



The Path to 2030

The case for securities
processing transformation

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The path to 2030

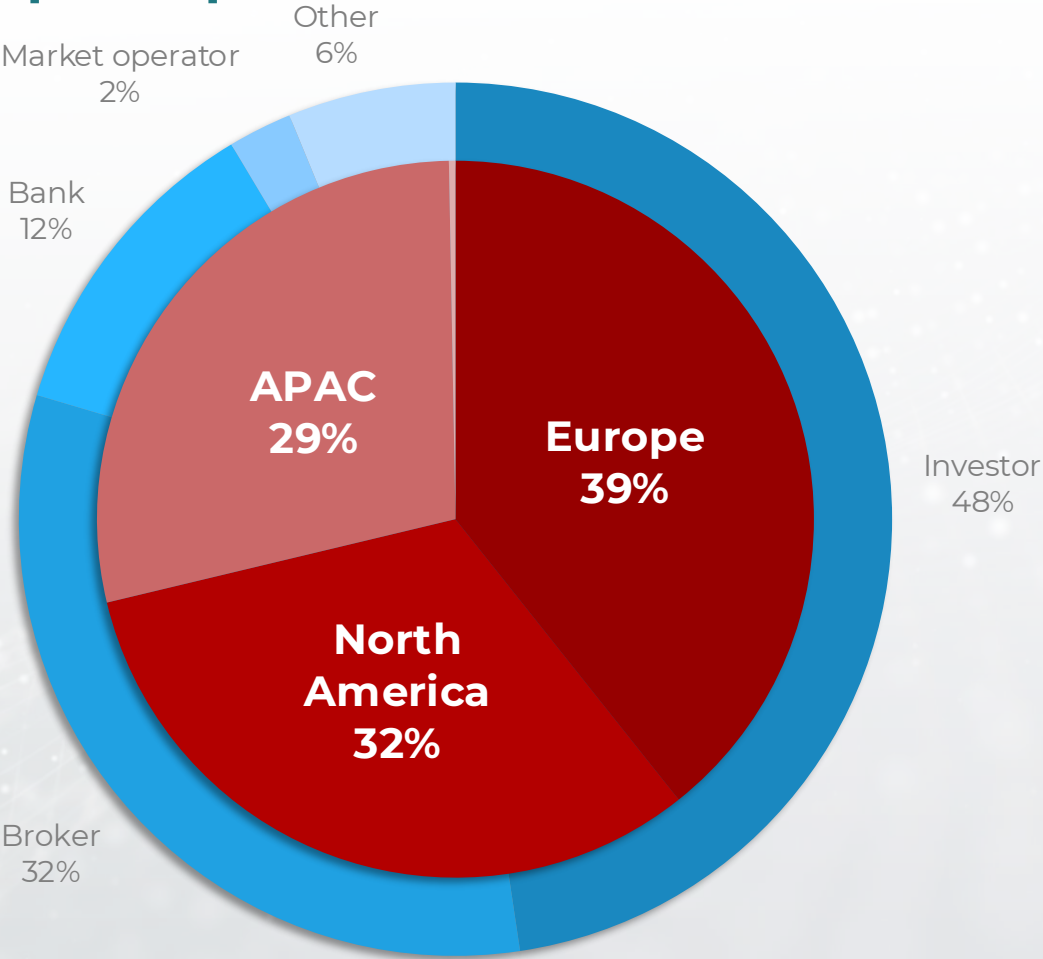
The case for securities processing transformation



The path to 2030: The case for securities processing transformation



Who participated?



How do firms see the scale and urgency of their securities processing transformation in the next five years?

Led by FIS®, this pulse survey provides fresh, statistical insights on why, where and how firms across the world are driving transformation in their securities processing – highlighting key challenges and areas of misalignment across the global investment cycle.

These key findings are based on the results of our pulse check conducted in February 2025, drawing on insights from over 350 financial services professionals around the world.

This is a discussion document, and we look forward to discussing the results of this research with you – to help you make the case for transformation in your organisation.

The full results of this research will be published in a white paper, in conjunction with a live webinar. If you would like to register for this webinar and hear from industry leaders on how they are managing their own journeys, please click on the link.

[Register here](#)

The path to 2030: The case for securities processing transformation



Key findings

Re-shaping the sell-side agenda	We're still in the legacy era	Now is the time for change	Where to drive transformation?	What do we need to grow?
<p>Buy-side firms are looking to save an average of USD 1.6M in their securities processing each year</p>	<p>Legacy technology management is taking up 57% of sell-side technology spend</p>	<p>Firms are spending up to USD 130M on legacy transition</p>	<p>By spend: middle office, settlements and corporate actions make up 50% of total spend today</p>	<p>Firms are expecting to spend up to 63% of budgets on innovation and resilience by 2030</p>
<p>Sell-side firms are having to invest at least USD 9.9M in new scale, capabilities and efficiencies</p>	<p>50% our post-trade platforms are sub-standard today</p>	<p>Through transforming securities processing infrastructures, firms are seeing 10% returns</p>	<p>By quality: collateral and corporate actions are the worst performing areas today</p>	<p>Flexible and real time reporting capabilities can deliver over 10% P&L efficiencies today</p>
	<p>Regulatory challenges are hitting the sell-side disproportionately hard – in multiple ways</p>	<p>Mandatory regulatory expenditures are expected to diminish to 2030 – creating space for growth</p>	<p>By region: 62% of Asia-Pacific's systems are sub-par today</p>	<p>A new wave of crypto-integration and intelligent processing can deliver further returns</p>
	<p>These challenges have drained innovation in Europe and North America in recent years</p>	<p>Mid-tier firms are out-spending their peers on legacy transformation</p>	<p>Up to 57% of firms are investing in settlements in 2025 – but they risk overlooking more effective areas of investment</p>	<p>59% of firms struggle to deliver on their transformation projects fast enough</p>

