WINDSOR DRAKE

Wealthtech Valuations: Q3 2026

AUGUST 2026

Windsor Drake · Market Intelligence

Executive Summary: Who Collects the Fee on the Asset

WINDSOR DRAKE

The Platform Toll

Wealthtech splits cleanly on one question: does revenue accrue as a fee on assets administered, or as a licence sold to whoever administers them.

- Companies paid a toll on assets clear a **12.5x** median EV/Revenue.
- Companies selling software to them clear **3.9x**.
- The composite median across all ten constituents is **4.6x**.
- The spread is roughly **three times**, and it is not explained by growth, geography or scale alone.

The Same Split Repeats in Private Markets

The private advice layer prices on the same logic, on a percentage-of-client-assets basis computed from disclosed consideration.

- Advice platforms capitalised at **2.3% to 4.6%** of client assets.
- Brokerage and clearing platforms at under **1%**.
- Disclosed RIA platform transactions cleared **21x to 22x** EBITDA.
- Proximity to the client relationship, not technology, sets the level.

The Rate Cycle Is Inside the Multiple

A 3.50% to 3.75% policy rate and a 4.69% ten-year Treasury are carrying a large share of wealth platform revenue, and the market prices that revenue at a discount.

- Schwab's net interest revenue reached **$3,357M** in Q2 2026, a **3.00%** net interest margin.
- Wealthfront earns **76%** of revenue from cash management and clears **2.6x**, below every software vendor but one.
- The June 2026 FOMC median for end-2026 sits at **3.8%**, above the current range midpoint.
- Spread revenue dressed as platform revenue does not earn a platform multiple.

Demand Has Rotated to Distribution

The compliance build-out that funded wealthtech growth from 2021 has given way to alternatives distribution and adviser capacity as the sector's demand drivers.

- US retail capital into alternative structures reached **$204B** in 2025, from $92B in 2023 (McKinsey, June 2026).
- Semiliquid fund assets approached **$600B** at 31 March 2026 (Morningstar, June 2026).
- The SEC withdrew **14** proposed rules on 12 June 2025, including Safeguarding and Predictive Data Analytics.
- iCapital carries **$257B** of alternative platform assets at a **$7.5B+** valuation.

Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

Key Takeaways for Wealthtech Founders

WINDSOR DRAKE

1. Establish Which Side of the Toll You Sit On

Revenue that scales with assets administered is priced at roughly three times the multiple of revenue that scales with licences and seats, on the same day, in the same currency.

- Toll cohort median **12.5x**; licence cohort median **3.9x**.
- The classification is a structural fact about the contract, not a positioning statement.

2. Growth Sets the Level Inside the Toll Cohort

Being paid in basis points earns entry to the higher band. Where inside it you clear is set by the rate at which administered assets compound.

- Netwealth at **14.3x** and HUB24 at **12.5x** grew revenue **24.7%** and **23.2%**.
- SEI Investments, on the same asset-fee model, grew **14.7%** and clears **5.2x**.

3. Separate Fee Revenue From Spread Revenue Early

Buyers discount interest and float income against a policy rate the FOMC's own June 2026 projections put above the current range midpoint by year end.

- Wealthfront clears **2.6x** with **76%** of revenue from cash management.
- A revenue bridge that separates the two lines is worth building before a process, not during one.

4. The Advice Layer Prices on Client Assets

Disclosed transactions capitalise scaled advice platforms at 2.3% to 4.6% of client assets, and brokerage platforms at under 1%. The five-fold spread tracks proximity to the relationship.

- Fisher Investments **4.6%**, Corient **2.3%**, Commonwealth **0.95%**.
- Technology that sits behind the adviser is priced as a supplier; technology that holds the relationship is not.

5. In an Opaque Market, Evidence Is Leverage

Ten of the 44 wealthtech transactions in the Windsor Drake Exit Index carry a disclosed value, so the comparable set a seller builds is usually the only benchmark in the room.

- Buyers price against a private comp set the seller cannot see.
- A reproducible public comp set removes that asymmetry on the first call, not the fourth.

6. The Buyer Universe Is Consolidating Around Repeat Acquirers

Fidelity Institutional recorded 102 unique RIA buyers in 2025, 88% of them private-equity backed, with the entire leading-20 acquirer cohort sponsor-backed.

- Sponsor capital now sits behind the strategic buyer, not across the table from it.
- A buyer list split into strategic and sponsor columns will miss the most active category.

Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

Founder FAQs

WINDSOR DRAKE

1 What multiple do wealthtech companies trade at in 2026?

Windsor Drake's ten-company public comparable set carries a median 4.6x EV/Revenue at the 21 August 2026 close, with an interquartile range of 3.2x to 6.4x and a full range of 2.5x to 14.3x. The composite is wide because the set contains two different business models priced on different logic.

2 Why do wealth platforms trade above wealth software vendors?

Platform operators earn a fee on every dollar administered, so revenue compounds with the client's assets and with market performance without a new sale. Software vendors earn a licence and must resell it. The toll cohort clears a 12.5x median against 3.9x for the licence cohort, a spread of roughly three times.

3 What are RIAs selling for in 2026?

Disclosed transactions in scaled wealth management cleared 21x to 22x EBITDA: Aon's NFP wealth business at approximately 21.3x on $2.7 billion, and Commonwealth Financial Network at a nominal 22.5x on approximately $2.7 billion. PitchBook places consolidator platforms in a mid-teens to low-twenties EBITDA band.

4 How much of client assets does an RIA sell for?

Computed from disclosed consideration, advice platforms have capitalised at 2.3% to 4.6% of client assets: Fisher Investments at 4.6% on a $12.75 billion valuation, Wealth Enhancement Group at a reported 4.4%, and CI Financial's Corient at 2.3%. Brokerage and clearing platforms clear under 1%, with Commonwealth at 0.95%.

5 Who is buying wealthtech and RIA businesses?

Repeat acquirers backed by private equity. Fidelity Institutional counted 276 completed RIA transactions in 2025 across 102 unique buyers, with 88% of deals backed by a sponsor and the entire leading-20 acquirer cohort sponsor-backed. In the Windsor Drake Exit Index, 43 of 44 wealthtech transactions had a strategic acquirer.

6 Is the wealthtech listing window open?

The general window is wide and the sector window is not. US issuers raised approximately $114.2 billion across 65 traditional IPOs in the first half of 2026, against $14.8 billion in the first half of 2025, and roughly 97% opened above offer. Wealthfront, the sector's flagship listing, closed its debut up 1.4% and trades 34% below its December 2025 IPO price.

