

Frontier Transformation in Capital Markets

**From core capabilities to
competitive advantage**

A practical guide to help
C-suite leaders scale AI
across the enterprise



Table of contents

03. Introduction

Capital markets at an inflection point

05. A framework for Frontier Transformation

The Frontier isn't a destination. It's a progressive journey.

06. Enrich employee experiences

Empower employees to automate repetitive work and focus on higher-value tasks

08. Reinvent client engagement

Drive growth through engaging, personalized, and connected client experiences

10. Reshape business processes

Automate processes, reduce risk, and strengthen compliance and control

12. Bend the curve on innovation

Modernize financial platforms and transform your business model

14. The journey to the Frontier

A roadmap for successful technology implementation in capital markets

17. The foundational capabilities of Frontier Transformation

Technical capabilities and competencies

18. The path forward

Take your next steps



Capital markets at an inflection point

Capital markets run on decisions and trust. AI is now reshaping how businesses make decisions, where they make them, and who is accountable. The question is no longer whether AI will transform the industry, but which firms will convert that transformation into a durable advantage.

Across investment banking, wealth management, asset management, market infrastructure, and market data providers, organizations are facing rapid consolidation and volatility. Capitalizing on these trends is straining decision-making, employee capacity, and execution at a time when organizations most need to globalize their businesses, reduce margins, raise capital, and diversify investments.



Frontier Transformation means turning isolated AI use into repeatable success.

Against this backdrop, AI has progressed from the realm of future potential to tangible impact. Its ability to continuously generate context-specific insights allows firms to transform intelligence from an expert resource to a shared, on-demand capability. At Microsoft, we refer to this model as “intelligence at the point of decision.” It empowers knowledge workers across capital markets to translate insights into choices, execution at scale, and competitive advantage.

These capabilities are enabling a new operating model: **Frontier Transformation in capital markets.**

Frontier Transformation is a progressive journey that uncovers opportunities for hybrid teams of human experts and AI agents to power critical workflows across research, origination, trading, risk, and post-trade operations. According to this model, humans provide market judgment, risk oversight, and strategic direction. While subject to employee supervision, configuration, and governance, AI agents can execute defined workflow tasks like surveillance, liquidity management, client servicing, and regulatory reporting. Within human-defined policies and controls, they can improve operating leverage, deliver competitive valuations, and help teams improve efficiency over time.

This new approach requires intentional action, alignment with appropriate partners, the right foundational technology and capabilities, and robust AI operating and governance structures to unify fragmented initiatives.

As you begin your Frontier journey, this e-book can provide a framework for guiding your transformation efforts.

The view from the Frontier

“We are at the very start of this story. AI is inherently data-hungry. We’re seeing exponential adoption. In the future, there will be hundreds, millions, even billions of agents working alongside our systems and data.”

- Adam Wheat, Morningstar

Every organization's Frontier Transformation will look different, but here's how the journey typically unfolds.

Frontier Transformation is a deliberate, multi-stage, non-linear journey from isolated AI use to repeatable wins across the value chain. Most institutions will operate according to multiple patterns simultaneously, depending on business unit maturity, processes and use cases, data readiness, and regulatory requirements.



Pattern one: Human with assistant

Every employee has an AI assistant that helps them work better and faster, allowing them to focus on more strategic tasks and add more value. AI supports individual productivity by reducing manual effort, accelerating analysis, and improving day-to-day execution while humans remain fully in control of decisions.

Illustrative example: A private credit analyst conducts preliminary analysis of financials, operations, market potential, and risk profile by using Microsoft Researcher agent across various data sources.



Pattern two: Teams of humans and agents

AI agents join teams as “digital colleagues,” taking on specific tasks at human direction. Agents operating autonomously within defined policies conduct research and initiate workflow actions in line with rules, approvals, and thresholds established by humans. They expand team capacity while humans provide guidance, judgment, and oversight.

Illustrative example: An analyst prepares for due diligence in Microsoft Excel using Edit with Microsoft 365 Copilot¹ or native Agent Mode to automate data management and calculate key metrics like internal rate of return (IRR) and return on investment (ROI). She then uses Copilot to draft an investment committee presentation in PowerPoint and shares it via Teams for collaboration.