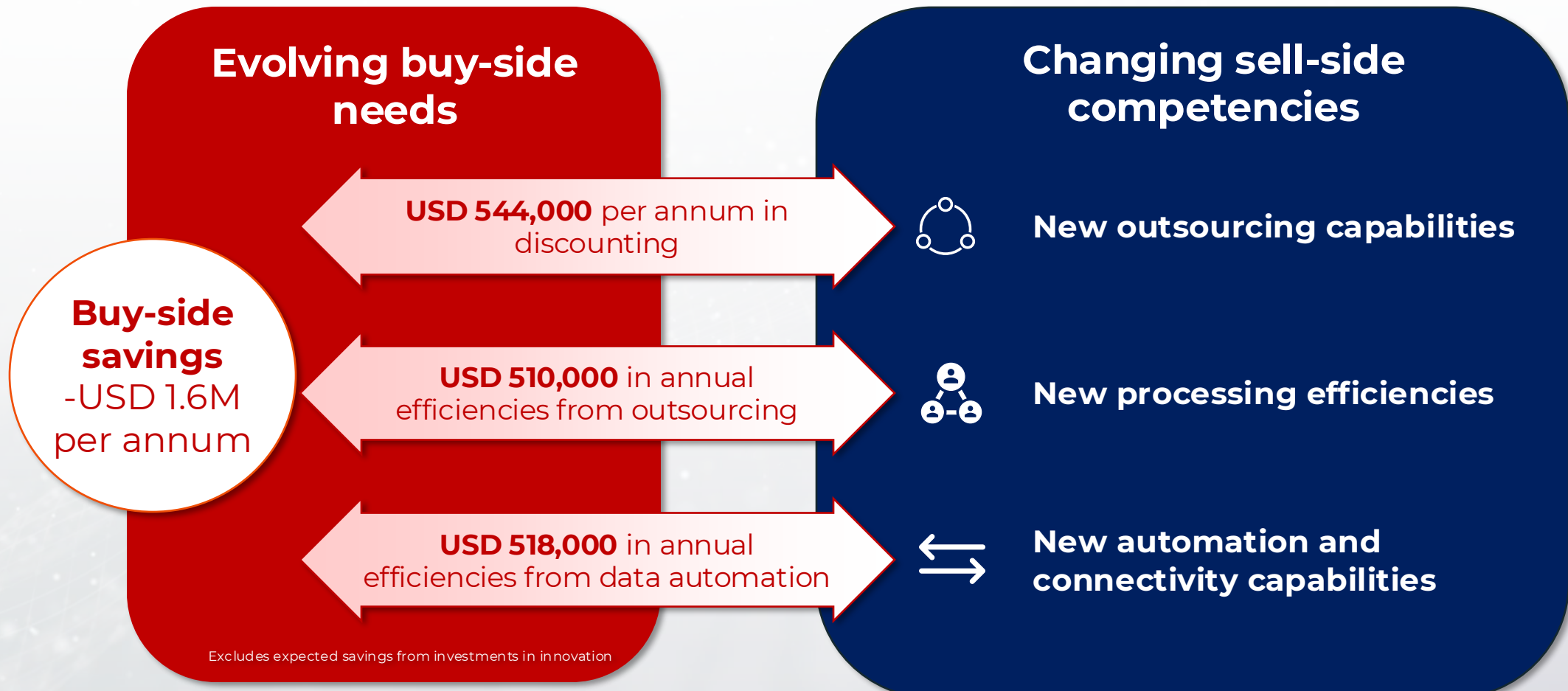
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Reshaping the sell-side agenda



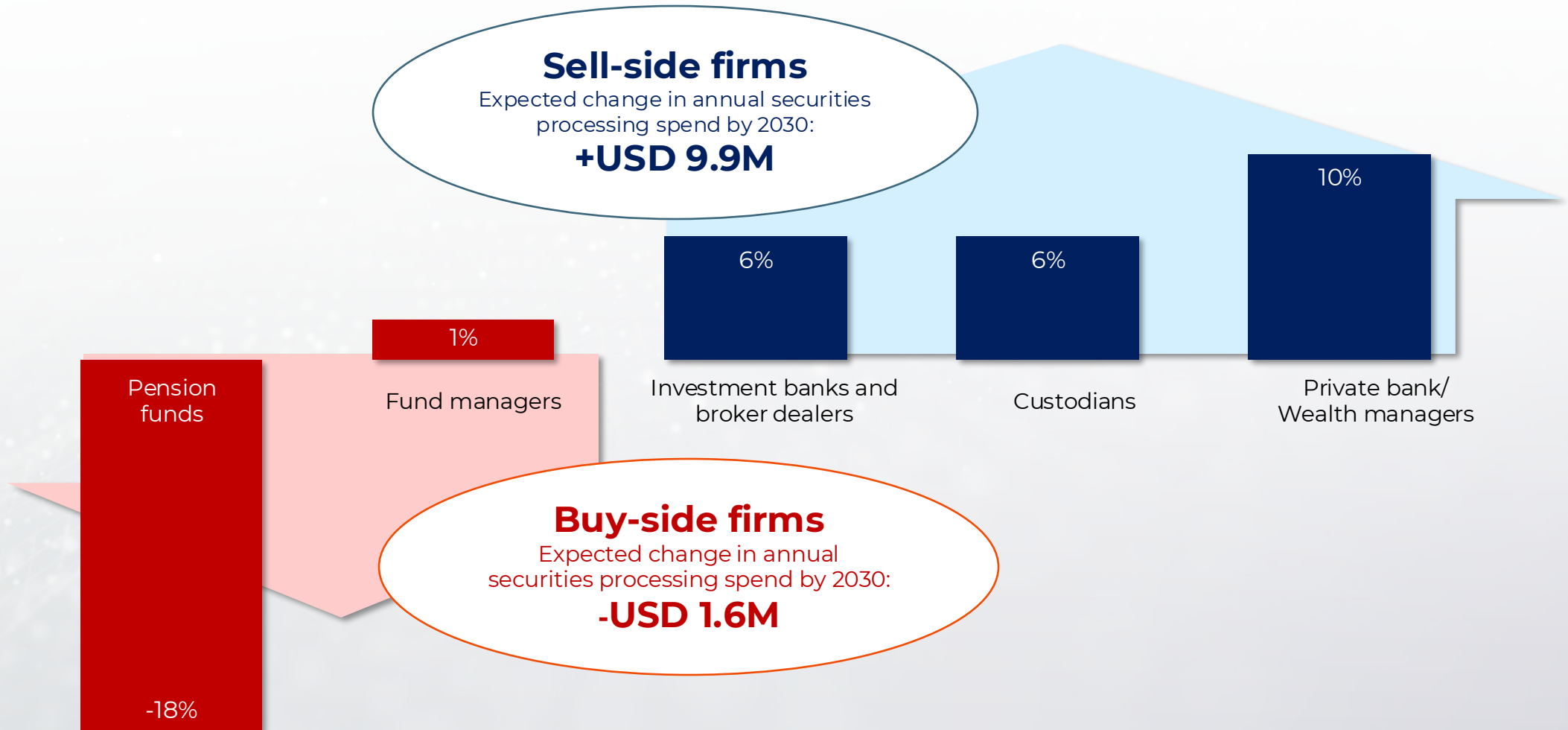
The changing shape of the buy- to sell-side relationship

Expected USD buy-side savings in annual securities processing spend by 2030



Opposing narratives: how can buy-side spend contract, while sell-side expands?

