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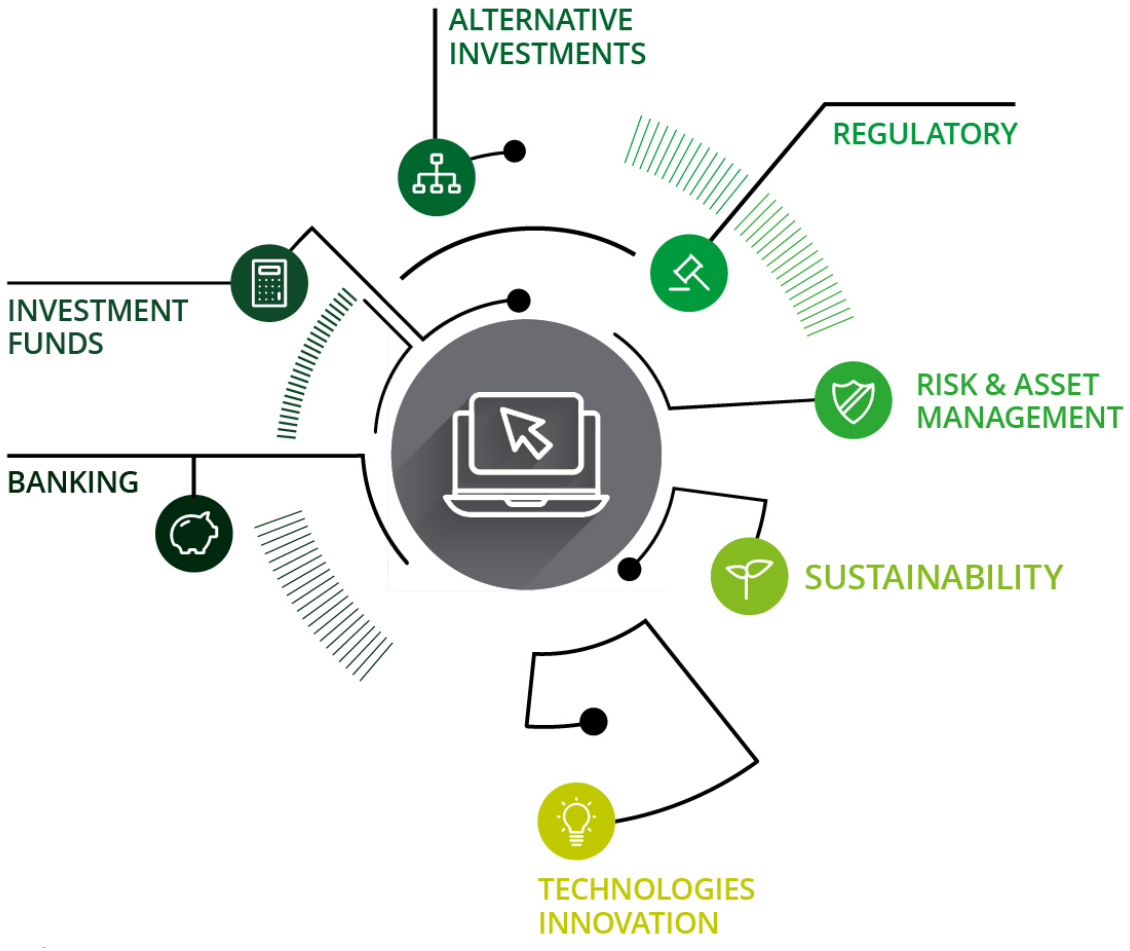

Investment funds | Digital transformation of management companies

Link'n Learn – 21 January 2026

Getting Started

Here with you today

Sergio Venti
Partner – Consulting IM - PERE
+352 621 965 215
sventi@deloitte.lu

Alberto Rapelli
Manager - Consulting IM - PERE
+352 621387488
arapelli@deloitte.lu

Agenda

1. Introduction: our five-layered lens of analysis
2. Layer 1 - Infrastructure
3. Layer 2 - Data
4. Layer 3 - Integrations
5. Layer 4 - Business Application
6. Layer 5 - Client experience
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Introduction: our five-layered lens of analysis

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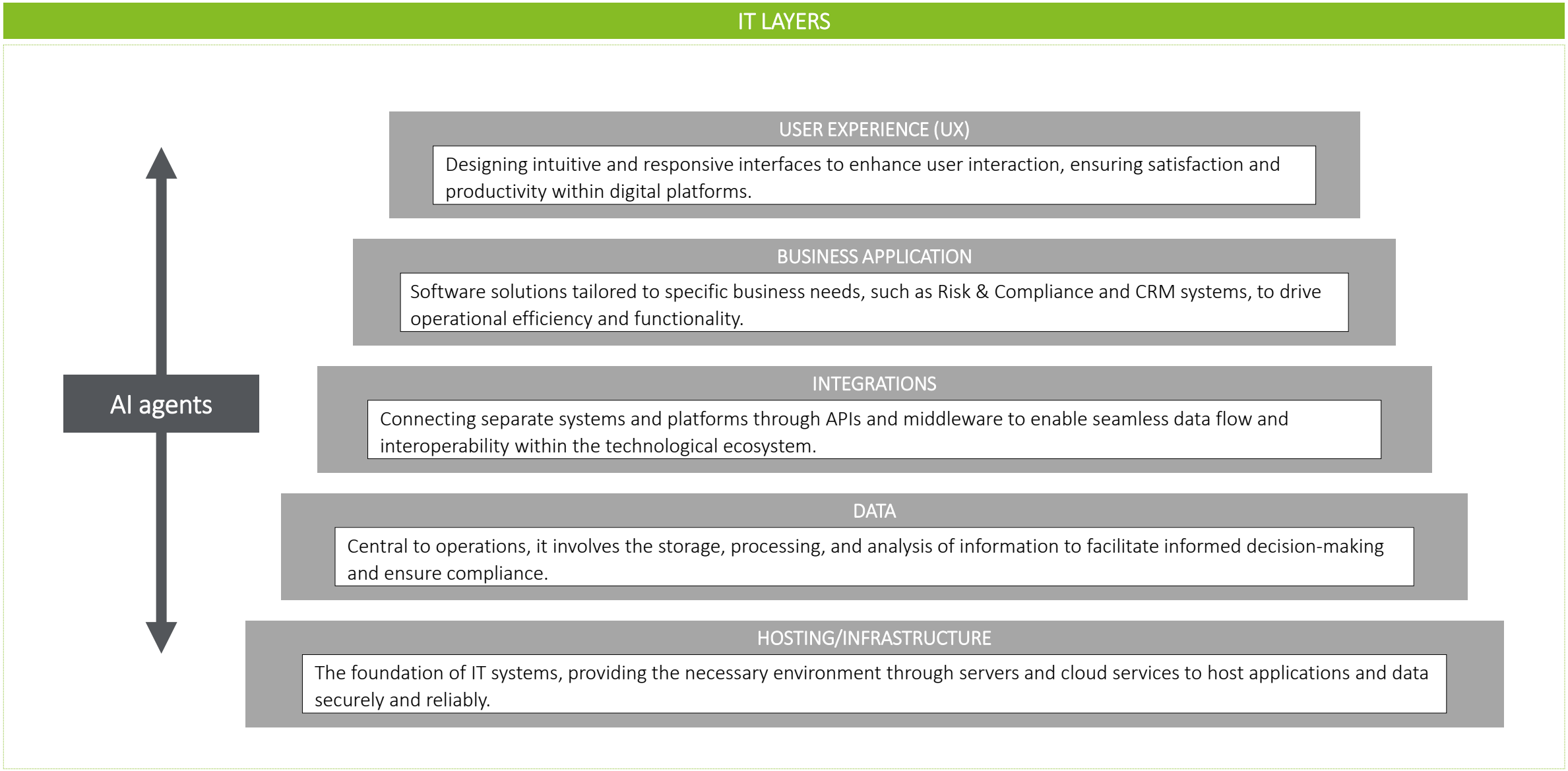
The Luxembourg IM ecosystem needs to rely on a solid operational framework across five main IT layers



