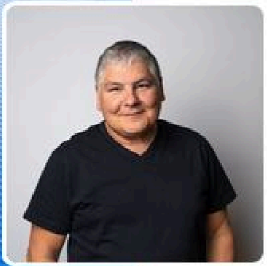
BY OSCAR A. JOFRE · CEO · MAY 2026 · #01



The Oscar Market Thesis

INSTITUTIONALIZATION · TOKENIZATION · KOREID

Institutionalization, Retail Control, Wallet Infrastructure, Compliance, and the Next Market Battle

The Great Institutionalization of Crypto: A Strategic Warning

The digital asset industry is entering one of the most important transitions in modern capital markets history. What began as a decentralized movement intended to reduce institutional control is now rapidly evolving into a system increasingly dominated by the very institutions crypto originally sought to challenge.

My concern is not that institutions are entering the market — institutional participation was inevitable. My concern is that the industry is misunderstanding the consequences of allowing institutionalization to become the dominant narrative.

The market is celebrating institutional adoption without fully understanding what it means strategically.

Institutionalization is good for institutions. It is not necessarily good for the broader crypto ecosystem.

For over 50 years, the securities industry remained largely unchanged until the JOBS Act opened portions of the capital markets to broader participation and innovation. Crypto accelerated this movement by empowering individuals, retail investors, decentralized ownership, and direct participation.

Now the industry risks reversing course.

The irony is profound:

Crypto firms are now building institutional products for the very retail audience that originally embraced crypto as an alternative to institutional control.

The Shift from Retail to Institutional Focus

One of the most significant developments I observed recently is the aggressive shift away from retail investors toward institutional infrastructure.

Major crypto firms are now openly stating:

"We are focused on institutions."	**"That is where the money is."**	**"Retail is no longer the priority."**

This is a major strategic mistake.

Retail investors built this industry.
Retail investors created the liquidity.
Retail investors created the adoption curve.
Retail investors created the wallet ecosystem.

Yet now many crypto-native companies are abandoning that ecosystem while traditional financial institutions quietly position themselves to capture it.

This is where the danger begins.

While crypto firms chase institutional revenue, firms like:

JP Morgan	**Morgan Stanley**	**BlackRock**
Fidelity	**Broadridge**	

are strategically positioning themselves around:

- wallets,
- payments,

- transfer agency infrastructure,
- governance,
- communications,
- and investor ecosystems.

The crypto industry believes it is winning institutional acceptance.

What may actually be happening is that traditional finance is reclaiming control of the investor relationship using blockchain infrastructure.

Consensus 2026: Evidence the Market Has Already Shifted

The transition became unmistakably clear at Consensus 2026 in Miami.

The conference was no longer dominated by:

- Bitcoin,
- wallets,
- decentralized philosophy,
- or crypto-native innovation.

Instead, the dominant themes became:

- payments,
- stablecoins,
- tokenization,
- infrastructure,
- and institutional integration.

The largest booths belonged to:

- JP Morgan
- institutional infrastructure providers.

Meanwhile:

- wallet companies were largely absent,
- crypto-native narratives were reduced,
- and the entire conversation shifted toward institutional rails.

> **This was not simply a conference trend. It was evidence that the market has already entered a new phase.**

The Tokenization Illusion

Another dangerous misconception emerging in the market is the belief that tokenization itself creates compliance.

Many vendors are now presenting tokenization as:

- automatically compliant,
- regulation-ready,
- and institutionally approved.

This is fundamentally misleading.

Technology does not replace securities law.

Fractionalized real estate remains a security.
Tokenized securities remain securities.
AML/KYC obligations still exist.
Governance requirements still exist.
Transfer agent responsibilities still exist.

The market is once again entering a phase where technology is being mistaken for regulatory infrastructure.

That mistake will create significant disruption over the next several years.

The Real Battle Is Not Tokenization — **It Is Control of the Investor**

Most people still do not understand what the real war is about.

The battle is not simply about tokenization.

The battle is about:

- **Ownership of the investor relationship**
- **Governance**
- **Wallets**
- **Communications**
- **Transfer agency infrastructure**
- **Proxy systems**
- **Investor distribution networks**
- **Compliant identity systems**

The acquisition of EQ by Bullish was one of the most important signals the market has received.