Average expected change in annual securities processing spend by 2030 (% change by segment)



02

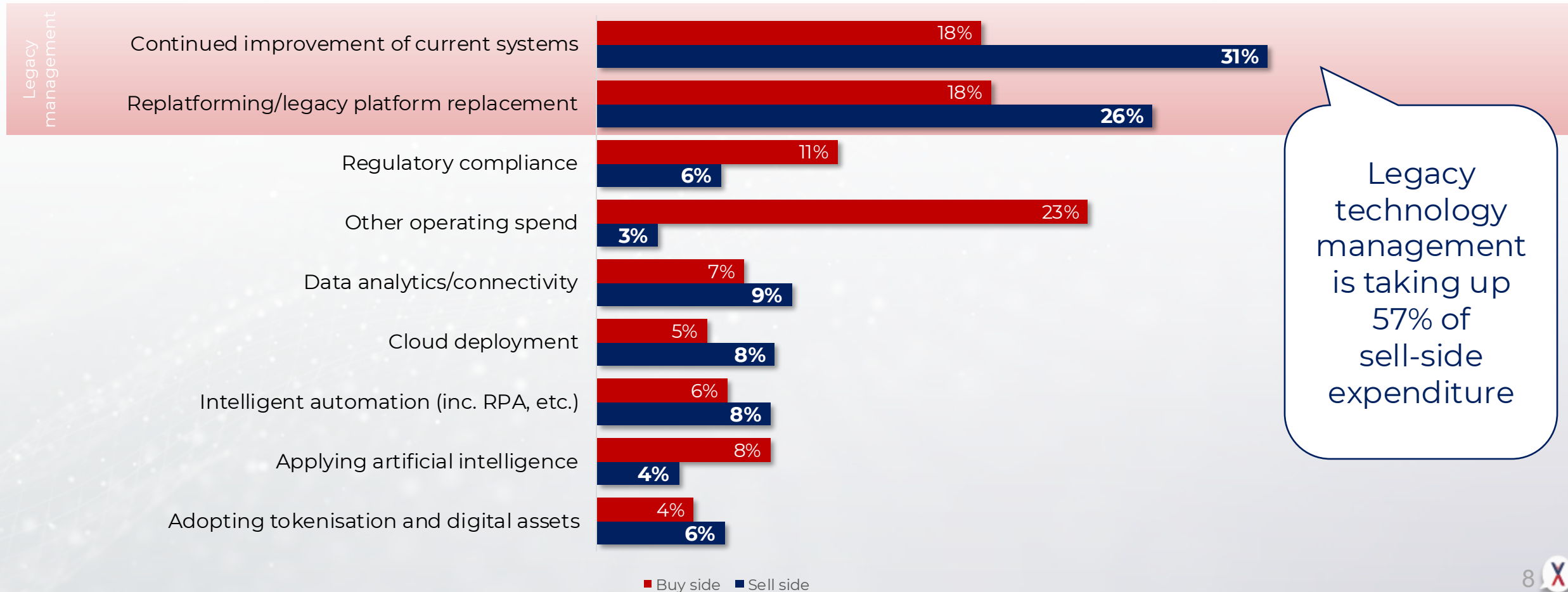
We're still in the legacy era



Legacy technology is consuming up to 57% of sell-side budgets



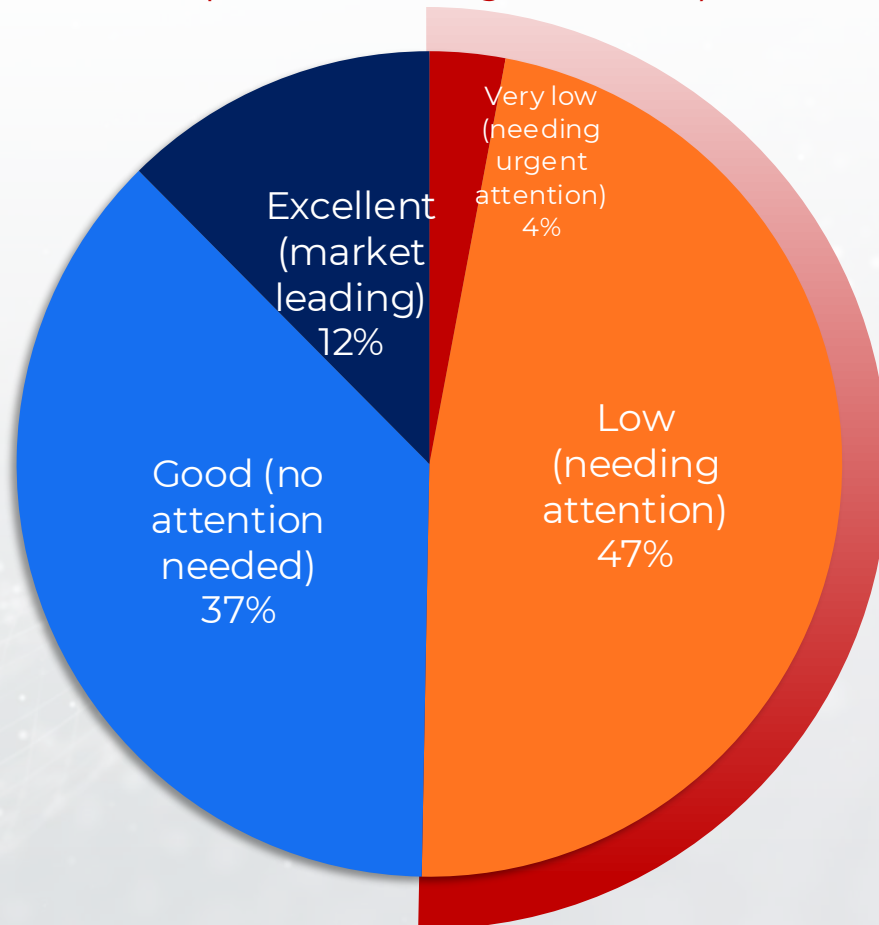
Average breakdown of securities processing spend per annum



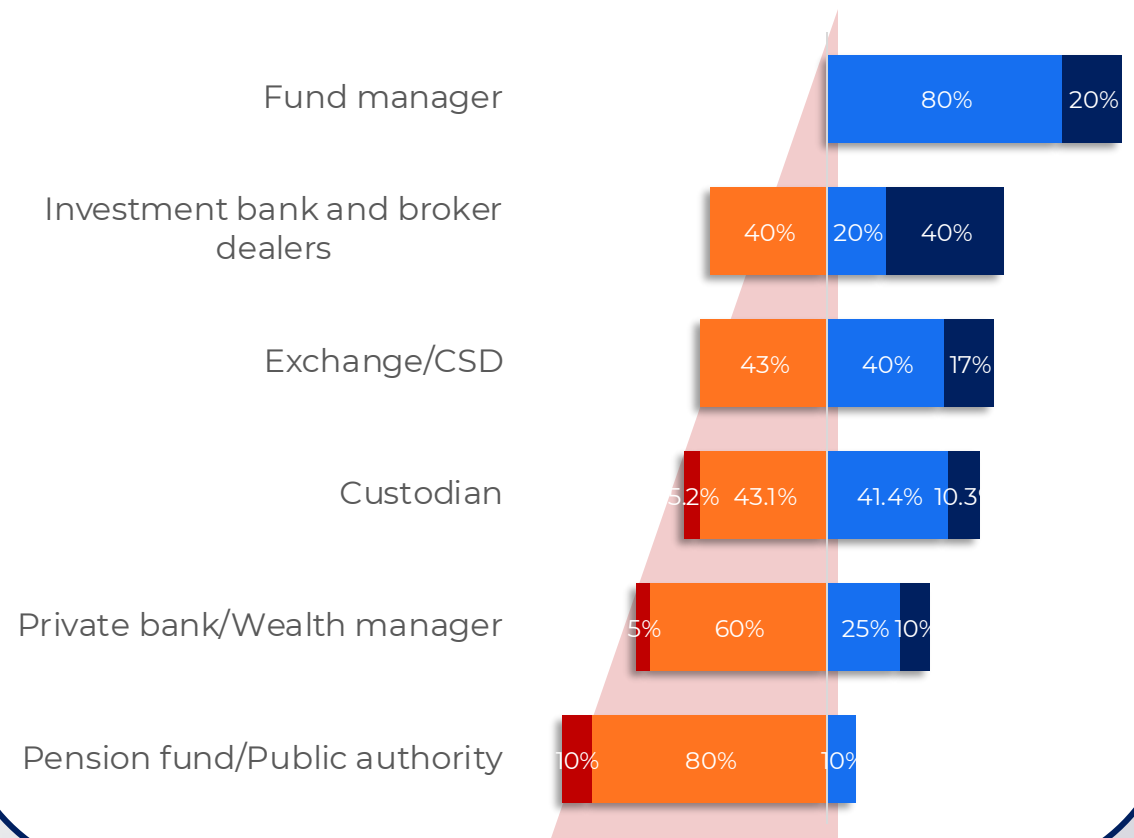
Legacy technology management is taking up 57% of sell-side expenditure