Pattern three: Multi-agent workflows led by humans, operated by agents

Humans define risk appetite, policy, and escalation thresholds. A coordinated multi-agent system orchestrates multi-step workflows across systems, data, compliance, and operations, with human-defined checkpoints, approvals, and escalation paths. Employees check in only when a task requires human judgment or accountability.

Illustrative example: After a successful pitch, the analyst builds multi-agent orchestrated workflows to monitor key performance indicators over time and alert her of any drift from expected results.

The view from the Frontier

“The internal information that we have, the financial expertise, the insights into financial markets, what’s happening in the world, it’s vast. We have to find ways to make this content easily accessible to each and everyone in the bank, and Microsoft helps us with that.”

- Michel Neuhaus, Head of AI, Data & Analytics, UBS

¹Per user license sold separately; also requires eligible Microsoft 365 plan.

A framework for Frontier Transformation

The Frontier isn't a destination. It's a progressive journey.

The era of focusing AI solely on personal productivity is over. The organizations that unlock value with this technology most effectively are exploring opportunities across every dimension of their work, from individual workflows to enterprise processes. The goal is to create different ways of working that enrich the employee experience, reinvent client engagement, reshape business processes, and bend the curve on innovation.

It's important to remember that these areas of transformation run in parallel, not sequentially. The use cases you prioritize will depend on your technical foundations and business priorities. To help you get started, we've identified opportunities for Frontier Transformation across these four areas.

Enrich employee experiences

Use AI assistants and agents to automate repeatable work, allowing employees to focus on higher-impact, value-creating tasks.

Reinvent client engagement

Drive growth through engaging, personalized, and connected client experiences.

Reshape business processes

Automate execution-heavy processes and operations while helping your organization strengthen risk, compliance, and control objectives across the firm.

Bend the curve on innovation

Modernize financial platforms and transform your business model to create market differentiation.

AI transformation isn't a single leap.

It's an ever-evolving journey of AI maturity and agentic integration.



Pillar one

Pillar two

Pillar three

Pillar four

Enrich employee experiences

Empower employees to automate repetitive work and focus on higher-value tasks

Capital markets firms are built on rapid data analysis, insight, and execution. By providing intelligence at the point of decision for every employee, they gain access to insights that AI can continually surface in near real time, depending on data and workflow context. Trusted, accurate collaboration across sales, origination, trading, and operations—all infused with a firm's proprietary workflows and risk management intellectual property (IP)—is the key to gaining a competitive advantage.

Through AI-enabled orchestration, collaboration operates at a new level. Instead of pane-switching across fragmented systems, knowledge workers engage with agentic experiences embedded directly into the flow of work to accelerate decisions, reduce friction, and unlock new levels of productivity.

Across wealth management, AI-driven workflows are producing measurable efficiency gains and productivity improvements, including:

40–50%

- reduction in operational costs through minimizing manual interventions²
- potential reduction in manual prospecting time²

Depending on where you identify the most friction, there are many valid approaches to transforming the employee experience. These examples provide a starting point for ideation around AI initiatives:

- Optimizing client meeting prep, orchestration, and follow-up.
- Drafting tailored investment proposals using trusted internal and licensed data within compliance guardrails.
- Summarizing market reports, extracting key insights, and automating data gathering across sources.
- Surfacing client profiles, preferences, and recent interactions to personalize recommendations.

Empowering capital markets employees with AI assistants, agents, and flexible AI platforms can enable new ways of working that maximize talent and elevate employee output. As your employees offload routine work, they'll be able to spend more time building relationships, shaping strategy, and delivering value to clients. As a result, they can experience higher productivity alongside improved job satisfaction and retention.



²KPMG, [Agentic AI is changing wealth management](#), 2025.

Real-world impact

UBS and Microsoft unite: Co-creating the future of banking with Azure AI

UBS faced challenges in delivering personalized insights to clients due to complex workflows and content systems, hindering efficiency in providing comprehensive financial services solutions and timely, tailored advice to its clientele.

The firm selected Microsoft Azure AI solutions, including Azure AI Search and Azure OpenAI in Foundry Models, to power “smart assistants” that streamline content access and provide real-time information to client advisors. According to UBS, these developments have contributed to improvements in efficiency and customer engagement.

UBS has deployed Azure and AI solutions globally across its five divisions and accelerated digital transformation. With Azure AI and cloud services, it enhanced operational efficiency and data insights, leading AI-driven innovation across the financial services industry.