7 What is driving wealthtech demand in 2026?

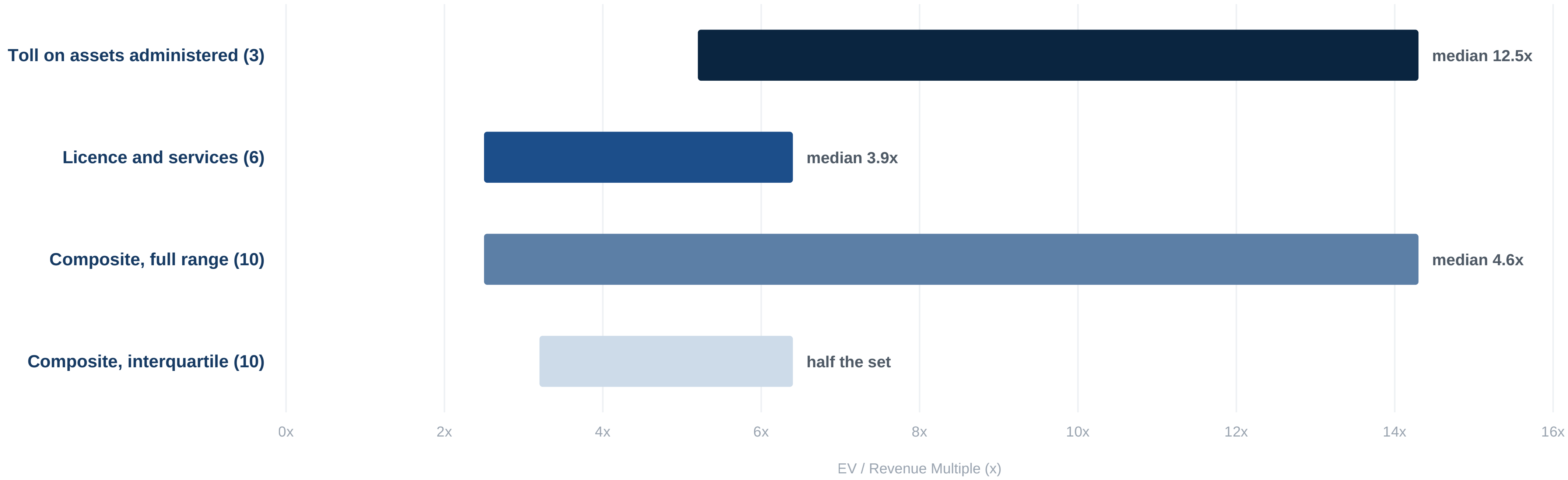
Alternatives distribution and adviser capacity. US retail capital flowing into alternative structures reached $204 billion in 2025 from $92 billion in 2023, semiliquid fund assets approached $600 billion at 31 March 2026, and Cerulli projects roughly 26,000 adviser retirements over the decade against $3.9 trillion of assets expected to change hands.

Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

The Platform Toll: What Actually Sets a Wealthtech Multiple

WINDSOR DRAKE

EV/Revenue by revenue model. Observed range shown, median marked. Windsor Drake computation, prices at 21 August 2026 close. Constituent count shown beside each label.



THE PLATFORM TOLL

A wealth platform is paid in basis points on the assets sitting on it, so its revenue compounds with the client's portfolio and with the market, without a new sale. A software vendor is paid a licence and has to resell it every renewal cycle. That difference is worth roughly **three times** the revenue multiple. Growth then sets the level inside the toll cohort: the two constituents compounding administered assets above 23% clear 12.5x to 14.3x, while the one compounding at 14.7% clears 5.2x. The same logic prices the private advice layer at 2.3% to 4.6% of client assets against under 1% for brokerage platforms, and it is the largest single lever on outcome available to a founder in this sector.

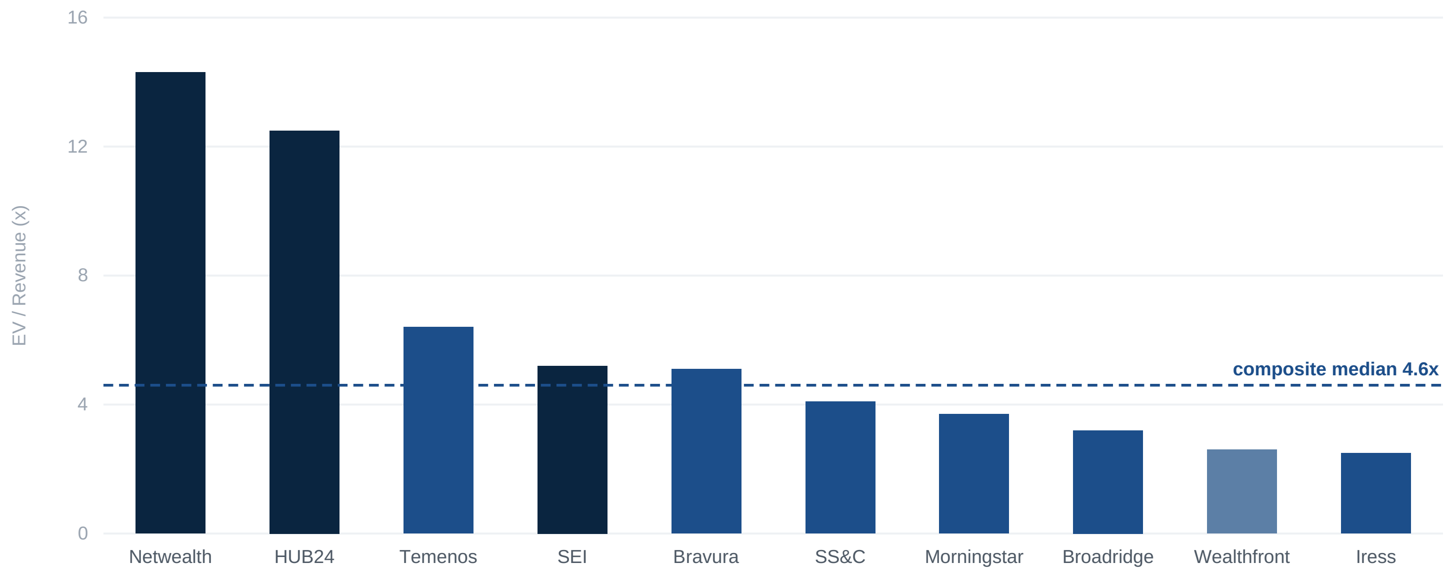
Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

The Comparable Set, Named

WINDSOR DRAKE

Every constituent, so the calculation can be reproduced. Enterprise value is market capitalisation plus total debt less cash, at the 21 August 2026 close.

EV / Revenue by company, 21 August 2026



COMPOSITE MEDIAN

4.6x

Across ten constituents with an asset-linked or licence revenue base.

INTERQUARTILE RANGE

3.2x to 6.4x

Half the set clears inside this band.

TOLL COHORT

12.5x median

Netwealth, HUB24 and SEI Investments.

LICENCE COHORT

3.9x median

Temenos, Bravura, SS&C, Morningstar, Broadridge, Iress.

> A buyer arrives with a comparable set chosen to support their number. So should a seller.

Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

What Earns the Toll

WINDSOR DRAKE

Revenue Indexed to the Client's Balance

The top of the distribution is occupied by businesses whose revenue line moves with funds under administration rather than with contract renewals.

- HUB24 administered **A$164.3B** at 30 June 2026, up **20%**.
- Netwealth held **A$135.7B** of funds under administration at the same date.
- SEI reported **$606.7B** of AUM and **$1,360.7B** of AUA.
- Market performance drove over **80%** of asset management revenue growth in 2025 (BCG, April 2026).
- The revenue base grows without a sales cycle attached to it.