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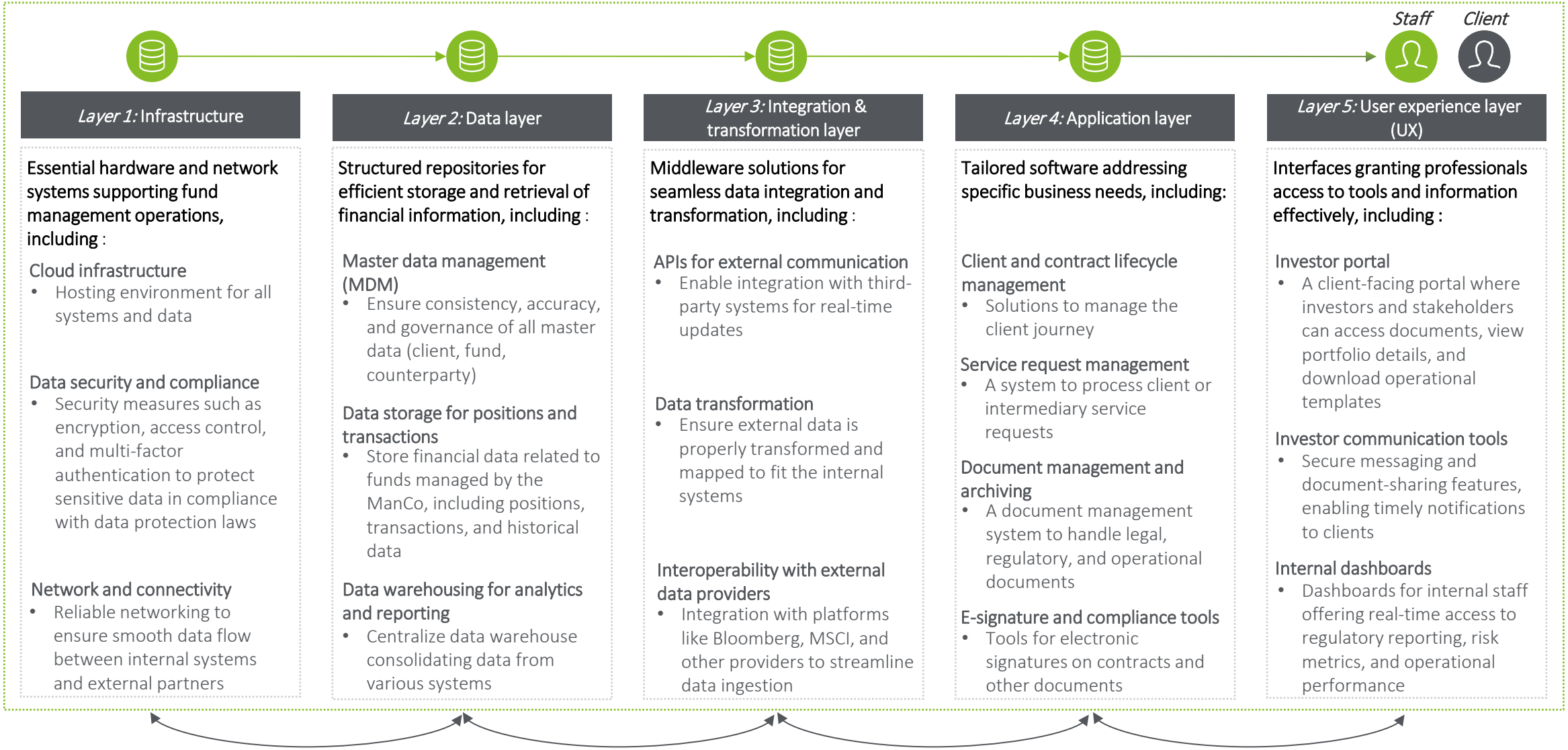
Layers are interconnected and play a determining role in Luxembourg's capacity to address the needs of global fund managers (1/2)



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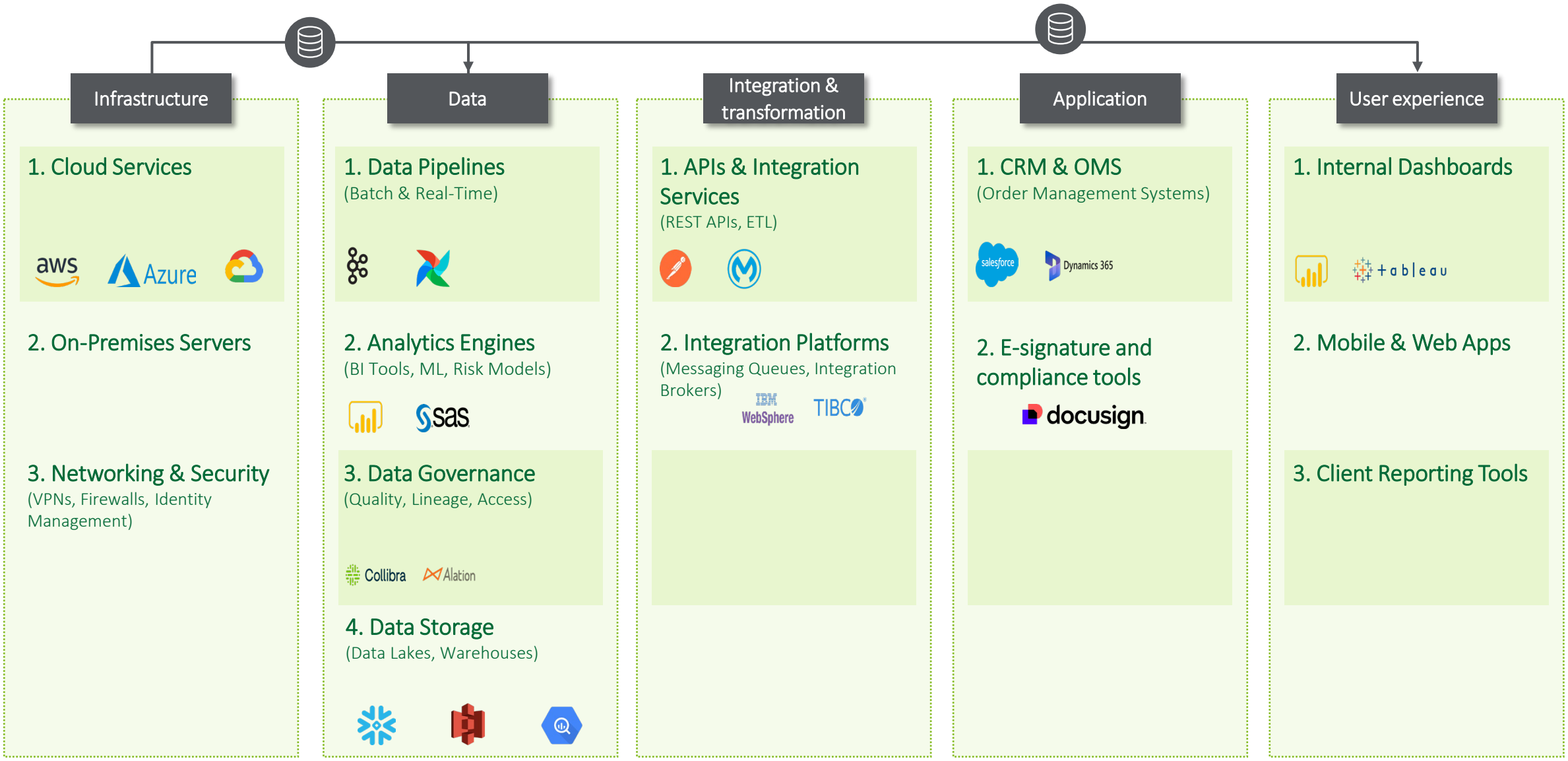
Layers are interconnected and play a determining role in Luxembourg's capacity to address the needs of global fund managers (2/2)



