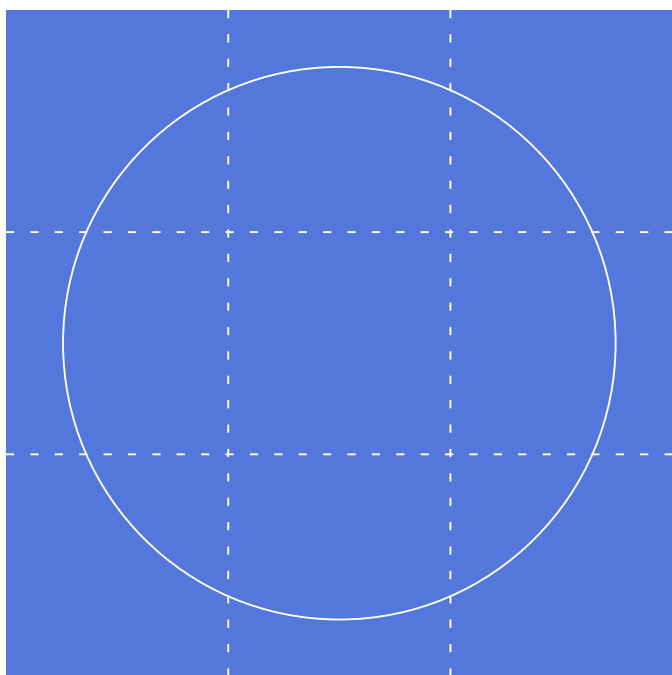


The evolving role of technology in asset management

From legacy to lagging: why asset managers are behind the digital curve



Despite being a multi-trillion-dollar industry at the heart of global capital markets, asset management (AM) continues to lag in digital transformation. While sectors such as e-commerce and consumer fintech have embraced cloud-native technologies and AI-driven personalization at scale, many asset managers remain tied to outdated infrastructure, legacy software, and manual workflows. The inertia is most pronounced among large firms, where operational complexity makes modernization harder to execute.

However, the incentive to act is enormous. With industry AUM of roughly \$130 trillion today projected to reach \$185 trillion by 2029,¹ the reward for successfully transforming today's asset manager could be substantial.

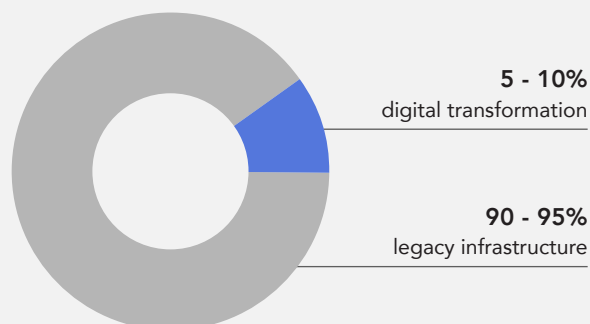
Across most firms, operations remain deeply siloed. Technology stacks are built around asset-class verticals — separate systems for public equities, private equity, fixed income, real estate, and more — resulting in duplicated effort, inconsistent data, and delayed reporting. Legacy infrastructure consumes the majority of IT budgets, leaving only 5–10% for digital transformation, according to McKinsey's 2025 report.² In an era of volatile markets and increasingly demanding clients, this imbalance is no longer sustainable.

Multi-asset firms and family offices are particularly constrained. With capital dispersed across custodians, banks, and alternative platforms, they struggle to generate consolidated, real-time views of performance, risk, and exposure. Without a unified data foundation, investment decisions are often based on incomplete or outdated information. And while most managers agree that AI will become essential within three to five years,³ few have laid the necessary technological groundwork to capitalize on it.

¹ "From Recovery to Reinvention", BCG 2025

² "How AI could reshape the economics of the asset management industry", McKinsey July 2025

³ https://web-assets.bcg.com/78/f0/82b96e174fffb219f9f73177a3f0/2024-gam-report-may-2024.pdf?utm_source=chatgpt.com



Legacy infrastructure consumes the majority of IT budgets, leaving only 5–10% for digital transformation

Leading firms are beginning to redirect budgets toward cloud, AI, and data-driven initiatives. A global survey⁴ found that 41% of asset managers and asset owners plan to expand cloud-computing capabilities within three years — a clear signal that adoption is accelerating. However, challenges remain: nearly 60%⁵ cite data quality and accuracy as their top priority, and many intend to partner with specialized data-services providers. The lack

41%

of asset managers and asset owners plan to expand cloud-computing capabilities within three years

of modern, integrated infrastructure continues to be a bottleneck, particularly as firms expand into alternatives and global multi-asset strategies demanding greater agility and scale.