Switching Costs Measured in Years

Migrating a platform means re-registering client accounts, re-papering advisers and moving custody. The cost is borne by the adviser, not the vendor.

- Platform operators renew by default; vendors renew by negotiation.
- HUB24 platform funds under administration grew **24%** in FY26 while total revenue grew **23.2%**.
- Adviser migration is the slowest change in the value chain.
- Cerulli records **97%** of independent RIAs saying they would move only to another independent RIA.
- Retention is a structural property of the model, not an operating achievement.

Operating Leverage on the Fee Line

A basis-point fee applied to a growing asset base converts into margin without a matching cost line.

- HUB24 underlying EBITDA margin reached **42.2%** in FY26, from 39.9%.
- Netwealth ran a **49.9%** EBITDA margin in the half to 31 December 2025.
- Underlying EBITDA at HUB24 grew **30%** on revenue growth of 23.2%.
- BCG records asset management margins flat at roughly **30%** with revenue growing slower than costs.
- The platform captures the operating leverage the manager does not.

Fee Revenue, Not Spread Revenue

Interest earned on client cash is priced as a rate position. Fees earned on administered assets are priced as an annuity.

- Wealthfront earns **76%** of revenue from cash management and clears **2.6x**.
- Its revenue growth decelerated from **43%** to **20%** as the rate tailwind annualised.
- LPL's client cash fell to **2.2%** of client assets from 2.6% a year earlier.
- Ameriprise disclosed a **4.67%** bank gross fee yield against LPL's roughly 3.3% net sweep yield.
- The gap between those two numbers is the revenue line most exposed to policy.

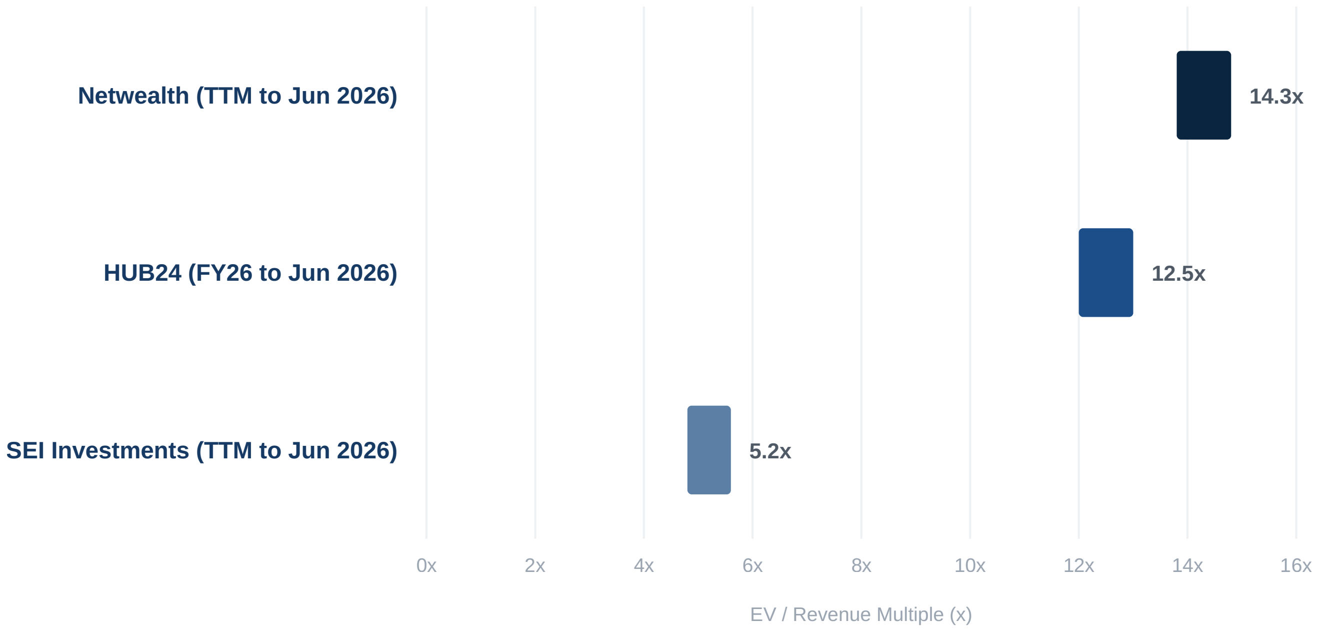
Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

Deep Dive: Platform Operators

WINDSOR DRAKE

The three constituents paid a fee on assets administered. Growth in administered assets, not technology, separates them.

EV / Revenue Multiple (x), 21 August 2026



KEY OBSERVATION

A platform operator is bought for the rate at which its administered assets compound. Everything else in the model is already visible to the buyer.

Valuation Drivers

Asset Growth Sets the Level

Netwealth grew total income 24.7% and HUB24 grew revenue 23.2%. SEI, on the same asset-fee model at far greater scale, grew 14.7% and clears less than half the multiple. Inside the toll cohort the market pays for the compounding rate, not the model.

Margin Is Already at the Ceiling

Netwealth ran a 49.9% EBITDA margin in the half to 31 December 2025 and HUB24 a 42.2% underlying margin in FY26. Neither has much operating leverage left to disclose, which puts the whole weight of the multiple on asset flows.

The Market Is Marking Growth to the Quarter

HUB24 fell from A$87.10 on 14 August 2026 to A$76.21 on 21 August, a 12.5% de-rate through a result that delivered 23% revenue growth and 30% underlying EBITDA growth. Toll multiples are highly sensitive to the flow number.

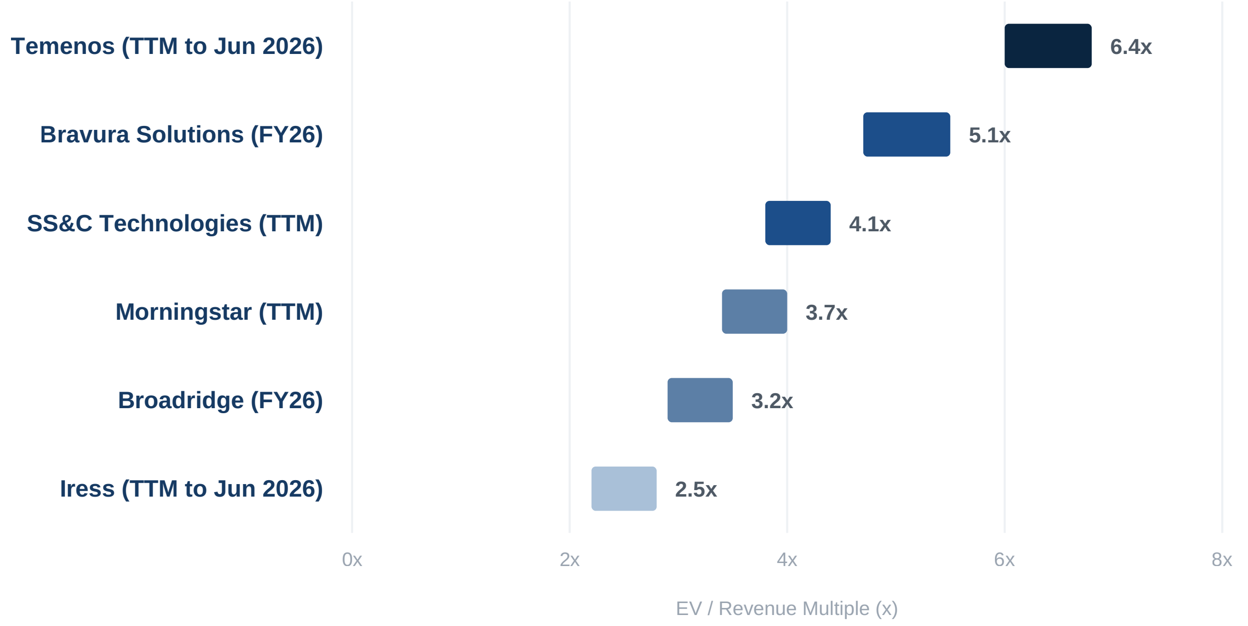
Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

