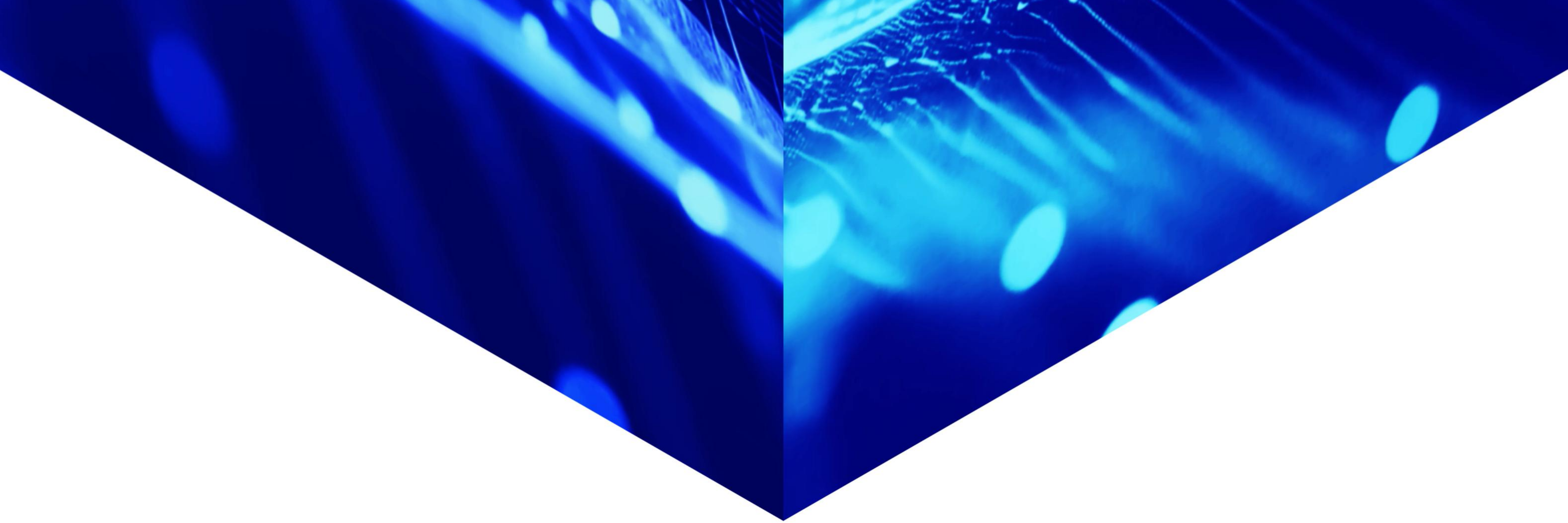


Engineering transformation and AI strategy

LSEG

Irfan Hussain, Chief Information Officer
Emily Prince, Head of AI

Presenter Bios

Irfan Hussain

Chief Information Officer

Irfan joined LSEG as Chief Information Officer in January 2024, bringing a wealth of experience as an engineering leader to the Group. He leads the Engineering team, driving cutting edge innovation in the global financial markets.

Irfan was previously a Partner and Chief Operating & Strategy Officer for Engineering at Goldman Sachs, where he held various roles at the firm including Chief Information Officer for Consumer, Asset and Wealth Management and roles in the Global Banking and Markets in New York, Tokyo and Hong Kong.

He serves on the Board of Trustees of the Horace Mann School, New York and is a member of the University of Texas at Austin Computer Science Advisory Council.

