

ETFs 2030

Capitalising on disruptive innovation



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About this survey

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Drawing on the findings from a survey of 72 executives from around the world, “ETFs 2030: Capitalising on disruptive innovation” explores the latest trends and future outlook in a fast expanding and evolving Exchange-Traded Fund (ETF) market.

More than 50 survey respondents are ETF managers or sponsors. The remainder are service providers, market makers and asset managers not currently offering ETFs.

The diversity of our sample is reflected in the broad range of views on the direction of the ETF market, both globally and regionally.

We would like to thank all our survey respondents for sharing their valuable insights.

Unless otherwise stated:

- All figures come from PwC Global ETF survey data and LSEG Lipper data.
- All references to ‘mutual funds’ exclude ETFs.
- All monetary figures are in US dollars.

Participating firms come from the four main regions of the ETF market:



Overview

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The digital revolution is powering the next big leap in ETF growth and innovation. The impact is transforming investor expectations and operating models needed to meet them.

What comes through strongly in our survey findings is how well-placed ETFs are to benefit from today's rapid and far-reaching technological advances.

The transformative potential of artificial intelligence (AI), tokenisation and other disruptive technologies spans products, distribution, and operations. Examples range from interactive investment apps and low/no fee trading to hyper-personalised model portfolios and tokenised fractional ownership.

Out in front

The ETF managers out in front are capitalising on innovation to diversify product offerings, deepen retail penetration, and connect with digital-native millennial and gen Z investors, many of whom already have a strong preference for ETFs.

In an increasingly competitive ETF marketplace, operational

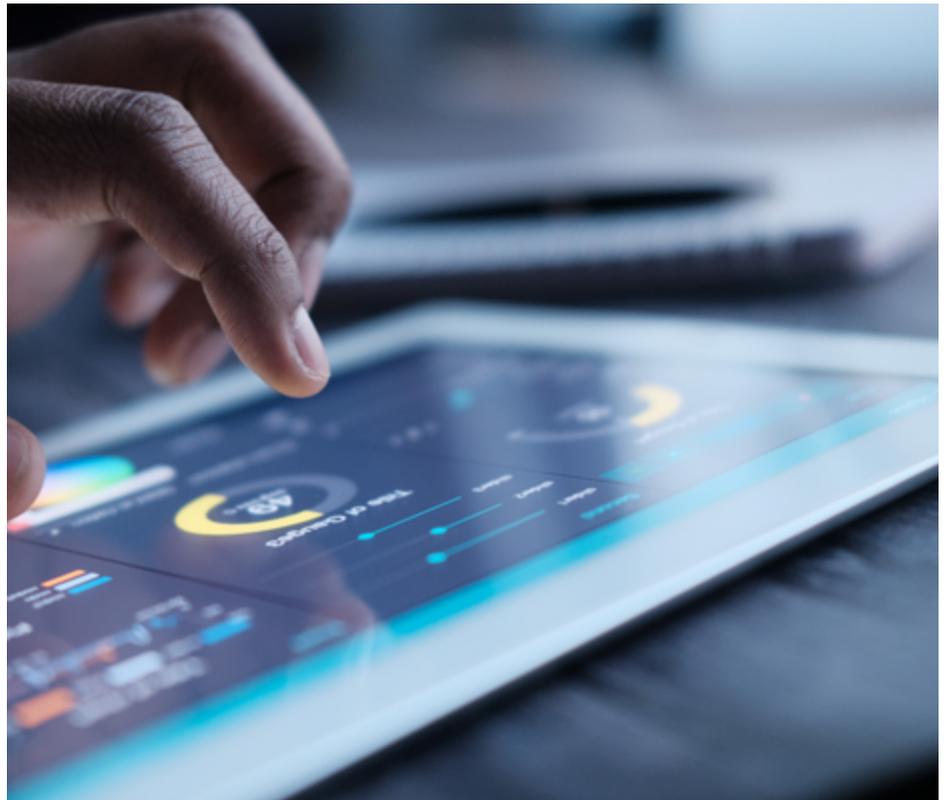
modernisation is enabling the front-runners to sharpen differentiation and deliver more for less.

If you don't lead, others will

In this report, we look at how disruptive innovation is opening up new opportunities, reshaping the ETF playing field, and how ETF managers can capitalise on the potential to boost profitability and grow market share.

Rapid growth continues to attract new entrants globally

Global ETF Assets under Management (AuM) reached US\$19.5 trillion at the end of 2025. More than a third of survey respondents are expecting global ETF AuM to reach US\$35 trillion or even higher by June 2030, up from US\$16.9 trillion in June 2025, more than doubling ETF assets over the next 5-year period. The strong growth in the ETF industry continued with more than 100 new ETF issuers in 2025, helping to drive innovation and expanding opportunities in the market.



Technology reshapes the playing field

More than 90% of survey respondents expect significant demand from retail investors in the next two to three years. Technology is helping to open the retail market by providing an accessible and affordable way to engage with investors and tailor investment solutions at scale. Over 80% of survey respondents expect AI to have either a significant or moderate impact on ETF operations over the next two to three years. Nearly 80% believe that tokenisation will boost global reach and 24/7 accessibility within the ETF market over the next two to three years. A similar proportion believe that tokenisation will increase direct investor access to more asset classes.

Digital platforms help to engage with a new generation of investors

As baby-boomers pass on trillions of dollars to their heirs, more than three quarters of survey respondents believe that intergenerational wealth transfer will have a significant impact on the growth of ETFs over the next ten years. As ETF managers look to target the

tech-first generations coming into the market, over three quarters of respondents expect the great wealth transfer to increase investor preference for digital platforms and nearly 60% believe that it will provide a catalyst for product innovation.

Digital asset ETFs move into the top three for demand

Survey respondents now see digital asset ETFs as one of the three most in-demand products over the next two to three years, joining the market mainstays of global equity and fixed income ETFs. Expected demand for digital asset ETFs has more than doubled across all regions since last year's survey, accelerating the upward trend over a number of years. The biggest market for digital asset ETFs is the US, reflecting its supportive regulatory approach. In other regions, regulatory barriers persist. Alongside the growing interest in active and alternative ETFs, the anticipated surge in demand for digital asset ETFs across the globe highlights the importance of product diversification and choice in capturing and sustaining market share.



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Growth projections: On the path to US\$35 trillion AuM

Growth in ETF AuM continues to motor ahead, but growth alone can no longer guarantee profitability, underlining the need for innovation, diversification, and differentiation.

