology that is already being used by our customers today to revolutionize how they access and leverage competitive rating intelligence. The world-class LLM engineering team that joined us from Matrisk will further reinforce Akur8's ability to build the best AI applications for actuarial teams across our product suite.

Looking forward, the same principles will guide us. We'll be selective and strategic, prioritizing acquisitions that strengthen our platform vision and bring real expertise. And we'll keep refining our integration playbook so that each addition makes Akur8 stronger as one company.

**With Akur8 growing quickly across North America in New York, Atlanta, and Montréal, how are you scaling operations so each office can succeed locally while still operating as one coordinated team?**



**Felix d'Alançon**

Chief Operating Officer &  
North America Coordination

We have experienced very fast growth in North America in the past year: we doubled the size of our local North America team and onboarded 27 new customers.

The main challenge as I see it has been to create enough autonomy for our teams to adapt to the specificities of our North America markets, while still remaining one global company and keeping a single culture and way of operating. Whether it's the insurance pricing process, hiring practices, or organizing marketing events, the US has its own specific way of doing things.

Operationally this means giving teams a high level of autonomy and ability to tailor, while ensuring we all work toward a shared set of goals, and that certain processes remain very consistent company-wide to ensure we are an efficient organization.

Success for me looks like this: regardless of whether you're in Montréal, Atlanta, or New York, collaboration feels natural, decisions are made quickly, and customers experience one Akur8 in terms of quality and responsiveness.

# Our Product

 *By design, every module within the Akur8 platform is best in class on its own, yet natively integrated. AI is embedded into that foundation to amplify actuarial expertise, helping teams accelerate routine work and move from inputs to implementation faster, while preserving explainability, transparency, and traceability at every step. This integration means that data, computations, assumptions, and decisions flow end to end within each domain and seamlessly across the actuarial lifecycle. As we expand, we have been intentional about keeping the experience coherent, with shared UX and UI standards and consistent design patterns across Pricing and Reserving, grounded in product principles of transparency, automation, and robustness.*

**Bruno Becha, Chief Product Officer at Akur8**



**130+**

HIGHLY SKILLED  
EMPLOYEES  
WORKING  
ON PRODUCT  
DEVELOPMENT

**50+**

NEW  
FEATURES

**10+**

MODULES IN OUR  
END-TO-END  
PLATFORM

# OUR PRODUCT

## The Global AI Actuarial Platform - Our fully integrated SaaS solution

Committed to pushing the boundaries of actuarial technology, Akur8 has built its reputation on innovation and technical excellence. As a leading SaaS actuarial platform, we understand that staying ahead means continuously evolving our software to address the complex, shifting demands of the insurance industry. Built to be machine-learning native and cloud-first, our platform is designed to deliver transparent, explainable AI and an unmatched user experience, so actuaries can move faster without sacrificing control, clarity, or confidence.

Our product development is powered by a team of 130+ expert professionals spanning actuarial science, machine learning engineering, and software development, working across multiple continents to advance our solution. This multidisciplinary team brings together deep domain expertise and cutting-edge technical capabilities, enabling us to deliver functionality that's not only powerful but also intuitive and reliable. With regular product updates, we ensure customers benefit from rapid innovation while maintaining the governance, traceability, and reliability required in highly regulated environments.

In 2025, we doubled down on what matters most: enhancing platform performance, expanding our module ecosystem, and ensuring our clients have the most sophisticated tools at their fingertips. By combining advanced algorithms with practical actuarial insights, we continue to set new standards in actuarial technology, delivering a solution that adapts as quickly as your business needs do. This section highlights major products and features we delivered in 2025 and how they help our customers operate with greater agility and efficiency, while meeting regulatory needs. It also gives you a sneak peek at upcoming features.



# OUR PRODUCT

## Akur8 Pricing

*A new milestone in pricing innovation*

**Akur8 Pricing** delivers game-changing speed and accuracy to an insurer's pricing process, helping teams achieve up to 10x faster workflows and stronger model performance.

Cloud-based and built around **transparent, explainable AI**, our fully integrated global actuarial platform connects the full workflow from data to deployment. A strong foundation of **governance, traceability, and documentation** helps pricing teams move faster while meeting the expectations of highly regulated markets.

In 2025, we took a major step forward in our journey of continuous innovation.

1

### Built on the Best Foundation

Built on a machine learning first, cloud native foundation, with agentic AI grounded in deep insurance expertise.

2

### Designed for Actuaries

Built to align with how actuaries think and work, powered by the latest technology that amplifies their impact.

3

### Seamless, End-to-End Workflow

One streamlined user journey from data import to deployment —all in a single, unified platform.

## Our new developments centered on five key areas:

**End-to-end**  
pricing process



**Efficiency**  
and performance



**Visualization**  
of pricing insights



**Representation**  
of rating structures



**Governance**  
and auditability



# OUR PRODUCT

## Advancing our Global Actuarial AI Platform



Guided by our pursuit of making pricing sophistication easier, this year we focused on transforming the entire pricing process by providing our customers with a complete, end-to-end solution. We did this through the launch of two new modules, Rate Repo and Deploy.

We also entered 2026 with a major milestone: the acquisition of Matrisk AI, an AI-driven platform that brings filings search and competitive intelligence directly into Akur8 through Akur8 Discover, extending powerful AI into day-to-day pricing workflows.

### Discover

Brings AI-powered market intelligence into Akur8 by turning publicly available regulatory filings into searchable, source-backed insights, so pricing teams can benchmark competitors and make more confident decisions faster.

### Rate Repo

Strengthens governance by centralizing the source of truth for rates.

### Deploy

Completes the end-to-end pricing journey by seamlessly bringing Akur8 rates into production.

# OUR PRODUCT

## Rate Repo & Deploy

2025 marked an important step in Akur8's mission to transform how insurers approach pricing. With the launch of Rate Repo and Deploy, we expanded our platform to connect every stage of the actuarial process, from data and modeling to governance and live deployment, creating a unified, transparent workflow for actuaries and insurers alike.

**T**he launch of Rate Repo and Deploy is a defining milestone in Akur8's journey to transform insurance pricing. We are delivering a global actuarial AI platform - one that combines speed, transparency, and governance across the entire pricing and reserving lifecycle. Every component of the platform is best-in-class, designed to deliver maximum value on its own while integrating seamlessly with the rest. This expansion underscores our commitment to providing next-generation, end-to-end actuarial solutions that elevate both business performance and strategic decision making.



