



KubeCon



CloudNativeCon

Europe 2026

#KubeCon #CloudNativeCon

Building Cloud Native Culture in a Bank

With Open Source as a Compass



1900

Kubernetes clusters

3

Hypervisor platforms - EC2, VMware and OpenStack.

0

Application changes. Across every migration between them.



Marcy Paramonova

DevOps Engineer
Product Owner



Stéphane Cusin

Senior DevOps Engineer
Kubernetes Platform Owner



Pictet is an investment group, offering wealth management, asset management and related services. We do not engage in investment banking, nor do we extend commercial loans.

Key figures

757

BN CHF

Assets under management
or custody*

3.21

BN CHF

Operating income*

21.6

PER CENT

Total capital ratio*

191

PER CENT

Liquidity coverage ratio*

5500+

Full-time equivalent
employees

31

Offices in financial centres
worldwide

*Figures as at 31 December 2025 (unaudited)

PICTE TECH

The Pictet Tech division is dedicated to driving innovation by leveraging cutting-edge technologies to enhance client experiences, optimise operations and foster a culture of creativity and agility across the Group. As such, its activities align with the Group's strategic business goals.

Key figures

1500

Tech experts

5

Platforms

3

Tech Locations: Geneva, Luxembourg,
Lisbon

20,000

End-user devices

How do you modernize two centuries of trust in a world that reinvents technology every year ?



“Open Source”

Trust was not a decision.
It was something we built by running it.

Five Questions We Always Ask

Community

active contributors, real production users

Gouvernance

transparent, no single-vendor control

Ecosystem

tools, integrations, partners

Operations

we can run and sustain it internally

Documentation

transparent enough to build on long-term



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A platform is not a piece of infrastructure.
It's a collaboration system.

Engineering culture inspired by open source

Community of Practice

Inspired by open source collaboration

Genius Bar

Open support sessions — infra & app teams together

Tech exchange

Internal talks, KubeCon, cross-company learning

Recognition

Super-user awards — celebrate platform contributors

Rituals & Meetups

Events, informal learning, after-work gatherings



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Investing in People

Learning

Conferences, tech communities, knowledge exchange

Ownership

Autonomy and trust for engineers

Experimentation

Internal hackathons and creative problem solving

Collaboration

Freedom to organize teams and workspaces

Software Craftsmanship

Engineers, not specialists

People who understand systems and software

Transferable skills

Open standards make technologies easier to learn

Engineering mindset

Ability to explore and understand new systems



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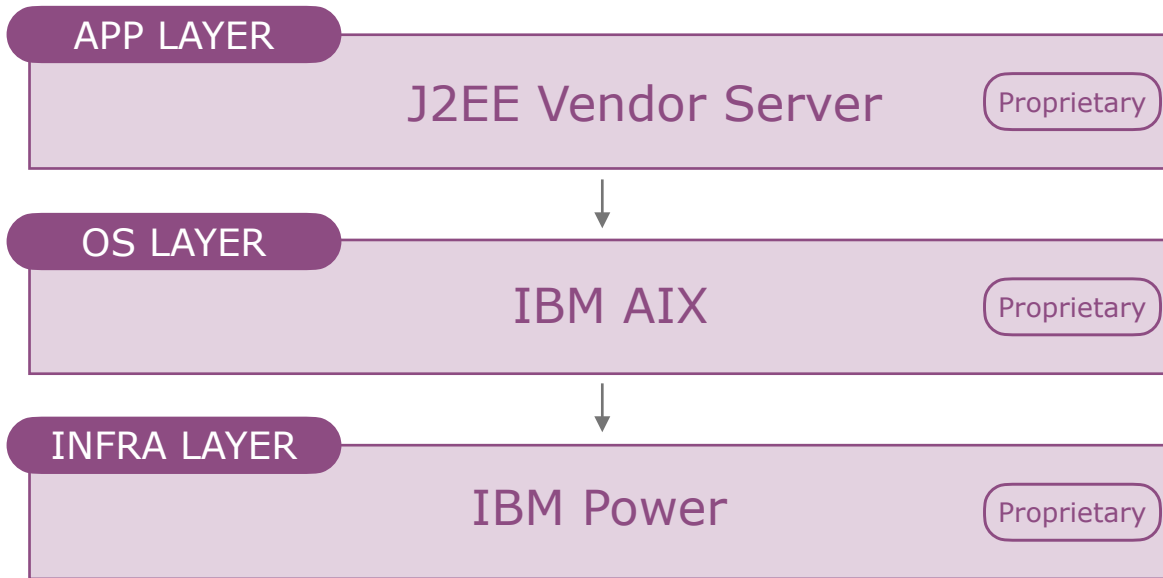
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Kubernetes transformed more than our platform.
It transformed how our organization builds software.

