

Portage's Fintech Outlook 2026



Portage's Fintech Outlook 2026

These are our focus areas for investment in 2026.

Portage is a leading fintech and financial services investment platform managing \$6.3B of AUM, with over 130 investment companies globally. We take a thesis-driven approach to our investing. Building conviction on investments through deep industry insight, and information provided by our portfolio companies and corporate partners. At Portage, fintech is all we think about and invest in. We believe that identifying opportunities for outsized returns requires a deep knowledge of each vertical.

This report reflects Portage's latest perspective on the trends shaping fintech today and the investment opportunities emerging from them. Across each vertical, the objective is twofold: first, to outline how these market dynamics are influencing where we see the most compelling areas for investment; and second, to highlight the practical implications for the businesses operating within this evolving sector.

Please reach out if you'd like to discuss in more detail any of the themes that follow.

Themes by Vertical



- Jump to **Consumer and SMB Finance**
- Jump to **Insurance**
- Jump to **Payments**
- Jump to **RegTech**
- Jump to **Wealth and Asset Management**
- Jump to **Capital Markets Technology**

Strictly Private & Confidential.

By accepting receipt of this document and reviewing the content herein, you acknowledge and agree to the terms set forth on the last page of this document.

Market Overview

Introduction

The fintech market entered 2026 in better health than at any point since the 2022 reset, but the recovery is more selective. Public multiples recovered through 2025, private fundraising improved, dry powder remained abundant, and exits began to reopen. At the same time, the sell-off that hit software in early 2026 interrupted the story and reintroduced a higher bar for durability, profitability, and defensibility. In Portage's view, more disciplined capital deployment will accentuate the bifurcation between the haves and the have-nots.

The public markets illustrate that tension clearly. Portage's data shows a meaningful recovery in price-to-sales multiples from the 2022 bottom through 2025, followed by a sharp reset in early 2026 as the software sell-off spilled into fintech. Through early April 2026, the Portage Fintech Index¹ was down 24.8%² year to date, roughly in line with the Bessemer Index at -25.9%³ and materially worse than the S&P 500 Information Technology sector at -12.4%.⁴ Equally important, the historic SaaS premium has compressed sharply. In April, SaaS was trading at 4.4x EV/revenue⁵, much closer to payments at 4.3x⁶ and consumer finance at 3.5x⁷ than historic norms would have implied.

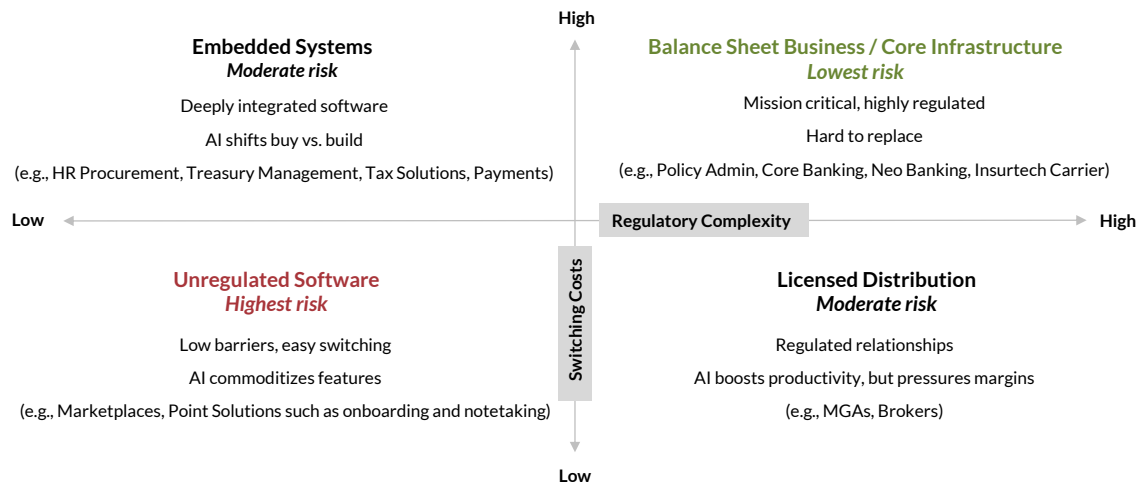
AI is central to that repricing. Portage's framework suggests that AI risk in financial services varies meaningfully by regulatory complexity and switching friction. Mission-critical, highly regulated platforms—such as core infrastructure, policy administration, neo-banking, and other deeply embedded systems—appear better positioned to use AI as an efficiency and margin lever. By contrast, lower-friction, less regulated point solutions are more exposed to feature commoditization. That distinction matters in a market where AI is now absorbing nearly half of global venture capital.⁸ **The likely winners are not necessarily the companies with the loudest AI story, but the ones that pair AI with durable distribution, embedded workflows, and regulatory defensibility.**

1. Portage Fintech Index, 2026
2-7. S&P Capital IQ, 2026
8. CB Insights, 2026

Market Overview

Introduction

AI Risk Matrix⁹ by Fintech vertical



From a private markets standpoint, global fintech fundraising recovered in 2025 relative to the post-reset period and now sits above 2020 levels, albeit still below the 2021 peak. Venture dry powder also remains near historic highs, with 2025 at \$164.7 billion, up from \$148.8 billion in 2024 and \$143.1 billion in 2023. Importantly, graduation rates from Series A to B have improved from 2022, a sign that the financing pipeline is normalizing.

“ We’re getting back to more normal graduation rates, which is healthy for the whole sector ”