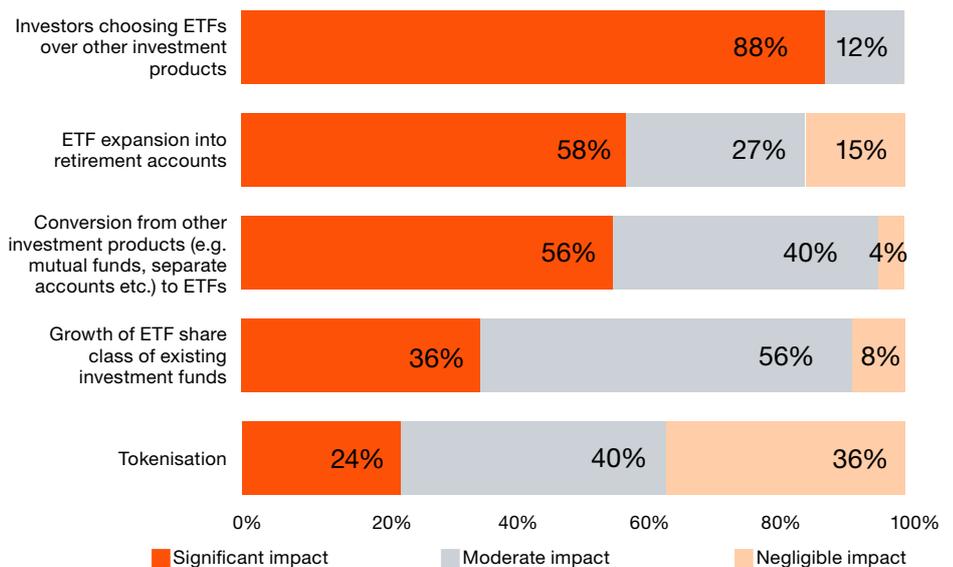
Global ETF AuM hit US\$19.5 trillion in 2025, up from US\$14.6 trillion at the end of 2024, an annual growth rate of 33%, fuelled by a strong performance of stock and bond markets. The global ETF industry also benefited from significant inflows. The record US\$2.1 trillion of global net inflows into ETFs in 2025 was nearly 3.5 times more than Mutual Funds (MFs).

Well over 80% of the respondents in our survey believe that investor preference for ETFs over other investment products will have a

significant impact on the growth of the ETF industry over the next two to three years. More than half of survey respondents point to conversion from other products including MFs and separate accounts into ETFs as a key driver for growth. Over a third anticipate a significant impact from the growth of ETF share classes added to existing investment funds, where permitted by regulators.

Exhibit 1: Drivers of growth

Which of the following areas do you believe could have the most significant positive impact on the growth of the ETF industry over the next two to three years?



Source: PwC Global ETF Survey 2025

Surging ahead

More than a third of survey respondents expect global ETF AuM to climb to US\$35 trillion or even higher by June 2030, more than doubling global ETF AuM from June 2025. Nearly 70% believe that global ETF AuM will reach at least US\$30 trillion by the end of the decade.

Sustaining profitable growth

The rapid AuM growth being captured by ETF managers continues to attract new entrants; more than 100 in 2025, up from around 60 in the previous year. The new entrants are increasing competition and heightening the need to harness technology to bolster margins.

Digitisation and automation are enabling ETF managers out in front to undercut competitors on expenses and fees. By 2030, benchmarks for cost competitiveness will likely be dictated by a fast and efficient market infrastructure built around tokenised trading and settlement and AI-enabled portfolio management, client engagement, reporting, and compliance monitoring. There is an urgent need to develop and apply these technologies now to remain competitive going forward.

In turn, investor demands are evolving fast. For starters, they want access to

a broad range of asset classes. A clear case in point is active ETFs, which now make up nearly 9% of overall global ETF AuM (US\$1.7 trillion). In 2025, for the first time, the number of active ETF launches was on a par with passive ETF launches.

2025 saw a 72% increase in active ETF launches globally compared to 2024. Most survey respondents expect active ETF AuM to more than double over the next five years to US\$4 trillion.

The up-and-coming products in today's increasingly broad offerings include digital asset ETFs. Respondents now rank digital asset ETFs among the three product types likely to attract the most demand over the next two to three years. However, sales are still concentrated in the US market, where the regulatory landscape is more digital asset friendly than most other markets.

Alternative ETFs are also attracting growing interest. More than a third of survey respondents expect significant demand for alternative ETFs in their region over the next two to three years. Nearly half believe that alternative strategies (e.g. hedge funds, private equity and private credit) will open up significant opportunities for innovation.

United States

Following record net inflows in 2025, ETF AuM in the US climbed to US\$13.4 trillion in 2025, a 30% annual growth rate. And this rapid expansion shows no signs of abating. More than a third of US respondents expect US ETF AuM to more than double and reach US\$25 trillion or more by June 2030, up from US\$11.6 trillion in June 2025.

In a fast-evolving US market, spearheads for growth include active ETFs. While US active ETFs make up 11% of the US ETF market, 83% of new ETF launches in the US in 2025 were active ETFs. Nearly three quarters of US respondents expect demand for active ETFs to climb over the next two to three years.

The combination of rapidly increasing investor demand and a favourable regulatory environment have in turn led to a record 110 digital asset ETF launches in 2025. More than a third of US respondents plan further digital asset ETF launches over the next 18 months.

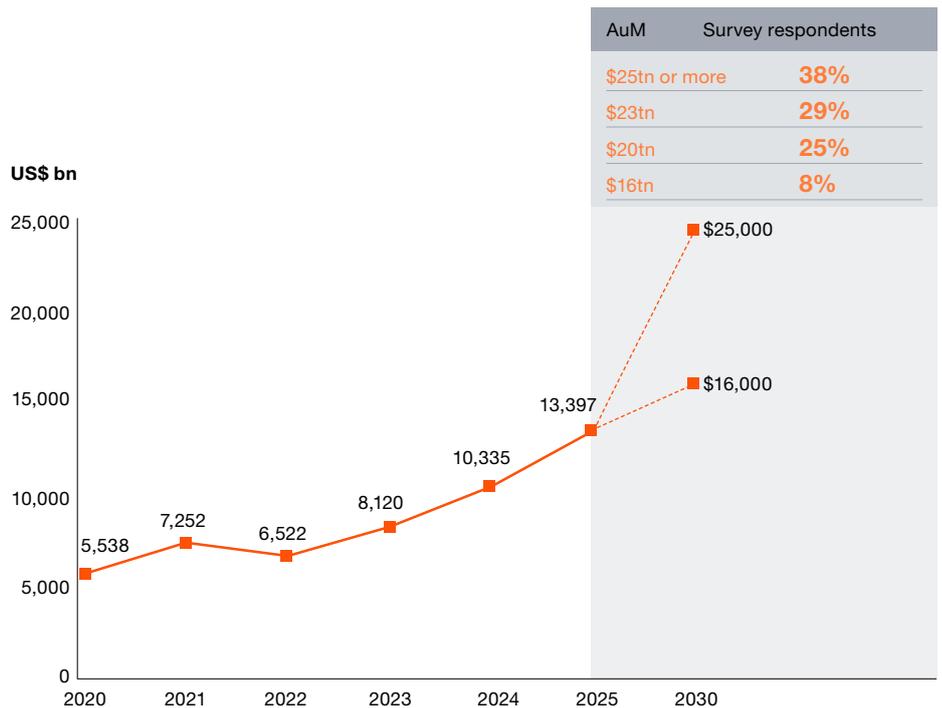
US respondents also point to the opportunities for ETF share classes following the Securities and Exchange Commission (SEC) approval for exemptive relief requests for ETF share classes in MFs in late 2025. ETF managers will need to work through various business, governance, and operational considerations to realise the full potential of ETF share classes.