Emily Prince

Group Head of Analytics & AI

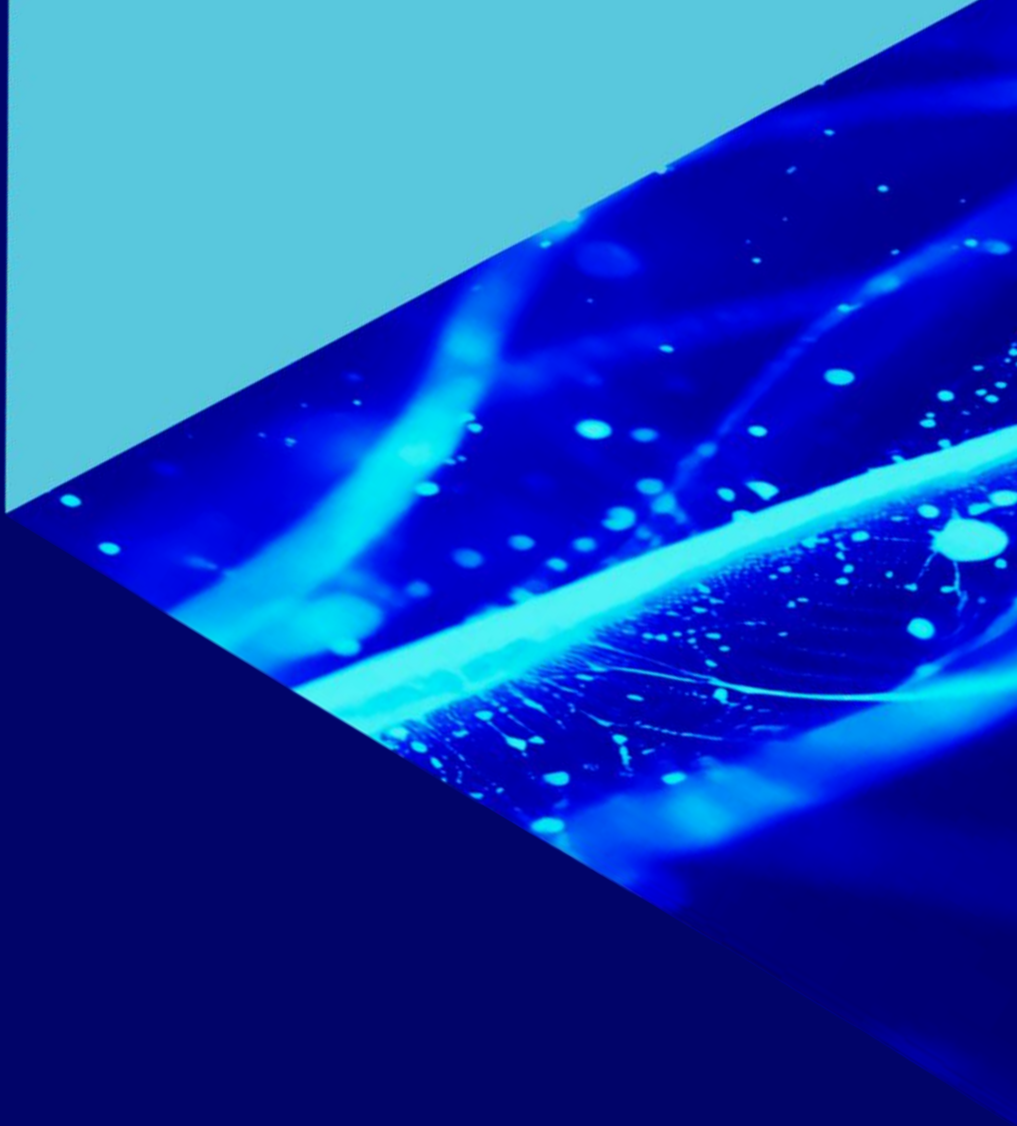
Emily is the Head of AI at LSEG, alongside serving as the Group Head of Analytics and CEO of Yield Book. She leads the execution of LSEG's AI strategy, leveraging trusted data to build differentiated products and enable LSEG's intelligent enterprise.

With over 20 years of experience in financial analytics, Emily has held senior roles at institutions including Lehman Brothers, RBS, Barclays and BlackRock. She has a deep track record of delivering innovative analytics solutions that drive enduring value for customers.

Emily is a member of the Bank of England's AI Consortium and serves on the Board of Finbourne, contributing her expertise to the future of responsible AI and financial innovation.