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Layer 1: Infrastructure

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Infrastructure in the ManCo ecosystem

What is it and why is it important?

	Cloud	Cybersecurity	Network
Definition	Cloud computing **involves leveraging remote servers** hosted on the internet to store, **manage, and process data**, rather than using local servers or personal computers. For fund management firms, this **includes implementing scalable cloud infrastructures** for processing asset data, migration of workloads, and integration of next-generation technologies.	Cybersecurity involves the **protection of internet-connected systems**, including hardware, software, and data, from cyber threats. Fund management firms **employ advanced cybersecurity measures** to safeguard client data against unauthorized access and breaches, **ensuring privacy and regulatory compliance**.	Network and connectivity refer to the **systems and technologies that enable communication** and data transfer between **devices and infrastructure** within fund management firms. This includes **both wired and wireless networks,** along with the protocols and configurations that e**nsure smooth and efficient operation.**
Strategic Importance	• **Cloud-based solutions** deliver **scalable** and **agile operations**, enable rapid **innovation** with emerging technologies like **AI/ML**, and improve **economic and operational efficiency** through cost-effective resource management	• **Robust cybersecurity** is essential for **risk management** and **client trust**, enabling **proactive defense** against evolving threats, supporting **regulatory compliance**, and enhancing **resilience** across the organization	• **Reliable network infrastructure** is critical for **operational efficiency** and **business continuity**, enabling seamless **communication**, **collaboration**, and **data exchange**, supporting **scalability**, and maintaining **competitive advantage** through fast and secure connectivity

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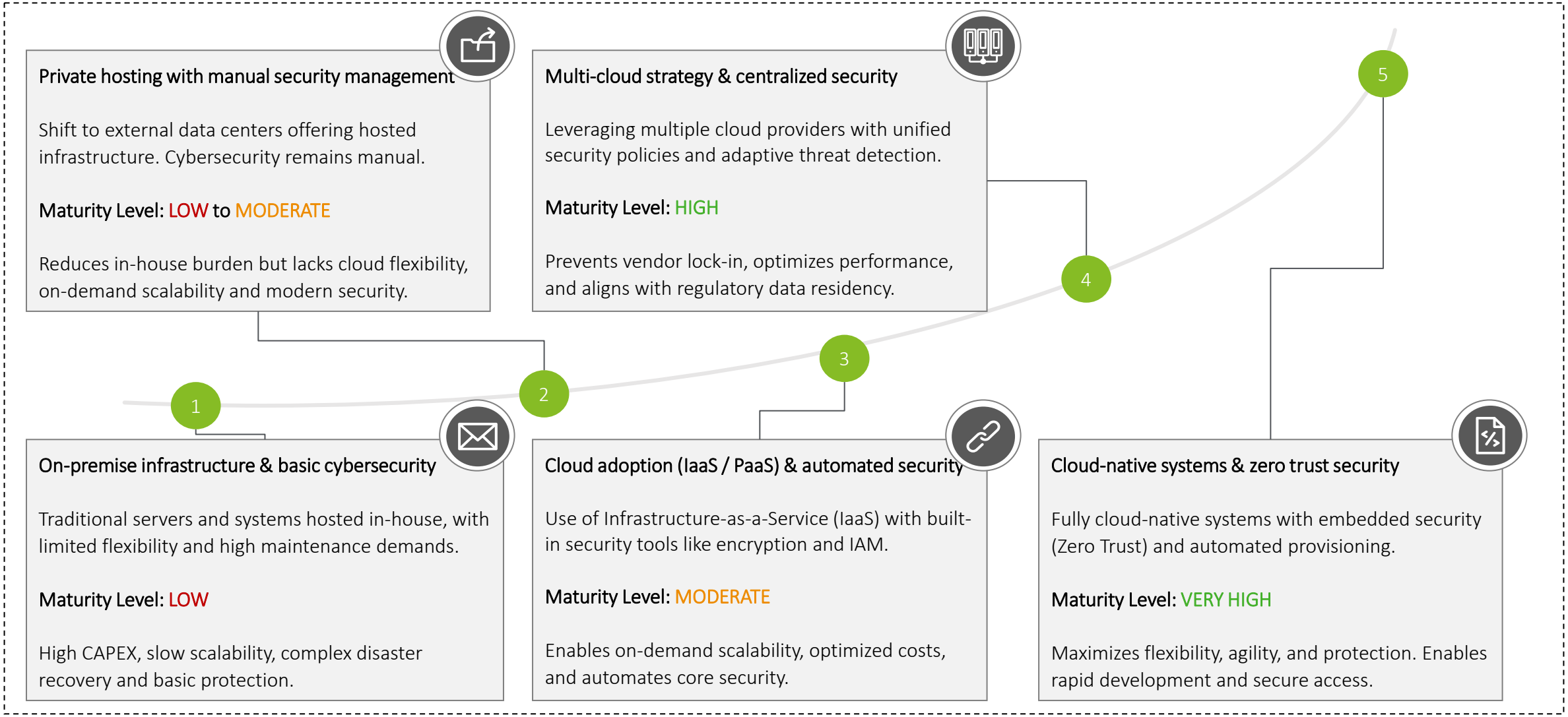
Industry maturity roadmap

Modern infrastructure unlocks scalability, cyber resilience, and digital innovation in ManCos



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Challenges and opportunities

Addressing industry gaps with digital transformation

CHALLENGES	OPPORTUNITIES
• **Integration and interoperability:** Incorporating cloud technologies into existing infrastructures poses significant integration challenges, hindering seamless operations.	• With cloud technology, Luxembourg management companies can **achieve dynamic scalability and operational flexibility** in their back and middle office activities, allowing for more **efficient handling of fund management operations** and improving responsiveness to regulatory and market changes.
• **Data privacy challenges:** Ensuring data privacy remains a complex task, particularly as management companies must comply with an evolving array of international regulations designed to protect sensitive information.	• By transitioning back and middle office infrastructures to cloud-based solutions, **Luxembourg management firms can reduce operational costs**. This shift streamlines processes, **eliminates the need for physical hardware**, and offers scalable **pricing models**, aiding in the efficient management of administrative and reporting tasks.
• **Operational risks in transition:** Shifting to new infrastructures can pose risks, including business continuity disruptions and inefficiencies during transition phases.	• **Infrastructure advancements enable consistent operations** across global offices for Luxembourg management companies, **especially in back and middle office functions**. This fosters collaboration across geographies, ensures compliance with various jurisdictions, and **reduces costs associated with system integration** and centralized reporting.