Better support for client-facing teams

Delivered faster, more accurate responses to client inquiries through the AI-powered platform.



Greater productivity

Freed up valuable time for client-facing teams by reducing manual data searches.



Smoother operations

Reduced complexity in workflows with Azure AI, boosting efficiency across five business divisions.

“We’ve digitized approximately 60,000 investment advice and product documents. This queryable knowledge base built on Azure is now easily accessible to our employees, saving considerable time in meeting preparation and research.”

- **Claire Corish**, Head of Analytics and Sales Platforms,
Group Operations and Technology Office, UBS

[Read the full story](#)

Pillar one

Pillar two

Pillar three

Pillar four

Reinvent client engagement

Drive growth through engaging, personalized, and connected client experiences

Differentiated client experiences rely on deeper insights and relationships. Connection and consistency across all touchpoints provide more personalized and relevant interactions. Through integration between internal and external data sources, a more forward-looking, data-informed view of client profitability can emerge. On top of these benefits, AI and cognitive capabilities, sentiment analysis, and self-service bots augment and enrich human relationships to provide better and faster client experiences. By revealing client patterns and helping identify potential unmet needs, AI can support a shift from reactive service to proactive, highly personalized, insight-driven engagement.

72-point increase

in client satisfaction among investors using an app or website with a virtual assistant (1,000-point scale)³

20%

increase in employee productivity in client engagements via contact centers⁴

Depending on your organization and priorities, there are several different approaches to improving client engagement. Consider experimenting with the following scenarios:

- Accelerating onboarding and Know Your Customer (KYC) processes for institutional investors and high-net-worth clients.
- Providing a private banking experience to every wealth client through hyper-personalized investment advisory.
- Stitching the risk and investment goals of the client with insight across public and private markets with ease to deliver multi-asset-class advisory.
- Delivering AI-enabled reconciliation, settlement, and collateral management support for the largest institutional investors on demand.

By using data solutions in AI-enabled apps and agents, you can get a clearer picture of investor information, understand their context and relationships more effectively, proactively engage clients, and personalize and augment their experience across all digital channels. As a result, you may experience better outreach and less turnover through more supportive experiences and greater satisfaction.

With AI, client engagement shifts from reactive to predictive.



³Informa, [J.D. Power: Advised and DIY Investors Seem to Like AI Assistants](#), 2025.

⁴Microsoft, [Aditya Birla Capital brings down generative AI operating costs by 40% with Azure](#), 2025.

Real-world impact

S&P Global Commodity Insights unlocks 95% faster data extraction with Microsoft Copilot

S&P Global provides AI-ready data for its customers. The company wanted to make it easier for customers to take advantage of the AI-ready format. It needed to empower users to easily access and surface comprehensive commodities insights.

A longtime Microsoft collaborator, the company knew Microsoft 365⁵ would be a familiar, highly secure platform for customers. Using Microsoft Copilot Agent Builder and Microsoft Graph connectors, it built a Copilot agent accessible in Microsoft Teams.

Easy access to actionable data and analysis from S&P Global Commodity Insights in a familiar, existing workflow is expected to open up new opportunities for customers to make informed and efficient decisions.

S&P Global

98%
faster comparative analysis
reported by S&P Global⁶

95%
faster data extraction
reported by S&P Global⁶

"With Copilot as the foundation, we're looking at a deeper infusion of AI capabilities across all our services. We're committed to helping our customers thrive in an AI-powered world."

- **Mark Eramo**, Co-president, S&P Global Commodity Insights

[Read the full story](#)



⁵Sold separately.

⁶Microsoft, [S&P Global Commodity Insights unlocks 95% faster data extraction with Microsoft Copilot](#), 2025.

Pillar one

Pillar two

Pillar three

Pillar four

Reshape business processes

Automate processes, reduce risk, and strengthen compliance and control

In capital markets, reshaping business processes means significantly reducing information gaps and improving risk visibility, from origination through execution to settlement across trades, collateral, and private credit. AI-infused analytics accelerate the path from investment thesis to action, embedding insight directly into workflows. Combined with the rise of digital assets and smart contracts, these capabilities enable more synchronized, transparent processes, supporting faster settlement-related processes and reducing reconciliation complexity.