Adam Felesky
Co-Founder and CEO, Portage

9. Portage Research, 2026

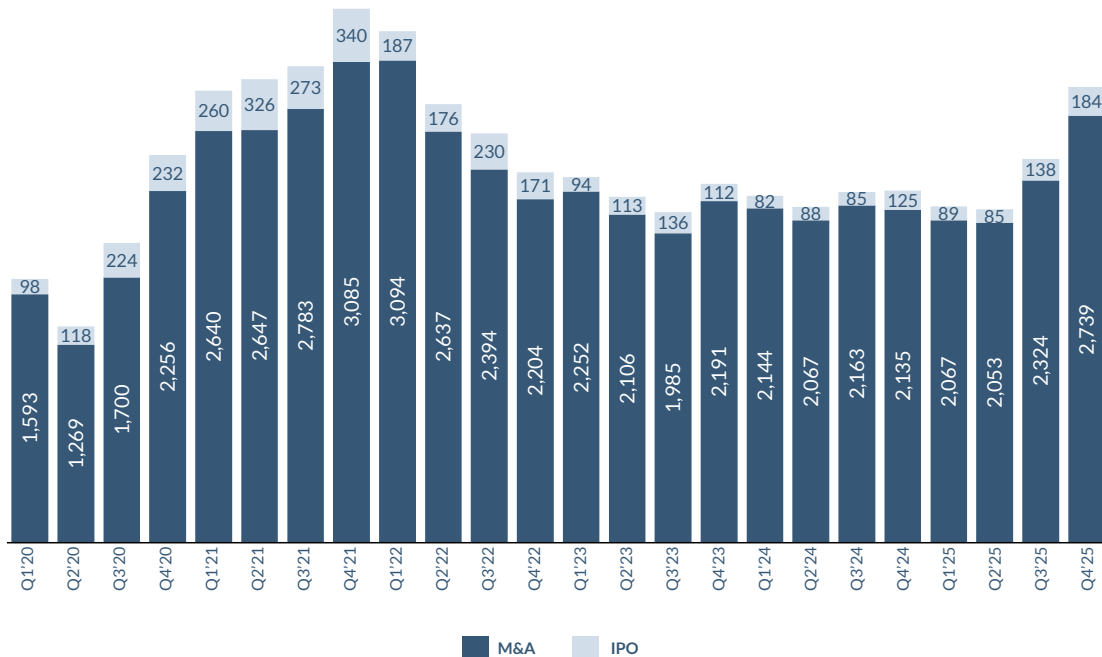
Market Overview

Introduction

Exit markets are also reopening, and that is one of the clearest signs the sector has moved beyond the depths of the reset. Portage’s data shows fintech exit activity improving gradually, led more by M&A than by IPOs, with a series of high-profile strategic and sponsor-backed transactions helping reestablish liquidity across the market. Buyers appear once again willing to transact on strategic rationale, not just on distressed opportunities.

Transactions such as **Capital One’s** acquisition of **Brex** and **Kraken’s** acquisition of **NinjaTrader** are emblematic of the next phase of the market: multibillion-dollar exits are available, but at more grounded valuations.

QoQ Global IPO and M&A Transaction Count¹⁰



10. Kraken, TechCrunch, Coindesk, CNBC, Wealthsimple, 2025

Market Overview

Introduction

2026 IPO pipeline¹¹



The IPO window tells a similar story. 2025 demonstrated that fintech listings can return, but the 2025 cohort also entered 2026 under pressure as broader markets weakened. Some names held up better than others. Looking ahead, the pipeline appears lighter in count but anchored by a small number of heavyweight private fintechs. The question for 2026 is not whether fintech IPOs can happen, but whether they can sustain investor attention in a market that may also be absorbing exceptionally large listings elsewhere in technology.

Taken together, Portage’s market view is constructive but disciplined. The sector is clearly in better shape than it was two years ago: funding and graduation rates have improved, exits are again possible, and capital remains available. But the defining feature of the market is bifurcation. **Strong, regulated, integrated platforms continue to attract capital and strategic interest; less differentiated software layers face sharper scrutiny from both investors and AI-driven competition. The recovery is real. It’s just not universal.**



11. CB Insights, 2026

Consumer and SMB Finance

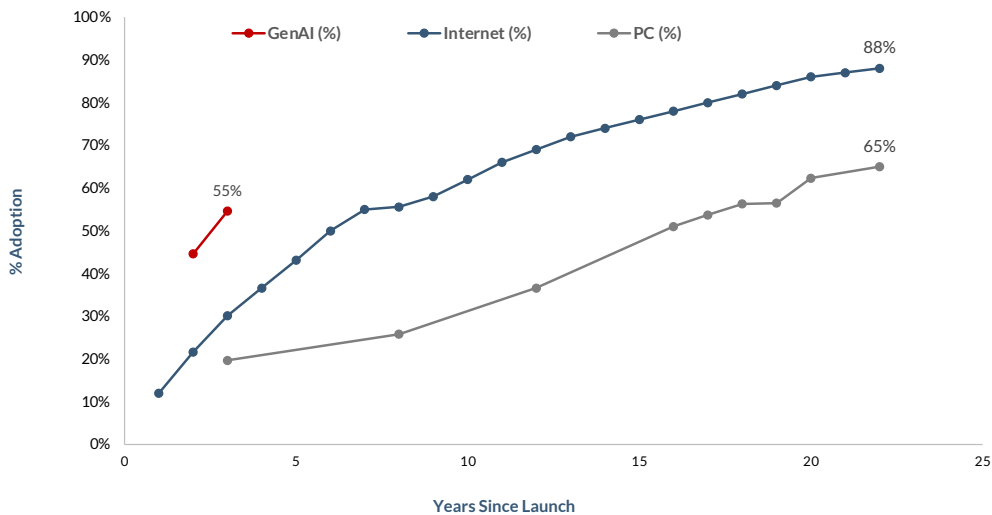
Themes by Vertical

Macro Trends

In consumer and SMB finance, the likely winners are not generic AI front ends; they are the platforms that can turn AI into execution inside real financial workflows.

In consumer finance, the shift is first and foremost behavioral. Adoption of large language model products continues to accelerate, and consumers increasingly expect technology to solve problems, complete tasks, and act on their behalf. That does not necessarily mean LLMs will become the primary aggregation layer for financial services. If anything, regulatory complexity and switching inertia suggest the opposite: the more likely outcome is that scaled consumer fintech platforms embed AI into existing products faster than new entrants can recreate trust from scratch.

US Technology Adoption¹²: GenAI vs. Internet vs. PC by Years Since Launch



This shift raises the bar for what consumer financial products are expected to do. The next phase is not just better interfaces, but systems that can move from insight to action—automating tasks, coordinating across accounts, and operating within real financial constraints.

12. Bick Blanding, & Deming, 2024

Consumer and SMB Finance

Themes by Vertical



Agents should be able to execute on your behalf, not just answer questions for you, but actually do things for you”

Stephanie Choo
General Partner &
Co-Head, Portage

As AI proliferates across the consumer internet, trust becomes scarcer. Discovery becomes noisier as low-quality AI-generated content increases, making curation and brand more valuable. Alongside this, access to real human support is increasingly a premium feature. Voice interfaces are becoming viable for commerce, support, and financial assistance, but adoption at scale will depend on stronger identity and authentication layers. As agents and AI take on more responsibility, trust will play a larger role in determining which platforms consumers allow to act on their behalf.