**Samuel Falmagne**  
CEO at Akur8

# OUR PRODUCT

## Rate Repo

### A centralized source of truth for U.S. filings

Rate Repo fully represents complex rate orders of calculation (RoCs) in a clear, structured format, simplifying U.S. filings in a highly regulated market.

### Regulator-ready rate documentation

Our new Rate Repo module streamlines key U.S. regulatory requirements by aligning rate documentation with regulator expectations, making filings faster, easier, and more reliable.

The screenshot shows the 'Rate Repository' interface for a 'Private Personal Auto' product. It displays a test configuration for 'Untitled test 001' with a 'Rate Order of Calculation' target. Below this is a table of 'RATING STEPS' and 'COVERAGES'.

RATING STEPS	FIR	WIND	WAT	THFT
1 Base Rate Lookup	100	100	100	100
2 AOI Ratio Factor ×	0.988	0.768	0.986	0.935
3 Limit Factor ×	1.033	1.102	1.122	1
4 Roof Attributes Factor ×	1.024	1.044	1.054	1
5 Underwriting Tier Factor ×	2.4	2.4	2.4	2.4
6 Territory Factor Lookup	1.5	1.5	1.5	1.5
7 Presence Pool Lookup	2	2	2	2
8 Previous Tier Lookup	2.4	2.4	2.4	2.4
9 Capped Tier Lookup	2.4	2.4	2.4	2.4
10 Underwriting Tier Factor MAXReR = f <sub>x</sub>	= f <sub>x</sub>	= f <sub>x</sub>	= f <sub>x</sub>	= f <sub>x</sub>
11 Base Premium =	250.88	212.05	279.84	224.4
Expected Results =	250.88	212.05	279.84	-

## Deploy

### A complete pricing engine for faster deployments

Deploy brings rates into production without IT queues or manual replication. It imports rating plans in minutes, deploys in seconds, and quotes in milliseconds.

### Underwriting constraints without the hassle

Deploy embeds underwriting constraints directly into the pricing workflow through configurable rules. These rules integrate seamlessly with Policy Administration Systems via native APIs.

### Seamless scalability for evolving pricing needs

Deploy is built as a cloud-native service and scales automatically as demand grows, minimizing infrastructure overhead as pricing expands.

The screenshot shows the 'Deployments' interface with a search bar and status filters (Live, Staging, Draft). It displays three deployment cards: 'Motor' (versions V3 and V2), 'Travel' (version V1), and 'Home Insuranc...' (version V2). Each card shows the deployment was edited 3 days ago.

Together with Akur8's core modules — **Discover, Data, Risk, Demand, Rate and Optim** — these new capabilities strengthen the platform's position as a comprehensive, connected solution that supports actuaries from model build to deployment.

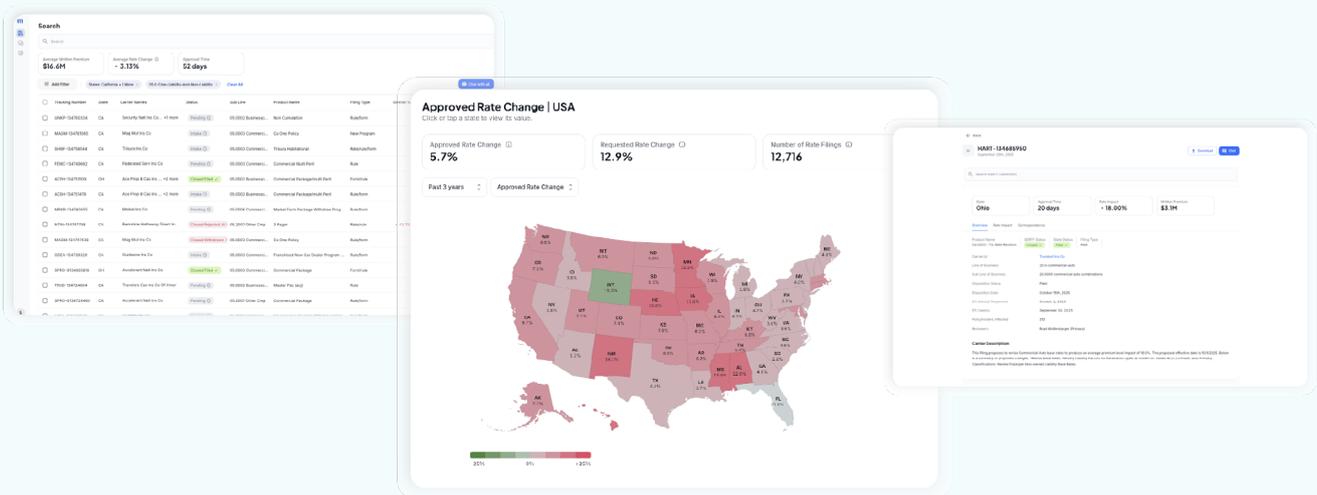
# OUR PRODUCT

## Akur8 Discover: AI market intelligence built for insurance

With the acquisition of Matrisk AI, we introduced [Akur8 Discover](#), a new module that brings AI-powered market intelligence directly into day-to-day pricing workflows. Embedded within the Akur8 platform, Discover transforms unstructured regulatory filings from publicly available sources into searchable, easy-to-use insights, enabling teams to access, structure, and act on market intelligence with greater speed and confidence.

### Akur8 Discover enables:

- Deeper insight into regulatory objections to strengthen filings
- Continuous market monitoring and instant visibility into rate evolution
- Benchmarking against industry innovations
- Enrichment of internal data with external market insights



### Hear from **Sergey Filimonov**, Matrisk AI Co-founder and Head of Applied AI at Akur8

**W**e started Matrisk because we believed AI could turn the most tedious parts of insurance market research into real leverage. The industry depends on information that's scattered, messy, and hard to operationalize. With Akur8, we can scale this even further, meet users where they already build rates, and help redefine the pricing engine from a modeling tool into an end-to-end decision platform that embeds regulatory and market context. The shared goal is simple: deliver high-impact AI capabilities that customers find indispensable.



**Sergey Filimonov**  
Co-founder of Matrisk AI

# OUR PRODUCT

## Product updates in 2025

This year, we doubled down on delivering best-in-class capabilities at every stage of pricing. We introduced new features and enhancements that make the platform more seamless, efficient, and easier to adopt across teams.