Deep Dive: Wealth Infrastructure and Software

WINDSOR DRAKE

Six constituents selling software and services to the institutions that administer assets. The band is tight and the level is low.

EV / Revenue Multiple (x), 21 August 2026



Valuation Drivers

A Narrow Band, Not a Sector Discount

Five of the six constituents sit between 2.5x and 5.1x, an interquartile band of 3.3x to 5.1x. Predictability itself has value in a process: there are fewer defensible arguments about where the asset should clear.

Growth Is the Only Escape Upward

Temenos leads the cohort at 6.4x on 11% ARR growth and a return to acquisition, closing additiv in June 2026. Iress sits at the floor at 2.5x after divesting several businesses and reporting declining statutory revenue.

Balance Sheets Are Clean

Bravura held A$50.3m of net cash at 30 June 2026 with no drawn debt and A$100m of undrawn facilities. Iress carried A$116.0m of borrowings against A$46.3m of cash, leverage of 0.5x. Neither multiple reflects a capital-structure discount.

KEY OBSERVATION

Selling into wealth is a good business priced as a good business. It is not priced as a claim on the assets, because it is not one.

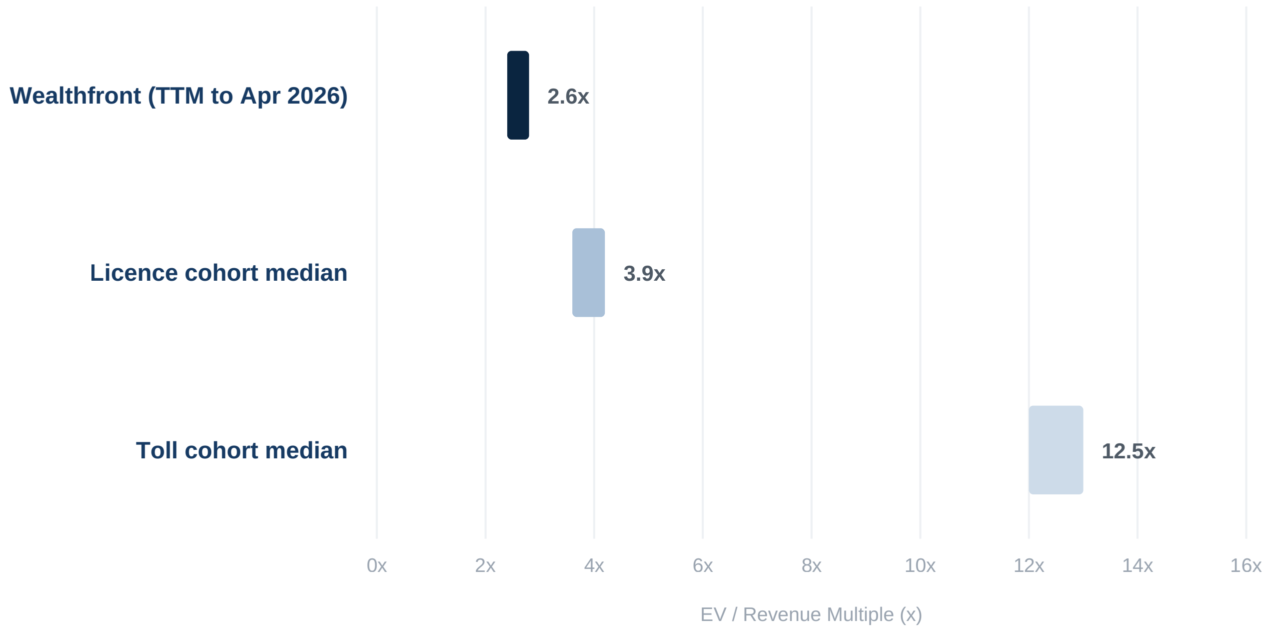
Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

Deep Dive: Direct-to-Consumer and Digital Advice

WINDSOR DRAKE

The listed pure-play. Its pricing is the clearest evidence in the set that the market distinguishes fee revenue from spread revenue.

EV / Revenue Multiple (x), 21 August 2026



KEY OBSERVATION

Scale in accounts is not the same asset as scale in fee-bearing assets. A platform priced on spread is priced as a rate position, whatever the client count.

Valuation Drivers

The Revenue Mix Is the Valuation

Wealthfront's Form S-1 discloses 76% of revenue from cash management against 24% from investment advisory in the half to 31 July 2025. It administers $88.2bn for over 1.3 million funded clients at an average account of roughly $67,000, and charges 0.25% on advisory assets.

Growth Decelerated With the Rate Cycle

Revenue growth fell from 43% in the year to 31 January 2025 to 20% in the following half. The asset base kept growing; the revenue per dollar did not, because the spread had annualised.

The Public Market Marked It Down

Priced at $14.00 on 11 December 2025 for a debut valuation of roughly $2.6bn, the stock closed at $9.22 on 21 August 2026, 34% below the IPO price, in a half where roughly 97% of US IPOs opened above offer.