53%

of respondents are currently using or trialing AI for risk and compliance⁷

36%

of wealth managers and 32% of asset managers report a high level of impact in this area⁸

⁷Moody's, [AI in risk-related compliance survey](#), 2025.

⁸EY, [GenAI in wealth and asset management](#), 2025.

AI enables meaningful improvements in how capital markets firms run their businesses.

Several high-impact AI use cases are already reshaping capital markets operations. Firms can accelerate value by incorporating capabilities that include:

- Automating manual and document-heavy processes across front-, middle-, and back-office functions to reduce cycle times, errors, and operational friction.
- Orchestrating multi-step workflows across systems with AI agents, allowing complex processes to run across systems, data sources, and teams with consistent execution and human oversight.
- Streamlining data ingestion, reconciliation, and validation to improve data quality, speed decision-making, and strengthen downstream analytics and reporting.
- Standardizing knowledge-intensive activities by synthesizing information from policies, procedures, historical cases, and market data into consistent, reusable outputs.
- Helping prepare for regulatory requirements and operational resilience by embedding monitoring, documentation, and control-support capabilities into workflows.
- Scaling operational capacity without linear headcount growth by shifting routine and repeatable work to AI-enabled processes while retaining human judgment for exceptions and decisions.

AI enables meaningful improvements in how capital markets firms run their businesses: redesigning and automating workflows, integrating risk and compliance into all processes, and refining overall operations. As a result, financial systems can become more secure and resilient, anticipating market volatility and evolving regulatory risk.





LSEG

Real-world impact

LSEG unifies 30 data systems, reducing product development time with Fabric

Global finance depends on accurate, trusted data. LSEG (London Stock Exchange Group), partner to top financial institutions, wanted to simplify its complex, fragmented data landscape to deliver a consistent, unified experience and reduce the time to create new data products.

Using Microsoft Fabric, LSEG is building a unified data platform, consolidating 30 systems, 1,200 datasets, and 33 petabytes of data to accelerate product development, improve data quality, and enable AI readiness.⁹

LSEG reduced product development timelines from years to months, delivering faster, cleaner data to empower customers—from global firms to individual traders—to optimize the financial future of their organizations and the world.

“With Fabric, we’re able to unleash the depth of data we have within LSEG and produce new products and services for customers with unwavering quality.”

- Phil Cheetham, Group Head, Data Content, LSEG

[Read the full story](#)



Modernized infrastructure

Co-engineered a strategic, unified data platform that could ingest, transform, and distribute data across clouds and formats.



Enhanced AI-readiness

Enabled financial professionals to create and deploy custom AI agents directly into Microsoft 365¹⁰ experiences.



Faster product development

Reduced product development timelines from years to months through faster, cleaner data.

⁹Microsoft, [LSEG unifies 30 data systems, reducing product development time with Fabric](#), 2025.

¹⁰Sold separately.

Pillar one

Pillar two

Pillar three

Pillar four

Bend the curve on innovation

Modernize financial platforms and transform your business models

Bending the curve on innovation is about reimagining how capital markets work. From private markets to emerging signals like prediction data, AI, digital assets, and new information sources, firms are enabling new and differentiated approaches to deal sourcing, capital allocation, due diligence, research, and execution. Bespoke agents, trained on a firm's proprietary IP, can orchestrate these workflows in ways that were previously difficult to coordinate at scale. The result goes beyond faster versions of old processes, creating a fundamentally new blueprint for generating insight, deploying capital, and gaining a competitive advantage.

2.3x average ROI
for agentic AI users reported by surveyed organizations, with some reporting they realized ROI in about 13 months¹¹



58%

of global buy-side operations leaders say they struggle with maintaining data models and underlying metadata¹²

True innovation will look different for every firm, but transformative opportunities are already taking shape:

- Launching new data and digital distribution platforms that broaden access, improve liquidity pathways, and reshape multiple stages of the asset lifecycle, including tokenization.
- Productizing “as-a-platform” by standardizing and modularizing middle- and back-office capabilities into reusable services that multiple market participants can plug into, shifting from firm-specific plumbing to shared, data-first platforms.
- Designing ecosystem business models that orchestrate partners, venues, custodians, and data providers into end-to-end solutions, moving from products to market networks that compound value as participation grows.
- Monetizing proprietary insights as new client experiences by packaging analytics, research signals, and workflow intelligence into subscription or API-driven services that create new revenue streams and differentiation.