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Use case: Cloud and GenAI in fund management

Key trends in cloud and generative AI adoption among fund managers

1 CLOUD AS THE FOUNDATION FOR SCALE, SPEED, AND DATA MANAGEMENT

Cloud infrastructure **has become essential for fund managers** to scale their operations, **accelerate time-to-market**, and handle increasing **data complexity**. Many firms leverage major public **cloud platforms like Microsoft Azure and Google Cloud**, as well as cloud-native architectures, to **drive agility and cost efficiency**.

For example, **BlackRock migrated its Aladdin platform** to Microsoft Azure, enabling faster innovation cycles, **while State Street developed** a cloud-native architecture to support scalable data infrastructure and machine learning automation. This trend reflects a broader industry move toward building a flexible and robust technological foundation.

2 GENERATIVE AI AS A PRODUCTIVITY AND INTELLIGENCE LAYER

Generative AI is **increasingly being adopted** to augment **human capabilities** by automating routine tasks, **enhancing investment-related narratives** and streamlining **knowledge workflows**.

Although still in early stages, **fund managers like BlackRock** are leading experimentation with tools such as **Azure Machine Learning and Microsoft Copilot** to improve employee productivity and generate **customized investor reporting**. This trend signals growing momentum in the industry to integrate AI-driven intelligence into core business functions.

3 INTERNAL PROCESS AUTOMATION AND DATA QUALITY FOCUS

Automation of internal processes, combined with a strong **emphasis on maintaining high data quality**, is critical to maximizing the benefits of AI. Firms are **automating functions such as trade reconciliation**, **risk management**, and **compliance monitoring** to improve efficiency and reliability.

BlackRock's automated data **quality pipelines** on **Google Cloud**, managing over 30,000 datasets monthly, and **State Street's AI-powered back-office** process improvements illustrate how leaders are **ensuring their data infrastructure** can support advanced AI applications.

4 ORGANIZATIONAL CULTURE AND TALENT TRANSFORMATION

Successful adoption of cloud and AI technologies depends not only on infrastructure but also on **organizational culture and talent development**. fund managers are prioritizing upskilling, agile work practices, and **fostering innovation-driven cultures** to fully realize the potential of **digital transformation**.

State Street's investment in an innovation culture, supported by AI-related patents and R&D, and **Vanguard's focus on technology modernization** under new leadership exemplify this strategic focus. Cultural **transformation is seen as a key enabler** for sustained competitive advantage.

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Layer 2: Data

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Data in the ManCo ecosystem

What is it and why is it important?

	Data	AI & GenAI	Data Strategy
Definition	All **operational and regulatory data** received from delegates or produced in-house. For ManCos, this includes NAVs, trade reports, risk metrics, compliance breaches, etc. Clean, well-governed data is essential for auditability, transparency, and regulatory reporting	Artificial Intelligence (AI) and Generative AI (GenAI) involve the application of **advanced algorithms and models to analyze structured and unstructured data**, producing insights and creative outputs. Fund management firms **utilize AI tools to enhance data integration**, **streamline operations, and improve client engagement,** boosting efficiency and competitive advantage.	Data strategy encompasses the systematic organization, management, and **integration of data to support initiatives** within fund management firms. It involves the **alignment of internal and external data sources**, ensuring flow and accessibility of **structured and unstructured data**, such as financial metrics, client interactions, and meeting notes.
Strategic importance	• **High-quality, structured data** underpins **oversight**, **risk management**, and **regulatory compliance**, while enabling **strategic insights**, **client reporting**, and **AI/analytics readiness**	• **Data-driven insights** are critical for **innovation** and **operational efficiency**, enabling **informed decision-making**, **AI-human workflow optimization**, enhanced **productivity** and **client experiences**, proactive **regulatory engagement**, and positioning firms as **technology leaders**	• Centralized and well-governed **data** is critical for **informed decision-making**, **regulatory compliance**, and driving **innovation** and **competitive advantage** across the organization

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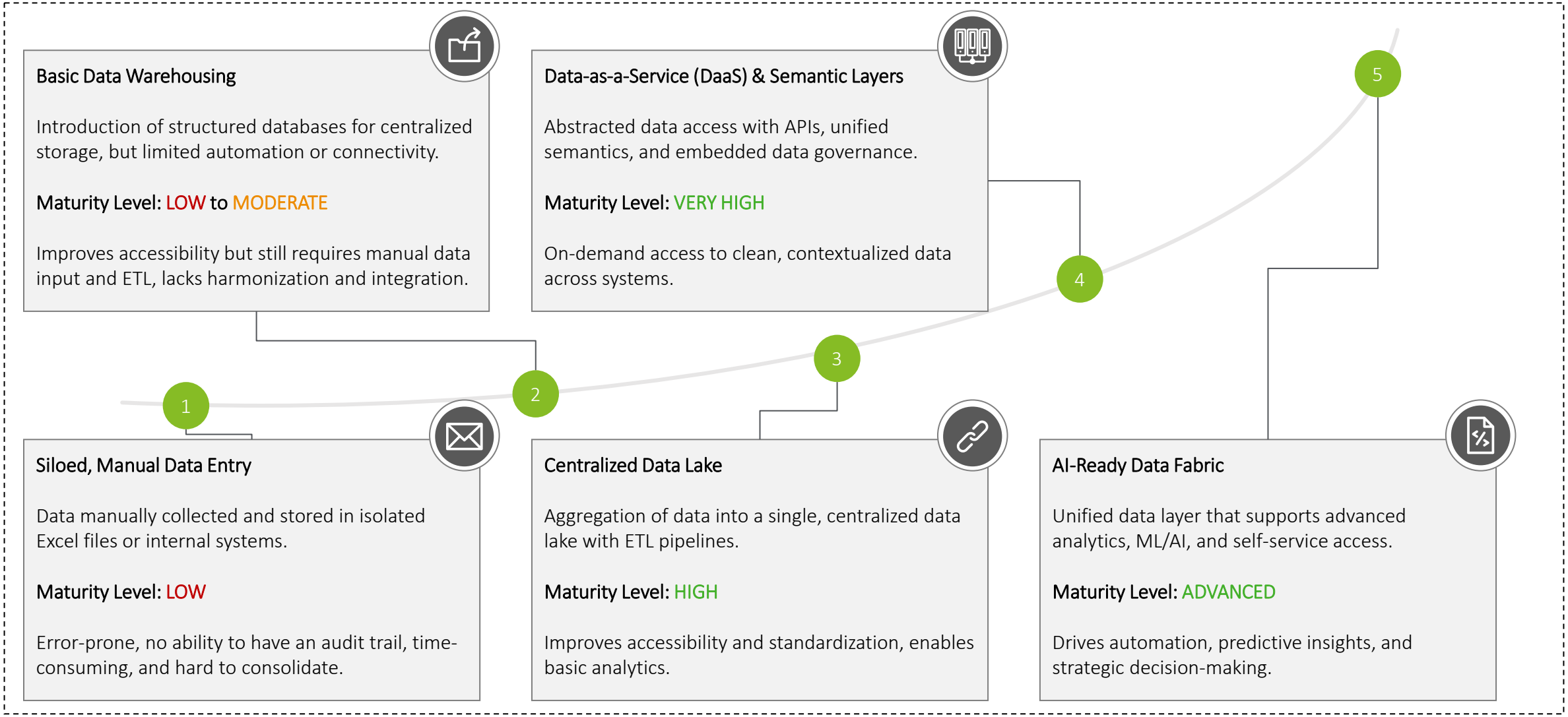
Data maturity roadmap