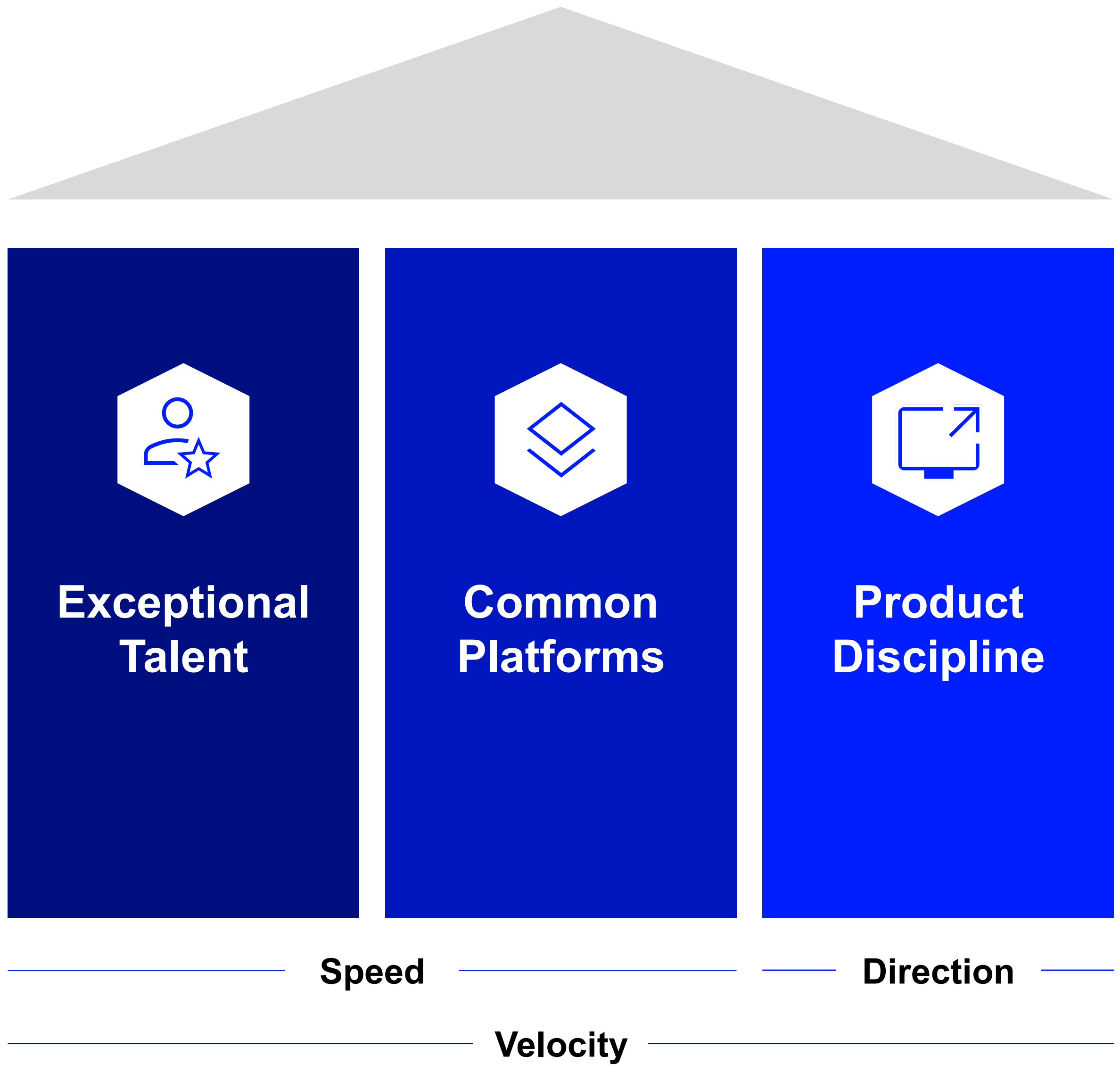
Engineering transformation

Irfan Hussain, Chief Information Officer



Our engineering strategy is accelerating our product development and enabling our adoption of AI and other technologies

Our engineering strategy has three pillars: Exceptional Talent, Common Platforms, and Product Discipline. These are the **foundational building blocks** that enable us to **capitalise on the opportunities** presented by new technologies



We are attracting, upgrading and developing the best engineering talent

Exceptional Talent

	Jan 2024	Today
Total staff / % internal employees	17,000 / 40%	14,000 / 58% → 80%
Hiring / performance bar	Inconsistent performance and hiring expectations	New Engineering Principles Consistent high technical bar for hiring Independent interviewers
Career progression	No Individual Contributor path	Individual Contributor path formalised Distinguished Engineers
Productivity	**11% productivity gain with 18% fewer people**	

Enhancing our platforms and tools to reduce friction, boost productivity and embed risk management

Common Platforms

	Jan 2024	Today
Code management platform	Duplicate, fragmented, manual	96% of the code on one code repository with common credentials, artifacts, logging systems
AI platform for developers	No platform for coding acceleration	79% weekly usage Up to 34% productivity gains
Cloud platform	Fragmented	Multi-cloud platform with converged common capabilities, e.g., identity, cyber and connectivity