38%

of US survey respondents believe that the US ETF AuM will reach US\$25 trillion or more by June 2030.

U.S. Survey respondents only: US ETF AuM is approximately \$11.6 trillion as of June 30, 2025. Where do you think US ETF AuM will be by June 30, 2030?

Exhibit 2: US ETF growth projections



Source: LSEG Lipper and PwC Global ETF Survey 2025

Canada

The Canadian ETF market recorded an impressive 47% growth rate in 2025, bringing ETF AuM to US\$546.1 billion at the end of the year. Nearly 70% of Canadian respondents think that Canada’s ETF AuM will reach at least US\$1 trillion by June 2030. Nearly a quarter expect Canadian ETF AuM to reach US\$1.5 trillion by June 2030.

Canadian ETFs benefited from strong inflows of US\$102 billion in 2025. This marks the fourth year in a row where Canadian ETFs have outsold MFs. Over a third of these inflows went into active ETFs. Active ETFs now account for 27% of the Canadian ETF AuM, which is the highest proportion of all the main ETF markets. Canadian respondents remain highly optimistic about the prospects for active ETFs.

Digital asset ETFs are also moving onto Canadian respondents’ growth radar. Canada was the first country to approve crypto ETFs back in 2021. More than half of Canadian respondents are planning to launch a digital asset ETF over the next 18 months.

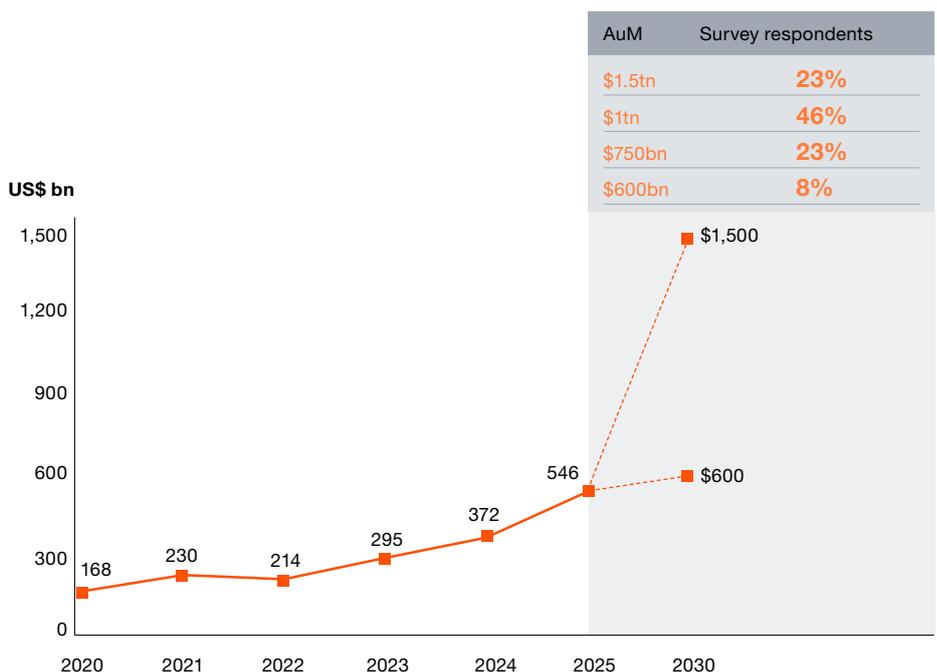
Although the Canadian Securities Administrators (CSA) have been supportive of ETFs, the existing regulatory framework is still broadly in line with MFs. The increased popularity of ETFs triggered a review of the ETF regulations in 2023, followed by a CSA consultation paper in 2025, which aims to develop a more tailored regulatory framework for ETFs.

Exhibit 3: Canadian ETF growth projections

Nearly 70%

of Canadian respondents think that Canadian ETF AuM will reach at least US\$1 trillion by June 2030.

Canadian Survey respondents only:
Canadian ETF AuM is approximately US\$484 billion as of June 30, 2025.
Where do you think Canadian ETF AuM will be by June 30, 2030?



Source: LSEG Lipper and PwC Global ETF Survey 2025

Europe

2025 marked 25 years since the launch of the first European ETF in 2000. The European ETF market closed 2025 with an all time high AuM of US\$3.2 trillion, up from \$2.2 trillion in 2024. This additional \$1 trillion of AuM represents a significant growth rate of 42%.

The strong growth of ETFs in Europe is expected to continue, with more than a third of European respondents anticipating that European ETF AuM will more than double and reach at least US\$5.5 trillion by June 2030, up from US\$2.6 trillion as of June 2025.

More than three quarters of European respondents anticipate significant demand from retail investors and savings plans over the next two to three years. With support from the European Commission, a key driver is expected to be the recommendations for new savings and investment accounts across EU member states, with tax incentives and financial literacy campaigns to help encourage adoption. Similar initiatives are proposed in the UK market with recent changes to rules for Investment and Savings Accounts. The European Council estimates that there is around US\$11.6 trillion (€10 trillion) held in the EU in low-yield bank deposits that could be invested.

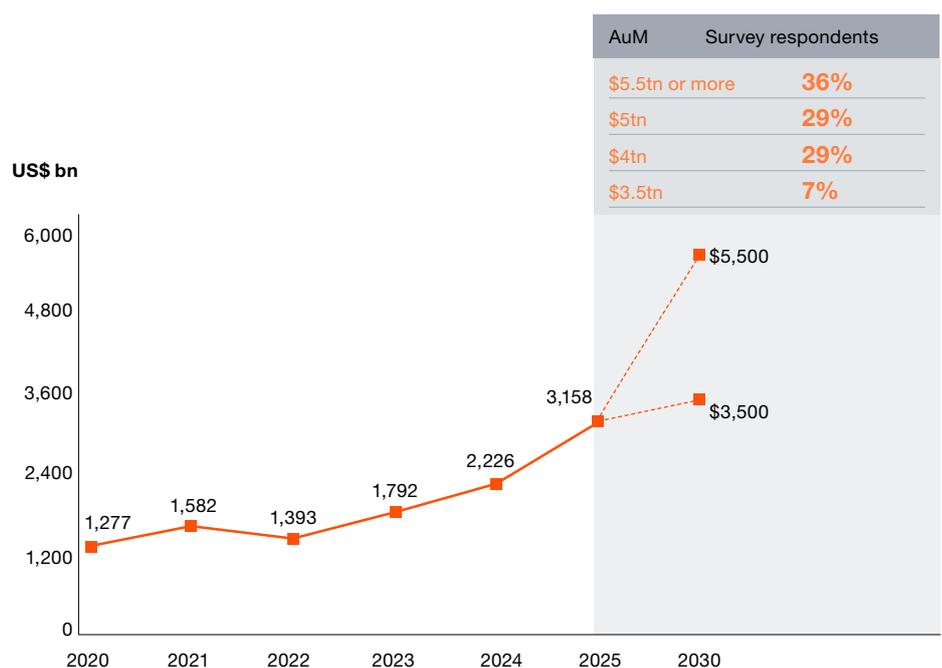
Nearly half of European respondents plan to launch a digital asset ETF over the next 12-18 months, if permitted by regulation. European investors can currently gain access to digital assets via exchange-traded notes and products. However, it remains to be seen whether the European regulators will follow the US lead in opening up access to digital assets in regulated products.