Operational efficiency challenges are an issue for 50% of firms

Current perceived levels of operational efficiency in securities processing (% of respondents citing each level)



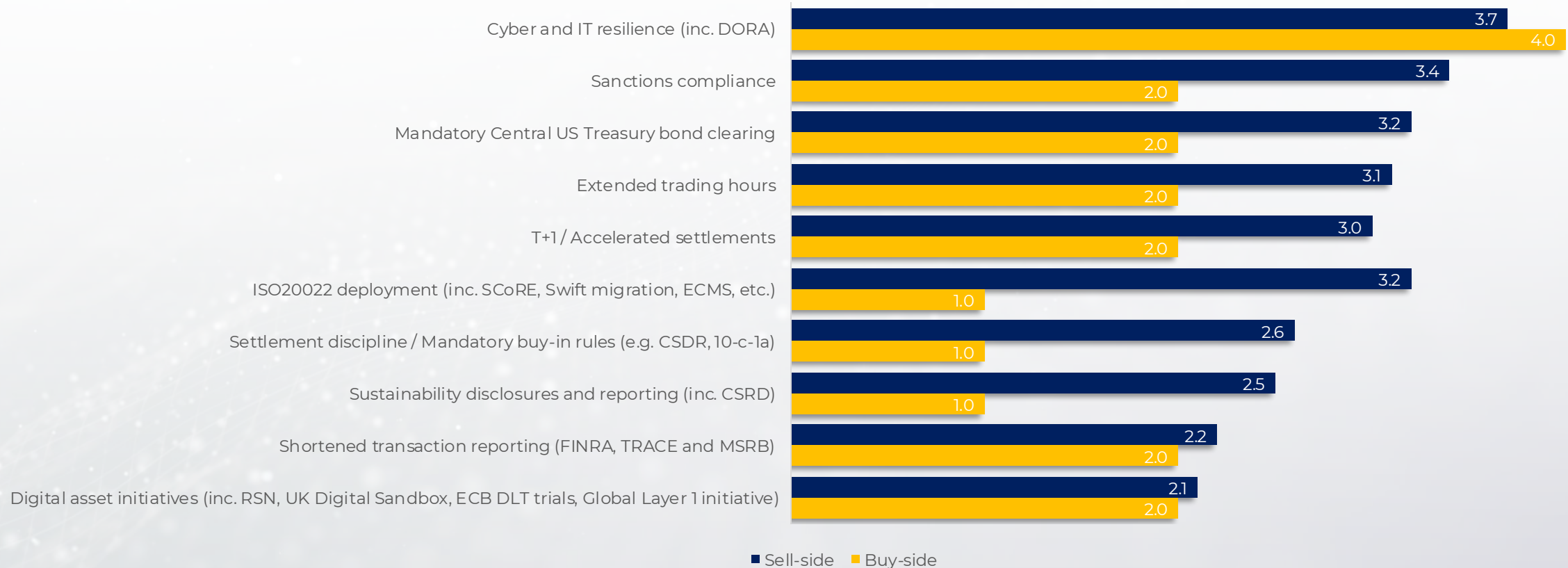
Current perceived levels of operational efficiency in securities processing (% of respondents per segment citing each level)



Regulatory requirements have demanded significant investment in the last two years



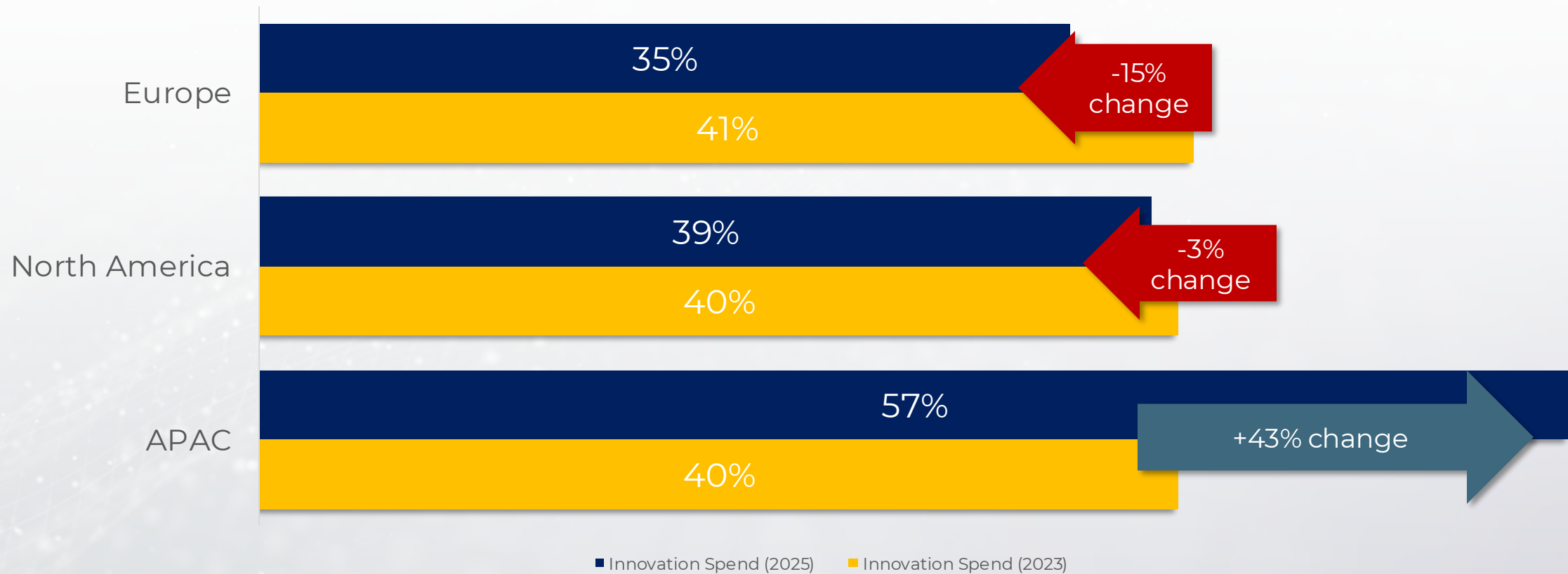
Average impact of regulation per type of regulation
(average score out of 5, where 5 is maximum impact)



Have these pressures crowded out our ability to innovate in Europe and North America?