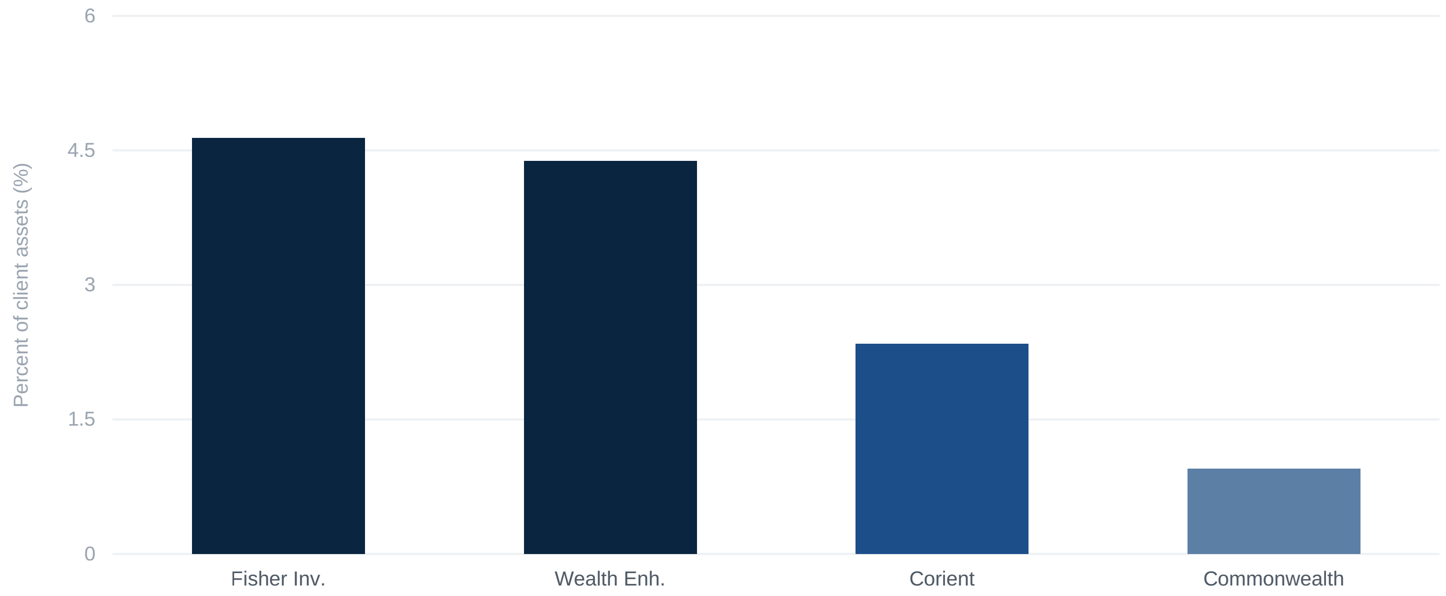
Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

RIA Valuation Multiples: What the Advice Layer Costs

WINDSOR DRAKE

Enterprise value as a percentage of client assets, computed by Windsor Drake from disclosed consideration in company announcements and regulatory filings.

Transaction value as a percentage of client assets



ADVICE PLATFORMS

2.3% to 4.6%

Fisher Investments on over $275B of AUM; Corient on C$518.1B.

BROKERAGE PLATFORMS

0.95%

Commonwealth Financial Network on roughly $285B of assets.

ON EBITDA

21x to 22x

Aon's NFP wealth business at 21.3x; Commonwealth at a nominal 22.5x.

CONSOLIDATOR BAND

mid-teens to low twenties

PitchBook's published EBITDA range for consolidators.

> The five-fold spread is not a size effect. It tracks how close the acquired business sits to the client relationship.

Source: Windsor Drake computation from disclosed consideration; PitchBook.

RIA M&A: Who Is Buying and Why

WINDSOR DRAKE

The buyer universe has consolidated around a small number of sponsor-backed serial acquirers, and the seller pipeline is demographic rather than cyclical.

Repeat, sponsor-backed acquirers

Fidelity Institutional recorded 276 completed RIA transactions in 2025 against 233 in 2024, moving $796.4bn of purchased assets, up 19%. There were 102 unique buyers, a record, of which 37 were first-time acquirers. Eighty-eight percent of deals were backed by a private equity firm and the entire leading-20 acquirer cohort was sponsor-backed.

Volume is running at a record pace

PwC counted 109 US asset and wealth management transactions in Q1 2026, the highest in eight quarters and 22% above Q4 2025, roughly three quarters of it in wealth management. PitchBook records $30.3bn of disclosed 2026 deal value, with median disclosed deal size rising to $86m from $19m.

The seller pipeline is demographic

Cerulli projects roughly 26,000 adviser retirements over the decade and $3.9tn of assets changing hands, with 54% of RIAs currently seeking an acquisition. McKinsey puts the shortfall at roughly 100,000 professionals.

$176.8T	+22.3%	16,544
SEC-REGISTERED ADVISER RAUM, 2025	YEAR ON YEAR	SEC-REGISTERED ADVISERS

Sources: Fidelity Institutional; PwC; PitchBook; Cerulli; Charles Schwab; McKinsey. See appendix.

Scale is concentrating

Cerulli counts roughly 300 RIAs above $5bn controlling 54% of channel assets, against about 90,000 advisers in independent and hybrid structures.

The channel keeps taking share

Independent and hybrid RIA assets reached $9.8tn from $6.6tn in 2019, a 12% five-year compound rate. RIAs are 31% of adviser headcount, from 21% in 2015.

Smaller firms are growing faster

Charles Schwab's 2026 benchmarking study of 1,236 firms holding over $2.5tn found firms below $250m of AUM grew assets 19.6% in 2025 against 16.6% for larger firms.

Sub-$1bn firms dominate deal count

Fidelity reported that 68% of July 2026 transactions involved firms below $1bn of AUM, with 79% of transactions involving serial sponsor-backed acquirers.

Named Transactions With Disclosed Terms

WINDSOR DRAKE

Wealth and adviser platforms, 2024 to 2026. Every entry confirmed against a company announcement or SEC filing.

Transaction	Terms	The read
Clearwater Analytics / Permira and Warburg Pincus	**$8.4B** Closed 25 Jun 2026	**10.2x trailing revenue** $24.55 per share, a 47% premium, on $825.7m of revenue in the twelve months to 31 March 2026. Francisco Partners and Temasek supported.
CI Financial (Corient) / Mubadala Capital	**C$12.1B EV** Closed 12 Aug 2025	**2.3% of client assets** C$32.00 per share, a 33% premium to last close, on C$518.1bn of AUM and AUA.
Aon's NFP wealth business / Madison Dearborn	**$2.7B** Sep 2025	**Approximately 21.3x EBITDA** Against roughly $127m of EBITDA in the twelve months to 30 June 2025. Wealthspire, Fiducient and Newport.
Commonwealth Financial Network / LPL Financial	**$2.7B** Announced Mar 2025	**22.5x nominal, 0.95% of assets** Roughly $285bn of brokerage and advisory assets and 2,900 advisers. LPL's own calculations imply closer to 8.0x after synergies.
Envestnet / Bain Capital	**$4.5B** Closed 25 Nov 2024	**The sector's reference take-private** $63.15 per share. BlackRock, Fidelity, Franklin Templeton and State Street took minority stakes.
Wealth Enhancement Group	**Reported ~$7B** In market Jul 2026	**4.4% of client assets** Carlyle and Bain Capital reported as the final two bidders for the $160bn platform. Terms reported by the Financial Times; the process is unresolved.

Sources: SEC filings and company announcements from Clearwater Analytics, CI Financial, Aon, LPL Financial and Envestnet; Financial Times. See appendix.

Strategic Acquirer Mapping

WINDSOR DRAKE

Evidence from the Windsor Drake Exit Index, the firm's proprietary transaction database, on 44 wealthtech transactions after deduplication.