Exhibit 4: European ETF growth projections

36%

of European respondents think that European ETF AuM will reach at least US\$5.5 trillion by June 2030.

European Survey respondents only: European ETF AuM is approximately \$2.6 trillion as of June 30, 2025. Where do you think European ETF AuM will be by June 30, 2030?



Source: LSEG Lipper and PwC Global ETF Survey 2025

Asia-Pacific

Asia-Pacific (APAC) ETF AuM increased by a remarkable 42% in 2025 to reach US\$2.4 trillion. A third of APAC respondents believe that APAC ETF AuM will climb to at least US\$5 trillion by June 2030.

The Chinese mainland market especially has seen fast growth, rising from US\$160 billion of ETF AuM in 2020 to US\$821 billion in 2025. In 2025 alone, Chinese mainland ETFs registered an annual growth of 65%, largely fuelled by domestic demand and the government encouraging medium and long-term funds to invest in domestic ETFs to stabilise the Chinese mainland stock market. At 35% of total APAC AuM, China has overtaken Japan (29% of total APAC AuM) to become the region's largest ETF market. However, it should be noted that there were redemptions of at least US\$25 billion from Chinese mainland ETFs in January 2026.

The vast majority of the Chinese mainland and Japanese ETFs follow passive investment strategies. For active ETFs, Australia continued to lead the way in 2025, accounting for more than 57% of APAC active ETF AuM.

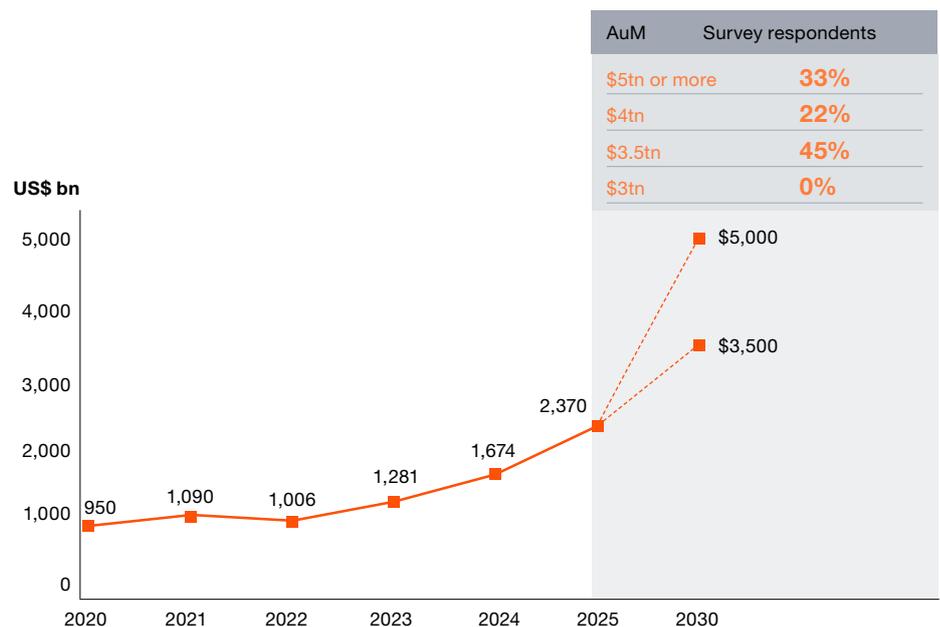
More than 70% of our APAC respondents expect significant demand for domestic equity and global equity ETFs, as well as digital asset ETFs. Nearly three quarters of APAC respondents see significant opportunities for expansion into retirement accounts. More than 80% believe that investors choosing ETFs over other investment products will have a significant impact on the growth of ETFs in APAC.

Exhibit 5: APAC ETF growth projections

33%

of APAC respondents believe that APAC ETF AuM will climb to at least US\$5 trillion by June 2030.

Asia Pacific Survey respondents only: Asia Pacific ETF AuM is approximately \$2 trillion as of June 30, 2025. Where do you think Asia Pacific ETF AuM will be by June 30, 2030?



Source: PwC Global ETF Survey 2025



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Product trends: Ripe for innovation

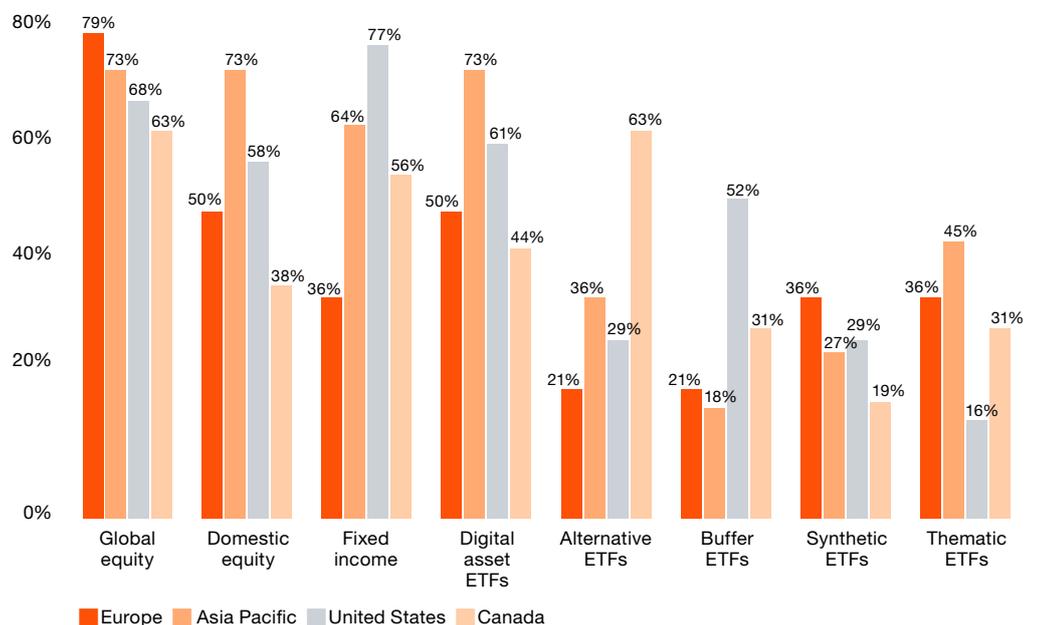
Competition is driving a surge in innovation as active ETF launches soar, digital asset ETFs become key products of interest, and managers look for new ways to attract increasingly demanding investors.