% of securities processing spend dedicated to innovation (average per region, in 2023 vs 2025)



03

Now is the time for change



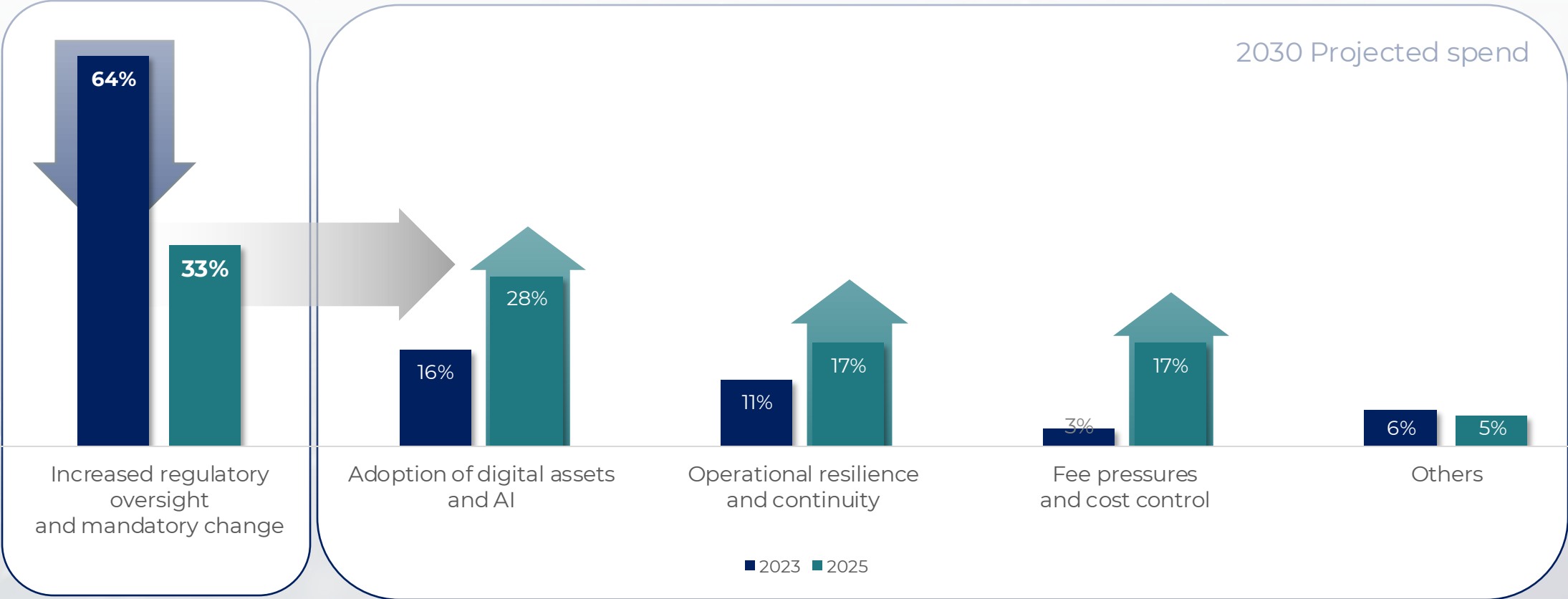
The business case for transformation

	Tier 2 bank or broker-dealer spend per annum	Tier 1 bank or broker-dealer spend per annum	Expected ROI per annum
Continued improvement of current systems	\$9.3M	\$155M	
Core system replacement	\$7.8M	\$130M	10.3%
Process and data automation (external and internal)	\$6.0M	\$100M	10.4%
New technologies (AI, DLT)	\$3.0M	\$50M	6.4%
Other spend	\$3.9M	\$65M	

Looking ahead, mandatory regulation is set to be less dominant in our investment agendas – making more space for other spend

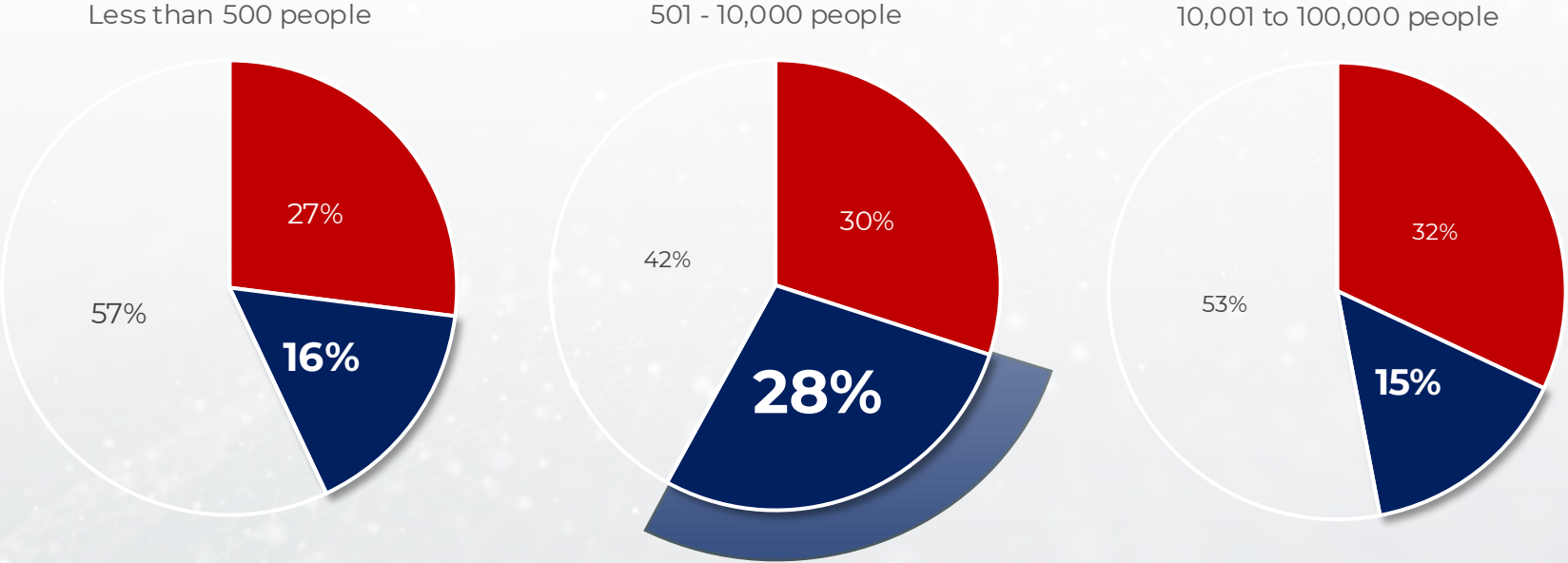


Key external trends driving investments in securities processing between now and 2030 (% of respondents citing each driver as #1, in 2023 survey and in 2025)