These dynamics are already creating new forms of consumer financial behavior. The rapid growth of prediction markets shows how quickly a product can blend trading, sports, and event-driven participation into a single experience.

In consumer insurtech, the next phase should favor digitally enabled carriers and distributors that combine stronger engagement and lower service costs with more disciplined underwriting—an important shift from the earlier generation of consumer insurtech, where growth often outpaced durability.

In SMB finance, the same shift is underway, but with a more operational emphasis. AI is moving core functions such as accounting, receivables, and reconciliation from human workflows to automated systems that can operate end-to-end. As a result, the advantage should accrue to platforms that sit inside existing workflows and can translate insight into execution, rather than to standalone tools layered on top.

Consumer and SMB Finance

Themes by Vertical

Investable Themes

Several investable themes follow. One is agentic banking, where orchestration layers help consumers optimize across accounts and execute on advice. Another is the broader control layer around personal assistants—which becomes more important as financial activity spreads across apps and shared decision-making. A third is the AI-enabled office of the CFO in SMB finance, where platforms automate core financial workflows and increasingly evolve into systems of record and control.

Today, most consumers still experience their financial lives in silos—one interface for spending, another for savings, another for credit, another for investing. But that is not how people actually think about money.

The next consumer experience should feel less like account management and more like orchestration. A layer that can understand a user's full financial context, recommend actions, and increasingly execute against them. That means moving beyond dashboards and alerts toward coordinated workflows—automatically reallocating cash, optimizing across products, managing recurring obligations, and handling tasks such as payments, disputes, or switching providers on the user's behalf. In this model, agentic banking is defined less by aggregation and more by the ability to turn insight into action within real financial constraints.

Platforms such as **Chime**, **Robinhood**, **Revolut**, and Portage portfolio company **Wealthsimple** illustrate that distribution matters. As expectations shift from information to execution, platforms with habitual engagement, permissioned data, and embedded trust should have a structural advantage over new entrants trying to build from scratch.

Portage's view extends beyond "agentic banking" into a broader personal control layer—a kind of life operating system for money and household administration. The most compelling products in this category will manage recurring tasks, guide decisions, and coordinate activity across multiple apps, accounts, and even family members. This helps explain why identity, credentials, permissions, and secure delegation are increasingly critical.

In SMB finance, many of the same forces are playing out, but with a more operational emphasis. The clearest wedge is the modern office of the CFO, which spans accounting, bookkeeping, AP/AR, tax, reconciliation, and inventory. These are mission-critical functions, but for most SMBs they are not strategic differentiators—which makes them particularly well suited to AI: workflow-heavy, repetitive, data-rich, and directly tied to measurable ROI.

Consumer and SMB Finance

Themes by Vertical

Here again, distribution matters. Scaled SMB platforms such as **Flex**, **Ramp**, and **Mercury** are already using their reach to embed AI into core workflows. That still leaves room for newer entrants, but mostly in high-friction areas such as receivables, close, tax, and bookkeeping, where pain points are acute and ROI is easy to prove. In a world where software is easier to build and customize, however, point solutions will need to expand rapidly into a broader systems of record and workflow control rather than remain narrow assistants attached to someone else's technology stack.

Taken together, AI is raising the standard on what a fintech platform can do for both consumer and SMB finance. The next phase of value creation will come from products that move beyond insight to execution while preserving trust, control, and workflow depth. That should favor businesses with real distribution, permissioned data, and the ability to act inside regulated financial journeys.



Insurance

Themes by Vertical

Macro Trends

The insurance sector is undergoing a fundamental rewiring—not just of its technology stack, but of its underlying business models, capital structures, and distribution economics.

AI is now permeating every part of the insurance workflow, though adoption will likely be slower than in other industries. The greatest near-term leverage is concentrated in claims and underwriting—functions that require synthesizing large, disparate datasets to arrive at a decision. Today that value is being unlocked primarily through co-pilot tools that augment human judgment, with a transition to fully agentic systems on the horizon. The obstacles, however, are genuinely idiosyncratic to insurance. Model risk—particularly around explainability and hallucinations—poses a real challenge in a sector where regulators require clear, auditable rationales for coverage and pricing decisions. Sensitive data management, siloed legacy infrastructure, and the need for traceable data lineage all compound the compliance burden.

Alternative sources of insurance capital continue to expand as investors seek uncorrelated yield in a volatile macro environment. The Insurance Linked Securities (ILS) and sidecar markets reached record levels in 2025, with total alternative reinsurance capital approaching \$120 billion.¹³ Importantly, this capital is no longer confined to traditional catastrophe and life lines—it is increasingly flowing into casualty and specialty risks. The rise of parametric structures and prediction-market-adjacent instruments tied to weather and insurance data is an area we are tracking closely as it blurs the line between insurance and alternative investment.

Embedded insurance is gaining genuine traction beyond its original beachhead in travel. The market is projected to surpass \$70 billion in gross written premiums by 2030, up from approximately \$13 billion today.¹⁴ Consumer and commercial acceptance of purchasing insurance at the point of sale has broadened across auto, home, shipping, liability, and product repair. Regulators are also beginning to move in a supportive direction—Brazil's Open Insurance Initiative (OPIN) is an early example of a policy framework that could unlock new categories of embedded growth through broader data sharing.

New technologies are giving rise to entirely new insurance lines. AI insurance—coverage for the risks generated by generative AI systems—has moved from theoretical to actively commercial. Surveys indicate that over 90% of businesses now want coverage for GenAI-

13. [Aon, 2025](#)

14. [BCG, 2025](#)

Insurance

Themes by Vertical

related risks, and roughly two-thirds are willing to pay higher premiums for it.¹⁵ We believe this is tracking ahead of where cyber insurance was in its early days.

In the broader P&C market, premium growth remains solid but margin compression is intensifying, pushing insurers to shift claims and other core functional work to third-party providers.

\$120B

Total **alternative reinsurance** capital in 2025, an all-time record¹⁶

\$70B+

Projected embedded **insurance** gross written premiums by 2030, up from ~\$13B today¹⁷

90%+

Share of businesses that want **coverage** for **GenAI risks**¹⁸

Investable Themes

Technology is not just improving insurance—it is reshaping its economics. We see four distinct areas where structural change is creating investable opportunities.