Survey respondents see no let-up in demand for global equity, fixed income and domestic equity ETFs. But the

gap in demand with other types of products, including active and digital asset ETFs, is narrowing.

Exhibit 6: Significant expected demand over next 2-3 years

What level of demand do you expect for the following asset classes or investment strategies by investors in your market over the next 2 to 3 years? - Percentage of respondents selecting "Significant demand"



Source: PwC Global ETF Survey 2025

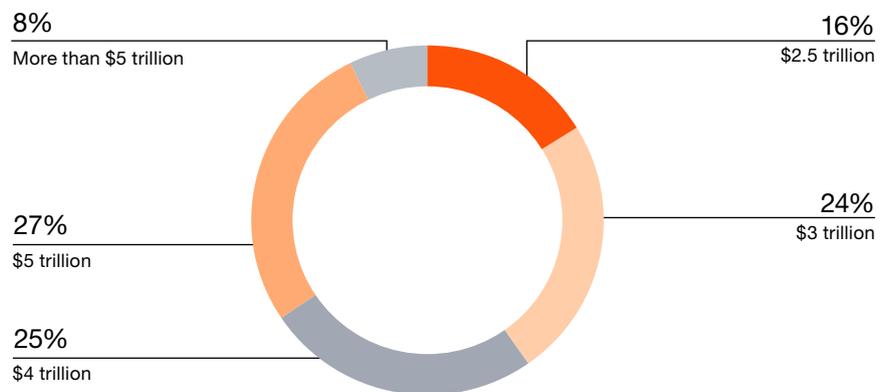
Active pushes towards US\$4 trillion AuM

Globally, active ETF AuM reached US\$1.7 trillion at the end of 2025. The growth highlights the extent to which active ETFs have evolved from a niche offering to a thriving component of the product suite over the past few years.

In some markets, such as the US and Canada, active ETF launches now outpace their passive counterparts. In a clear indication of even stronger growth ahead, 60% of respondents expect global active ETF AuM to more than double to reach at least US\$4 trillion by June 2030.

Exhibit 7: Anticipated AuM in active ETFs by 2030

Global Active ETF AuM is US\$1.39 trillion as of June 30, 2025. What is your prediction for Global Active ETF AuM by June 30, 2030?



Source: PwC Global ETF Survey 2025

Digital asset ETFs move into the mainstream

The digital asset ETFs' move into respondents' top three for expected demand over the next two to three years underlines both the diversification of product ranges and the generational and regulatory shifts that are reshaping the ETF market.

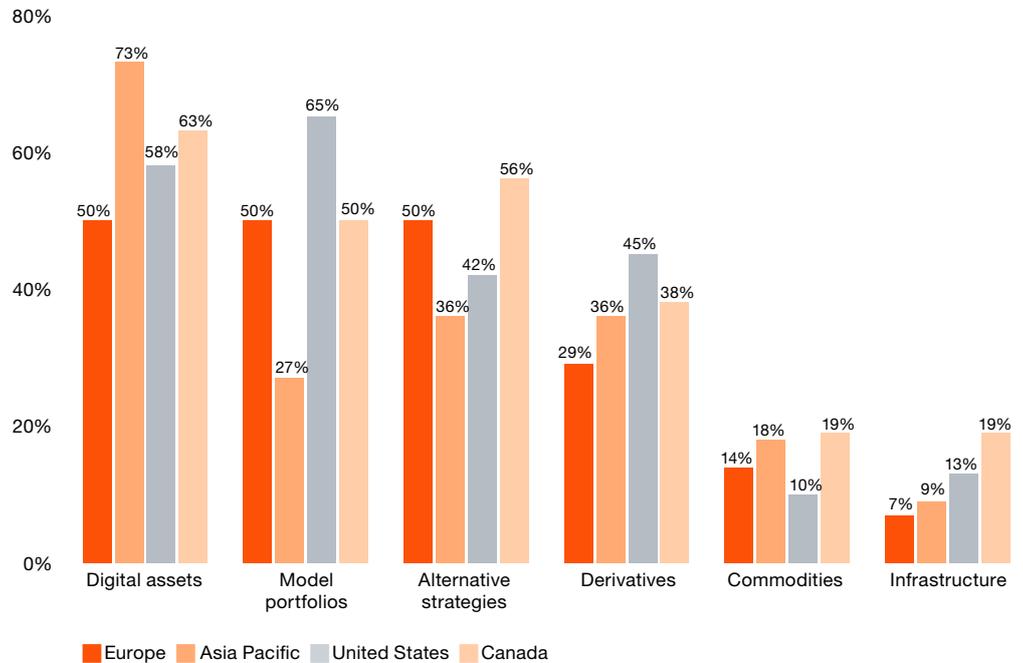
For now, the US leads the way in digital asset ETF product launches. But between now and 2030, regulators in a number of other markets are expected to evaluate allowing the sale of digital asset ETFs. Despite regulatory differences and volatile valuations, anticipated demand for digital asset ETFs is consistently strong across all regions. Globally, 46% of survey respondents would launch a digital asset ETF if they were

permitted by their regulator, up from 36% in our 2024 survey. In Europe, 55% would launch a digital asset ETF, up from 38% in the 2024 survey. Digital assets are also the ETF asset class where respondents see the greatest opportunities for innovation.

Digital assets are a draw for the new generations of investors coming into the ETF market. As baby-boomers pass on trillions of dollars to their heirs, more than three quarters of survey respondents believe that intergenerational wealth transfer will have a significant impact on the growth of ETFs over the next ten years. Nearly 60% believe that the great wealth transfer will provide a catalyst for product innovation.

Exhibit 8: Opportunities for innovation

What level of opportunity do you see with regards to product innovation in each of the following categories?
- Percentage of respondents selecting “Significant opportunity”



Source: PwC Global ETF Survey 2025

Boosting choice

Innovation is not only boosting product choice but also helping to deliver targeted outcomes. Examples include buffer ETFs, which can help investors to cap potential losses through the use of options. A third of respondents anticipate significant demand for buffer ETFs over the next two to three years.

Thematic ETFs have slipped down the expected demand rankings in our survey. But they're still seen as a strong niche as managers focus on high potential themes such as AI and defence.

Customised solutions

The anticipated growth in active and digital asset ETFs is not expected to come at the expense of equity ETF and fixed income ETF AuM. As the market expands and evolves, each of these new and traditional product choices can play a distinct role in today's increasingly broad and often customised investment solutions.