Governed and real-time data flows enable agile oversight, smart reporting, and strategic insights



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Challenges and opportunities

Addressing industry gaps with digital transformation

CHALLENGES	OPPORTUNITIES
• **Fragmented, non-standard data from multiple delegates** Each service provider sends data in different formats, making oversight complex and manual. Before applications (e.g. dashboards, reporting tools) can operate, data needs to be collected, cleaned, normalized, enriched and routed. Without a robust middleware layer, this process becomes fragmented and error-prone.	• **Implement a centralized data lake & AI-driven integration** Create a centralized data lake to collect, clean, and enrich delegate data automatically. Integrate AI tools that can identify patterns and correct inconsistencies in fragmented data, significantly reducing manual efforts and improving data quality.
• **Data architecture adjustments** Many fund managers have made only minimal progress concerning necessary adjustments to data architecture, which is crucial for AI integration	• **Collaboration between AI and human creativity:** AI can drive value by redesigning workflows that maximize collaboration between AI systems and human creativity, leading to innovative solutions
• **Training and talent development:** A significant portion of fund managers lack upskilling programs necessary for leveraging AI-driven data management effectively	• **Enhanced productivity:** AI tools can boost analysts' productivity by summarizing company market positions and drafting reports, freeing analysts to focus on generating insights

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Use case: Data layer in fund management

1 DATA GOVERNANCE AND REGULATORY DATA MANAGEMENT

Luxembourg-based fund managers prioritize robust data governance frameworks to ensure clean, accurate, and auditable operational and regulatory data. These frameworks help maintain transparency and compliance with regulatory obligations while supporting efficient middle and back-office workflows.

For example, **Apentis** developed a compliance platform tailored to Luxembourg ManCos that automates processing of NAVs, trade reports, risk metrics, and compliance breaches. This platform streamlines regulatory reporting by ensuring the underlying data is well-governed and reliable.

2 AI-ENABLED DATA QUALITY AND ANALYTICS

Artificial Intelligence is increasingly deployed by fund managers to enhance data cleansing, reconciliation, and analysis of operational datasets. AI models analyze complex financial and risk data, helping middle and back offices reduce manual errors and accelerate insight generation.

Indosuez Wealth Management leverages AI to process large volumes of structured and unstructured fund data, supporting more accurate investment and risk reporting. Banque de Luxembourg uses AI-driven risk assessment tools to monitor compliance breaches and risk metrics, enabling precise operational oversight. Additionally, Luxembourg Stock Exchange's "Speak AI" initiative applies natural language processing to convert unstructured regulatory disclosures into actionable, structured data.

3 MODERN DATA STRATEGIES FOR OPERATIONAL EFFICIENCY

Leading ManCos in Luxembourg implement data strategies that focus on automating the ingestion, validation, and normalization of diverse data sources to improve data quality and operational efficiency. These strategies ensure seamless data flows from external delegates and in-house systems into unified, trusted repositories.

Amundi Luxembourg's partnership to deploy a SaaS platform automates fund data workflows (NAVs, trades, risk metrics), reducing risks associated with manual reconciliation. **Swiss Life fund managers Luxembourg** deploys data governance tools specifically designed for middle/back-office portfolio and compliance data, supporting regulatory reporting and operational control.

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Layer 3: Integrations

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Integrations in the ManCo ecosystem

What is it and why is it important?

	Integrations	Workflow Orchestration & Automation	Data Connectivity Infrastructure
Definition	The layer of **integration and workflow tools** connects external data sources (e.g., fund administrators, transfer agents) with the ManCo's internal oversight processes. It ensures that data is collected, transformed, and routed for regulatory and operational use, enabling agile supervision of delegated functions which are often not harmonized nor under the ManCo's control	**Workflow Management tools** coordinate automated workflows by triggering control actions, escalating exceptions, and routing enriched data to the right systems — all in real time and based on predefined business rules.	**Data connectivity infrastructure** is the foundational setup of APIs, data pipelines, and integration frameworks that allow systems to communicate with internal tools and external delegates (e.g. fund administrators, custodians, regulators). It includes the technical enablers for secure, scalable, and real-time data exchange.
Strategic importance	• **Streamlined data workflows** transform raw inputs into effective **oversight** and **regulatory outputs**, drive **agility** in reporting, and ensure **strategic independence** by decoupling oversight logic from delegated systems	• **Automated oversight processes** enhance **compliance**, reduce **operational risk**, and improve **timeliness**, **traceability**, and **efficiency** in regulatory reporting, aligning with **CSSF expectations**	• **Integrated and secure data flows** from heterogeneous sources enable **scalability**, support **delegate/platform onboarding**, reduce **manual data handling**, and form the backbone of **automation**, **orchestration**, and **data governance**