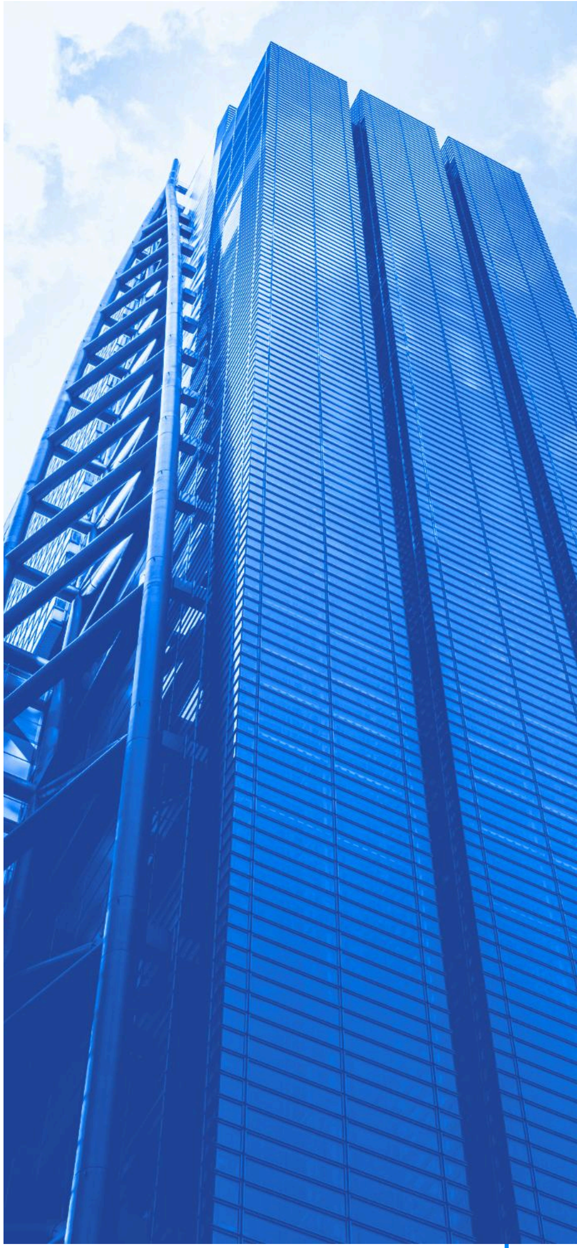
That transaction confirmed that the consolidation between traditional finance and decentralized finance has already begun.

The firms fighting for:

Transfer agency	**Proxy infrastructure**	**Wallet ecosystems**

understand something the broader market does not:

> **Whoever controls the retail investor controls the future of capital markets.**



The Wallet Is No Longer the Future — **It Is the Present**

The wallet is not simply a storage tool.

The wallet is becoming:

- **Brokerage account**
- **Communication layer**
- **Governance system**
- **Payment rail**
- **Compliance environment**
- **Identity framework**

Traditional finance now understands this.

This is why major institutions are aggressively positioning themselves around:

- payment infrastructure,
- stablecoins,
- tokenization systems,
- and wallet ecosystems.

The firms that control the wallet infrastructure will ultimately control:

- investor engagement,
- governance participation,
- investor communication,
- and transactional flow.

The Feeder System: The Most Overlooked Opportunity in Capital Markets

While everyone is fighting over the public transfer agent business, the real next frontier is the feeder system.

This is the most overlooked opportunity in the market today.

The public side is already largely spoken for.

The battle now is:

> **Who controls the feeder system between private markets and retail investors?**

That feeder system requires:

- **Identity**
- **Governance**
- **Communications**
- **Transfer agent functionality**
- **Compliance**
- **Wallet integration**
- **Investor onboarding**

This is the missing infrastructure layer.

While companies focus on:

- institutional tokenization,
- public market integration,
- and exchange infrastructure,

they are overlooking the much larger opportunity:

> **Enabling compliant retail participation into private capital markets.**

This is where the next generation of market dominance will emerge.

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Kore ID

The Global Compliance Passport for the Capital Markets.

KoreID is the Global Compliance Passport for the Capital Markets.

This is not simply:

- **KYC**
- **Identity verification**
- **Wallet technology**

KoreID represents an integrated infrastructure layer that combines:

- **KYC** (Know Your Customer)
- **KYB** (Know Your Business)
- **KYA** (Know Your Assets)
- **Tokenization infrastructure**
- **Governance**
- **Investor communications**
- **Compliance management**
- **Wallet integration**
- **Asset portability**
- **Investor permissions**

all within a unified ecosystem.

The future of capital markets requires a portable, interoperable compliance identity layer.