Building on ETF growing presence in retirement accounts, ETFs are now an increasingly popular choice within outcome-orientated model portfolios. A model portfolio might be geared to a specific retirement date, for example. More than half of survey respondents expect significant opportunities for innovation in model portfolios. AI is aiding the design, management, and growth of model portfolios by providing a cost-efficient way to align investment allocations with individual values, goals, and risk profiles.



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Distribution trends: Opening up the retail market and new channels

As ETFs embrace new asset classes and extend their reach into the retail market, accessibility and investor education are emerging as key cornerstones of sustainable and profitable growth.

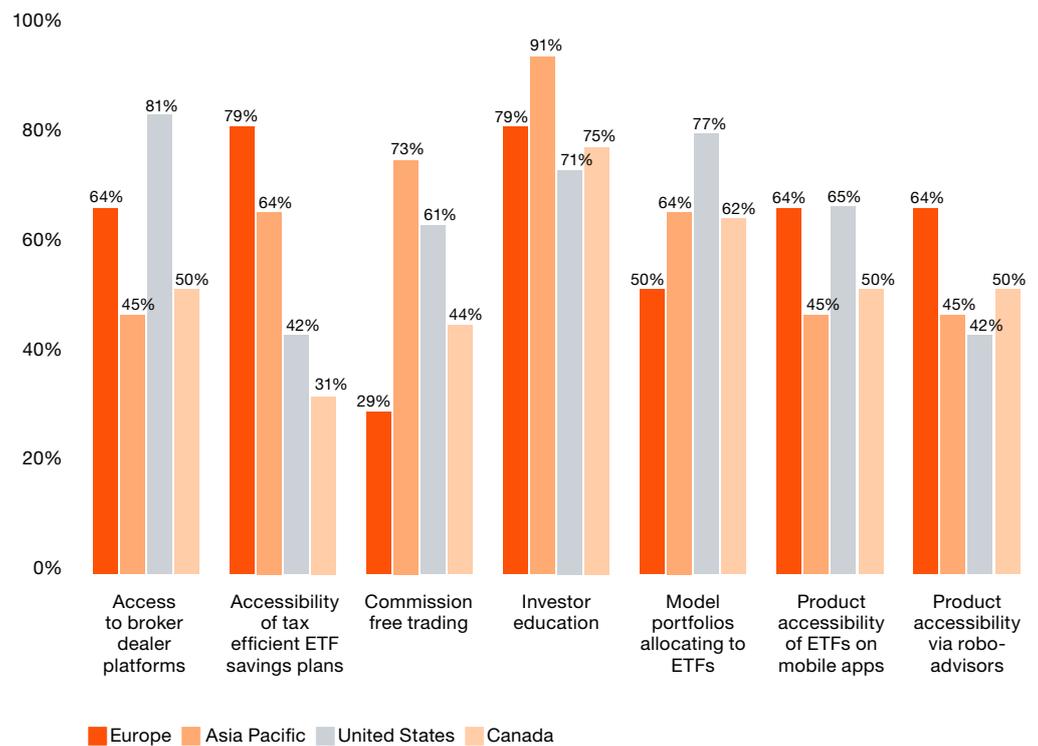
Retail investment in ETFs is increasing across all regions and is expected to continue to grow.

More than 90% of survey respondents anticipate significant demand from retail investors in the next two to three years. Expected demand is strongest in the US, in line with the maturity of the market there. However, it's also building in other regions such as Europe, which are currently underpenetrated in comparison to the US, but growing fast.

Survey respondents see access to broker-dealer platforms as one of the most important factors in securing retail investment. Building investor awareness of what ETFs can offer could encourage clients to seek out ETFs on digital platforms or bring the ETF option into their conversations with advisors. Nearly 80% of respondents rate investor education as 'very important' in securing retail inflows.

Exhibit 9: Key factors in boosting retail investment

As retail investors increasingly allocate to ETFs, how important are the following factors in securing retail investor inflows? - Percentage of respondents selecting “Very important”



Source: PwC Global ETF Survey 2025

Further growth in retail investment could come from incentives for savers to move their funds from low-yield deposits to capital market products such as ETFs. The European Commission’s Savings and Investments Union’s support for savings and investment accounts, is an important step in this direction. Almost half of survey respondents expect significant demand for ETFs through savings plans, with results being significantly stronger in Europe (79%) than the other major geographic regions for ETFs.

ETF managers can play their part by opening up accessible distribution routes and broadening the range of affordable and understandable products available to retail clients.

Digital distribution platforms have an important part to play in this. They not only offer an easy-to-access channel, but also an opportunity to strengthen investor engagement and insight. Key targets include the tech-first generations of investors coming into the market. Over three quarters of survey respondents expect the great wealth transfer to increase investor preference for digital platforms.

Further openings for market access include a growing number of managers using white label providers to launch ETFs – we explore the opportunities further in the operations section later in this paper.

PwC's Asset and Wealth
Management Revolution
2025



Market opening synergies

Combining AI-enabled personalisation with the accessibility of digital channels and affordability of ETFs allows ETF managers to deliver tailored solutions at scale. For mass market retail clients, the synergies between AI, ETFs and digital platforms could offer the kind of customised financial advice and solutions that was once only available to High Net Worth (HNW) investors. In turn, innovations such as gamified dashboards would allow clients to gauge progress towards specific financial goals, as well as providing interactive tools to explore different 'what if' portfolio options.

Tokenisation as an innovative new distribution channel

PwC's Asset and Wealth Management Revolution 2025 projects that the value of tokenised AuM will be US\$715 billion by 2030.

A number of managers are currently seeking to tokenise their ETFs. Tokenisation has the potential to make ETFs more efficient and accessible, as well as providing more opportunities for product innovation. In January 2026, the New York Stock Exchange announced a platform for trading and on-chain settlement of tokenised securities to enable 24/7 operations, instant settlement, and other features, subject to regulatory approval.

One of the key benefits of blockchain technology and smart contracts is in lowering distribution costs. Tokenised ETFs can be bought and sold either directly through the asset manager or through a smart contract without needing a broker or custodian. The advantages include the ability to trade ETFs throughout the day, as well as

globally, subject to local country rules and regulations. The results would significantly reduce settlement delays, freeing up capital for investors and authorised participants, and enhancing overall market efficiency.

The biggest hurdle to tokenisation is regulatory uncertainty, although market participants are actively engaging with regulators across the globe as well as testing proofs of concept in those regions where tokenisation is currently permitted.

Integrating EU financial markets

In December 2025, the European Commission proposed a market integration package, which is designed to provide for a single EU market for financial services. This package targets barriers to cross-border activity and transfers select supervisory responsibilities from national authorities to the European Securities and Markets Authority (ESMA).