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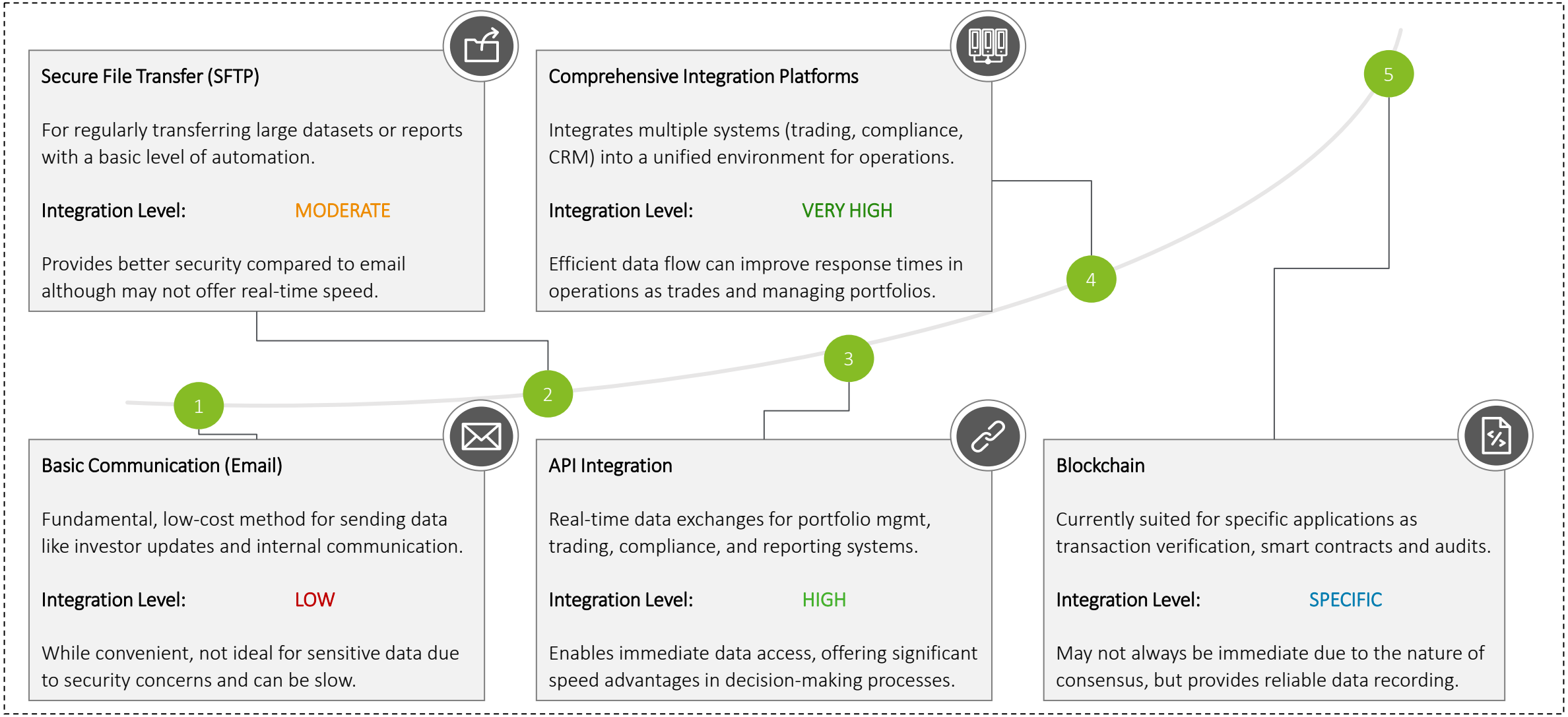
Different degrees of integration can impact the activities of a ManCo in multiple manners

Unstructured integrations, still widely spread across the industry, impose strict limitations in speed and security of data



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Challenges and opportunities

Addressing industry gaps with digital transformation

CHALLENGES	OPPORTUNITIES
• **Lack of a robust integration strategy for regulatory automation** ManCos handle data passively, relying on basic data ingestion processes without an active layer to automate or orchestrate regulatory workflows. This limits their ability to integrate and apply business rules across systems, affecting the efficiency of oversight.	• **Strategic independence through integration:** A centralized integration layer prevents vendor lock-in by avoiding middleware embedded solely within external systems (e.g., transfer agents, fund administrators, oversight tools), preserving management companies' leverage and control.
• **Manual oversight processes relying on Excel and email** High operational risk and inefficient control environments. Regulatory expectations (e.g. CSSF Circulars) require ManCos to have a look-through and challenge delegated functions. That is more difficult if data processing is a black box.	• **Enhanced regulatory oversight:** Integration ensures transparency and traceability of data flows, enabling management companies to meet regulatory expectations (such as CSSF Circulars) by maintaining visibility into and the ability to challenge delegated functions.
• **Vendors lock-in risk / independence:** If middleware is embedded solely in external apps (e.g. TA, FA, or Oversight system), the ManCo loses leverage and visibility	• **Operational flexibility:** With an adaptable integration layer, management companies can smoothly adjust to mandate changes or switch service providers without disrupting oversight logic or rebuilding the entire technology stack. ManCos need a layer that allows continuity in oversight logic without rebuilding the entire stack

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Use case: Integration layer in fund management

1 INTEGRATED DATA HUBS FOR SEAMLESS OPERATIONAL OVERSIGHT

Fund management companies in Luxembourg are building **centralized data platforms that consolidate operational and regulatory data** from various external delegates and internal systems. These platforms **automate data ingestion, validation, and harmonization** to ensure a single source of truth for middle- and back-office processes.

For example, **Fundcraft has developed a platform that connects fund administrators**, custodians, auditors, and other stakeholders through APIs, centralizing workflows to enhance operational efficiency and regulatory compliance.

2 WORKFLOW AUTOMATION AND EXCEPTION MANAGEMENT

Luxembourg-based ManCos are **deploying workflow management tools** that automate control processes, **trigger actions based on business rules**, and escalate exceptions to appropriate teams in real time. This automation helps to **accelerate operational tasks and improve transparency**.

Clearstream's platform orchestrates enriched data routing to compliance and risk management systems, **ensuring timely control actions and exception handling**. Likewise, LuxFLAG integrates ESG data from **multiple providers and automates compliance workflows**, flagging inconsistencies and streamlining regulatory reporting on sustainability metrics.

3 SECURE, SCALABLE DATA CONNECTIVITY INFRASTRUCTURE

Robust API **frameworks and data connectivity layers** are foundational to enabling **efficient communication between ManCos** and their external delegates such as fund administrators, custodians, and regulators.

CACEIS Luxembourg partners with fund managers to implement secure integration **layers that automate the ingestion of NAVs**, **trade confirmations, and risk data into centralized platforms**. These infrastructures support real-time exception management and ensure compliance with regulatory timelines, **reducing operational risks and enhancing audit trails.**

4 REAL-TIME DATA INTEGRATION TO SUPPORT REGULATORY AND CLIENT NEEDS

Timely data integration is increasingly vital as regulators demand more frequent reporting and clients expect near-instant insights.

J.P. Morgan fund management invested in **real-time data synchronization** between trading, compliance, and client reporting platforms. Leveraging stream **processing tools and cloud-native services,** the firm reduced reporting latency and improved the accuracy of **client dashboards and regulatory submissions**.

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Layer 4: Business Application

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Business applications in the ManCo ecosystem

What is it and why is it important?

	Application layer	Client centricity	Document management
Definition	In a ManCo, the application layer encompasses **diverse tools** that ManCo staff employ to monitor, analyze, and take action. This includes **workflow systems** that streamline processes, **legal contract drafting solutions** that ensure precise documentation, and **ESG reporting solutions** that facilitate sustainability assessments. As integral components of the application layer, they support the proactive management of funds and compliance.	For a Fund Management Company, client centricity means designing products, services, processes, and technology **around the needs of investors and distributors**. This mindset ensures transparency, reliability, ease of access, and consistent service quality across the entire investment lifecycle.	A document management system (DMS) efficiently handles legal, regulatory, and operational documents, ensuring compliance with legal archiving requirements. Within the IT infrastructure, the DMS operates at the application layer, **providing secure access, robust security, and automation of document-related tasks**.
Strategic importance	• **Data visualization and reporting** transform structured data into actionable **dashboards**, **alerts**, and **reports**, enabling **real-time insights**, **exception handling**, and **direct business user interaction** to improve **agility** and **responsiveness**	• **Client service platforms** enhance **responsiveness** and **client engagement**, provide a centralized view of **interactions and contracts** for better **decision-making**, support **scalable operations** amid growing demands or regulatory changes, and streamline **onboarding, contract management, and service requests** to reduce errors and manual workload	• A **Document Management System (DMS)** enhances **efficiency** and **productivity** by integrating with existing systems, automating document tasks, and ensuring **accessibility** and **legal compliance**, while providing robust **security** to protect sensitive information.