### Key releases

<b>Global</b>	Through code and cloud infrastructure optimization, computations times improved across the platform. In addition to these general performance gains, Rate computations are now 10x faster on average, with significant improvements in Risk and Demand as well. Performance optimization remains ongoing.
<b>Data</b>	Users can now track the full history of changes applied to a dataset, including which variables were updated, when updates were made, and the type of update applied, providing full transparency into dataset evolution.
<b>Risk</b>	<p>The Risk module now makes it easier to explore and compare multiple modeling approaches side by side with multi-branching and a new leaderboard view.</p> <p>Stronger governance controls, including model approval that locks the branch, secure the models that matter most. And with updated visualizations that intelligently group levels and simplify data views, insights are easier to read.</p>
<b>Demand</b>	The Demand module saw significant speed improvements, alongside broader performance gains across the platform. Performance optimization is ongoing, with further enhancements expected this year.
<b>Rate</b>	The Rate module features a refreshed, more connected interface that strengthens the link from modeling to production. It adds greater flexibility and control through direct edits to intercepts and pure premiums, more granular interactions, and centralized scenario management. It also introduces spatial visualizations to clearly assess geographic premium impacts and spot unexpected regional behaviors.

What's next is already underway. In 2026, our focus remains on the real-world challenges actuaries face, with continued investment to strengthen and expand Akur8's end-to-end platform.

# OUR PRODUCT

## Akur8 ReservingOne

### Product Evolution

Following the acquisition of Arius, development began on a next-generation reserving solution aligned with our vision of a global actuarial AI platform. This work has led to ReservingOne, which combines Akur8's market-leading innovation with Arius' deep reserving expertise.

ReservingOne is being developed as a cloud-native, end-to-end reserving solution designed to increase efficiency and deliver impactful insights across the reserving workflow. This is a significant step forward in unifying pricing and reserving capabilities within a single actuarial ecosystem.

**2026**

## ReservingOne

- ✓ End-to-end solution
- ✓ Cloud-native
- ✓ ML-first with Grid Search
- ✓ Smart automation
- ✓ Live expert support

With the **best user experience**

AKUR8 CONFIDENTIAL

Studio / Beta Industries

Search

Content list

- Loss
  - Ultimate Loss
    - Paid Loss\_CL
      - Paid Loss De...
      - Paid Loss Ch...
    - Incurred Loss\_CL
    - Comparison Sel...
    - Ensemble Ta...
    - Summary Ta...
  - Ultimate Loss - High
  - Ultimate Loss - Low
  - Summary

+ ADD

### Paid Loss\_CL / Paid Loss Development Exhibit

:: Paid Loss Development Exhibit c53979

▼ TRIANGLE

Acc. Y	12	24	30
12/2009	3.3646	1.5498	1.1811
12/2010	3.4341	1.6035	1.1768
12/2011	3.3791	1.5683	1.2200
12/2012	3.3083	1.5392	1.2280
12/2013	3.3280	1.6385	1.2190
12/2014	3.4557	1.5868	1.2397
12/2015	3.4638	1.6618	1.2458
12/2016	3.5253	1.7044	

Click a cell or drag across a row below to select or deselect loss dev

▼ STATISTICS

Vol Wtd Avg	3.4350	1.6113	1.2150
7 Yr Vol Wtd Avg	✓ 3.4454	✓ 1.6208	✓ 1.2150
5 Yr Vol Wtd Avg	3.4797	1.6331	1.2310

### What can you expect from ReservingOne?

#### Efficiency

First-cut results in minutes with automated data roll-forward.

#### Insights

ML-powered comparison and prioritization help focus attention on what matters most after initial results.

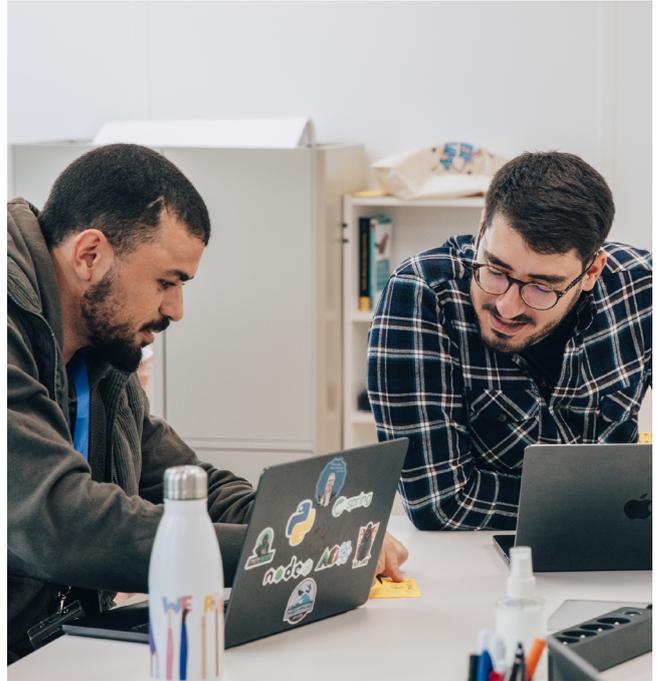
As the product moves toward launch, we are collaborating with design partners to refine the experience and validate the solution against real-world reserving needs. Organizations interested in participating as a design partner are encouraged to reach out at [contact@akur8.com](mailto:contact@akur8.com).

# OUR PRODUCT

## Exceptional support, built around your success

What sets Akur8 apart is the way we pair powerful technology with hands-on guidance. Our actuarial experts and customer teams work alongside clients to help them get the most out of the platform. From early discussions and onboarding through day-to-day execution, we focus on making every step clear, efficient, and actionable so teams can move with confidence.

Support at Akur8 doesn't stop after implementation. We stay close to our clients through regular touchpoints and ongoing collaboration, helping troubleshoot roadblocks, refine workflows, and translate analytical insights into decisions that can be deployed.



**98.8%**

Customer satisfaction with our live support.



**<3 mins**

Average response time from our actuarial experts.



**24/5**

Our actuaries provide expert guidance and hands-on support across all products around the clock

Technology drives progress, but human support ensures success. We're here for our clients on both fronts. Fast, reliable, expert help - every time.

## What our clients love about our solution

"The system is excellent. The service from them is phenomenal."

"System with high workability. Staff that are eager to assist and friendly."

"Great user interface and client support."

"It's a terrific platform, that is fast and user friendly."

"Platform is easy to use, help from Akur8 is very readily available."

"Very easy to use and full of highly useful features."

## How did 2025 shape Akur8's product strategy, and how are you ensuring the platform remains coherent, explainable, and end-to-end as it expands?