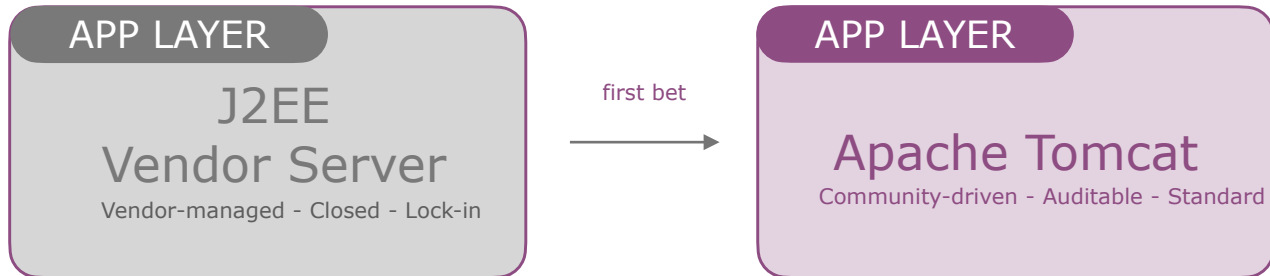
The starting point: a full vendor stack

Changing any layer = a project, a team, a schedule.



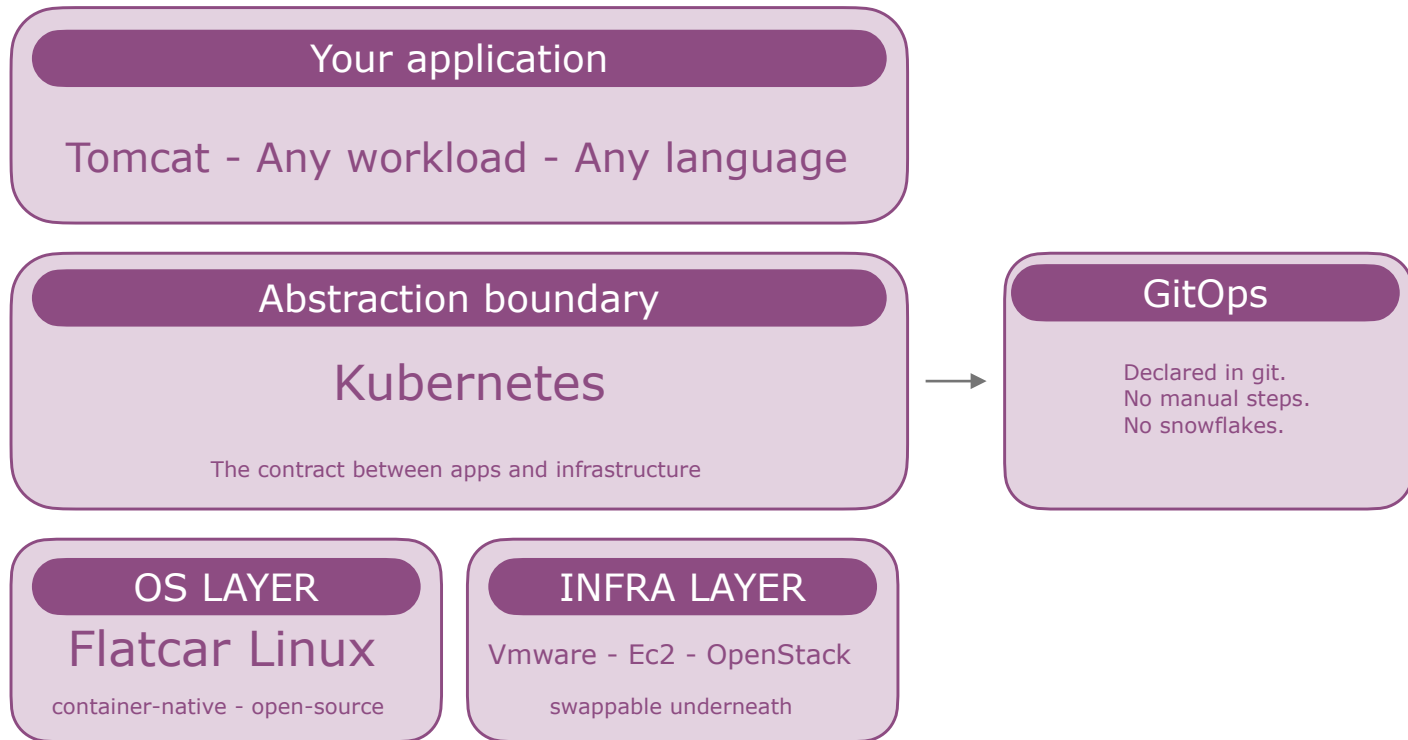
First bet: the application layer

Not about cost. About standards, community, and the freedom to move.