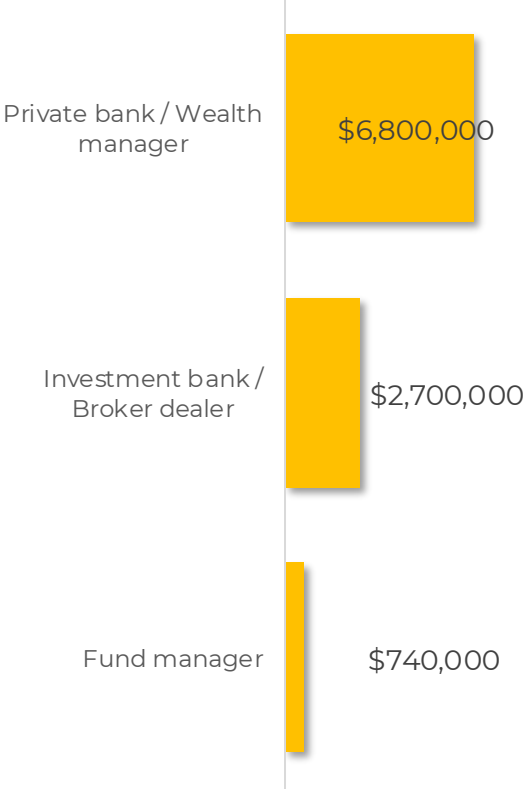


Mid-tier firms are out-spending their peers on post-trade transformation right now

Average spend on post-trade transformation in 2025 (as % of securities processing spend), by size of sell-side organisation



Average spend on replatforming/legacy platform replacement per profile of firm in 2025 (USD)



04

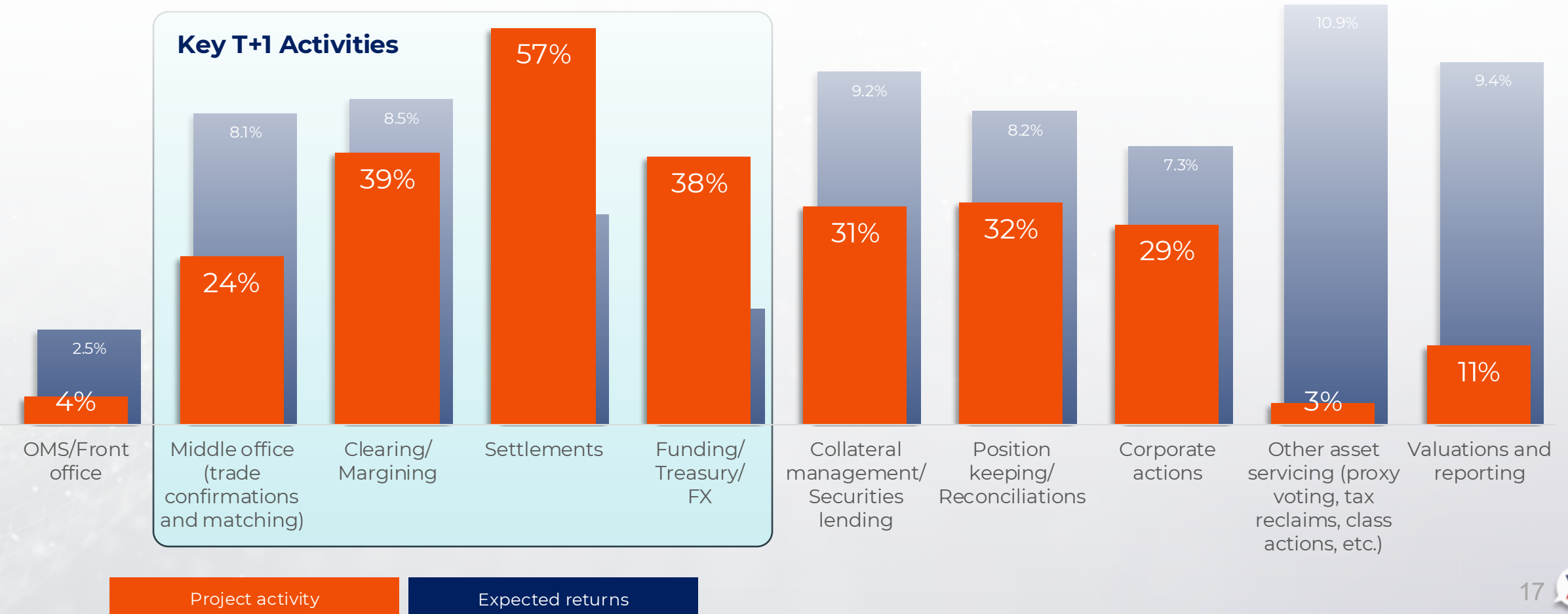
**Where to drive
transformation?**



Where are we spending today? Banks and brokers are focused on the T+1 effect but are there bigger opportunities for change?

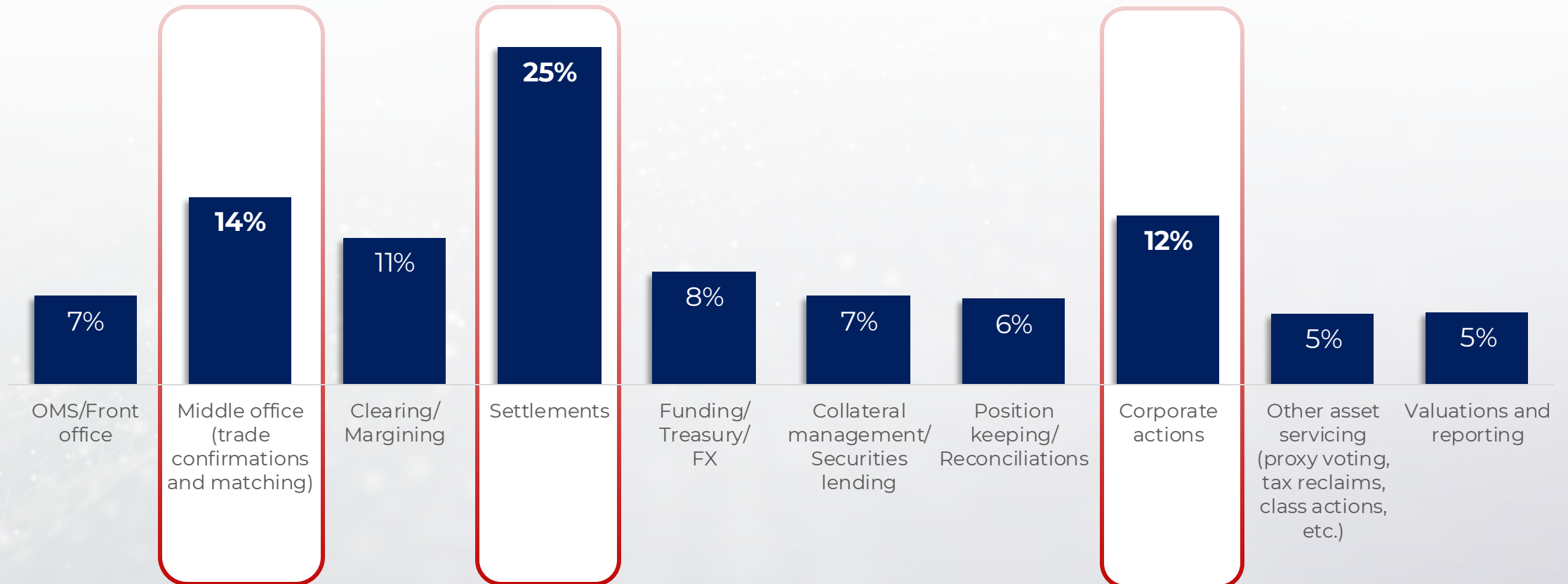


% of respondents with transformation projects ongoing in each area in 2025 (and expected cost efficiencies in blue)