Release velocity vs incidents

Velocity is up 25% increase while incidents are down by 55%

Enhancing product-led culture to deliver world class products

Product Discipline

	Jan 2024	Today
Operating model	Fragmented	Product-led (ongoing)
Product ownership	Fragmented customer experience	Dedicated teams to own the end-to-end customer experience (ongoing)
Data driven	Inconsistent use of telemetry and leading metrics	Disciplined use of leading and lagging metrics to drive product outcomes (ongoing)
Capital allocation	Funded projects not products	Multi-year product funding with the help of Zero-Based Budgeting

Our Engineering strategy is accelerating our product development and enabling our adoption of AI and other technologies

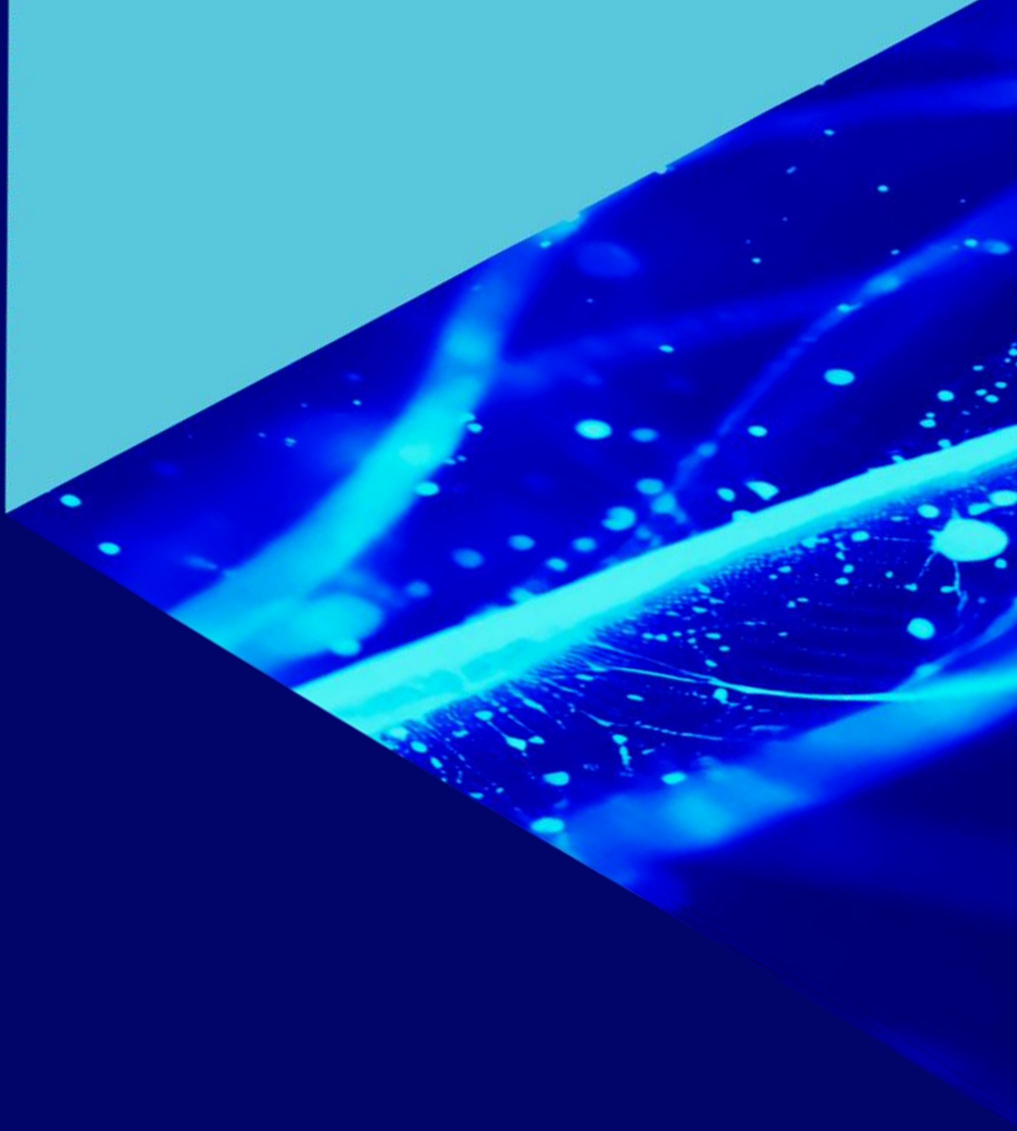
Exceptional Talent

Common Platforms

Product Discipline

- AI
- Digital assets
- Cloud
- Automation
- Quality
- Resilience
- Security

AI strategy



Emily Prince, Head of AI

Irfan Hussain, Chief Information Officer

The three pillars of LSEG's AI strategy

Artificial intelligence is transforming financial markets. With our unmatched data, infrastructure, and partnerships, LSEG is uniquely positioned at the forefront of this change