ETFs stand to benefit from these measures. This includes significant enhancements to the planned EU consolidated tape, which would provide a more detailed view of trading activity. The market integration package would also improve data and transparency and pave the way for seamless cross-border transactions. The other big step forward is in creating an EU-wide depository passport, which could strengthen operational flexibility for ETF managers.

Taken together, the results could ease cross-border fundraising, improve liquidity, lower compliance burdens, and enhance investor protections, while providing legal certainty for distributed ledger technology.

ETF share classes

The inclusion of both MF and ETF share classes within the same investment fund offers opportunities for MF managers to enter the ETF market at scale, while leveraging their track record and active expertise. If permitted, 36% of survey respondents expect that ETF share classes will have a significant impact on their distribution strategies over the next two to three years.

ETF share classes are already common in Europe and are a growing trend in Canada and Australia. The SEC approval of exemptive requests for ETF share classes in late 2025 has the potential to drive further growth in ETFs in the US. Managers will need to address various business, governance and operational considerations to capitalise on the potential of ETF share classes.

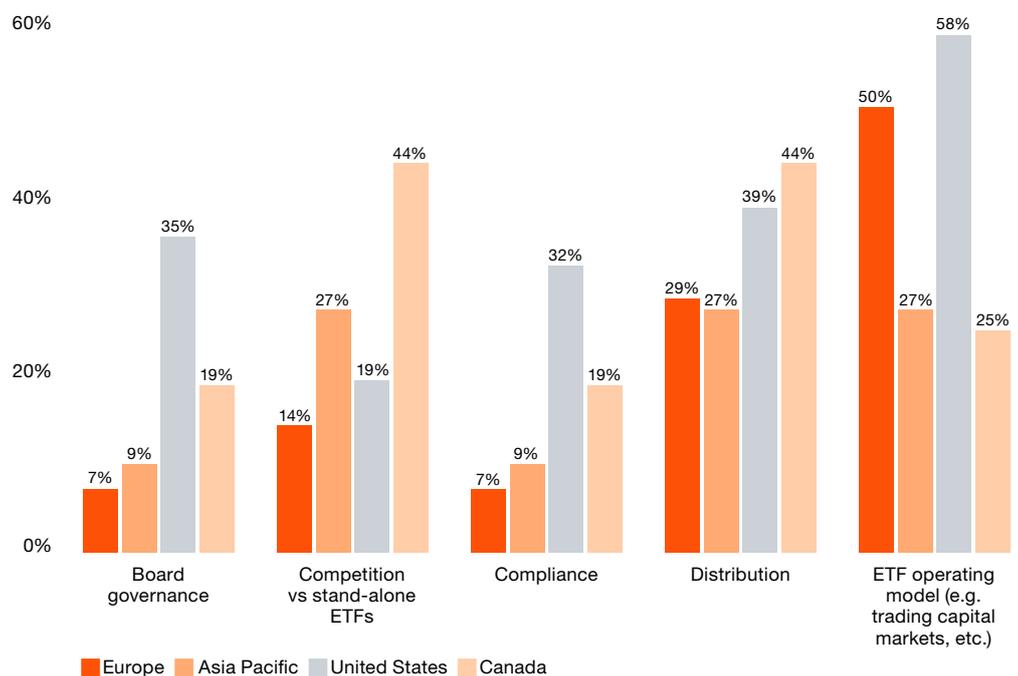
Moving into new regions

While global expansion remains a priority, regional regulatory frameworks and investor preferences continue to shape entry strategies.

When considering ETF expansion into new regions, European respondents prefer passporting UCITS ETFs. UCITS ETFs are distributed in more than 90 countries around the world. US respondents often prefer organic growth through local ETF launches. For European survey respondents looking to new regions, APAC is the predominant market of focus, with more than 60% of respondents currently cross-distributing into APAC or considering doing so.

Exhibit 10: Expected significant impact of ETF share classes

If permitted, how much impact do you expect that ETF share classes will have on each of the following areas of your business over the next two to three years? - Percentage of respondents selecting “Significant Impact”



Source: PwC Global ETF Survey 2025

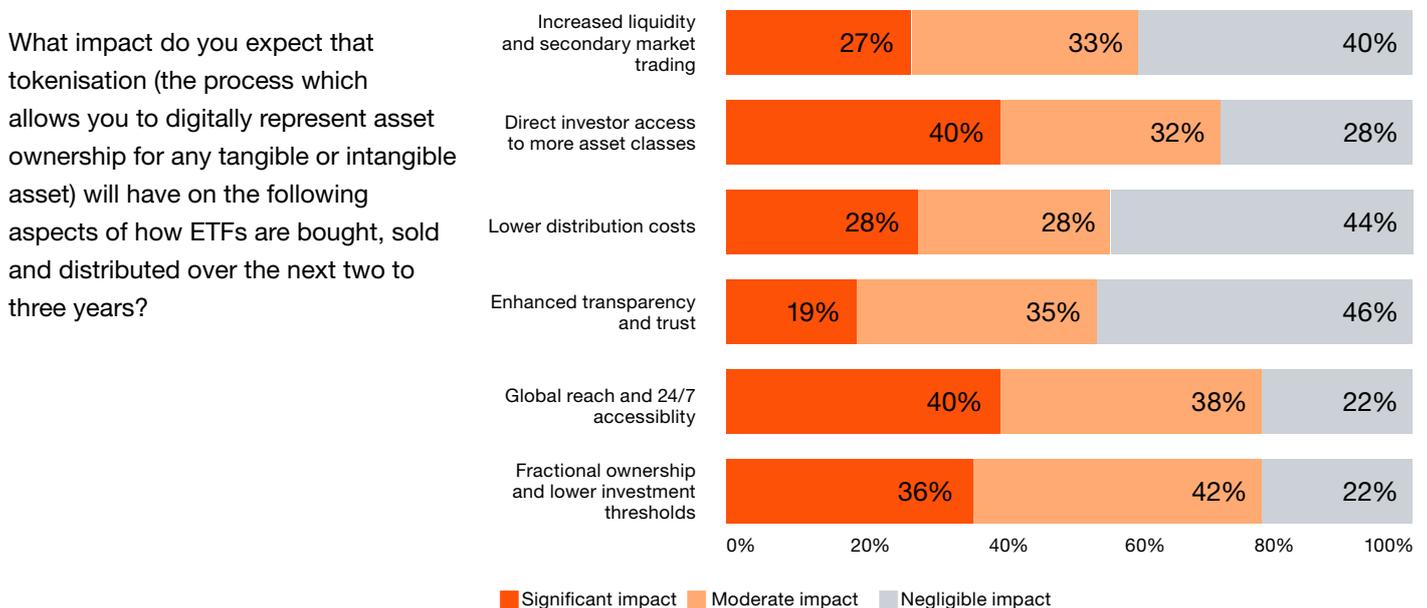


Operational trends: Fit for the future

Tokenisation and AI are revolutionising operational capabilities, enabling ETF managers to drive innovation at speed, scale, and competitive cost.