Wealthtech is a strategic buyer's market

Of the 44 deduplicated wealthtech transactions in the index, 43 had a strategic acquirer and one a financial sponsor. That distribution is the inverse of the RIA market, where Fidelity Institutional records 88% of 2025 transactions as sponsor-backed. Technology is bought by operators; advice is bought by capital.

A wide field, not a concentrated one

The 44 transactions were executed by 41 distinct acquirers. Morgan Stanley, SoFi and Objectway are the only names that appear twice. A seller building a buyer list in this sector is building it wide, and the incumbent bank, the consumer fintech and the European specialist all belong on it.

Activity has stepped up sharply in 2026

Twenty-three of the 44 transactions were announced in 2026, more than in 2020 through 2025 combined. The 2026 cohort spans core banking vendors buying wealth capability, consumer brokerages buying advice, and adviser platforms buying distribution.

44	41	23
WEALTHTECH TRANSACTIONS, DEDUPLICATED	DISTINCT ACQUIRERS	ANNOUNCED IN 2026

Incumbent banks and brokers

Morgan Stanley acquired E*Trade and Eaton Vance; Barclays acquired the GoHenry app in June 2026; JPMorgan acquired 55ip and BlackRock acquired Aperio.

Consumer fintechs buying advice

SoFi acquired PrimaryBid in May 2026 and Composer in July 2026. Robinhood acquired TradePMR for $300m. Coinbase acquired Echo for $375m.

Core banking vendors buying wealth

Temenos acquired additiv in June 2026. Objectway acquired FNZ's Swiss private banking technology business in July 2026 and SLIB later the same month.

Ten of 44 disclose a value

So the comparable set a seller builds from public market data is the benchmark that frames a private negotiation, and the party that brings it sets the anchor.

Source: Windsor Drake Exit Index, 521 transactions, deduplicated on target, acquirer and announcement month. Wealthtech cohort as at 24 August 2026.

The Supervisory Backdrop Has Changed Direction

WINDSOR DRAKE

Fourteen Proposals Withdrawn

On 12 June 2025 the SEC withdrew fourteen proposed rules (Release Nos. 33-11377; 34-103247; IA-6885; IC-35635), including the Safeguarding Advisory Client Assets proposal and the Predictive Data Analytics conflicts proposal.

- Rule **206(4)-2** remains the operative custody regime.
- Adviser outsourcing and cybersecurity went in the same action.
- No successor AI rule for advisers has been proposed.
- The Spring 2026 agenda names no adviser custody, marketing or AI rulemaking.

Compliance Cost Removed, Not Added

FinCEN postponed the investment adviser AML and CFT rule from 1 January 2026 to 1 January 2028, estimating roughly $1.45 billion of avoided compliance costs across 2026 and 2027.

- Final rule 31 December 2025; Federal Register 2 January 2026.
- Form PF compliance was extended to **1 October 2026**.
- The Form PF filing threshold is proposed to move from **$150M to $1B**.
- The Retirement Security Rule was vacated and the 1975 test restored.

Where Examination Attention Went

The FY2026 examination priorities, published 17 November 2025, put never-examined and recently registered advisers first, and name cash sweep programmes and automated advice explicitly.

- Examiners will assess the accuracy of firms' own AI capability claims.
- A June 2026 risk alert named cash sweep disclosure, revenue sharing and share-class selection.
- The January 2025 sweep produced **$60M** of penalties across three entities.
- Alternatives with extended lock-ups are a named fiduciary focus.

Distribution Was Deregulated

Staff guidance of 15 August 2025 removed the gating conditions on registered closed-end funds investing in private funds.

- The accredited-investor condition, the **$25,000** minimum and the **15%** cap were dropped.
- Investment Company Act protections remain in place.
- A retail private-markets proposal sits on the 2026 agenda.
- The UK's targeted support regime went live **6 April 2026**.

Sources: US Securities and Exchange Commission; FinCEN; FINRA; Financial Conduct Authority. See appendix.

Where the Demand Went: Alternatives Distribution

WINDSOR DRAKE

The Flow Is Real and Recent

Retail capital moving into alternative structures is the fastest-growing revenue pool a wealth platform can intermediate.

- US retail capital into alternative structures reached **$204B** in 2025, from $92B in 2023 (McKinsey).
- Semiliquid fund assets approached **$600B** at 31 March 2026 (Morningstar).
- **123** new evergreen funds launched in 2025, a decade high (S&P Global).
- Cerulli projects retail private markets assets of **$3.7 trillion** by 2029, from $1.9 trillion.

The Platforms Intermediating It

Two private platforms sit between the manager and the adviser, and both repriced upward on disclosed terms.

- iCapital raised over **$820M** at a valuation above **$7.5B** in July 2025.
- It services **$945B** of assets, of which **$257B** is alternative platform assets.
- CAIS raised a **$170M** Series D led by Vista Equity at over **$2B** on 29 July 2026.
- CAIS disclosed a **37%** three-year organic revenue compound rate. Both sit on the toll side.

The Wrapper Is Being Tested

The semi-liquid structure is running its first redemption cycle at scale, which is a live constraint on the growth case.

- Blackstone Private Credit Fund reported Q1 2026 gross inflows of **$1.9B** against **$3.2B** of repurchases.
- It met all requests without proration on an $80B portfolio with over $15B of liquidity.
- Roughly **$1.8B** of net outflows left the ten largest direct-lending funds in early 2026.
- Private equity vehicles attracted **$14.5B** over the same trailing period.

Fee Compression Moved Up the Stack

Product pricing has stopped falling. The pressure has relocated to the advice and platform layers, which is where wealthtech revenue sits.

- Equity mutual fund expense ratios held at **0.40%** in both 2024 and 2025 (ICI).
- Index equity ETFs held at **0.14%**; money market fund fees rose to **0.24%**.
- Index vehicles crossed **52%** of US long-term fund assets, from 19% in 2010.
- Advisory fees run **125bp** at $100,000 and roughly **66bp** above $10m (Cerulli).