AI-driven transformation of BPO and claims TPA models. We believe that the productivity impact of AI in claims processing can now be empirically measured, as shown by various industry studies. But capturing this value requires a wholesale rethinking of the revenue model: the traditional “cost plus” structure is fundamentally misaligned with automation-driven efficiency. The opportunity lies in outcomes-based pricing tied to speed, accuracy, and leakage reduction—and in a compelling roll-up strategy of acquiring legacy players with strong carrier relationships, modernizing their operations, and migrating contracts to performance-based models. **Elysian**, an AI-native TPA, and **Xceedance**, a leading global insurance BPO, are two Portage portfolio companies addressing this opportunity.

Captive-in-a-box and the democratization of alternative capital. A captive is an insurance entity owned and controlled by the business it insures—allowing companies to retain and manage their own risk rather than transferring it to a traditional carrier. Historically the domain of large corporates with dedicated risk management teams, captives are now

15. Geneva Association, 2025

16. Aon, 2025

17. BCG, 2025

18. Geneva Association, 2025

Insurance

Themes by Vertical



becoming more accessible. With over 10,000 risk-bearing entities now operating globally,¹⁹ structural risk retention has moved firmly into the mainstream. Upcoming Solvency II amendments are expected to reduce complexity for European captives further, while turnkey “captive-in-a-box” platforms are simplifying execution by bundling the legal, underwriting, and capital management infrastructure needed to launch programs quickly—bringing what was once a complex, resource-intensive process within reach of mid-market companies. **Accrue**, an end-to-end digital captive management platform for MGAs, and **eMaxx**, a tech-enabled captive platform for niche industries, are firms we are monitoring.

Continuous, AI-powered underwriting. Risk assessment is evolving from a one-time gate at policy inception into a continuous capability across the full policy lifecycle. AI-powered underwriting agents can now reassess exposure and adjust pricing in real time as new information becomes available—enabling more granular segmentation and stronger portfolio steering. Governance requirements are correspondingly higher: clear decision rationales, traceable data lineage, and comprehensive audit trails are non-negotiable. **Dylogy**, which turns insurance documents into actionable data, and **Covr**, an AI-powered decision engine for automating underwriting judgment, are firms we are tracking.

Embedded insurance and AI-native distribution. Embedded insurance remains significantly underpenetrated relative to embedded payments, and carries the potential for even greater financial impact for vertical SaaS and marketplace operators. The integration challenge—many incumbents lack the infrastructure to operate seamlessly within digital platforms—creates opportunity for technology-enabled intermediaries. **CoverGenius** and portfolio company **Walnut** are well-positioned examples. On the distribution side, AI is catalyzing a new wave of broker consolidation, with fragmented agencies being rolled up and layered with automation. The central strategic question is whether to modernize an existing brokerage base or build a fully AI-native operation from scratch. Portage portfolio companies **Adapt** and **Evolvo** are companies supporting this transition.

19. [Captive.com](https://www.captive.com), 2025

Payments

Themes by Vertical

Macro Trends

For much of the last decade, payments innovation meant a better card experience—smoother checkout, cleaner acceptance, more efficient treasury workflows. The market is now shifting toward a structurally multi-rail world in which instant bank payments, account-to-account flows, and stablecoin-based settlement are becoming credible alternatives for specific use cases.

In Europe, regulation is accelerating that transition through instant-payment mandates, pricing parity, and payee verification requirements. In North America, the shift is more market-led, with real-time rails expanding into higher-value B2B use cases—FedNow settled over 8 million payments in 2025,²⁰ up nearly 5x year-over-year, while RTP surpassed \$1.3 trillion in volume.²¹ As money movement commoditizes, the value-capture layer moves to the overlay services that make faster rails usable at scale: verification, exception handling, fraud intelligence, routing, and reconciliation.

Stablecoins have now graduated into a credible B2B settlement option for cross-border liquidity, bolstered by regulatory clarity from the GENIUS Act and the EU's MiCA framework. But real-world consumer payments remain a small fraction of total stablecoin volume. The near-term opportunity is infrastructure-led rather than consumer-led—less about replacing the card at checkout and more about replacing slow, expensive correspondent banking with instant, 24/7 settlement for enterprise treasury workflows.

Trust is the binding constraint in this environment. Faster rails do not eliminate risk; they compress it. When payments are real-time and largely irreversible, fraud detection can no longer function as a downstream or batch process—it has to move upstream into real-time verification and decisioning. Authorized push payment fraud, synthetic identity, and AI-enabled scams are all accelerating: in 2025, \$17 billion was stolen in crypto scams alone, with AI-enabled scams proving 4.5 times more profitable than traditional ones.²² Regulators globally are responding by shifting liability and mandating continuous monitoring, rendering static risk models obsolete. This dynamic also explains why cards remain more resilient than many replacement narratives imply. Cards are not simply a payment credential; they are a trust framework, bundling chargeback rights, dispute processes, and liability conventions that A2A and instant blockchain settlement do not naturally replicate.

20. [Federal Reserve, 2026](#)

21. [The Clearing House, 2025](#)

22. [Chainalysis, 2026](#)

Payments

Themes by Vertical

The rise of agentic commerce introduces a further structural shift. We are moving from mobile commerce—tapping glass—to AI agents that autonomously search, decide, and transact on a consumer’s behalf. Banks have spent decades building “top of wallet” brand loyalty, but agents are designed for optimization, not loyalty. As agents increasingly intermediate purchase decisions, brand becomes a thinner layer in the transaction, and control moves to whoever owns the permissioning, identity, and policy layers. Portage remains skeptical that standalone agentic payment wallets will emerge as enduring winners—major incumbents including Visa and Stripe are already embedding agent control capabilities directly onto their existing rails. The space remains more protocols than live transactions today, but the direction of travel is clear and we are monitoring it closely.

Finally, credit card economics remain a meaningful policy variable. Proposals including a 10% interest rate cap²³ and the reintroduction of the Credit Card Competition Act could redistribute value across the stack—between issuers and merchants, and between networks—without eliminating it. The base case is that regulatory change shifts economics rather than destroys them, but the uncertainty reinforces the strategic value of multi-rail flexibility.

\$1.3T+

RTP payment volume in 2025,
up 428% year-over-year²⁴

Investable Themes

As the payments stack becomes multi-rail and real-time, the most attractive opportunities sit in the overlay and control-plane layers that make the new environment workable.

Trust and verification overlays for instant and A2A rails. Because instant and A2A rails lack the embedded chargeback and dispute frameworks that cards provide, fraud defense has to happen before money moves. The winners here will not run point solutions; they will aggregate signals across institutions and merchants, leveraging AI to turn fragmented data into network-grade, real-time decisioning. **Alloy** embeds context-aware AI directly into identity and fraud decisioning workflows, while **Justt** uses AI to automate chargeback recovery at scale.