Trusted Data

Curation of **trusted, high-quality data to scale AI in financial services** through our open, LLM-agnostic, and infrastructure-oriented partnership approach

Transformative Products

Reimagining how financial services professionals work, with **AI-enabled products that bring speed, simplicity and conviction** to our customers' workflows and decision-making

Intelligent Enterprise

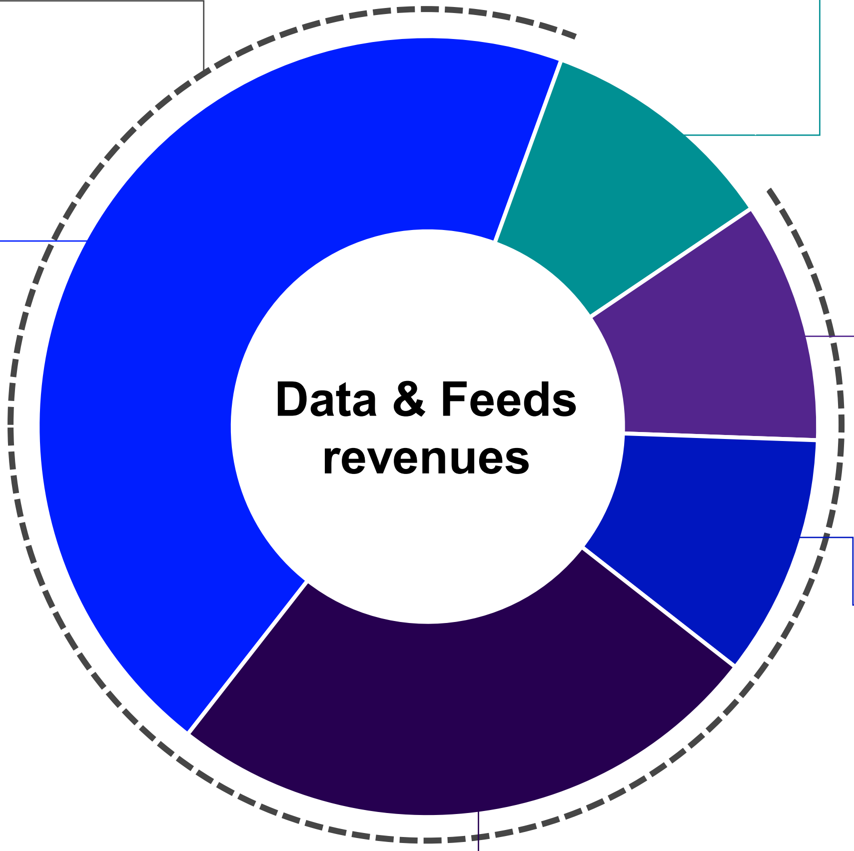
Deploying AI across our own business, so we can **innovate faster and serve our customers better**, with the same commitment to trust and reliability that we bring to our customers

LSEG's trusted and differentiated data

~90%
Proprietary intellectual property, technology and/or infrastructure

~45%
Global #1 in real-time data

- Extensive, global private network with nearly double the physical venue connectivity of the #2 player
- Data standardised according to our proprietary structures e.g. RICs



~10%
LSEG standards on public data sources

e.g. company fundamentals, filings and transcripts, economic data

~10%
LSEG intellectual property on public data sources

e.g. IBES estimates, ESG ratings, SentiMine analytics

~10%
LSEG standards on specialised data sources

e.g. contributed data on funds, broker research, Reuters news

~25%
LSEG intellectual property on specialised data sources

e.g. deals league tables, FI evaluated pricing, publications (IFR, LPC), news analytics

Achieving trust in AI is based on having trust first in the underlying data

We provide **accurate, auditable, trusted data** enhanced with **our intellectual property**