In 2025, our product strategy came into sharper focus. With the launches of Rate Repo and Deploy, the Matrisk AI acquisition, and continued progress on ReservingOne, we moved from delivering best-in-class point solutions to building two complete platforms: Akur8 Pricing and Akur8 Reserving. Within each platform, the goal is an end-to-end workflow where every module strengthens the next, so customers get a connected experience.

To keep the platform coherent as it expands, we've been intentional about a few principles. First, each platform is built to support an end-to-end flow of data and computations within its own domain, from inputs to outputs, with transparency and traceability at every step, while also leveraging interoperability between products to deliver a unified actuarial platform. Second, we create consistency across Pricing and Reserving through shared UX and UI standards, common design patterns, and product principles centered on transparency, automation, and robustness. This makes it easy for teams to move between platforms, even when the underlying data structures and workflows are necessarily different. Third, we're protecting what makes Akur8 distinctive: explainability and transparency are requirements across the platform, along with traceability so teams can always understand what was done, why, and by whom.

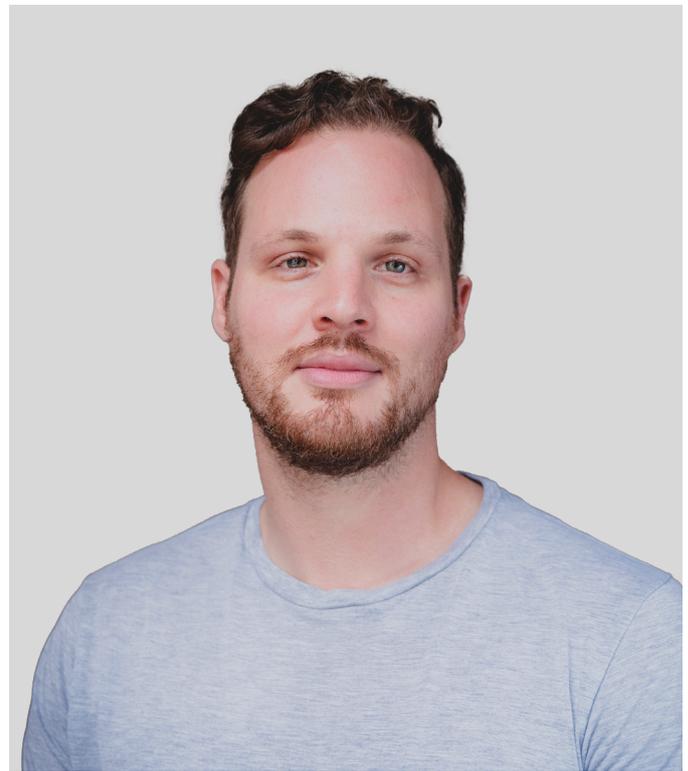
### What major innovations across Pricing and Reserving had the biggest impact this year?

This year's most significant innovations were those that advanced Akur8's global, end-to-end actuarial AI platform across both Pricing and Reserving. On the pricing side, the launch of Rate Repo was a major step forward, helping insurers better manage and govern their rate assets. Building on that progress, Deploy, introduced in 2024, continues to extend the platform from analysis into live execution, enabling teams to move from building explainable models to implementing pricing decisions with greater speed and confidence.

On the reserving side, 2025 focused on laying the groundwork for our next-generation solution. That effort has led to Akur8 ReservingOne, planned for launch in the second half of 2026, combining Akur8's innovation approach with Arius' deep reserving expertise. Built as a fully cloud-native, end-to-end reserving workflow, it is designed to increase efficiency and deliver impactful insights across the reserving process.

### What opportunities do you see ahead for Akur8's product ecosystem, and how are Pricing and Reserving evolving to meet customers' future needs?

A key opportunity ahead is continuing to deliver a truly end-to-end experience across the actuarial lifecycle. As insurers face faster cycles and greater complexity, the differentiator will be helping teams move from data to decisions to action with confidence,



**Bruno Bécha**

Chief Product Officer

while always being able to explain what was done, why it was done, and how results were produced.

Looking ahead, we'll keep investing in the foundations that make this possible: common standards, a consistent experience across modules, and smoother handoffs that support collaboration across roles and regions. A steady cadence of product updates will ensure customers continuously benefit from new capabilities and refinements. And just as importantly, the human side of the experience will keep scaling as well, with responsive live support available across time zones and in multiple languages, so customers can rely on Akur8 whenever they need it.

### How are you embedding automation, machine learning, and agentic AI into Akur8's products to help customers operate faster while staying in control?

For customers, the focus is on using machine learning to make the actuarial workflow faster and more effective, without turning it into a black box. We're investing in automation that helps with time-consuming tasks such as data preparation, surfacing relevant insights and suggestions, and accelerating iteration across the end-to-end process. As we explore agentic AI, the ambition is to reduce manual steps further by orchestrating routine tasks across the workflow, while keeping governance front and center.

What makes this work in insurance is trust, so the bar remains high for explainability and traceability. Customers need to understand what drove an output, validate it, and communicate it with confidence. Our goal is to deliver more speed and efficiency, while preserving transparency and full user control.

# What's Next?

 *Slope Software has built an exceptional platform that transforms how life actuaries work, and their vision mirrors our own: empowering actuaries with modern, intuitive tools that eliminate legacy constraints. Bringing SLOPE into the Akur8 family expands our reach into life insurance, and together we'll accelerate innovation and deliver even greater value to actuaries worldwide.*

**Samuel Falmagne, CEO, Akur8**

# WHAT'S NEXT?

## Expanding into Life and Annuities with the Acquisition of Slope Software

In March 2026, Akur8 acquired Slope Software, the company behind SLOPE, a cloud-native, all-in-one actuarial modeling platform for life insurers and pension firms.

This acquisition expands Akur8's offering beyond Property and Casualty (P&C) into the Life and Annuity (L&A) market, marking a pivotal milestone in our mission to serve actuaries globally with best-in-class tools and AI applied where they deliver the greatest impact.

Built for total transparency and auditability, SLOPE is a fully hosted cash-flow modeling solution that supports projections across the policy lifecycle, from pricing and valuation to forecasting. Founded in 2015 in Atlanta, Georgia, Slope Software has developed a strong client base that includes tier-one life insurers, reinsurers, and consulting firms.

## Akur8 and SLOPE Unite to Transform Actuarial Modeling Across the Policy Lifecycle

The vision behind SLOPE was born from the same fundamental belief that inspired Akur8: unlocking the full potential of actuaries by empowering them to make better decisions faster, with tools embedded seamlessly into their workflows and designed to challenge the legacy status quo in actuarial modeling.