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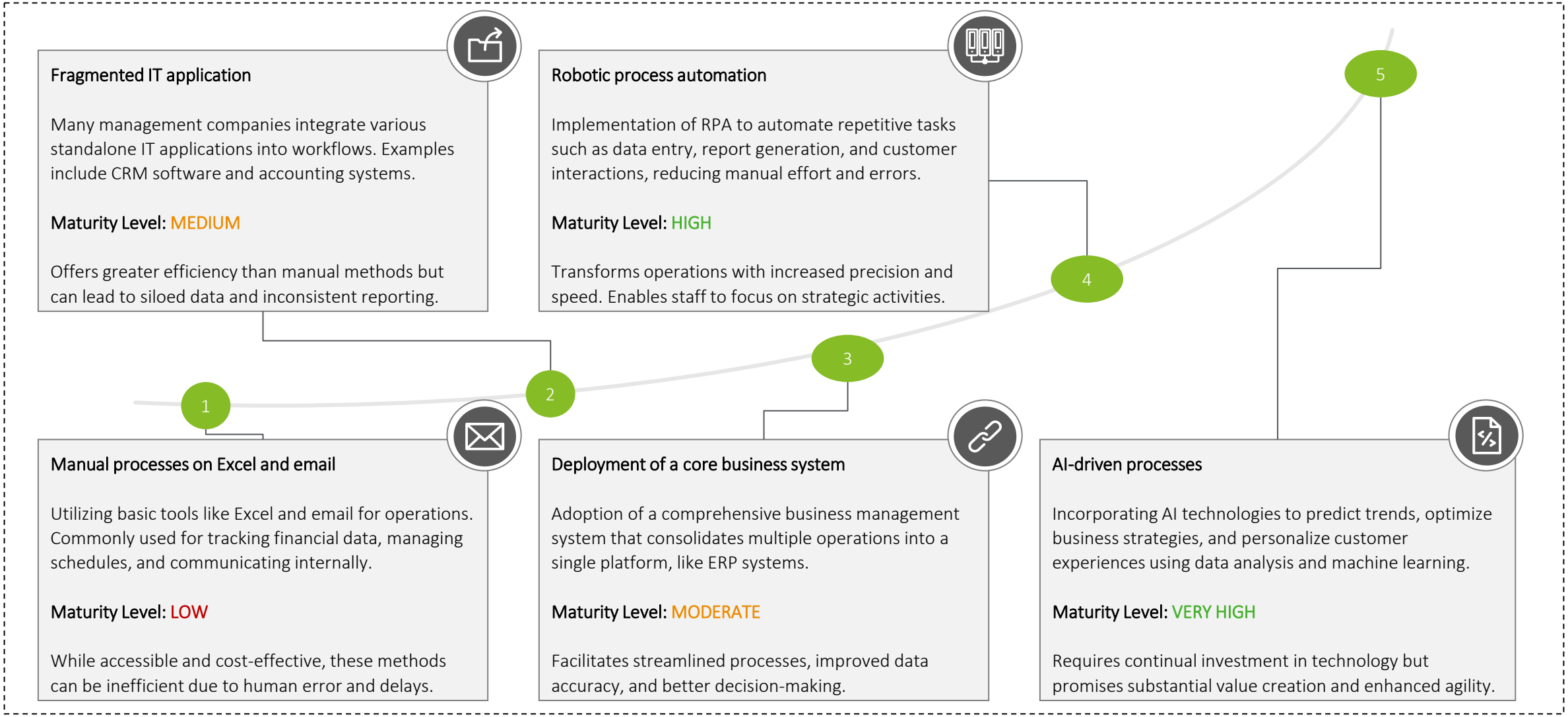
Industry maturity roadmap on business application

Scattered business applications limit how quickly and securely data can be handled, often causing delays and inefficiencies in workflows



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Challenges and opportunities

Addressing industry gaps with digital transformation

CHALLENGES	OPPORTUNITIES
• **Manual oversight processes relying on Excel and email** High operational risk and inefficient control environments.	• **Deploy RPA (robotic process automation)** Automate repetitive oversight tasks like NAV checks or threshold monitoring, reducing manual error and effort.
• **Use of legacy applications** Outdated applications (e.g. Excel macros, monolithic systems) are inefficient and difficult to maintain.	• **Modernize applications with AI & predictive analytics** Transition to cloud-based, AI-powered solutions for real-time insights and improved decision-making, enhancing both operational and regulatory efficiency.
• **Fragmented IT application** ○ Ineffective integration of applications with current workflows can lead to redundant processes and diminished utilization of available tools.	• **Integrate a core business system:** Integrate core business system (workflow management system) that connects different departments, enabling streamlined operations and improved data visibility.

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Use case: fund management applications are evolving with cloud, AI, and automation

Key trends in business applications

1 Cloud-native and SaaS-based portfolio management platforms

Fund management companies in Luxembourg are increasingly adopting cloud-native, **SaaS-based portfolio management platforms** to automate business processes and streamline regulatory reporting. These platforms act as centralized hubs that improve scalability, data accuracy, and compliance agility by replacing legacy systems with modern, cloud-first solutions.

For example, **IFP Investment Management and navAXX S.A. have implemented Profidata's XENTIS platform** to automate data ingestion, harm**onize operational workflows, and efficiently produce regulatory reports**. This shift enhances operational resilience and enables real-time processing, allowing firms to quickly adapt to evolving regulatory requirements.

2 Integrated reporting and client communication applications

Fund managers are migrating to integrated, **cloud-enabled platforms** to simplify operations, reduce risk, and boost scalability.

For example, **Invesco recently adopted State Street's Alpha platform** for real-time data and integration, mirroring the industry shift to SaaS based front-to-back-office consolidation for improved efficiency.

3 Workflow automation and collaboration platforms

The **Norwegian Government Pension Fund's** global implementation of **SimCorp Dimension** highlights the increasing shift toward workflow automation and integrated compliance within fund management applications. By combining multi-asset class support, automated investment workflows, and seamless compliance controls in one platform, the business application layer fosters improved collaboration across teams and strengthens governance.

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Layer 5: Client experience

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User experience in the ManCo ecosystem

What is it and why is it important?