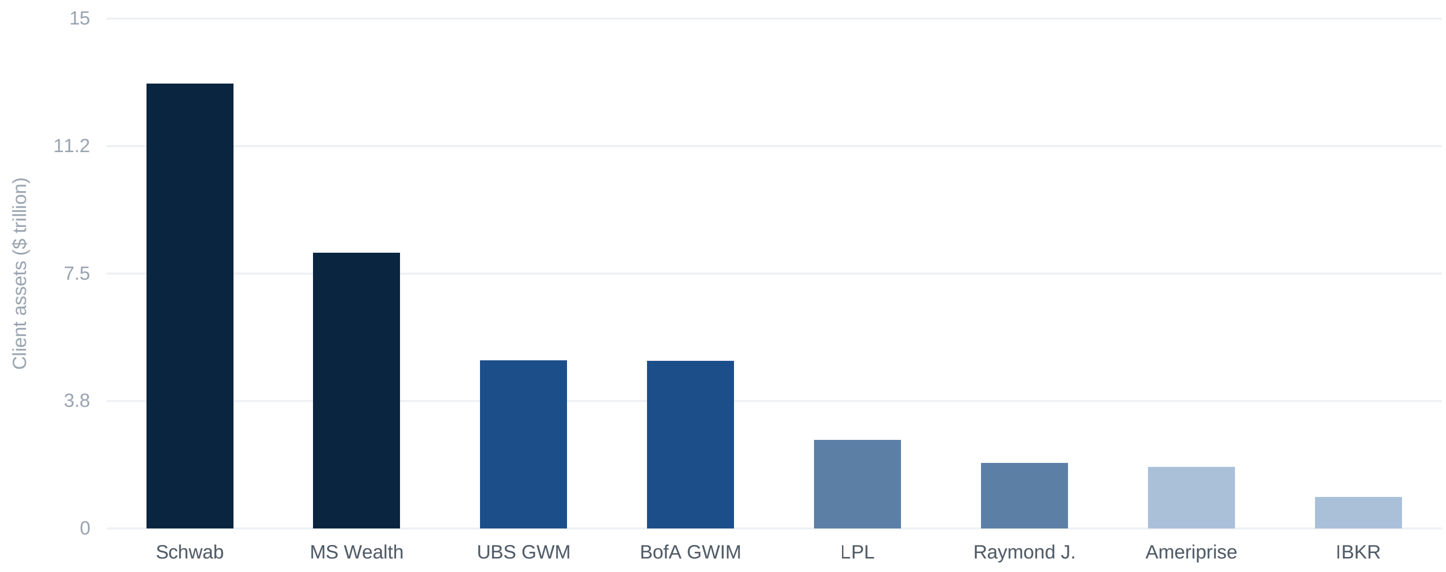
Sources: McKinsey; Morningstar; S&P Global; Cerulli; ICI; SEC filings; company announcements. See appendix.

Custody and Platform Economics: How Much of This Is Rates

WINDSOR DRAKE

Reported Q2 2026 figures from primary filings. The revenue quality question sits behind every wealth platform multiple in the set.

Client assets on major US wealth platforms, 30 June 2026 ($ trillion)



SCHWAB NET INTEREST REVENUE

$3,357M

Up 19% year on year in Q2 2026, on a 3.00% net interest margin. Advisor Services client assets reached $5.74tn.

LPL NET SWEEP YIELD

~330bp

On $54.1bn of bank sweep. Client cash fell to 2.2% of client assets from 2.6% a year earlier.

POLICY RATE

3.50% to 3.75%

Held at the 29 July 2026 FOMC. The June 2026 projection median for end-2026 is 3.8%, above the current range midpoint.

MONEY MARKET FUND ASSETS

$7.93T

Week ended 19 August 2026, with the ten-year Treasury at 4.69%.

> A buyer paying a platform multiple will separate fee revenue from spread revenue before signing. A seller should do it first.

Sources: Federal Reserve; Investment Company Institute; Morningstar; company earnings releases. See appendix.

Moving Across the Toll Line: A 12 to 18 Month View

WINDSOR DRAKE

The revenue model is the largest lever on multiple and the slowest to move. A process decision taken today reflects structural work started well before it.

Establish the revenue base

Months 0-3

- Split reported revenue into asset-linked fees, licences and spread on client cash.
- Quantify what share of revenue moves with administered assets without a new sale.
- Identify the lines a buyer will discount for policy sensitivity.
- Establish whether the toll position is held, contracted for, or aspirational.

KEY MILESTONE
A revenue bridge a buyer can audit

Build the evidence

Months 3-9

- Assemble the public comparable set the seller will argue from.
- Document switching costs, contract terms and renewal rates in months, not adjectives.
- Disclose funds under administration and net flows on a consistent basis across periods.
- Close the gaps a diligence process will find anyway.

KEY MILESTONE
A reproducible comp set and a clean data room

Test the buyer universe

Months 9-15

- Map incumbents, consumer platforms, core banking vendors and sponsors as one list.
- Establish which acquirers have bought this revenue model recently, not this sector.
- Understand the acquirer's own multiple: it constrains what they can pay.
- Weight the list toward repeat acquirers, which is where activity concentrates.

KEY MILESTONE
A ranked, evidenced buyer list

Run the process

Months 15-18

- Enter with the benchmark established rather than discovered.
- Hold competitive tension across categories of buyer.
- Price against the revenue model, not the sector composite.
- Hold the benchmark through diligence, not only at the letter of intent.

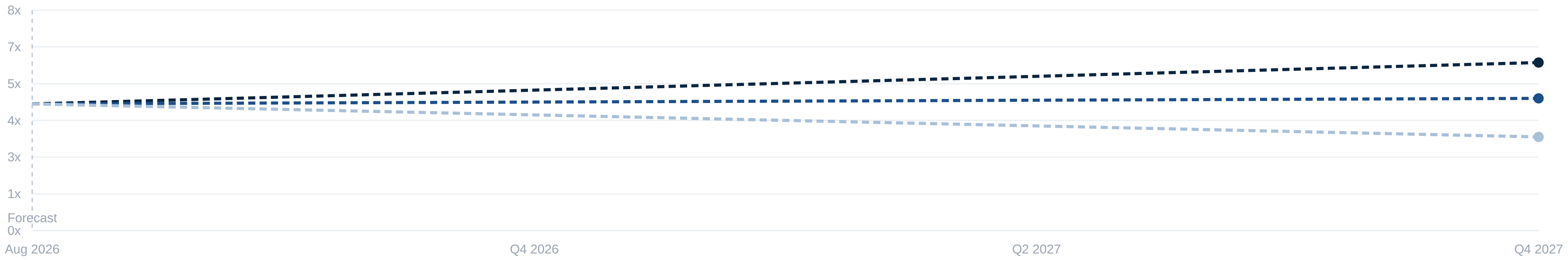
KEY MILESTONE
Competitive tension at close

Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

Wealthtech Valuation Outlook

WINDSOR DRAKE

Composite EV/Revenue for the Windsor Drake wealthtech comparable set. Scenarios are Windsor Drake's view; the current level is computed from market data.



Bull 6.1x

Key Drivers

- Alternatives distribution keeps compounding and platforms capture the intermediation fee.
- Net flows into platform operators hold above 20% and the toll cohort re-rates.
- The listing window extends beyond AI and industrial issuers to wealth platforms.

SELLERS ON THE TOLL SIDE OF THE LINE SHOULD MOVE WHILE COMPETITIVE TENSION IS AT ITS HIGHEST.

Base 4.8x

Key Drivers

- Policy holds in the current range and spread revenue annualises.
- RIA transaction volume stays at record pace on demographic supply.
- The gap between the toll and licence cohorts persists or widens.

THE REVENUE MODEL DETERMINES OUTCOME MORE THAN TIMING DOES. BUILD THE EVIDENCE AND RUN A DISCIPLINED PROCESS.

Bear 3.4x

Key Drivers

- Policy tightens toward the FOMC's own June 2026 median and long-duration assets de-rate.
- Semi-liquid redemption pressure slows alternatives distribution growth.
- Sponsors accept discounts to clear the backlog, resetting private marks in advice platforms.