This transformation imperative extends beyond efficiency. Structural shifts in global capital markets are opening entirely new asset pools. According to McKinsey (2024),⁶ the addressable market for asset managers will grow as lending

migrates from banks, insurers move into private capital, and retail alternatives rise. In North America alone, these trends could bring \$8–10 trillion in new managed assets over the next decade.

The industry now stands at a crossroads. To seize the coming opportunity, asset managers must move beyond incremental upgrades and embrace a new technology paradigm — one that is integrated, intelligent, and built for scale.

BARRIERS TO MODERNIZATION: THE FIVE STRUCTURAL CHALLENGES

As asset managers respond to evolving investor expectations, regulatory demands, and portfolio complexity, they encounter several entrenched pain points that inhibit progress. Understanding these issues is key to charting a successful digital transformation roadmap.

1. Data fragmentation and governance across silos

Data is among the most valuable assets any investment firm holds, yet in most asset managers it remains fragmented across siloed systems that rarely communicate. Public market data sits in one environment, private markets in another, and even within asset classes, fragmentation persists — for example, between active and passive strategies with distinct systems and taxonomies. Performance tools that depend on this data often operate in isolation, compounding the problem.

While much attention is given to structured data such as prices, positions, and trades, the future of data management will hinge on integrating structured and unstructured sources — from research and meeting notes to alternative data. Building a consistent, “golden source” that unifies both is a prerequisite for timely insight, effective compliance, and more intelligent risk management.

2. Operational inefficiencies

Manual processes continue to dominate back and middle-office functions. From client onboarding and trade settlement to reconciliation and reporting, human intervention is still a core part of the workflow. This reliance on spreadsheets, PDFs, and emails creates inefficiencies and exposes firms to operational risk. Moreover, it limits scalability and makes it harder to maintain service quality as client types and asset classes expand.

⁴ “The Future of Asset Management: Data Still Dominates” BNY

⁵ Driving Growth in Asset Management 2024”, WBR Insights and Northern Trust

⁶ McKinsey’s 2024 report “Beyond the Balance Sheet”

3. Limited cross-asset integration

As more investors diversify into private markets—including private equity, venture capital, real estate, and infrastructure—firms are realizing that legacy systems are not built to support these assets. Traditional platforms often lack the flexibility to track capital calls, waterfall calculations, or NAV-based investments in a unified interface. The data sources, pricing models and risk analytics are also often different across asset classes. This results in a disjointed experience for portfolio managers and clients alike.

4. Slow adoption of ai and automation

Artificial intelligence holds immense promise—from automating compliance monitoring and detecting anomalies in transaction data, to optimizing asset allocation and personalizing client interactions. Yet adoption is low, primarily because firms lack the clean, structured, and connected data needed to power machine learning models.

5. Growing regulatory pressures

Regulatory frameworks around ESG, liquidity risk, and transparency are tightening globally. Meeting these requirements demands being able to drill down into the data and utilizing flexible reporting tools, both of which are difficult to achieve with current infrastructure. Without scalable, technology-enabled compliance solutions, firms risk falling short of both investor and regulator expectations.

BUILDING THE FOUNDATION: UNIFIED PLATFORMS FOR MODERN ASSET MANAGERS ALL ASSETS, ONE PLATFORM: TRUE CROSS-CLASS INTELLIGENCE

The future of asset management is being built today—and it is centered on a unified, data-first technology model that breaks down silos and reimagines the investment stack. At the core of this transformation is the concept of a Unified Data Intelligence Cloud, enabling seamless orchestration across public and private markets and global regulatory regimes.

1. Platform for investment operations

Instead of buying and bolting together individual software components, firms are beginning to adopt comprehensive solutions that offer a fully integrated ecosystem. These modern platforms are architected to unify critical functions—including portfolio management, risk, compliance, performance analytics, and client reporting—under a single data model. By centralizing data ingestion and operational workflows into one cohesive interface, firms can eliminate silos, improve data consistency, strengthen governance, and significantly reduce the complexity and cost associated with managing multiple vendors and disconnected systems. This unified approach ultimately enhances agility, transparency, and decision-making at scale. As an example, Amundi Technology, a leading provider of technology to the financial services industry, addresses this challenge by combining its front-office technology systems with additional external technology partners. This ecosystem route enables them to have a powerful and flexible multi-asset class solution for their business and customers.

Amundi Technology integrates its front-office systems with external technology partners.

2. Cross-asset class intelligence

Investment platforms are increasingly integrating private market data into their ecosystems to meet rising demand from asset managers and institutional investors for unified oversight across both public and private asset classes. Through acquisitions and partnerships with private market analytics and data providers, platforms

are expanding their capabilities to encompass hedge funds, private credit, real estate, infrastructure, and more. The ability to manage all asset classes on a single platform is transformative—enabling portfolio managers to holistically analyze exposure, liquidity, and risk across their entire book. This unified view supports more informed diversification, streamlined operations, and strategic asset allocation at scale.