SLOPE's transparent, cloud-native, user-friendly approach is a strong fit with Akur8's product DNA. Together, Akur8 and Slope Software will deliver a unified offering for multi-line carriers, providing a one-stop solution that supports both P&C and L&A actuarial needs. Following the acquisition, SLOPE will be integrated as Akur8 Life and will benefit from Akur8's R&D capabilities to accelerate innovation and product development.



*The benefits of joining Akur8 are so clear. Akur8's vision and founder mindset are closely aligned with the one Taylor and I have for SLOPE, and with our combined resources we're well positioned to deliver a best-in-class actuarial platform, making Akur8 the obvious choice for anyone seeking a modern, flexible, and powerful actuarial solution.*

**Andy Smith | Co-founder and Chief Strategy Officer, Slope Software**



*Joining forces with Akur8 gives us the resources and R&D capabilities to scale our vision faster than we ever could alone. Our customers will benefit from enhanced innovation, expanded capabilities, and the backing of a global leader in actuarial technology. This partnership ensures that life actuaries will continue to receive the cutting-edge tools they need to excel in an increasingly complex market.*

**Taylor Perkins | Co-founder and Chief Technology Officer, Slope Software**

# Actuarial Thought Leadership

## ADVANCING INDUSTRY DIALOGUE



*Our partnership with Akur8 continues to play a meaningful role in how we scale our member programming and thought leadership in AI. This year, their collaboration on the Almost Nowhere podcast has helped us reach our community in new and impactful ways, bringing complex ideas to life through thoughtful, accessible conversations. The feedback from our members has been overwhelmingly positive.*

*What stands out most is how innovative and driven the Akur8 team is. They are always willing to jump in, tackle new ideas with us, and adapt as we evolve—often without seeking recognition. That kind of partnership mindset is incredibly valuable to CAS.*

**Alicia Burke, iCAS Director of Portfolio & Product Development**  
Casualty Actuarial Society

**50+**  
EVENTS  
SPONSORED IN  
**40+**  
COUNTRIES

**30+**  
WEBINARS  
HOSTED WITH  
**3000+**  
ATTENDEES



# ACTUARIAL THOUGHT LEADERSHIP

In 2025, our experts joined industry hosts and peers to share strategic perspectives on modern pricing, operational transformation, and the practical path from legacy approaches to scalable, explainable AI.

Selected episodes are highlighted below, with additional episodes available on Akur8's [podcast hub](#).

## The iCAS Almost Nowhere Podcast

This podcast series explores how AI and data science are reshaping actuarial work in P&C insurance through conversations with industry experts on emerging trends and practical applications.

[Learn more](#)



## Pricing at the Pace of Change

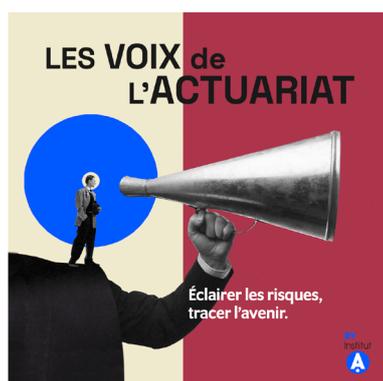
Denise Garth, Chief Strategy Officer at Majesco, and Felix d'Alañon, Chief Operating Officer at Akur8, discuss how P&C carriers are adapting pricing strategies for a faster-changing market, highlighting the value of integrated pricing-to-rating workflows and what's next for pricing and rating.

[Episode Link](#)

## Modernizing Insurance Pricing From Excel to Explainable AI

Thomas Holmes, Chief Actuary for North America at Akur8, joined Emerj Editorial Director Matthew DeMello on the AI in Business podcast series to discuss modernizing insurance pricing, from Excel to explainable AI.

[Episode Link](#)



## Les Voix de l'Actuariat

Henri Gérard, data scientist manager at Akur8, explores how AI can move from being just a model to a true strategic lever for insurers. He discusses how it can guide decision-making, maximize profit, and manage risk, while emphasizing the need to rethink its deployment beyond traditional silos.

[Episode Link](#)

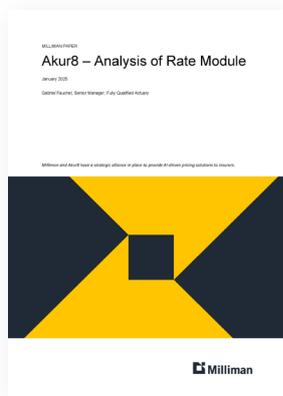
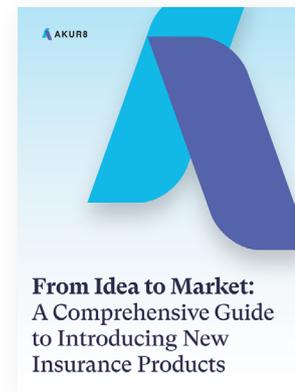
# ACTUARIAL THOUGHT LEADERSHIP

We strengthened our thought leadership with new publications that reflect our commitment to advancing actuarial best practices and innovation in insurance pricing.

## From Idea to Market: A Comprehensive Guide to Introducing New Insurance Products

This paper outlines the stages involved in launching and pricing new insurance products and highlights how Akur8's advanced pricing software facilitates the development of competitive insurance products.

[Whitepaper Link](#)



## Milliman Report - Analysis of Akur8's Rate Module

This report presents Milliman's in-depth independent analysis of Akur8's Rate Module and how its evolving capabilities help insurers and pricing actuaries deliver competitive, sustainable pricing in a fast-moving market.

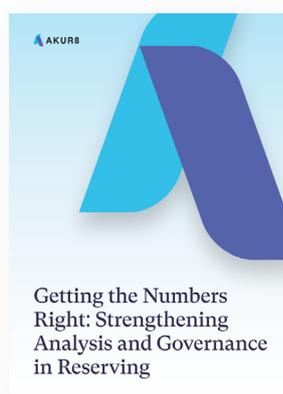
[Report Link](#)

We also published a two-part whitepaper series that strengthens the technical foundations and operating model behind actuarial reserving.

## Modernizing Reserving: Escaping Inefficiency and Manual Traps

This paper explores common anti-patterns in P/C loss reserving workflows, illustrating them with hypothetical examples and offering strategies to recognize and overcome them, unlocking greater efficiency, accuracy, and collaboration.