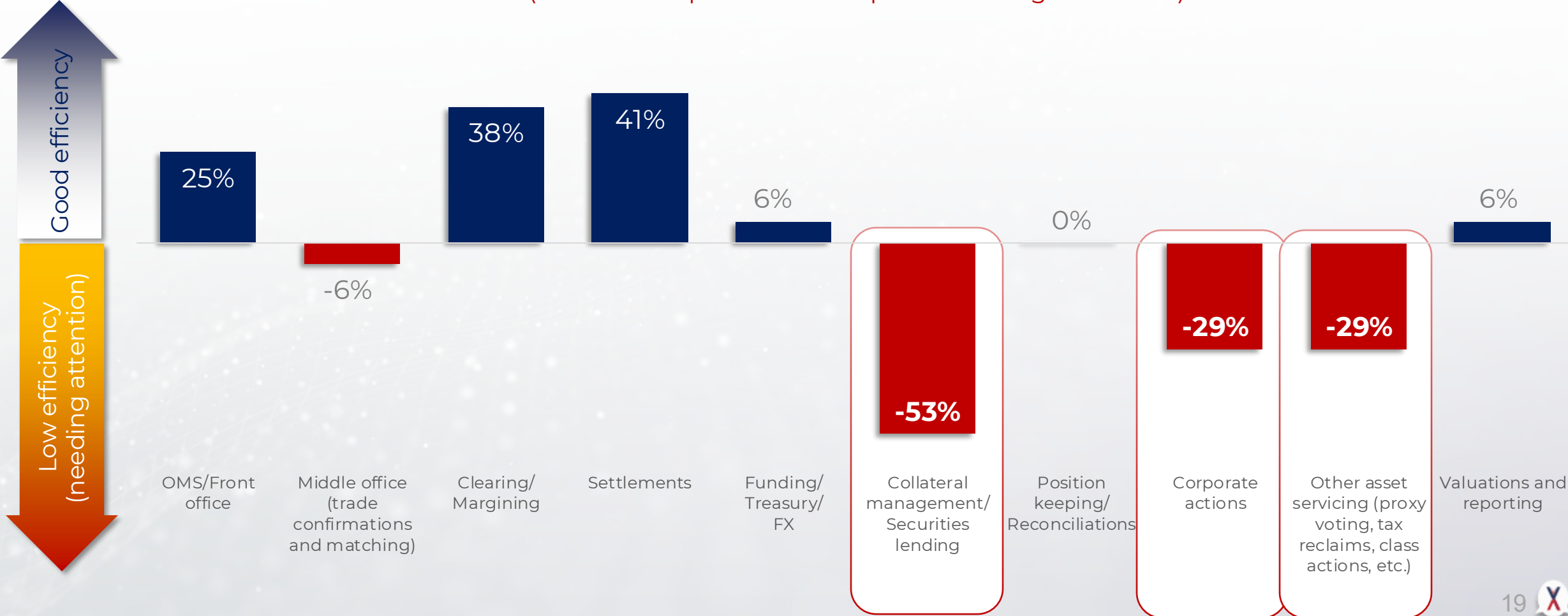
Where to drive cost transformation? Middle office, settlements and corporate actions make up a half of our investment spend today

Average securities processing spend by activity in 2025



Where is change most needed? Collateral management and asset servicing

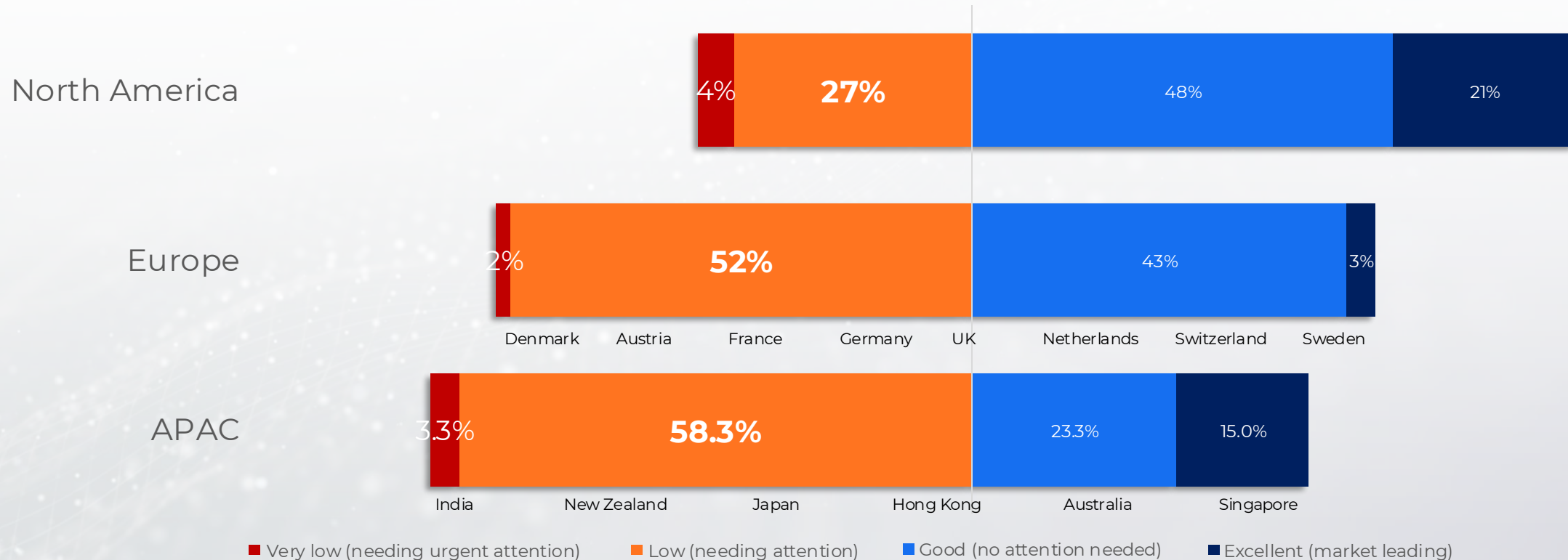
Net score of perceived levels of operational efficiency per trade cycle activity (total % of respondents with positive vs negative views)



Over half of European and Asian back offices are in need of change



Current perceived levels of operational efficiency in securities processing (% of respondents per region citing each level)