3. Embedded ai and automation

In the future state architecture, AI is not a feature—it is foundational. Generative AI is rapidly becoming a base layer within modern investment platforms, moving far beyond a standalone feature to become deeply embedded across the entire value chain. These technologies and virtual agents now assist with automated reporting, portfolio planning, diagnostics, regulatory documentation, and even code generation, promising to deliver significant productivity gains for portfolio

management and operations teams. In the future-state architecture, AI will be omnipresent—powering everything from natural language processing for client reporting to machine learning models that forecast risk or recommend trades. This level of automation not only enhances decision-making but also frees up human capital to focus on higher-value strategic and client-facing activities.

In the future-state architecture, AI will be omnipresent

4. Democratization of data

Empowering investment and operations teams with self-service analytics tools will be critical. No longer should data access be limited to specialized quants or centralized analytics teams. By democratizing data—making it accessible in analytical systems, discoverable, and traceable—firms can unlock faster, more informed decision-making at scale.

CLOSING REMARKS

The next generation of asset managers will not be defined solely by investment performance but require bold action on how to empower and harness technology to deliver insights, lower costs, improve customer communication and manage risk. **The industry is at a turning point in terms of challenges to margins, investment in technology, and potentially large prize in terms of asset gathering for those that make the right strategic technology decisions.** Those who embrace the future now will be the ones shaping it tomorrow. It will require bold action to thrive and not only survive in today's industry.

As we reflect on the future of asset management, it is important to recognize that these technological transformations are not abstract predictions; rather, they are trends in which we at Motive are actively investing. Through the Motive Growth & Buyout arm, we back category-defining platforms at scale, including Trumid, InvestCloud, CAIS, Wilshire, and Lyra/Alchelyst, each playing a central role in modernizing trading, data infrastructure, alternative investments, portfolio analytics, and institutional workflows. In parallel, through Ventures, we support the next generation of innovators transforming the building blocks of the industry - from digital wealth and

operating systems to private markets access and embedded financial intelligence. Our portfolio includes companies, such as Vega, Bunch, Titanbay, Steward, Xaver, Flanks, Zocks, Obin. AI, Pluto, Alphastream, Corastone, Doorfeed, Warren, and MYNE, and each contributes to the reinvention of the industry as a whole. Together, these investments reflect our conviction that the future of asset management will be built by those who combine deep financial expertise with advanced technology - through our proven Investor - Operator - Innovator model (IOI), we are committed to backing the companies that are forming the future of finance.

ABOUT MOTIVE PARTNERS

Motive Partners is a private investment firm exclusively focused on financial technology and technology-enabled business services companies, ranging from early-stage ventures to growth equity and buyout, primarily based in North America and Europe. The firm invests across five primary subsectors: Banking & Payments; Capital Markets; AI, Data & Analytics; Insurance; and Wealth and Asset Management; and Motive Partners portfolio companies benefit from the firm's fully integrated, proven Investor, Operator, Innovator (IOI) model, which brings together world-class fintech leaders and capabilities with deep industry knowledge, insight and experience. With offices in New York City, London, and Berlin, Motive Partners delivers differentiated expertise, connectivity, and capabilities to create long-term value in financial technology companies. More information on Motive Partners can be found at www.motivepartners.com.

ABOUT AMUNDI

Amundi, the leading European asset manager, ranking among the top 10 global players¹, offers its 100 million clients - retail, institutional and corporate - a complete range of savings and investment solutions in active and passive management, in traditional or real assets. This offering is enhanced with IT tools and services to cover the entire savings value chain.

A subsidiary of the Crédit Agricole group and listed on the stock exchange, Amundi currently manages more than €2.3 trillion of assets². With its six international investment hubs³, financial and extra-financial research capabilities and long-standing commitment to responsible investment, Amundi is a key player in the asset management landscape.

Amundi clients benefit from the expertise and advice of 5,600 employees in 35 countries. Amundi, a trusted partner, working every day in the interest of its clients and society.

www.amundi.com

ABOUT AMUNDI TECHNOLOGY

Amundi Technology is a leading provider of technology and services to the financial services industry and part of Amundi Group. Through the ALTO suite, Amundi Technology offers a comprehensive range of solutions, including portfolio management systems, discretionary portfolio management and advisory platforms, savings software, and specialized solutions. They have over 1,300 professionals globally with teams in 19 countries.

The technology platforms provide adaptive solutions that allow clients to focus on their core business, and include ALTO Investment, ALTO Wealth & Distribution, ALTO Sustainability, ALTO Asset Servicing and ALTO ESR.

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¹ IPE "Top 500 Asset Managers" published in June 2025, based on assets under management as at 31/12/2024

² Amundi data as at 30/09/2025

³ Paris, London, Dublin, Milan, Tokyo and San Antonio (via our strategic partnership with Victory Capital)