This is consumed by the world's largest banks and asset managers, establishing **industry standard approaches**

These customers deploy our data **at massive scale**, powering **highly regulated** and **business-critical** activities

Data undergoes extensive curation by LSEG before it can be used by our customers

Sourcing
Decades of data, incl. 40,000+ contributors across financial services and internal data generation

Data quality
Extensive cleansing and validation, ensuring accuracy, timeliness, completeness

Normalising & mastering
Establishing a single, authoritative dataset consistent over time and from security to security

Concordance & tagging
Addition of extensive metadata, connecting datasets and making them navigable e.g. RIC, PermID

Distribution
Delivering consistent data regardless of channel or format

LSEG's AI ready content and agents

With growing use of trusted content via AI, LSEG is preparing its 33+ PB of trusted content to be AI ready – enabling LSEG to reach new customer segments but also finding greater usage of its data which previously might have been hard for customers to access

Data accessibility

Expanding reach of LSEG's content
by making it 'model' accessible

Use of LSEG's MCP server across breadth of LSEG content

Supporting creation of

Trusted agents

Data quality

Decades of differentiated and trusted LSEG data

Reliance on LSEG's data semantics to support high quality model data retrieval

Data control

Enforcement of LSEG licensing standards and controls

Metered capture of client content usage requirements

LSEG Everywhere | Reaching customers across their AI needs

LSEG's reach to new and broader customer segments has expanded alongside the increasingly democratised adoption of AI

	LSEG-led Experience	Customer-led Experience	Partner-led Experience	
Consumption Layer	**LSEG UI Solution** e.g., Workspace	**Customer Proprietary Solutions**	**Partners** e.g., Databricks, Microsoft, Rogo	**End user led licensing**

Distribution Layer

Multi-cloud Distribution

LSEG AI ready Content	APIs	Agents	Feeds

Usage and content end customer licensing

Content

LSEG Trusted Data, Analytics, Indexes, Expertise and Documentation

LSEG Everywhere: the partner of choice for financial markets data

Strong delivery of partnerships in H2; advancing LSEG Everywhere strategy

Expect further partnerships; aligning with our open approach and making LSEG the partner of choice for financial markets data

databricks
23 September
Powering customers to rapidly deploy AI agents on LSEG data

Microsoft
13 October
Seamless integration of LSEG data in AI agents using Copilot Studio

rogo
20 August
Real-time access to LSEG data in Rogo's AI models and agents

snowflake
2 October
Integrating LSEG's high-quality trusted data with Snowflake's Cortex AI agents

Claude
27 October
Seamless integration of LSEG data in Claude's conversational AI experience

Fireside chat

Conversation between
Irfan Hussain and Matthew Kerner

Matthew Kerner

Chief Technology Officer, WSS
Microsoft

As CTO of Microsoft's Worldwide Sales and Solutions team, Matthew is responsible for driving technological innovation and growth with customers and partners, while defining, advancing, and implementing Microsoft's AI transformation across the business.

Matthew joined the Windows Core OS team in 2001 as a university hire and moved to Azure in 2009 where he spent 10 years driving platform innovation and market expansion. Most recently he led the Cloud for Industry team delivering industry vertical solutions together with key industry partners like PTC, Robert Bosch, SLB, and LSEG.

Matthew has a master's degree in computer science from the University of Washington and a bachelor's degree in computer science from Yale University.

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Intelligent Enterprise | Enterprise-wide innovation & impact at scale

We are **deploying AI** across our business, so we can **innovate faster** and serve our customers better