Tokenisation has the potential for a fundamental shift in how the ETF industry works, goes to market, and delivers value.

Exhibit 11: Impact of tokenisation on how ETFs are bought, sold and distributed



Source: PwC Global ETF Survey 2025

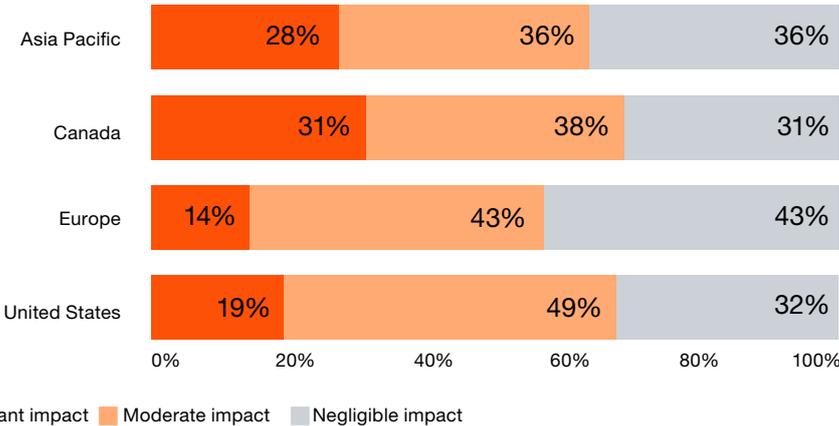


Operationally, the benefits of tokenisation include borderless distribution and frictionless real-time trading and settlement. Nearly 80% of survey respondents believe that tokenisation will either significantly or moderately increase global reach and 24/7 accessibility within the ETF market over the next two to three years. A similar proportion believe that tokenisation will significantly or moderately expand direct investor access to more asset classes.

By fractionalising ownership, tokenisation could also help retail investors to acquire smaller stakes in ETFs with high per share net asset values by lowering the entry point. More than three quarters of respondents believe that tokenisation has the potential to either significantly or moderately increase moves towards fractional ownership and lower investment costs over the next two to three years.

Exhibit 12: Impact of tokenisation on the ETF ecosystem

How much will tokenisation (the process which allows you to digitally represent asset ownership for any tangible or intangible asset) impact the ETF ecosystem over the next two to three years?



Source: PwC Global ETF Survey 2025

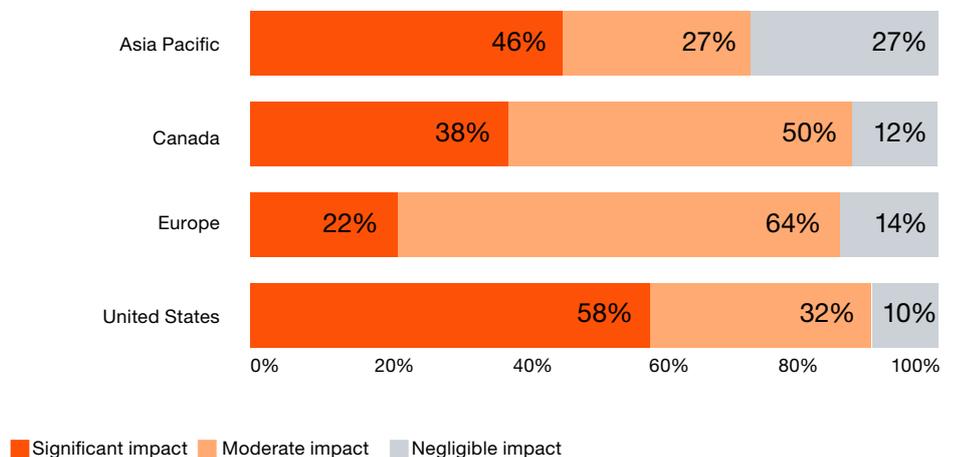
Feeling the impact of AI

AI can not only enhance efficiency and reduce costs, but also optimise investment returns and manage risks – all critical in a highly competitive and regulated ETF market.

More than 80% of survey respondents expect that AI will have either a significant or moderate impact on ETF operations. A clear case in point is the growing use of AI to help rebalance ETFs. AI-powered tools are also helping to automate compliance monitoring and regulatory reporting.

Exhibit 13: AI impact on ETF operations

How much impact do you expect that artificial intelligence will have over the following ETF functions in the next two to three years? - Answers provided for the ETF operations function.



Source: PwC Global ETF Survey 2025

White label opportunities

The number of new managers entering the ETF market is providing a significant opportunity for white label service providers. ETF white label services offer an off-the-shelf way to boost scalability, operational capabilities, and access to market. A number of established ETF firms are also now providing ETFs-as-a-service. The potential benefits of these service partnerships include helping new ETF issuers to bring their products to market faster and more cost-effectively than organic strategies, while also providing access to the latest technology.

Equipped to compete

Tomorrow's operating model won't look like today's. The challenge is how to sustain the necessary investment in technology while remaining cost-competitive. Cloud modernisation holds the key by allowing ETF managers to adopt a continuous and agile plug-and-play approach to transformation without the daunting costs, risks and disruption of old-style model overhaul.

Realising the transformation potential depends as much on talent as technology. Some selective hiring in areas such as AI development may be necessary. Just as important is ensuring that the wider workforce knows how to make the most of the new tech capabilities, how to use them responsibly, and build investor trust.

07

Powering ahead: Four ways to get ahead of the pack

As disruptive innovation reshapes business and operating models, how can you as an ETF manager make sure your business is out in front?

01

Customise solutions at scale

Harness AI to create customised portfolios that align with individual investors' values, goals, and risk profiles. The results would help you to boost revenues and margins by delivering scalable and affordable solutions to mass affluent and mass market retail clients, supported by distribution platforms to improve access.

02

Strengthen ETF access and awareness in the retail market

ETFs offer an affordable, transparent, and tax-efficient investment option, both on their own and as part of retirement accounts, model portfolios, and hybrid ETF share classes. Marketing ETFs through digital platforms can help to improve access for retail investors. This can be supported by educational initiatives to explain how ETFs work and the benefits they offer. Greater awareness would in turn help to boost ETF presence across digital platforms and broker-dealer networks.

03

Deliver more for less

As competitive benchmarks for costs and fees continue to fall, stepping up process automation would help you to stay in the game. To stand out, you'll need to deliver more for less, harnessing your tech-enabled capabilities to tailor solutions, boost performance, and deliver real-time transparency. Improved transparency would help you demonstrate value for money and sustain investor confidence.

04

Be ready for continuous disruption

Tech advances are accelerating faster than ever before. New regulatory demands are following in their wake. To keep pace, it's important to scan the horizon, judge what these developments mean for your business, and determine how to apply them as part of a strategy for continuous reinvention. Agile decision-making structures and operating models will help you to spot opportunities and get innovations out into the market ahead of your competitors.





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