The game changer: Kubernetes

Kubernetes is the contract - not what's underneath.



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The GitOps structure that enables migration

No migration script

Only a folder rename in git
ArgoCD does the rest

No runbook

Infrastructure adapts to the
declaration

Zero app changes

The workload follows it's
declaration

Just git.

BEFORE

git repository

clusters/

datacenter-a/

team-alpha/

my-app/ ← origin

datacenter-b/

team-alpha/

(empty)

git mv

one commit
one folder move

AFTER

git repository

clusters/

datacenter-a/

team-alpha/

(empty)

datacenter-b/

team-alpha/

my-app/ ✓ here now

ArgoCD watches the tree...
detects new path → datacenter-b
redeploys workload automatically



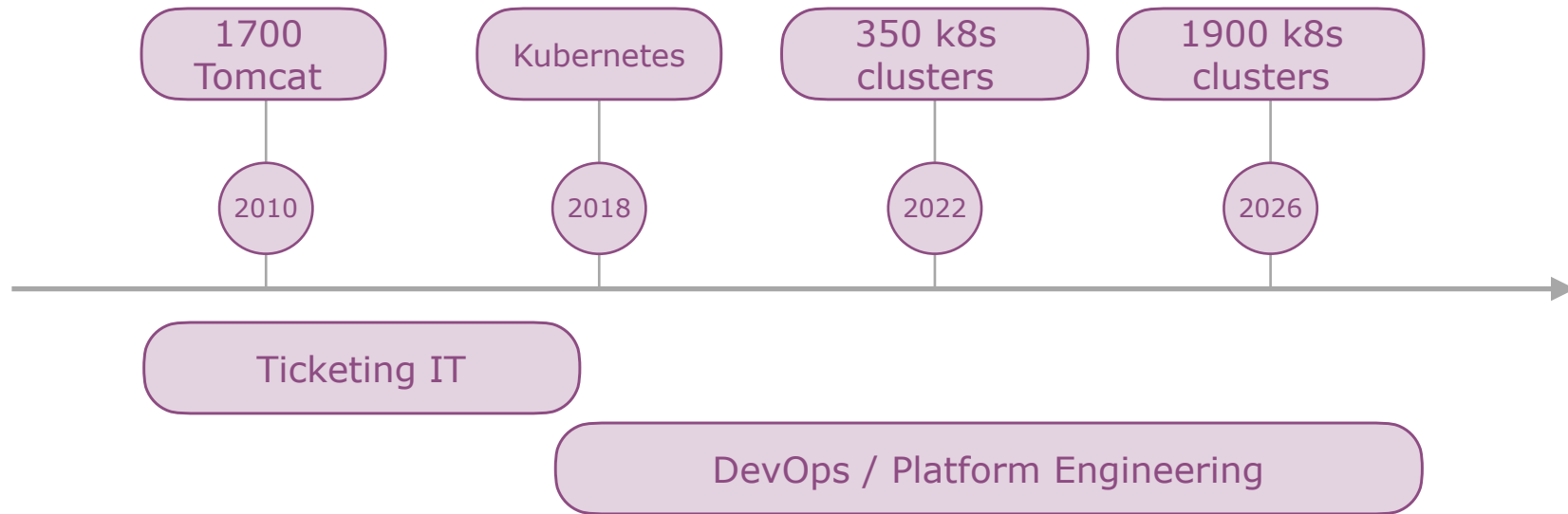
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From Tomcat to true cloud agnosticism