23. [Coface, 2026](#)

24. [The Clearing House, 2025](#)

Payments

Themes by Vertical

Agentic payments control layer. When an agent makes a mistake, who is responsible? Consumers, merchants, banks, and regulators will all demand auditability and traceability. Portage believes a new class of infrastructure will emerge to provide the control plane for machine-led transactions—agent identity, spending permissions, delegated authority, and cryptographic proof-of-intent. The investable opportunity is not a new wallet brand; it is the picks-and-shovels layer that allows humans to securely grant, monitor, and revoke an agent’s spending authority. **Skyfire** is building an autonomous agentic commerce platform for AI-driven payments and identity; **Payman** is constructing an orchestration layer between AI and real banking transactions.

Stablecoin settlement and treasury stack. Portage’s thesis is not that stablecoins replace everyday consumer payments at scale in the near term. It is that they can already solve specific enterprise workflows with clear economic pain—particularly cross-border B2B payments, liquidity management, and around-the-clock settlement. We expect value to accrue across three layers: wallets and custody, liquidity and orchestration, and B2B payment applications.²⁵ Our focus is on platforms that enable what we call the “stablecoin sandwich”—keeping the user experience and fiat endpoints familiar, while using stablecoins beneath the surface to bypass correspondent banking fees, prefunding friction, and settlement delays. Portage portfolio company **Conduit** operates in this space, while **Stable Sea** is building a command center for enterprise stablecoin operations.

“ Instant is no longer just a peer-to-peer feature—it’s becoming a rail that you can build real products on. As the underlying execution layer commoditizes, the value-capture layer moves into verification, exception handling, and reconciliation sitting on top ”

Jake Bodanis
Partner, Portage

25. Portage Research, 2026

RegTech

Themes by Vertical

Macro Trends

RegTech is entering a new phase. The first generation of category winners was built around risk workflows—KYC, AML, identity, and onboarding decisioning. The emerging opportunity is different: rebuilding the underlying infrastructure of compliance itself.

Compliance technology has historically lagged broader enterprise software due to complexity, fragmentation, and an entrenched reliance on manual processes. Much of the function still depends on case management, documentation, and sample-based control testing spread across fragmented systems and the traditional three lines of defense. Recent breakthroughs in NLP, agentic AI, and workflow automation are changing what is technically feasible—shifting compliance from static repositories and periodic spot checks toward continuous, automated oversight embedded directly in operating workflows.

The regulatory backdrop is becoming more demanding, not less. Despite persistent talk of deregulation, enforcement intensity has risen sharply in the U.S. across AML, crypto, AI usage, and digital channels—the average SEC penalty per enforcement action grew from roughly \$5 million in 2015 to nearly \$14 million in 2024.²⁶ In Europe, GDPR and the EU AI Act continue to raise the bar on data governance and model accountability, with GDPR now estimated to impact approximately 33 million²⁷ SMEs across the continent, up from 21 million in 2007.²⁸ Regulatory complexity is no longer just a large-institution problem.

That complexity is landing on compliance budgets that were never efficiently structured to begin with. Compliance headcount grows at roughly three times the rate of overall FTE growth in financial services, while consulting and services spend—audits, manual reviews, remediation—runs at approximately five times the level of technology spend.²⁹ This imbalance is the core opportunity: automation-first platforms that substitute recurring labor and services costs with defensible software create clear ROI while pulling spend out of budget lines that were never previously considered part of the software market.

5X

Consulting and services spend
vs. technology spend in
compliance budgets today³⁰

26. SEC Data, 2024
27. Eurostat, 2025
28. Eurostat, 2010
29. Portage Analysis, 2026
30. Portage Analysis, 2026

Investable Themes

The RegTech opportunity is best understood as a rebuild of compliance infrastructure around continuous assurance. Four themes define where we see the most compelling investment cases.

Next-gen GRC platforms automating the second line of defense. Traditional GRC tools have functioned primarily as systems of record—repositories for policies, audits, and regulatory reporting. The next generation is operational. AI-enabled GRC platforms are beginning to automate core second-line activities including control testing, obligation mapping, and exception detection, moving compliance from retrospective assurance toward always-on oversight. The ability to substitute labor and consulting spend creates durable ROI and supports materially larger, stickier software budgets. **Norm.ai** and **Koop**, both of which have recently gained traction with several notable clients, are firms we are watching closely.

Compliance as a revenue enabler. In marketing, communications, and client engagement, compliance has traditionally functioned as a bottleneck—high message volumes, multi-channel distribution, and evolving regulatory standards slowing campaign launches and constraining growth. AI-native platforms now make it possible to review, approve, and monitor communications in real time, reducing friction between content creation and market launch while improving auditability. Portage portfolio company **LeapXpert**, which embeds compliance directly into enterprise messaging workflows, exemplifies this shift. **Sedric** and **ComplyCo** are additional firms in this space worth monitoring.

Model risk management and AI data security. As firms deploy GenAI across customer service, underwriting, and internal decisioning, they introduce risk types that existing controls were not designed to manage: hallucinations, data leakage, model drift, and ambiguous accountability. This is not a reshuffling of existing compliance spend—it creates new budget lines tied specifically to AI risk, expanding the total RegTech market. Portage portfolio company **ValidMind**, an AI governance and model validation platform focused on automating model validation, documentation, and audit workflows, is at the forefront of this category.

Control testing and continuous monitoring. Second-line testing in most institutions still relies on retrospective spot checks that review only a fraction of total activity—leaving large portions of the business effectively unobserved. AI changes that. Platforms that can ingest policies, map regulatory controls, and test full transactional populations make it possible to move from

RegTech

Themes by Vertical

sampling to system-driven assurance, delivering earlier issue detection, faster remediation, and stronger audit defensibility. The scalability advantage is particularly compelling for high-volume consumer and fintech businesses, where manual testing becomes increasingly uneconomic as the business grows. **Cable**, an automated control testing and real-time monitoring platform purpose-built for compliance assurance, is a firm we are actively tracking in this space.



Wealth & Asset Management

Themes by Vertical

Macro Trends

Wealth increasingly resembles what banking represented to fintech a decade ago: a large, profitable, and still under-modernized market entering a period of structural change.