	External UX	Internal UX
Definition	External user experience (UX) in fund management focuses on making interactions with systems and processes **intuitive, personalized, and enjoyable**, leveraging AI and big data to enhance **investor trust** through transparency and improved decision-making.	Internal user experience (UX) revolves around **optimizing tools and systems** within management companies, focusing on **role-based customization**, **intuitive design**, and **real-time data presentation** to facilitate smoother workflows and collaborative efficiency.
Strategic importance	• **Digital platforms** drive **personalized client experiences**, enhance **transparency** and **trust**, and provide a **competitive edge** by leveraging advanced technologies like **AI** to deliver innovative, differentiated solutions	• **Intuitive UX design** streamlines **workflows**, enhances **collaboration** through role-specific dashboards and real-time data, reduces **training costs**, and increases **efficiency** by minimizing errors and improving overall productivity

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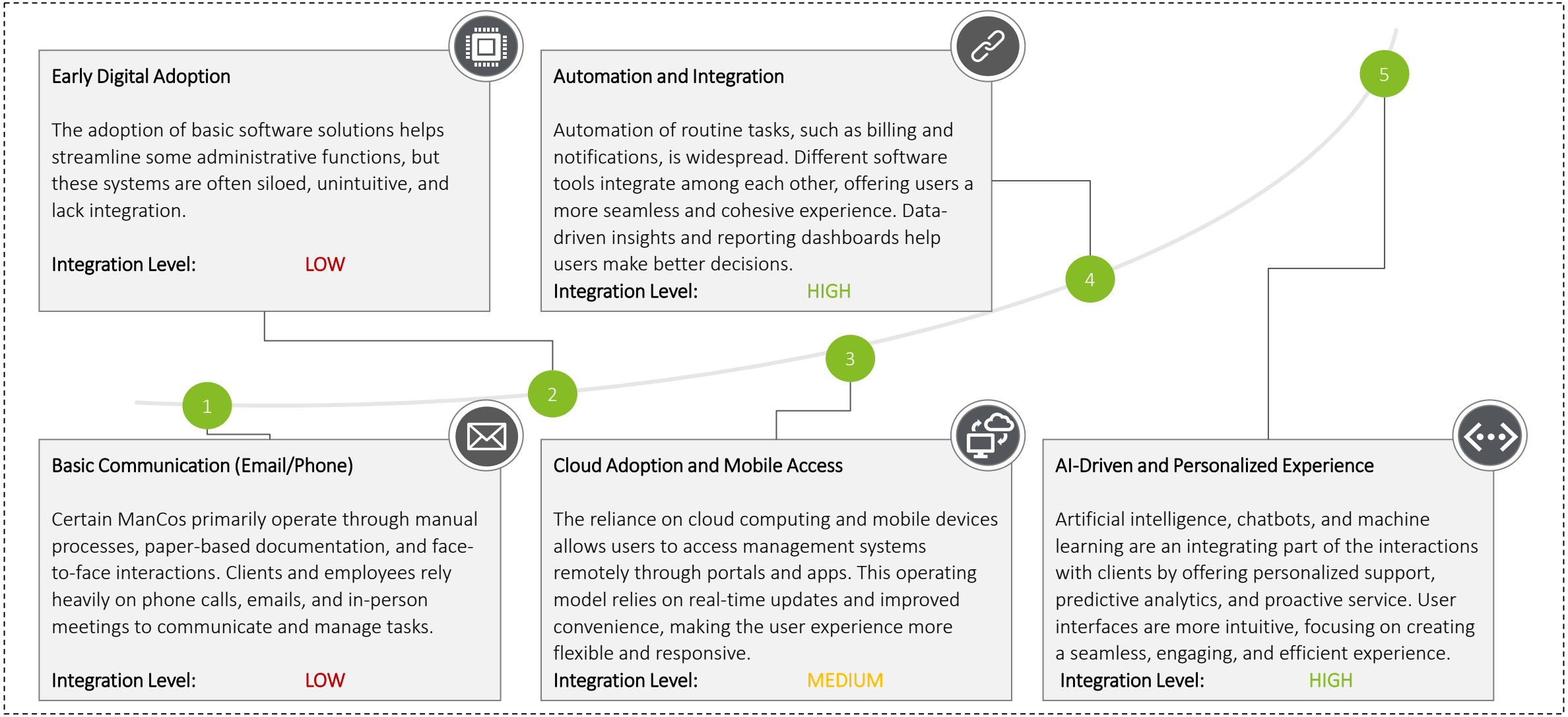
Industry Maturity Roadmap

The UX experience currently stands at different maturity levels in the industry, moving past its initial physical constraints



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Challenges and opportunities

Addressing industry gaps with digital transformation

CHALLENGES	OPPORTUNITIES
• **Data privacy and security risks**: As AI and big data are integrated in UX, ensuring robust data privacy and security frameworks becomes crucial to protect sensitive information against potential breaches.	• **Enhanced personalization with AI:** AI offers opportunities for personalized investment strategies and user experiences, increasing client satisfaction and engagement through tailored solutions.
• **Talent gap and skill shortages**: There's a shortage of skilled professionals equipped to handle AI and data-driven technologies, creating barriers to effective implementation and optimization of internal UX.	• **Automation for operational efficiency:** Automation technologies allow for more efficient workflows, reducing costs and errors while freeing employees to focus on strategic roles and innovation.
• **Integration issues with legacy systems**: The struggle to integrate advanced technologies with existing legacy systems can hinder innovation and seamless operational functionality of both internal and external UX.	• **Innovation in UX design**: Investing in improved UX design for internal and external interfaces can streamline operations and enhance user satisfaction, fostering better engagement and efficiency.

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Use case: with the rise of AI, ManCos can provide users with consistent and personalized experiences

Key trends in UX

1 AI-driven personalization

Wealth management platforms continue to leverage artificial intelligence to deliver personalized investment strategies and real-time financial advice.

For example, **Vanguard has heavily invested in AI** to enhance client experiences by providing tailored investment guidance and streamlining interactions. **UBS Switzerland uses RED,** an AI assistant, to support their staff with daily inquiries. **Goldman Sachs previously offered Marcus Invest**, an AI-driven platform that customized portfolios and automated rebalancing for retail investors.

2 Interactive data visualization

To simplify complex financial data, fund management platforms use interactive charts, graphs, and dashboards that help clients easily understand their portfolios and track performance.

For example, **BlackRock's Aladdin Wealth** provides interactive visuals on risk, portfolio construction, and factor exposure, enabling clearer insights and better investment decisions.

3 Voice and conversational interfaces

With the rise of smart speakers and virtual assistants, wealth management platforms are integrating voice user interfaces (VUI) to allow clients to manage their finances hands-free. This feature enhances accessibility and convenience for users on the go.

Bank of America's Erica, an AI financial assistant used to manage accounts, investments, and more is a great paradigm that showcases this trend.

4 Omnichannel consistency

Ensuring a seamless experience across various devices and platforms is crucial. Wealth management firms are adopting omnichannel strategies, allowing clients to access their accounts and perform transactions consistently, whether on mobile apps, websites, or desktop platforms.

Morgan Stanley Wealth Management for example offers seamless access and shared dashboards between client, advisor, and mobile app. Similarly, **UBS Wealth** maintains UX and client data across phone, app, and relationship manager channels.

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Conclusion

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Where do we go from here?

In an ever more competitive environment, staying ahead of the technological curve remains Management Companies' key priority

Systemic industry evolutions …

1. Products are becoming over more complex (ETFs, ELTIFs, tokenized assets).
2. Regulators expect stronger control, transparency, and resilience.
3. Service providers and distributors are raising the bar on integration and data quality.
4. Talent expects modern, intuitive tools.

… Should be met by bold transformation across the 5 layers

Infrastructure: Move from static, on-premise setups to scalable, resilient, cloud-ready architectures.

Data Management: Treat data as a strategic asset: single sources of truth, real-time access, and governance by design.

Integration with 3rd Parties: Shift from file-based, bespoke connections to API-first, event-driven ecosystems.

Business Applications: Explore best-in-class solutions to tangibly improve your business teams' productivity

User experience: Empower teams with intuitive, workflow-driven tools that reduce friction and manual work.

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