ISSA International Securities Services Association

Evolving Technologies Working Group – Big Tech Workstream

28 May 2025, On Teams

Meeting Minutes

Bill Hodash, (PMO)

Participants (in attendance in bold):

Gagan	Arora	S&P Global
John Wolfgang	Doser	Deutsche Börse Group
Giles	**Elliott**	**TATA Consultancy Services Limited**
Glen	**Fernandes**	**Euroclear SA/NV**
Patrick	**Kropp**	**Deutsche Börse Group**
Richard Simon	**Shepherd**	**Myriad Group Technologies Ltd**
Juerg	**Unger**	**Swiss Re**

Agenda

1. Brainstorm Terms of Reference

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Key Points Addressed

- All participants made their introductions.
- Glen briefed the group on why this workstream was formed:
  - While a few years ago we were concerned about potential direct entry and disruption by Big Tech firms, over the past several years there has been an emergence of partnerships between Big Tech firms/AI firms and financial services firms. The ISSA Revised Future of Securities Services covered this evolution: https://issanet.org/content/uploads/2024/09/ISSA-FOSS-Paper-2024_FINAL.pdf
  - These are multi-year strategic partnerships including joint product development
  - The commercial models are evolving as are the incentives for both parties
- Glen then shared the structure below and the group iterated it to read as follows:

Evolution of Big Techs in the Capital Markets

1. Tech Infrastructure
2. Vendor Products
3. Data
4. AI

How has the industry collaboration changed

- Start as vendor
- Strategic partnerships – e.g., DBAG/Google, LSEG /MS, BNY/OpenAI
- AI evolution may be the game changer - it takes a huge investment and the Tech firms are in a race to win/banks cannot match these investments

What are the commercial incentives and areas of synergy?

1. Tech Infrastructure – Consumption led
2. Vendor Products – License. Revenue share? Market places?
3. Data
4. AI

Opportunities for the industry

- Modernization
- Innovation
- Distribution of Industry Products/Services to clients
- Access to customers
- AI development
- Competitive advantage? Higher Opportunity?
- Where do we want to compete and where to we want to standardize/harmonize?
- Could they drive tech harmonization – e.g., Smart Contract Standardization/interface with Blockchain protocols or AI

Challenges/Risks

- Lock-In
- Intellectual Property
- Business/Bank Product dependency
- Geopolitical
- Readiness – For e.g., Do we have our data organised/digitised for the transition
- Standards/Interop/Harmonization?

What should firms be doing to gain the most from these partnerships

1. Get their Data organized, truly digitized and at the highest quality levels– Enterprise Data Management, Data Quality, Basic Data Analytics to know everything about the data
2. Get their strategies set and aligned: Cyber, Infrastructure/Cloud, Data, AI, Product before approaching Tech Firms

- The group decided to reflect on the structure discussed today and to try to align on the objectives for the workstream in our next meeting.
- A first potential step is for the group to interview some firms which have several years' experience in these partnerships, to get their perspectives on the items covered in the structure above to develop some guidance for ISSA member firms when exploring partnerships with Big Tech/AI firms. This may focus primarily on AI capability development and deployment in developing products and services for customers.

AOB and Close

No other business raised. The meeting was then closed.

Summary of Follow Up Actions

No.	Action Description	Responsibility	Deadline
1.	Reflect on the Structure and what the objectives of a future white paper might be	Workstream	By June 25

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