The parallel is striking. Wealth is a massive fee-based business with good margins, sticky client relationships, a fragmented legacy technology stack, and customers whose expectations are shifting fast. The same conditions that drew venture capital into banking technology ten years ago are now present in wealth—and the market is responding. Wealthtech attracted approximately \$6.3 billion in venture funding in 2025, up roughly 80% year-over-year.³¹ The industry is also going through a once-in-a-generation transition, with over \$170 trillion of assets expected to move by 2045³² as older cohorts decumulate and younger cohorts accumulate, creating a rare window in which technology can influence long-term market share, not just workflow efficiency.

As in banking, there are two broad camps of investable opportunity. Disruptors—tech-enabled RIAs, modern RIA roll-ups, and scaled retail brokers—are using technology, more efficient operating models, and product differentiation to take share from incumbents. Enablers are building the software, infrastructure, and new product layers that help incumbents modernize and compete. Both camps are real, and both are attracting capital. What makes this cycle different from the banking wave is AI. A decade ago, an incumbent could move slowly without being harshly punished. Today that is no longer true—AI accelerates disruption and compresses the window for incumbent response, making urgency the operative word for those in the wealth industry.

\$170T+

Assets expected to move globally by 2045, driven by **generational wealth transfer**³³

31. CB Insights, 2026

32. Tiburon Research, 2025

33. Tiburon Research, 2025

Wealth & Asset Management

Themes by Vertical

Investable Themes

Wealth technology presents two distinct but complementary opportunity sets: disruptors taking share from incumbents, and enablers rebuilding the infrastructure incumbents depend on.

On the disruptor side, a new generation of corporate RIAs—highly centralized, tech-enabled platforms—is pursuing organic customer acquisition through proprietary digital funnels. **Range** (\$400M AUM³⁴) and **Facet** (\$5.7B AUM³⁵) are examples of this model. Modern RIA roll-ups such as **Savvy** (\$5B AUM³⁶), **Compound** (\$4B AUM³⁷), and **Farther** (\$15B AUM³⁸) are pursuing a related thesis: aggregate independent advisors, layer on proprietary technology, and use better tooling to expand margin. Meanwhile, scaled retail brokers including **Robinhood**, **Wealthsimple**, and **eToro** are moving further into the traditional wealth channel in search of higher-ARPU, stickier client relationships. Each approach is credible, but each still carries open questions—around customer acquisition costs, operating leverage post-acquisition, advisor retention, and whether self-directed trading clients and advice-oriented clients are the same customer at different life stages. As with the early neobank wave, disruption is clearly underway; identifying the durable winners remains the harder task.

On the enabler side, we are seeing a proliferation of modular point solutions helping wealth managers modernize every aspect of the advisor workflow, from prospecting through to client retention. Adoption velocity here has been meaningfully stronger than what we observed in the early days of bank tech, suggesting the wealth industry may be earlier in its modernization cycle but faster in its willingness to adopt proven solutions. The workflow is being rebuilt end to end: Finny for AI-powered prospecting, **VRGL** for proposal generation, Portage portfolio companies **Feathery** for onboarding and **Conquest** for financial planning, and **Jump** and **Zocks** for client intelligence and retention.

A growing set of modern, modular core infrastructure providers is also emerging to replace legacy technologies across brokerage, transfer agency, investment management, and data orchestration. These businesses require more capital and longer sales cycles, but can become deeply embedded once adopted—and the outcomes, when they work, are substantial. Portage portfolio companies **DriveWealth** and **Alpaca** together hold over \$26 billion in assets under

34. [Range](#), 2025

35. [SEC](#), 2025

36. [Savvy](#), 2026

37. [Compound](#), 2025

38. [Farther](#), 2026

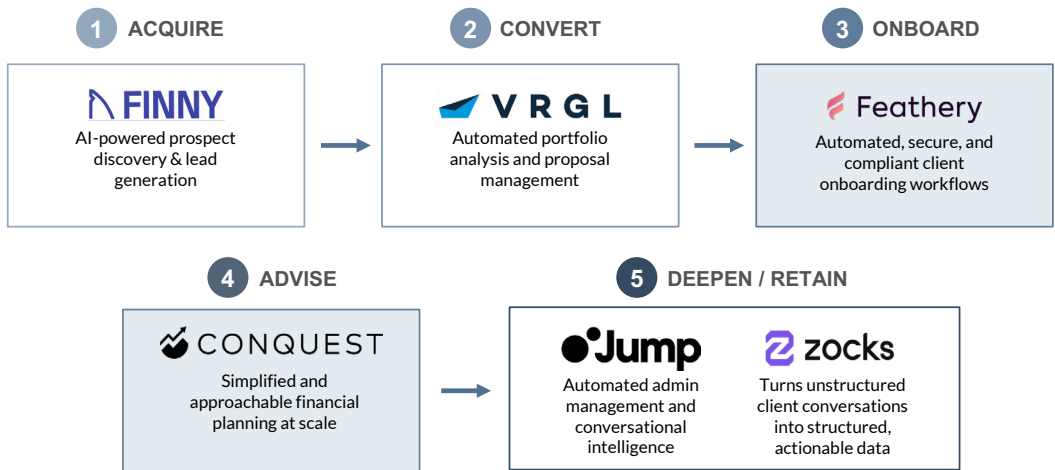
Wealth & Asset Management

Themes by Vertical


custody and nearly 11 million funded accounts.³⁹ **Vinyl Equity**, Portage portfolio company **Seeds Investor**, and **Dispatch** are other firms to watch across this layer. The key investor consideration is terminal value discipline: legacy wealth infrastructure platforms have historically exited in the low single-digit billions, which means entry valuation and underwriting rigor matter as much as market size.

Finally, emerging players are enabling wealth managers to introduce new and complementary products to their clients—expanding value propositions, improving retention, and driving monetization. This layer is strategically important because the next phase of wealth competition is unlikely to be won on interface alone. Firms increasingly need broader product depth to retain high-value clients and capture a greater share of wallet. Portage portfolio companies **Allocate** (alternatives), **Pluto** (asset-backed lending), and market fintech **April** (embedded tax) are well-positioned examples in this space.

The Modern Advisor Stack⁴⁰



The logos provided are select examples only and are not meant to be comprehensive

 Portage Portfolio Company or under Portage Management

39. Portfolio Company Details, 2026
 40. Portage Analysis, 2026

Capital Markets Technology

Themes by Vertical

Macro Trends

Capital markets technology is entering a new phase of modernization, but unlike some other areas of fintech, the change is not being driven by a single breakthrough or a single new interface. It is happening through the gradual rewiring of core workflows: research, trading, routing, settlement, collateral, and post-trade operations.