That is what KoreID provides.

The company that brings this infrastructure into the public markets, while simultaneously supporting private markets, becomes strategically indispensable.

Because the future market is no longer simply about transactions.

It is about:

- trusted investor identity,
- compliant investor participation,
- governance,
- communications,
- and interoperability between private and public ecosystems.

JP Morgan, Morgan Stanley, and the Strategic Repositioning of Capital Markets

My thesis is not that firms like JP Morgan and Morgan Stanley are simply entering tokenization and digital assets as passive participants.

My belief is that these institutions are strategically positioning themselves to reclaim control of the investor relationship in the next generation of capital markets infrastructure.

The market currently views institutional adoption as validation for crypto and tokenization. However, I believe the larger strategy is more nuanced.

Traditional financial institutions understand something many crypto-native companies may be underestimating:

The real value is not the token itself.

The real value is controlling:

- the investor relationship,
- the wallet ecosystem,
- governance,
- communications,
- compliance infrastructure,
- and the long-term feeder system between private and public markets.

What concerns me is that many crypto-native firms became heavily focused on institutional revenue opportunities while unintentionally weakening their direct connection to retail investors.

At the same time:

- banks,
- transfer agents,
- asset managers,
- and institutional infrastructure providers

have been aggressively positioning themselves around:

- payments,
- tokenized securities,
- transfer agency,
- stablecoins,
- investor communications,
- wallet ecosystems,
- and governance systems.
- This does not necessarily mean there is a coordinated conspiracy.
- Rather, it reflects a highly strategic repositioning by sophisticated financial institutions that understand how market infrastructure evolves over time.

The risk for crypto-native firms such as Coinbase and Kraken is not simply competition.

The risk is becoming operational utilities within a system where traditional financial institutions once again control:

- investor access,
- governance,
- distribution,
- and the broader financial ecosystem.

Unless these firms evolve beyond trading infrastructure and secure positions in:

- compliance,
- governance,
- transfer agency,
- investor identity,
- wallet infrastructure,
- and feeder systems,

they risk losing strategic influence over the long-term direction of the market.

This is why I believe the next major battle in capital markets is not simply about tokenization.

It is about:

> **Who controls the compliant investor relationship.**

And that is precisely where KoreInside and KoreID are strategically positioned.

KoreID — the Global Compliance Passport for the Capital Markets, provides the infrastructure layer connecting:

- investor identity,
- KYC,
- KYB,
- KYA,
- governance,
- tokenization,
- communications,

- wallets,
- and compliant market participation.

As public and private markets converge, the firms that can bridge these environments compliantly and seamlessly will become indispensable infrastructure providers in the next era of capital markets.

Coinbase, Kraken, and the Companies Being Left Behind

The firms now most vulnerable are those left without:

- transfer agency infrastructure,
- governance infrastructure,
- wallet strategy,
- and private market feeder systems.

These companies now need additional infrastructure and strategic positioning if they are going to maintain meaningful relevance.

This is where KoreInside becomes strategically important.

KoreInside remains positioned in the private markets while enabling the bridge into the public markets.

That positioning allows us to:

- support those being left behind,
- provide infrastructure to companies needing repositioning,
- and enable new market entry points.

The future winners will not simply be the companies that tokenize assets.

The winners will be the companies that control:

- investor identity,
- governance,
- communications,
- compliance,
- and interoperability between private and public capital markets.

KoreInside's Strategic Position

KoreInside is strategically sitting in the middle of this transformation.

While major players battle over institutional dominance and public market positioning, KoreInside remains focused on:

- the feeder system,
- the private markets,
- investor infrastructure,
- governance,
- and compliance interoperability.

That positioning creates enormous strategic leverage.

Because regardless of who wins the public battle:

- they still need compliant investor onboarding,
- identity infrastructure,
- governance systems,
- wallet integration,
- and feeder access into the private markets.

That is the infrastructure layer KoreInside is building.

And that infrastructure becomes increasingly valuable as the capital markets continue converging.

Final Thesis

The capital markets are entering a historic restructuring.

The future will not be won simply by:

- tokenizing assets,
- launching stablecoins,
- or building exchange infrastructure.

> **The future will be won by whoever controls the investor relationship, the wallet ecosystem, governance, communications, compliance identity, and the bridge between private and public markets.**

The institutionalization of crypto is not the end of the story.

It is the beginning of a much larger battle over who ultimately controls the next generation of capital markets infrastructure.

And that battle has already begun.

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