Using predictive analytics, machine learning, and agentic AI, you may be able to rethink the ways your organization operates. In the coming years, this could be the true competitive differentiator.

¹¹IDC InfoBrief, Sponsored by Microsoft, [What every company can learn from Frontier firms leading the AI revolution](#), doc. #US53838325, November 2025.

¹²WBR Insights, [Perspectives from 200 Global Buy-Side Operations Leaders](#), 2025.

Real-world impact

Morningstar advances wealth advisory with Copilot and Copilot Studio

Advisors spend 20-30% of their day on manual portfolio reviews, meeting preparation, and data validation across fragmented systems, limiting time for high-value client engagement in an increasingly volatile market.¹³

With Microsoft 365 Copilot¹⁴ as the entry point, Morningstar integrated its data through Model Context Protocol (MCP) and Microsoft Copilot Studio¹⁵, enabling secure agentic workflows directly inside the systems advisors already trust.

Advisors can now generate research-backed portfolio insights and client-ready materials in minutes, which Morningstar reports has helped improve productivity. This momentum positions Morningstar to play a leading role in advancing agentic wealth management approaches.



"Microsoft Copilot and Copilot Studio create a powerful ecosystem. It's plug-and-play access. You can connect tools that fuel the full advisor lifecycle with AI, creating agents to support discovery and research, portfolio construction, monitoring, and client communication, while grounding AI workflows in trusted data, research, and investment IP."

- Thomas Aviles, Head of Advisor Software, Morningstar

[Read the full story](#)



¹³Microsoft, [Morningstar advances wealth advisory with Copilot and Copilot Studio](#), 2026.

¹⁴Per user license sold separately; also requires eligible Microsoft 365 plan.

¹⁵Requires Microsoft 365 along with tenant and per user licensing.

The journey to the Frontier

A roadmap for successful technology implementation in capital markets

With Frontier Transformation as the objective, firms can take a disciplined approach to identifying workflows and reshaping processes that deliver the greatest impact. From there, progress follows a practical, repeatable sequence, moving from focused opportunities to broader scale without disrupting core operations. This isn't a destination you reach. It's an ever-evolving journey of AI maturity and agentic integration that you repeat over time. Through disciplined execution, you can continually deepen the value agents contribute to your organization.

**1**

Start with a narrow set of high-impact processes.

2

Take advantage of existing workflow, automation, and data foundations.

3

Focus early on quick, measurable wins.

4

Redesign and orchestrate workflows.

5

Scale across functions, regions, and lines of business.

Step one

Start with a narrow set of high-impact processes

Begin where complexity, regulatory scrutiny, and cross-functional coordination create the greatest friction. While broad experimentation helps foster adoption and build organizational confidence with new ways of working, Frontier Transformation means pairing bottom-up use-case discovery with top-down executive direction and business goals. This ensures that early investments align with priority growth areas and create momentum and impact beyond isolated quick wins.

In capital markets, that often includes the following workstreams:

- Research synthesis across earnings calls, filings, and market data.
- Institutional client onboarding and KYC processes spanning multiple systems and teams.
- Trade surveillance and exception management under strict timeliness and audit requirements.
- Regulatory reporting and audit documentation.

These processes are data-intensive, time-sensitive, and inherently cross-functional, making them strong candidates for AI-enabled redesign. AI assistants and agents that perform tasks like summarizing transcripts, generating risk narratives, or orchestrating multi-agent workflows can contribute to visible gains in speed, consistency, and oversight.





Step two

Take advantage of existing workflow, automation, and data foundations

The first wave of Frontier intelligence doesn't come from replacing core systems, but from connecting and augmenting them. Capital markets firms already operate powerful trading, portfolio, and risk platforms. Progress comes from unifying these environments through intelligence and connectivity, creating an AI-ready foundation.

Focus on extending core technology environments:

- Market data platforms and data lakes to unify structured and unstructured data.
- Risk and valuation systems to accelerate insight and scenario analysis.
- Customer relationship management (CRM) and advisory tools to support relationship-driven workflows with real-time intelligence.
- Surveillance and compliance systems to strengthen consistency, auditability, and control.

By linking these environments through a unified intelligence layer, AI can securely retrieve, enrich, and generate decision-ready outputs within existing governance frameworks. Addressing gaps in data ownership, definitions, and governance ensures AI operates on trusted, auditable data as capabilities scale.