Portage's view is that four shifts matter most right now: AI moving from standalone tools into production workflows, the continued electronification of historically voice-led markets, the operational pressure created by faster settlement and central clearing, and the emergence of distributed ledger infrastructure in targeted, real-world use cases.

AI is the clearest starting point, but in capital markets its role is more operational. The most immediate value is not in generic chat interfaces; it is in embedding AI and machine learning into existing workflows such as trade-cost estimation, routing optimization, portfolio rebalancing, customer service, and administrative processes. AI is also improving data contextualization—turning large proprietary datasets such as custody records, communications, and trading data into more actionable insight products. This matters in a market where information advantages are often cumulative rather than binary. Portage estimates that the market for idea-generation and research tools exceeds \$1 billion today.⁴¹

That creates a meaningful opportunity in AI-native research and diligence tools. The underlying workflow is attractive: summarizing unstructured documents, automating diligence, and helping investors move faster across earnings calls, filings, research notes, and internal materials. One challenge is that switching costs can be low. The Portage team believes that the likely winners will not be generic copilots, but the platforms that combine proprietary data, firm-specific tuning, workflow integrations, and CRM intelligence. In capital markets AI should look less like a standalone assistant and more like an embedded layer inside the existing investment process.

A second structural shift is electronification. Equities, FX, and options already demonstrate what a digitized market structure can look like, but many asset classes—including fixed income, derivatives, climate, carbon, and private markets—still rely heavily on human intermediaries. The barriers are known: limited standardization, fragmented microdata, and incumbent incentives to preserve control over flow and information. Even so, Portage's view is that the efficiency gains from digital trading will continue to pull more of these markets toward electronic execution over time. The transition will likely be uneven, with emerging asset classes moving faster than entrenched ones, but the direction is clear.

41. Portage Analysis, 2026

Capital Markets Technology

Themes by Vertical

Investable Themes

The investable implication is that value may accrue less to any single venue and more to the connectivity and orchestration layers around fragmented liquidity. Order and execution management systems, smart order routing, and liquidity-matching infrastructure increasingly serve not just as systems of record, but as aggregation points across venues and execution strategies. That is especially important in markets where buyers are showing a preference for fewer trusted vendors and more end-to-end coverage. Network effects exist, but so do execution risks: fragmented liquidity, earnings volatility, and the difficulty of building sufficient market density. These remain real constraints.

Another shift is to post-trade modernization. North America's move to T+1, together with Europe's own push in that direction, is compressing operational timelines across matching, allocations, confirmations, funding, and exception management. This is not just a regulatory or operational inconvenience. It is making older batch-based software increasingly obsolete and forcing market participants to invest in more automated, interoperable workflows. At the same time, policy momentum toward more central clearing is increasing the importance of margin efficiency, collateral optimization, and clearing access models.

Portage's positioning here is selective. Core clearing remains a difficult area for venture investment given the capital intensity, regulatory entrenchment, and network effects of incumbent infrastructures such as DTCC, LCH, and Euroclear. The more compelling opportunity is in what the team describes as "light infra": reconciliation, exception handling, liquidity planning, workflow automation, and orchestration layers that bridge fragmented systems while interoperating with legacy infrastructure. This is a fragmented market by design, shaped by regional and asset-class differences, which suggests there may be multiple winners rather than a single dominant platform.

Lastly, distributed ledger technology has become more practical. Tokenization is no longer just a conceptual promise attached to future market redesign; it's starting to support specific use cases in collateral mobility, securities lending, derivatives, and the issuance or trading of tokenized assets. Regulatory frameworks are also becoming more clear, which is helping move the category from experimentation toward production.

Portage's view remains grounded. Barriers around regulation, coordination, scalability, and interoperability still matter, which is why the team sees an investable opportunity concentrated in foundational tools and services with real production usage rather than broad "everything on-chain" narratives. In practice, this means infrastructure for tokenized settlement and clearing, post-trade workflows, collateral optimization, and institutional digital-asset access—areas where blockchain-based systems can coexist with traditional market infrastructure.

Conclusion

If there is a single thread running through this year's outlook, it is that the most important fintech opportunities in 2026 are not about building new rails or new products in isolation—they are about making faster, more complex systems trustworthy and workable at scale.

Fintech is not a homogeneous sector, and identifying where these shifts create durable value requires more than pattern recognition—it requires deep knowledge of the regulatory environments, business models, and competitive dynamics that make each vertical distinct. That is the work we do every day at Portage, backed by a global network of corporate partners, portfolio companies, and financial services institutions that sharpen our view and speed our conviction. In a market defined by complexity, that foundation is what allows us to act with confidence when we find it.



Acknowledgment and Disclaimer

By accepting receipt of this document and reviewing the content set forth herein, you acknowledge having read and agreeing with the following terms.

The information contained herein is in summary form for convenience of presentation. It is not complete and it should not be relied upon as such. The information set forth herein was gathered from various sources which Sagard Holdings Manager LP (“Sagard”), the investment manager of Portage Ventures, Portage Capital Solutions, Sagard Credit Partners, Sagard Senior Lending Partners, Sagard Healthcare Partners and Sagard Private Equity Canada, believes, but has not been able to independently verify and does not guarantee, to be accurate. Sagard makes no representation or warranty, express or implied, as to the accuracy or completeness of the information contained herein. Certain information contained herein has been obtained from published sources and/or prepared by third parties, including but not limited to companies in which Sagard clients have invested, and Sagard has not independently verified such information. In certain cases, such information has not been updated through the date hereof. All information contained herein is subject to revision and the information set forth herein does not purport to be complete.

The attached material is provided to you on the understanding that you will understand and accept its inherent limitations, you will not rely on it in making or recommending any investment decision with respect to any securities that may be issued, and you will use it only for the purpose of discussing with Sagard your preliminary interest in investing in a transaction of the type described herein. Any investment in private markets is subject to various risks; such risks should be carefully considered by prospective investors before they make any investment decision. Each prospective investor should consult its own professional advisors as to legal, tax, accounting, regulatory and related matters before investing.

Investments in any fund sponsored by Sagard have not and will not be recommended or approved by any federal, provincial or state securities commission or regulatory authority. The foregoing authorities have not passed upon the accuracy or determined the adequacy of this summary.