[Whitepaper Link](#)



## Getting the Numbers Right: Strengthening Analysis and Governance in Reserving

This paper reveals three hidden anti-patterns that weaken reserving accuracy and trust, and outlines practical steps to improve collaboration, communication, and governance.

[Whitepaper Link](#)

# ACTUARIAL THOUGHT LEADERSHIP



## AKUR8 ACADEMY

In 2025, Akur8 Academy continued to expand its thought leadership content for the actuarial community. Throughout the year, our team of actuarial experts hosted over 30 webinars, engaging more than 3,000 professionals to explore modern pricing and reserving challenges and emerging approaches.

Replays are available below for reference and on-demand viewing.

<b>JANUARY</b> <a href="#"><i>Price Elasticity Modeling: Considerations on Theoretical Aspects and European Regulation</i></a> Jan K�the & Leonardo Stincone	<b>AUGUST</b> <a href="#"><i>From Rules to Rewards: The Role of Domain Knowledge in Rules Based AI and Reinforcement Learning</i></a> Josh Meyers & Max Martinelli
<b>FEBRUARY</b> <a href="#"><i>Rethinking Exposures: Considerations for Modern, Emerging and Complex Risks</i></a> Thomas Holmes & Max Martinelli	<b>SEPTEMBER</b> <a href="#"><i>Nuevas Tecnolog�as para el Pricing Actuarial en Latinoam�rica</i></a> Arturo S�nchez & Sergio Gos�lbez <a href="#"><i>A Fresh Look at Visualization for Loss Reserving</i></a> Brian Fannin
<b>MARCH</b> <a href="#"><i>Bridging the Gap: Uniting Reserving and Pricing for Smarter Insurance Decisions</i></a> Michael Henk	<b>OCTOBER</b> <a href="#"><i>From Data to Deployment - Building a Robust and Agile Pricing Cycle</i></a> Edwin Graham
<b>APRIL</b> <a href="#"><i>Integrating AI into Actuarial Work: Preserving Control and Applying Judgment</i></a> Thomas Holmes <a href="#"><i>Gaining a Modeling Mindset</i></a> Josh Meyers	<b>NOVEMBER</b> <a href="#"><i>The Tools of the Trade - Machine Learning in Actuarial Pursuits</i></a> Max Martinelli <a href="#"><i>Tariff Adjustment in Insurance: How to Identify and Correct Portfolio Gaps</i></a> Mateus Tannous & Pedro Pereira
<b>MAY</b> <a href="#"><i>Drivers of Change: Uncover the Key Factors Behind Change in Ultimates</i></a> Bethany Cass & Michael Henk	<b>DECEMBER</b> <a href="#"><i>The Art of the Rating Plan</i></a> Max Martinelli & Thomas Holmes <a href="#"><i>Modern Reserving with GLMs: What You Already Know (and What's Next)</i></a> Brian Fannin <a href="#"><i>AI Snake Oil</i></a> Max Martinelli & Sergey Filimonov
<b>JUNE</b> <a href="#"><i>Applying ASOP 56: Modeling</i></a> Thomas Holmes & Josh Meyers <a href="#"><i>Transparent ML for loss cost models and impact analysis in insurance</i></a> M�nica Carvajal-Pinto & Parhaam Behnoudnia	
<b>JULY</b> <a href="#"><i>Beyond the Headlines: Is Success in the FL Property Market Achievable?</i></a> Max Martinelli & Brent Petzoldt	

Join the Akur8 Academy

# Our People

 *I'm proud of how Akur8 is expanding across markets, teams, and capabilities without compromising our culture, standards, or values. As we grow, we're investing in leadership, learning, and clear career pathways so every team member can develop, take on new challenges, and build a long-term future at Akur8.*

**Delphine Marsh, Chief People Officer, Akur8**



**200+**  
EMPLOYEES

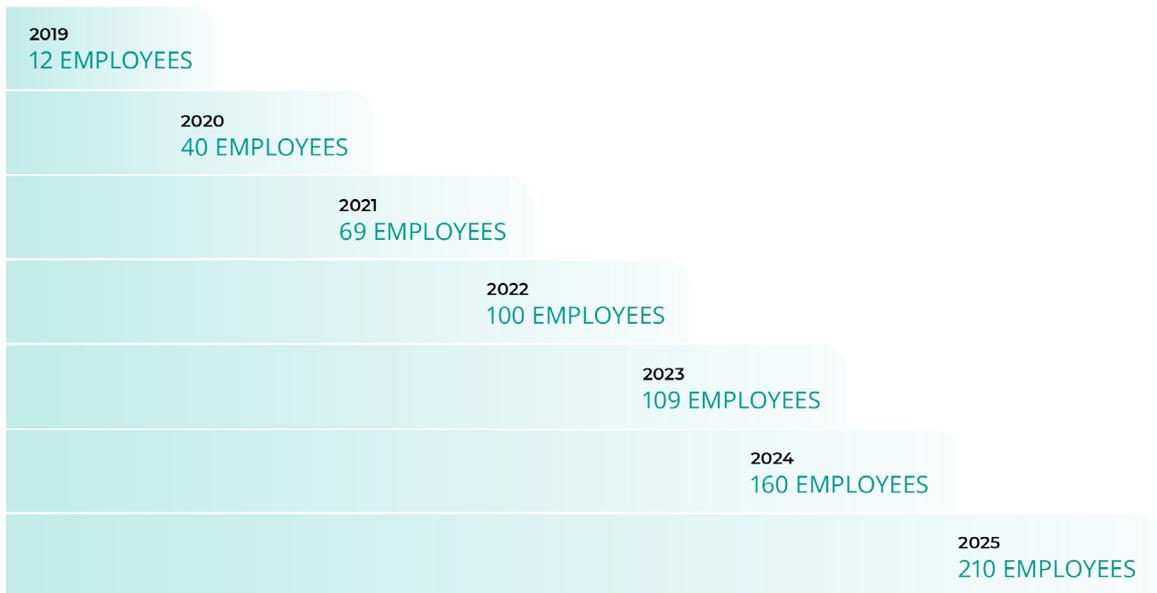
**45+**  
NATIONALITIES

**35+**  
LANGUAGES  
SPOKEN

# OUR PEOPLE

2025 was a defining year of continued growth for Akur8, marked by the expansion of our global footprint, the strengthening of our teams across key markets, and the acceleration of initiatives designed to make Akur8 an even more welcoming, inclusive, and sustainable place to build a career.