Step three

Focus early on quick, measurable wins

Early, visible impact is critical to building confidence in Frontier Transformation. Capital markets firms have no shortage of opportunities for AI to deliver near-term, measurable improvements without requiring full process redesign. Prioritize initiatives where outcomes are tangible, progress is easy to track, and success is clear to both business and risk leaders.

Examples include:

- Enhancing advisor productivity and client engagement by consolidating client data, portfolio context, and market intelligence.
- Accelerating research and insight delivery during peak periods like earnings season.
- Increasing the speed and consistency of regulatory reporting and audit preparation.

These use cases are well suited for early deployment of hybrid human-agent models, where AI handles coordination, synthesis, and documentation while humans retain judgment and control. As teams begin to see improvements in execution, compliance, and oversight, confidence grows, creating a foundation for broader adoption and greater scale.

Step four

Redesign and orchestrate workflows

At this phase, firms shift from point solutions to orchestrated, intelligence-led workflows. Discrete AI capabilities are woven together across systems, functions, and regions to support execution at scale.

This opens the door to large-scale transformation opportunities:

- Connecting research and insight generation directly into client advisory and proposal workflows, reducing hand-offs and accelerating time to market.
- Integrating portfolio analytics, liquidity monitoring, and client reporting into a single, continuous decision loop.
- Linking trade surveillance with downstream compliance and regulatory reporting, enabling faster resolution and more consistent, audit-ready outputs.
- Coordinating post-trade reconciliation and exception management across regions, improving efficiency while maintaining strong controls.

It's here that processes evolve into intelligence-driven platforms. Humans focus on judgment and strategic decision-making, and agents coordinate workflow execution at scale while aligning with human-defined controls in time-sensitive contexts. This is where organizations on their Frontier Transformation journey start to realize meaningful improvements in scalability, resilience, and operating leverage.

Step five

Scale across functions, regions, and lines of business with consistent governance

Enterprise scale requires more than technology. Leading firms establish an AI center of excellence (CoE) to define governance standards, validate models, coordinate cross-functional use cases, and align risk, legal, and technology teams.

Change management is equally critical. To enact cultural transformation and skilling, Frontier capital markets firms invest in crucial adoption initiatives:

- Visible leadership sponsorship and coordinated communications campaigns.
- Role-specific AI education for bankers, advisors, quants, and compliance teams.
- Training on supervising agents and managing AI risk.
- Clear accountability frameworks for human-led oversight.

At this stage, cultural transformation becomes systemic. Employees shift toward supervising AI-coordinated workflows and managing exceptions, enabling firms to scale capability, consistency, and resilience without sacrificing trust, control, or regulatory confidence.

This evolution doesn't happen all at once. Many firms will progress through these steps in parallel, at different speeds across the organization. Scaling is where the full benefits emerge, but it also introduces new responsibilities. Sustained success requires ongoing oversight: monitoring model performance, knowing when to retrain or retire agents, and maintaining clear ownership across evolving systems. Each stage delivers value while strengthening governance, ensuring AI remains aligned to business outcomes and risk frameworks as your organization continues its Frontier Transformation journey.



The foundational capabilities of Frontier Transformation

AI-driven outcomes rely on four key competencies within your technology ecosystem: platform and architecture modernization, data estate transformation and data foundation, advanced analytics and decision support, and intelligent agentic capabilities.

Platform and architecture modernization

Create a flexible, secure, and scalable platform foundation for continuous innovation.

- Cloud-native, modular platforms that decouple business capabilities from legacy constraints
- API-first and event-driven architectures to support real-time markets and continuous processing
- Embedded security, resilience, and regulatory compliance by design
- The ability to integrate seamlessly with legacy systems, partners, market infrastructure, and ecosystems

Data estate transformation and data foundation

Unlock the value of data across silos.

- Unified data estate for AI readiness
- Comprehensive data governance, quality, and provenance to enable responsible AI and analytics
- Reusable data products that deliver impact across the value chain

Advanced analytics and decision support

Rethink traditional models and approaches to understanding data.

- Real-time analytics for markets, risk, and operations, reducing latency in decisions
- Decision-support analytics embedded directly into workflows
- The ability to monetize insights as differentiated client experiences or services

Intelligent agentic capabilities

Execute AI-assisted, human-led platforms.