Like all investments, an investment in the Fund involves the risk of loss. Investment products such as the Portage Ventures (the “Fund”) are designed only for sophisticated investors who can sustain the loss of their investment. Accordingly, such investment products are not suitable for all investors. The Fund is not subject to the same or similar regulatory requirements as mutual funds or other more regulated collective investment vehicles.

An investment in the Fund involves significant risks. There can be no assurance that the Fund will be able to generate returns for its investors or that the returns will be at the levels currently anticipated by Sagard. The success of the Fund will depend on many factors, including the ability of Sagard to identify, select, enter into and exit appropriate investments. The marketability and value of any such investment, and therefore the Fund’s return on any such investment, will depend upon many factors beyond the control of the Fund or Sagard. There can be no assurance that the Fund or Sagard will correctly evaluate the nature and magnitude of the various factors that could affect the value of its investments. The Fund Group will invest in financial technology and financial services companies. Both the financial technology and financial services industries are challenged by various factors, including rapid change, evidenced by quickly changing market conditions and/or participants, new competing products and/or services, short product life cycles and improvements in existing products. A portfolio company’s ability to succeed will be dependent upon its ability to constantly evolve its business to ensure that its products keep pace with changing technologies and markets and such portfolio companies may be more susceptible to macroeconomic effects and industry downturns. In addition, the Fund’s strategy for a portfolio company may involve (among other things) an acquisition program, restructuring and/or operational improvements, all of which entail a significant amount of uncertainty. There can be no assurance that the Fund will be able to successfully identify and implement such programs or improvements.

Sagard is registered as an investment adviser under the U.S. Investment Advisers Act, 1940, as amended. Sagard Holdings Manager (Canada) Inc. is registered as an exempt market dealer in the provinces of British Columbia, Alberta, Manitoba, Ontario, Quebec, and Nova Scotia and will act as the dealer in respect of purchases of interests in funds advised by Sagard Holdings Manager LP in the Canadian provinces in which it is registered. The Ontario Securities Commission is the Principal Regulator of Sagard Holdings Manager (Canada) Inc. Sagard acts as investment manager of Portage Ventures, Portage Capital Solutions, Sagard Credit Partners, Sagard Senior Lending Partners, Sagard Healthcare Partners, and Sagard Private Equity Canada.

Certain statements and certain of the information contained in these materials represents or is based upon “forward-looking” statements or information based on experience and expectations about these types of investments. The forward-looking statements in these materials include statements with respect to, among other things, projections, forecasts or estimates of cash flows, yields or returns, scenario analyses or proposed or expected portfolio composition

Acknowledgment and Disclaimer

and anticipated future events, performance or expectations. For example, such statements are sometimes indicated by words such as “expects”, “estimates”, “believes”, “forecasts”, “seeks”, “may”, “intends”, “attempts”, “will”, “likely”, “should” or negatives thereof and similar expressions. Forward-looking statements are inherently uncertain and are not guarantees of future performance and are subject to many risks, uncertainties and assumptions that are difficult to predict. Therefore, actual events or results or the actual performance of Portage Ventures, Portage Capital Solutions, Sagard Credit Partners, Sagard Senior Lending Partners, Sagard Healthcare Partners, and Sagard Private Equity Canada may differ materially from those reflected or contemplated in such forward-looking statements as a result of various factors. No representation or warranty, express or implied, is made as to any forward-looking statements and information and no undue reliance should be placed on such forward-looking statements and information. Sagard has no obligation and does not undertake to revise or update these materials or any forward-looking statements set forth herein, except as required by law. In addition, unless the context otherwise requires, the words “include”, “includes”, “including” and other words of similar import are meant to be illustrative rather than restrictive.

The information in the attached materials reflects the general intentions of Sagard. There can be no assurance that these intentions will not change or be adjusted to reflect the environment in which Sagard will operate. Certain statements in these materials contain prior performance indication. Past performance and historic information is not necessarily indicative of future activities or returns, and there can be no assurance that Sagard will achieve comparable results. Conclusions and opinions do not guarantee any future event or performance. Neither Sagard nor any of its subsidiaries or affiliates are liable for any errors or omissions in the information or for any loss or damage suffered.

The materials contained herein are for information purposes only and do not constitute an offer to sell or a solicitation of an offer to purchase any interest in any investment vehicles managed by Sagard.

No securities commission or regulatory authority in the United States or in any other country has in any way passed upon the merits of an investment in the Fund or the accuracy or adequacy of the information or material contained herein or otherwise. This information is not, and under no circumstances is to be construed as, a prospectus, a public offering, or an offering memorandum as defined under applicable securities legislation. The information contained herein is intended solely for “qualified purchasers” as that term is defined in the U.S. Investment Company Act of 1940 and, in Canada, “accredited investors” within the meaning of applicable securities legislation. Such offer or solicitation shall be made only pursuant to a confidential private placement memorandum or similar document, which qualifies in its entirety the information set forth herein and contains a description of the risks of investing. The attached material is also qualified by reference to any limited partnership agreement or similar document and subscription agreement relating to a Sagard-managed investment vehicle. All of these other documents relating to a Sagard-managed investment vehicle should be reviewed carefully prior to making an investment.

This document, which has been prepared solely for information purposes by Sagard, is confidential and is being provided to you on the express understanding that it will not be reproduced or transmitted by you to third parties without Sagard’s prior written consent. Without limiting the foregoing, you (and your employees and agents) agree that you will keep the information contained herein as provided herewith confidential and agree that you will, and you will cause your directors, partners, officers, employees, professional advisors and representatives, to use such information only for information purposes and for no other purpose and will not divulge any such information to any other party. If you are not the intended recipient of this document, you are hereby notified that the use, circulation, quoting or reproducing of this document is strictly prohibited and may be unlawful.

Sagard (MENA) Ltd., an affiliate of Sagard, is regulated by the ADGM Financial Services Regulatory Authority (the “FSRA”). To the extent this material is made available to Sagard (MENA) Ltd., the financial products or services to which this material relates will only be made available to Professional Clients or Market Counterparties as such terms are defined by the FSRA and no other person should act upon it.

Any investors named herein have consented to being named herein. It is not known whether these investors approve or disapprove of the adviser or the advisory services provided.

Additional information is available upon request.

All references to “dollars” or “\$” are to U.S. dollars unless otherwise stated.

All information is presented as of April 23, 2026, unless otherwise stated.

Sagard® and Portage Ventures® are trademarks of Sagard and its affiliates. All rights reserved.