As we scaled, we remained focused on integrating new talent thoughtfully, investing in leadership and development, and reinforcing the ways we work together so that our culture grows stronger with each new chapter.



## Our 4 company values unify and inspire our team, cultivating a collaborative environment

<p><b>We challenge the unbearable status quo</b></p> <p>We strive for innovation and for the transformation of the insurance industry. But we command change only when it is needed and has genuine virtuous impact.</p> 	<p><b>We disrupt the known, organize the unknown</b></p> <p>We work without borders. We have the ability to challenge ourselves to adapt to unknown scenarios, in all kinds of contexts. We thrive in structuring what is hardly structurable.</p> 	<p><b>We are AI-driven but refreshingly human</b></p> <p>Akur8 is an artificially-intelligent solution but humanity always comes first, within our team, with our clients and with our solution. Our AI is Transparent and human-controlled.</p> 	<p><b>We build things that last</b></p> <p>We build long-standing, robust and reliable solutions for new and century-old insurance companies. We are here to stay.</p> 
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## Our DNA

Throughout this progress, our DNA has remained consistent: resilient, customer-driven, and firmly rooted in the values that have shaped Akur8 from the start.

Our four people values shape the way we conduct this mission, driving us to achieve excellence and reach our goals.

# OUR PEOPLE

## Our 4 People Values

### Excellence through expertise

- We have a high level of standards.
- We hire and develop the best people.

### Drive - we reach further and beyond

- We overcome complexity.
- We strive to do better and go one step further.
- We know how and when to adapt.

### Humility - we stay humble at all times

- We uphold humility and are approachable.
- We seek honest feedback to improve.
- We acknowledge mistakes and learn from it.

### Empathy - We acknowledge mistakes and learn from it

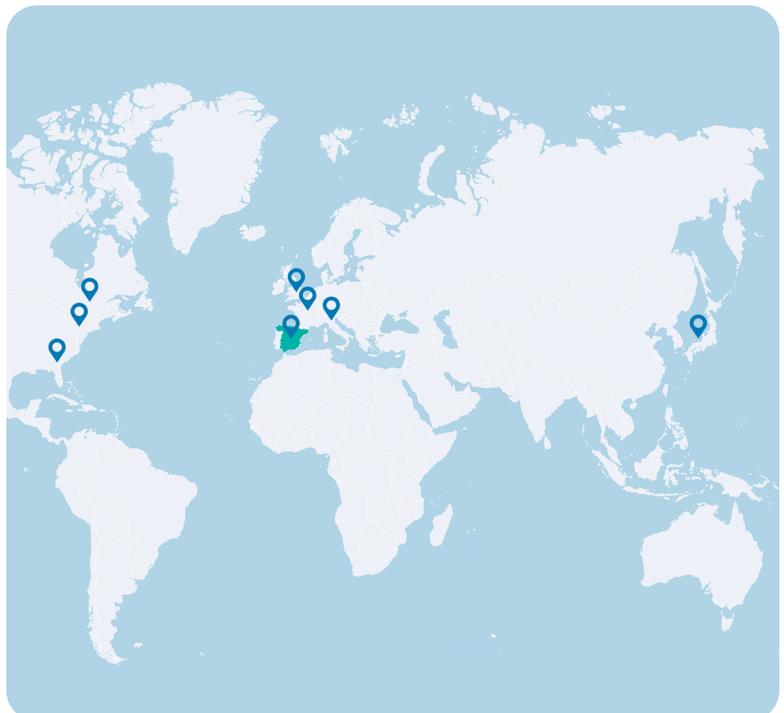
- We are people first.
- We prioritize our clients and our employees experience.
- We strive to be good listeners.

## Our Global Expansion Continues

Our new office in Madrid marks Akur8's eighth global location, and further strengthens our presence in one of Europe's most dynamic insurance markets.

Spain has become a strategic hub for Akur8, with more than 15 insurers already adopting our platform to accelerate their pricing transformation.

At Akur8, we operate as one connected global team, bringing our collective expertise and innovative spirit to clients around the world. With offices in Paris, Montreal, New York, Atlanta, Milan, London, Tokyo, and now Madrid, our footprint reflects both our international reach and our local commitment.



# OUR PEOPLE

## CSR and Employee Commitment at Akur8

In 2025, Akur8 continued to build on this momentum through employee-led initiatives that supported social impact, environmental responsibility, and a more inclusive workplace. Across the year, teams mobilized around concrete actions—from volunteering and fundraising to internal programs that strengthened belonging and expanded opportunities for learning and development.

These efforts were enabled through Teamstarter - a crowdfunding platform backed by company funds that enables employees to propose and bring their projects to life.



### Teamstarter Projects

#### Movember Fundraising Initiative

In 2025, Akur8's Employee Resource Group (ERG) launched a Movember fundraising campaign to support men's health. The initiative raised awareness and funds for Movember's mission, including programs and research focused on men's mental health and suicide prevention, as well as prostate and testicular cancer.

#### Donation for Ipten School (Kenya)

In 2025, an Akur8 employee-led initiative raised funds to furnish classrooms at Kiptabus School in Iten, Kenya, providing desks and chairs so students can learn in better conditions. The project also prioritized purchasing equipment locally to support the surrounding community and economy.

#### Donation for Bile Duct Cancer Research

In 2025, an employee-led initiative at Akur8 raised €1,500 to support bile duct cancer research. The disease affects 3,000 people in France each year and has a five-year survival rate of just 7%.



### Raising Awareness for Breast Cancer Prevention with Pink October

To mark Breast Cancer Awareness Month (Pink October), we ran a company-wide initiative encouraging employees to wear pink, share photos, and show support through reactions. The month concluded with a friendly recognition for the "Pink October Champion" based on overall engagement.

# OUR PEOPLE



## Donating Food Baskets with the Treely Challenge

In September 2025, Akur8 employees came together for a collective steps challenge, turning everyday movement into tangible support for local communities in France. With 112 participants, the team logged nearly 10 million steps, which translated into 3,325 food baskets donated through HopHopFood.



**112**

PARTICIPANTS



**10**

MILLION  
COLLECTIVE STEPS



**3,325**

FOOD BASKETS  
DONATED



## Oxfam

In 2025, Akur8 took part in the Oxfam Trailwalker for the third consecutive year, supporting Oxfam France's fight against poverty and inequality. Twenty employees completed a 100-kilometer walk across the Normandy countryside. Our support crew stayed alongside the walkers throughout the route, providing fuel, hydration, and encouragement at every stage.