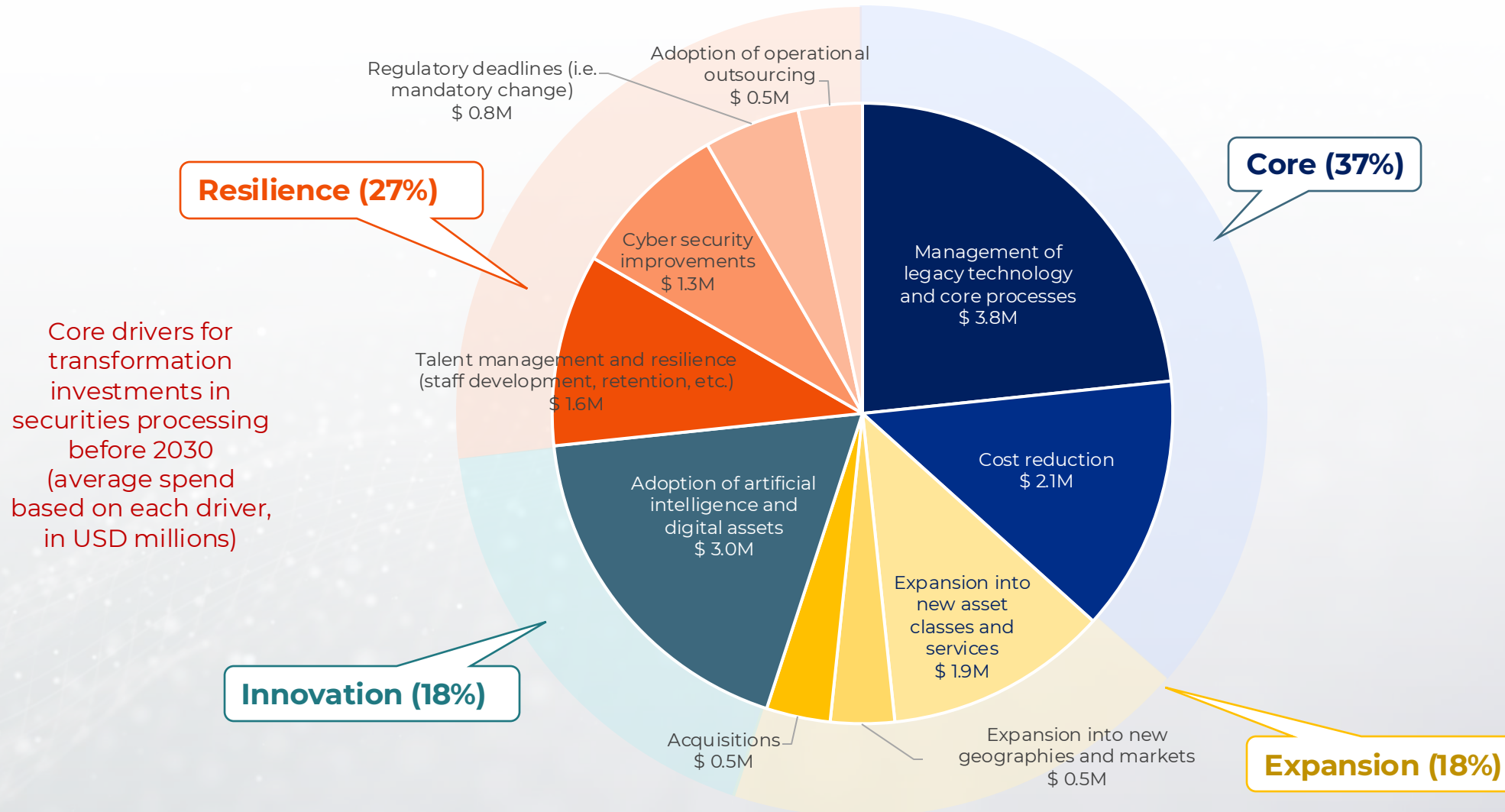


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What is the path to 2030?

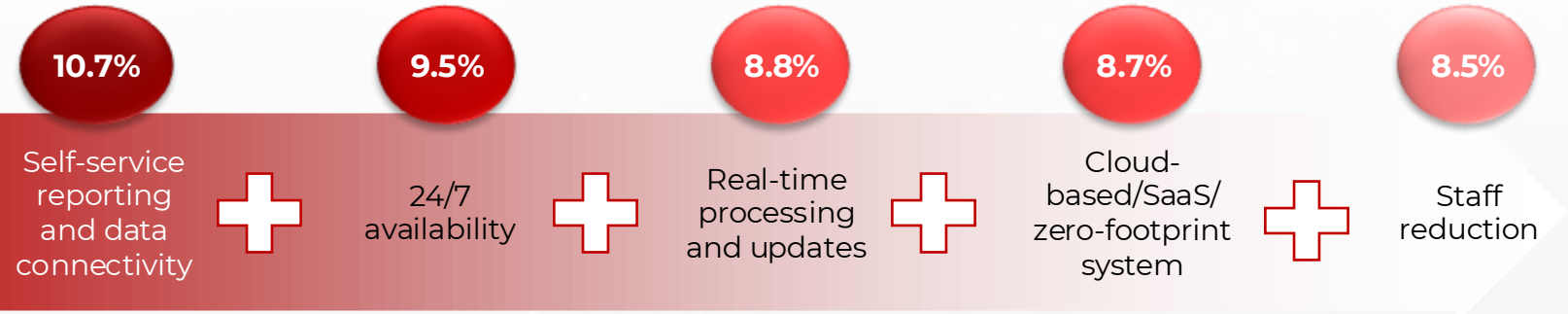


Banks and brokers expect resilience and growth to lead the 2030 investment agenda

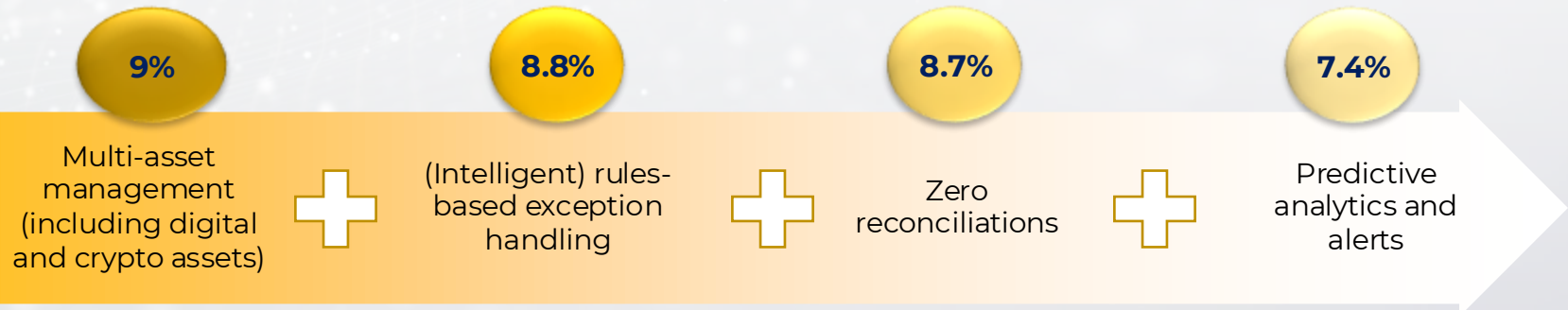


What capabilities do we most need?

Capabilities available today (and average P&L impact, not exclusive)



Capabilities expected to be used in 3-5 years (and average P&L impact)



Why are we going to struggle to deliver? Time is of the essence

Core obstacles in realising respondents' target operating models by 2030 (% of respondents citing each issue as critical)



Want to hear more?

Register here for our
industry webinar →

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The ValueExchange



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