LICENCE AND SPREAD MODELS FACE THE MOST COMPRESSION. READINESS MATTERS MORE THAN PRICE DISCOVERY.

Source: Windsor Drake analysis of public market data, prices at 21 August 2026 close. Constituents named in the appendix.

Case Study: Clearwater Analytics and Permira

WINDSOR DRAKE

The quarter's largest wealth and asset infrastructure take-private, and the only 2026 transaction in the set with a fully computable revenue multiple.

The transaction

A consortium led by Permira and Warburg Pincus, supported by Francisco Partners and Temasek, acquired Clearwater Analytics for **$24.55 per share**, approximately **$8.4 billion** in total transaction value. Announced 20 December 2025, closed **25 June 2026**.

- The price was a **47%** premium to the undisturbed price of 10 November 2025.
- Sponsor equity commitments totalled roughly $5.9 billion.
- Clearwater deregistered on 6 July 2026.

What it says about the toll line

Clearwater's last reported trailing revenue, for the twelve months to 31 March 2026, was **$825.7 million**. The $8.4 billion transaction value is **10.2x** that figure, more than double the 4.6x composite for listed wealthtech.

- Clearwater is contracted to the assets it accounts for rather than to a seat count.
- Revenue roughly doubled through the Enfusion and Beacon acquisitions completed in April 2025.
- State the revenue period with any multiple here: the same $8.4 billion is 13.1x the trailing figure available at announcement.

The read for a founder

Sponsors paid a toll multiple

10.2x trailing revenue for a business whose fee base tracks the assets it administers, in a year when listed peers cleared 4.6x.

The premium was to the undisturbed price

Forty-seven percent above 10 November 2025. A public benchmark sets the floor a buyer has to clear.

The period matters

10.2x or 13.1x on the same consideration, depending on which trailing period is used. Whoever names the period sets the anchor.

Capital is available at scale

Roughly $5.9bn of sponsor equity for a single wealth and asset infrastructure asset, alongside $1.3tn of global buyout dry powder.

Sources: Clearwater Analytics SEC filings, 8-K of 20 December 2025 and 25 June 2026, Schedule 13E-3 and Form 10-Q for Q1 2026; Bain & Company. Multiple computed by Windsor Drake.

Sources: Regulators, Central Banks and Filings

WINDSOR DRAKE

Primary institutional sources whose data appears in this deck. House computation is separated from third-party figures throughout.

Institution	Report / Source	Date
US Securities and Exchange Commission	*Notice of Withdrawal of Proposed Regulatory Actions, Rel. 33-11377*	2025-06
US Securities and Exchange Commission	*Division of Examinations, Examination Priorities FY2026*	2025-11
US Securities and Exchange Commission	*Risk Alert: Adviser Obligations Related to Economic Conflicts of Interest*	2026-06
US Securities and Exchange Commission	*Investment Adviser Statistics; ADI 2025-16; Form PF releases*	2026-08
FinCEN, US Department of the Treasury	*Final rule delaying the Investment Adviser AML/CFT rule to 2028*	2026-01
Federal Reserve	*FOMC statement, 29 July 2026; Summary of Economic Projections, June 2026*	2026-07
FINRA	*2026 Industry Snapshot*	2026-06
Bank of England	*Daily spot exchange rates, 21 August 2026*	2026-08
Financial Conduct Authority	*Targeted support regime; advice market data*	2026-04
Company filings and announcements	*Clearwater Analytics, CI Financial, Aon, LPL Financial, Envestnet, Wealthfront, HUB24, Netwealth, Bravura, Iress, Temenos, SEI, Morningstar, Broadridge, SS&C, Schwab, Morgan Stanley, UBS, Raymond James, Ameriprise, Interactive Brokers, iCapital, CAIS, BCRED*	2026-08

Sources: Research Institutions and Data Houses

WINDSOR DRAKE

Third-party institutions cited in this deck, with the publication and date of the figure used.

Institution	Report / Source	Date
McKinsey & Company	*US wealth management in 2035; Global Private Markets Report 2026*	2026-06
Boston Consulting Group	*Global Asset Management Report 2026; Global Wealth Report 2026*	2026-05
Bain & Company	*Global Private Equity Report 2026*	2026-02
PwC	*Asset and wealth management US Deals 2026 midyear outlook; US Capital Markets Watch Q2 2026*	2026-07
Cerulli Associates	*The RIA Marketplace in 2026; US Advisor Metrics; retail private markets*	2026-06
Fidelity Institutional	*Wealth Management M&A Year in Review 2025; monthly transaction report*	2026-08
Charles Schwab	*2026 RIA Benchmarking Study*	2026-07
Morningstar	*2026 US Fund Fee Study; The State of Semiliquid Funds 2026*	2026-06
Investment Company Institute	*2026 Fact Book; Trends in the Expenses and Fees of Funds; money market fund assets*	2026-08
Investment Adviser Association and COMPLY	*2026 Investment Adviser Industry Snapshot; Form ADV aggregates*	2026-06
PitchBook and S&P Global Market Intelligence	*Wealth management consolidation; evergreen fund launches*	2026-07

Methodology

WINDSOR DRAKE

How the Multiples Were Computed

Every multiple in this deck is Windsor Drake's own computation from primary market data. None is licensed from a data vendor.

- Enterprise value equals market capitalisation plus total debt less cash and short-term investments.
- Prices are closing prices on **21 August 2026**; balance sheets are the most recent reported, 30 June 2026 for eight of ten constituents.
- Revenue is each company's most recently reported trailing twelve months or full year, with the period stated beside the constituent.
- Non-US figures are converted at Bank of England spot rates of 21 August 2026.

The Comparable Set

Ten constituents across three revenue models, each named on slide 6 so the calculation can be reproduced.

- Toll on assets administered: Netwealth, HUB24, SEI Investments.
- Licence and services: Temenos, Bravura Solutions, SS&C, Morningstar, Broadridge, Iress.
- Spread on client cash: Wealthfront.
- Praemium is held out of the set: its FY26 result is scheduled for 31 August 2026.

Exclusions and Their Reason

Custodians and brokers are analysed separately because client money on the balance sheet makes enterprise value the wrong measure of capital structure.

- Charles Schwab, Interactive Brokers, Robinhood, LPL Financial, AJ Bell, IntegraFin and Quilter are treated on reported operating metrics instead.
- Allfunds is held out because settlement and client cash dominate its balance sheet.
- Netwealth's trailing revenue is built from its own reported half-year comparatives, FY25 plus 1H26 less 1H25.
- Iress reports to a December year end; its trailing figure is stated on the same basis.

The RIA Module and the Index

Transaction benchmarks are computed from consideration disclosed by the parties, and the Windsor Drake Exit Index supplies the acquirer evidence.

- Percentage-of-client-assets figures use the assets each party disclosed at announcement.
- EBITDA multiples use earnings the parties disclosed; the Commonwealth figure is LPL Financial's own nominal number.
- The Exit Index holds **521** transactions; the wealthtech cohort is **44** after deduplication on target, acquirer and announcement month.
- Wealth Enhancement Group terms are as reported by the Financial Times and the process is unresolved.