**5**

TEAMS  
RAISED 7,600€



**20**

EMPLOYEES  
PARTICIPATED



**100km**

WALKED ACROSS  
NORMANDY



## Delphine Marsh

Chief People Officer

As Akur8 continues to scale globally, its people remain the driving force behind its innovation and success. Chief People Officer, Delphine Marsh, reflects on how the company continues to nurture its culture, strengthen its leadership, and empower every team to grow, thrive, and deliver meaningful impact.

### **When you look back on 2025, what's the one people milestone you're most proud of?**

When I look back on 2025, what stands out most is that we kept the Akur8 culture strong and consistent while scaling internationally. What I'm proudest of isn't a single event, but the fact that our people, wherever they are, feel part of the same story, with shared expectations, shared rituals, and the same level of support.

We did this by making very intentional choices to keep our culture tangible: how we onboard, how we bring teams together, how we support managers, and how we create moments for cross-team collaboration. As we grew, we didn't want to "standardize for the sake of standardizing"; we wanted to protect what makes Akur8 special; humility, excellence, empathy, and the ambition to keep pushing further.

### **With Akur8 continuing to expand globally, including the opening of our new Madrid office this year, what are the cultural "non-negotiables" you're reinforcing everywhere, and where do you intentionally adapt your approach to reflect the needs and realities of each regional team?**

Scaling globally forces you to be very deliberate about what you consider "core." For us, the non-negotiables are our values and the way we translate them into everyday behaviors.

When we open a new office like Madrid this year or Montreal last year, we focus on two things in parallel. First, we create a shared foundation: a strong onboarding path, early connections with teams across the company, and moments that immerse people in Akur8's ways of working. Second, we leave room for local ownership: the rhythms of the office, the team rituals, and the initiatives that make sense culturally and operationally in the country.

What matters is consistency of experience and expectations, not uniformity. If someone moves from Paris to Montreal to Madrid, they should recognize Akur8 immediately. At the same time, each office should feel empowered to bring its own energy and to support its teams in the most relevant way.

### **After integrating Arius and now Matrisk, what have you learned about successful integrations at Akur8, and what does your integration playbook look like today to protect culture and employee experience?**

Success comes from balancing structure with humanity. While you need a clear plan with set deadlines and deliverables, you also need to invest in trust, listening, and building real relationships.

Our playbook starts with understanding the team we're welcoming: their culture, what makes them proud, and what they may be worried about. We prioritize early, transparent communication and a strong cadence of touchpoints. Then we focus on practical integration mechanisms: aligning on ways of working, giving managers the tools to support their teams, and creating opportunities for cross-team collaboration.

# OUR PEOPLE

## Our Management Team



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**1 Samuel Falmagne**  
CEO

Samuel Falmagne is CEO and Co-founder of Akur8. He started his tech career at IBM, where he spent 15 years in various international sales and management positions. He then joined Shift, an AI fraud detection Insurtech company, as Head of Sales, where he played a key role in driving its international expansion, notably in the US. After 2 years at Shift, Samuel decided to apply his insurtech expertise by transitioning to entrepreneurship and co-founding Akur8 to disrupt the insurance pricing sector with Transparent AI.

**2 Brune de Linares**  
Chief Client Officer

Brune de Linares is Chief Client Officer and Co-founder of Akur8, where she leads global business development and marketing. She began her career at IBM, spending over a decade in consulting and sales management roles focused on complex products, including Cloud and AI solutions. After IBM, she joined Google Cloud, where she spent two years driving strategic contracts with major retailers. With extensive expertise in B2B enterprise sales, go-to-market strategy, and sales organization management, Brune co-founded Akur8 to bring innovative AI-driven actuarial solutions to the insurance industry.

**3 Bruno Bécha**  
Chief Product Officer

Bruno Bécha is Chief Product Officer at Akur8, helping clients accelerate and optimize pricing through Transparent AI. With over 15 years of experience as a Pricing Actuary and Data Scientist, he has worked across insurance carriers and AI software companies, bringing deep expertise in pricing models and advanced analytics to drive impactful results.

**4 Thomas Holmes**  
Chief Actuarial Officer

Tom Holmes is Akur8's Chief Actuarial Officer, overseeing the company's pricing and reserving actuarial teams as well as the rating engine implementation team. He brings extensive experience in personal and commercial insurance modeling and actively contributes to the actuarial community through his volunteer work with the CAS. He is co-author of CAS Monograph 13: Penalized Regression and Lasso Credibility, a Fellow of the CAS, and holds music degrees from the University of Michigan and Ohio University.

**5 Franck Zerbib**  
Chief Technology Officer

Franck began his career at IBM, where he spent 18 years in technical and technical sales leadership roles, progressing from Specialist and Architect to Director of major business units. He then joined Google Cloud, helping accelerate its growth in France across industries, building and leading teams and ultimately heading the Customer Engineering organization in France before transitioning to an entrepreneurial role at Akur8.

**6 Jean-Marie Saudin**  
Chief Financial Officer

Jean-Marie began his career at Valeo in the U.S. before returning to France to join IBM, where he held several roles in Pricing and Controlling, ultimately serving as CFO of GTS France, the IT outsourcing and cloud division. He later joined Gekko as CFO and FinOps Director, helping scale the business and playing a key role in its sale to Accenture and subsequent integration, before joining Akur8 in 2021.

**7 Delphine Marsh**  
Chief People Officer

Delphine Marsh is Chief People Officer at Akur8, where she leads the global People & Office strategy across all offices. With over a decade of experience in the tech ecosystem, she began her career at SThree supporting French tech startups and later joined Genetec, where she led recruitment and talent management across the EMEA region. At Akur8, Delphine drives the company's people strategy to support its rapid international growth. Initially based in Paris, she relocated to Montreal in 2025, where she drove the relocation and led the opening of the Montreal office.

**8 Felix d'Alañon**  
Chief Operating and US Coordination Officer

Felix d'Alañon is Chief Operating Officer at Akur8, in charge of M&A, partnerships and company performance, as well as North America coordination. Felix started his career at the international consulting firm Oliver Wyman, where he led strategic and operational transformation projects for large companies in France and in the US. Felix is based in Akur8's New York office.

# OUR PEOPLE





We extend our sincere thanks to everyone who continues to support Akur8 including our clients and partners, investors, and above all, our teams around the world. In 2025, your trust and commitment helped us accelerate our momentum and deepen our impact, strengthening Akur8's position as a global leader known for delivering meaningful results and upholding the highest standards of excellence.