- The foundations for agentic deployment
- AI agents orchestrating multi-step workflows across systems and teams
- Human-in-the-loop controls, observability, and auditability by default
- Safe deployment, management, optimization, and governance of agents at enterprise scale

Together, these four competencies enable organizations to scale intelligence with trust, modernizing today's operations while creating tomorrow's competitive advantage.

On a modern, secure, and compliant cloud platform, your organization is positioned to realize the defining traits of Frontier Transformation:

- **Embedding AI in the flow of human work** so a wide spectrum of roles can operate with greater speed, insight, and impact.
- **Empowering every employee as a maker**, amplifying creativity and giving people the ability to build, customize, and extend solutions that drive differentiation.
- **Delivering broad observability across the technology estate**, enabling reliable, secure, and outcome-driven operations at scale.



The path forward

Frontier Transformation is about more than optimizing today's workflows. It means bending the curve on innovation across the capital markets ecosystem, achieving meaningful gains in operational efficiency, business agility, and long-term growth. By combining hybrid human-agent teams with unified data foundations and robust partner networks, these pioneering organizations move beyond incremental improvements and into fundamentally new ways of operating. Under this model, research can become continuously updated, synthesized intelligence. Advisory services can evolve into hyper-personalized, insight-driven engagement at scale. Risk and compliance functions have the potential to evolve toward more predictive capabilities.

From digital-asset strategies and tokenized funds to data-as-a-service offerings and AI-powered analytics platforms, new products, services, and revenue models emerge naturally from a modern cloud-based foundation. This is the essence of Frontier Transformation: not just adopting AI but reshaping how capital markets create value, today and over the next horizon.

Against a backdrop of volatility, regulatory complexity, and expanding digital markets that include 24/7 trading and agentic workforces, the firms that lead will do more than respond to change. They will proactively shape it. The opportunity includes both incremental and potentially significant improvements.



"Advances in the cloud and AI will fundamentally transform how financial institutions research, interact, and transact across asset classes, and adapt to changing market conditions. Our partnership will bring together the industry leadership of the London Stock Exchange Group with the trust and breadth of the Microsoft Cloud—spanning Azure, AI, and Teams—to build next-generation services that will empower our customers to generate business insights, automate complex and time-consuming processes, and ultimately, do more with less."



Satya Nadella
Chairman and CEO,
Microsoft



Take your next steps

Partner with Microsoft to accelerate your Frontier journey

The shift to a human-led operating model powered by AI agents executing delegated tasks requires a comprehensive cloud and AI platform and ecosystem with strong capabilities in governance, security, sovereignty, responsible AI, and operational resilience. These elements are the foundation for delivering agentic intelligence with measurable business value for real-world, Frontier-level impact.

Microsoft tools can help you execute your transformation from a foundation of **intelligence and trust**.

- Unify and contextualize enterprise data in **Microsoft Fabric** to create a shared enterprise semantic layer that maps data across disparate sources throughout operational, market, and reference systems, establishing a trusted foundation for consistent insight, decision-making, and AI at scale.
- Improve employee satisfaction and retention by creating a next-generation workplace with **Microsoft 365 Copilot**¹⁶, scaling collaboration and creativity across your productivity suite.
- Deliver enterprise-wide intelligence by integrating data and agents through **Work IQ, Fabric IQ, and Foundry IQ**, allowing agents to generate outputs aligned to your organization's taxonomy and rules.
- Build out AI solutions throughout your full Microsoft suite with **Microsoft Agent Factory**.
- Enable the trusted delivery of agentic business flows through **Microsoft Agent 365**, the control pane for deploying, managing, governing, and securing agentic AI.

Capital markets firms choose Microsoft as their trusted transformation partner because of our technological leadership, deep industry understanding, extensive partner ecosystem, commitment to sovereign cloud and data residency, and demonstrated impact across multiple workflows and geographies. With our clear blueprint for progress, a framework for guiding transformation efforts, and our wealth of experience as Customer Zero for AI impact, we can help guide your steps as you forge your path to the Frontier.

Get started today:

- ➔ Explore Microsoft Cloud and AI solutions for capital markets.
- ➔ Take the next steps in your Frontier Transformation journey in financial services.

¹⁶Per user license sold separately; also requires eligible Microsoft 365 plan.