Result of team work

1700

Kubernetes clusters
On-prem - private datacenter

200

Kubernetes clusters
On AWS - Software Factory developer platform

AWS accounts

Managed by product teams - outside of platform space



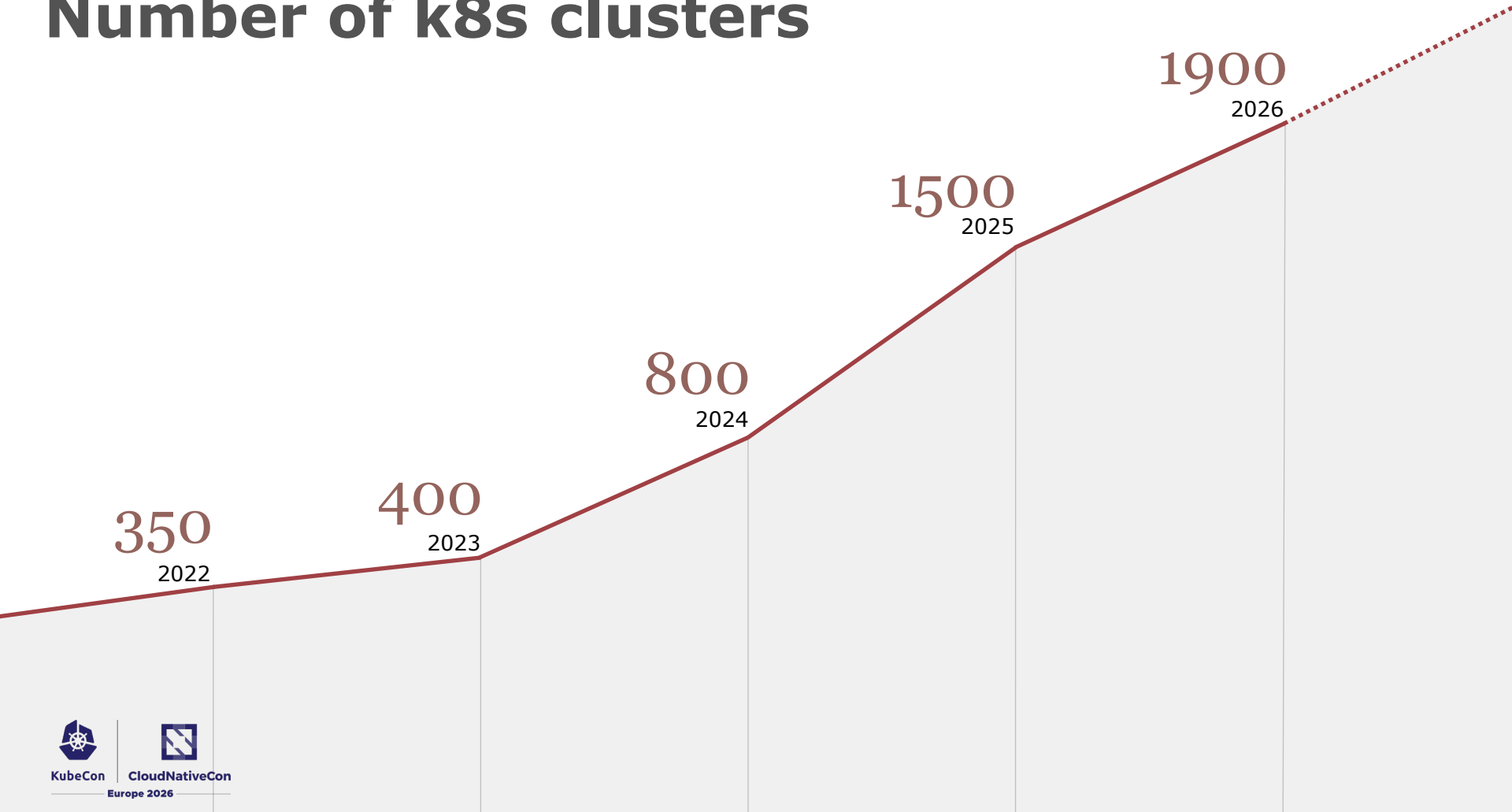
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Number of k8s clusters



“3 things we’d tell our past selves”

1 Open source is a compass, not a destination.

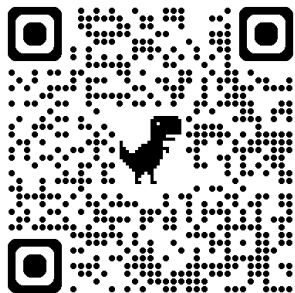
2 Cloud native is a cultural shift not just a technical one.

3 Culture follows structure.
Design systems that create the culture you want.

What's your compass ?

Let's keep in touch :)

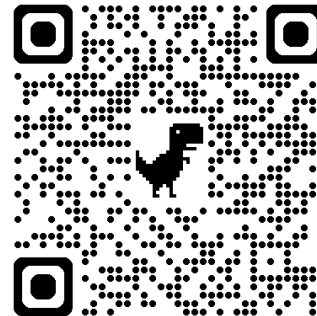
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<https://www.pictet.com/ch/en/about/pictet-tech>



Stéphane



Marcy