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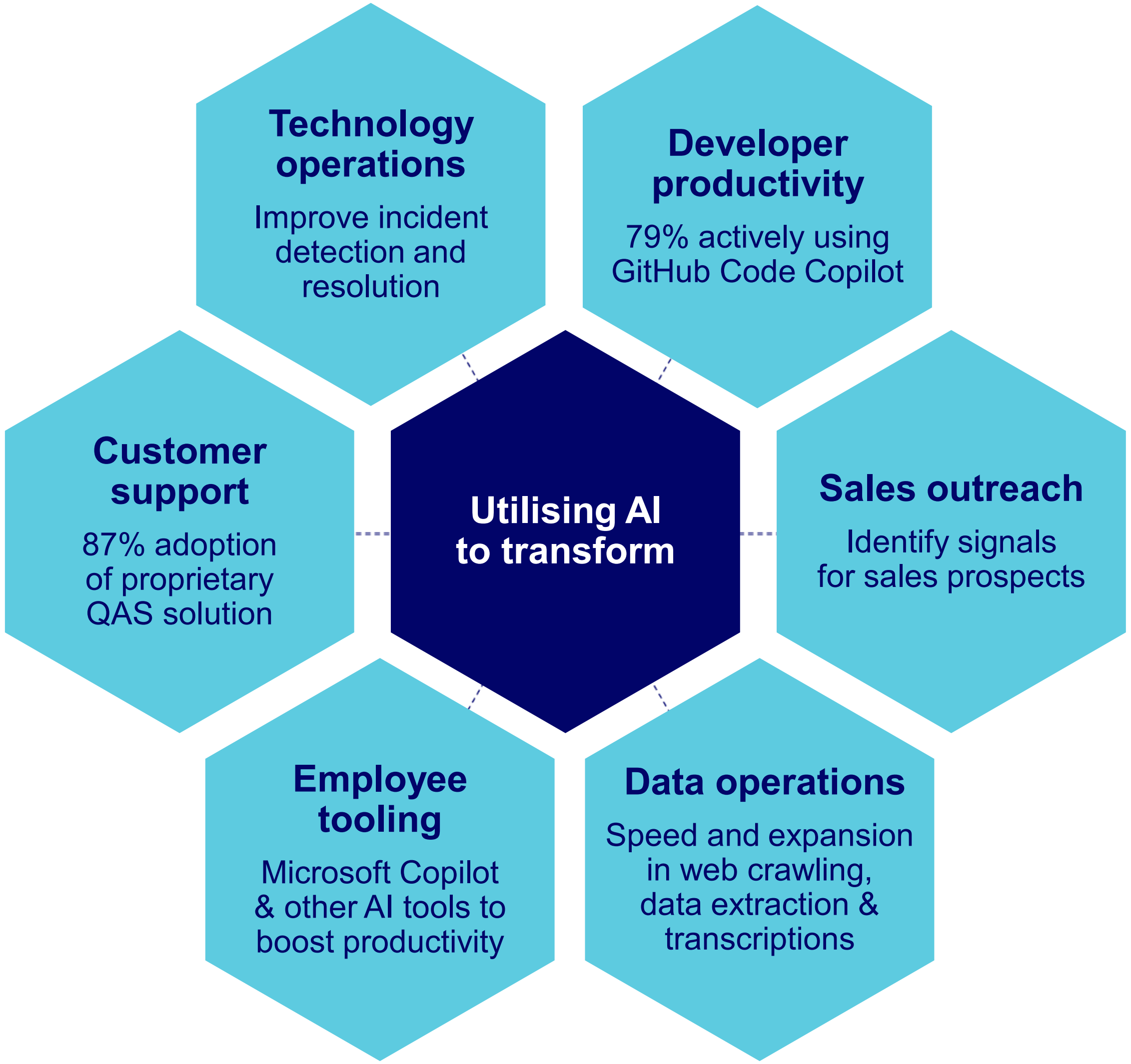
We are **transforming** our data and customer operations

We are providing our employees with tools to **boost productivity**



We are transforming data onboarding and customer operations with AI

Combining **latest technology** with our **subject matter expertise**

Humans-In-The-Loop are critical to source, denoise, extract, validate and enrich data

QAS combines **technical product information** with history of **real-life responses**

Benefits

Speed

- 9x faster content extraction: from 45 to 5 mins
- Webcast transcriptions turnaround: from 8 hrs to 10 mins
- Resolving >50% of customer queries in under an hour

Efficiency

- 51% FTE reduction in central sourcing team
- Cloud cost for crawling/scraping reduced by 66%
- 40% reduction in overall time to resolve customer queries

Accuracy

- Data quality issues from customers down 52% on content volumes up 45% since beginning of 2022
- Content sourcing success rate increased to 98%

Volume

- Exchange Traded Fund holdings data increased 400%
- 47% increase in ESG coverage
- AI used in 22,000 customer queries/month

Innovation Forum

10 November 2025

LSEG

LSEG Everywhere

	LSEG led Experience	**Customer led Experience**	**Partner led Experience**
Consumption Layer	**LSEG UI Solution** e.g., Workspace	**Customer Proprietary Solutions**	**Partners** e.g., Databricks, MSFT, Rogo
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