

Investment Data and Technology Modernization Initiative

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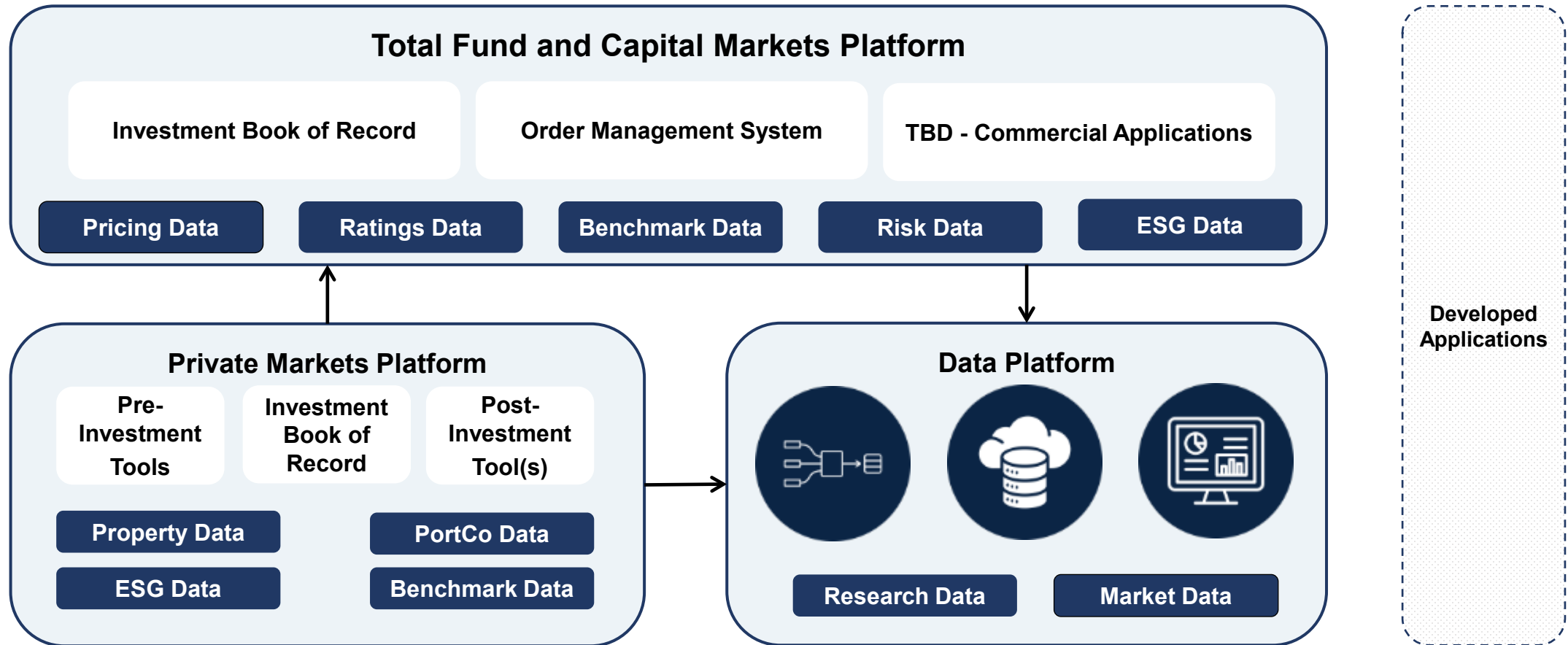
Alan Le

Investment Office

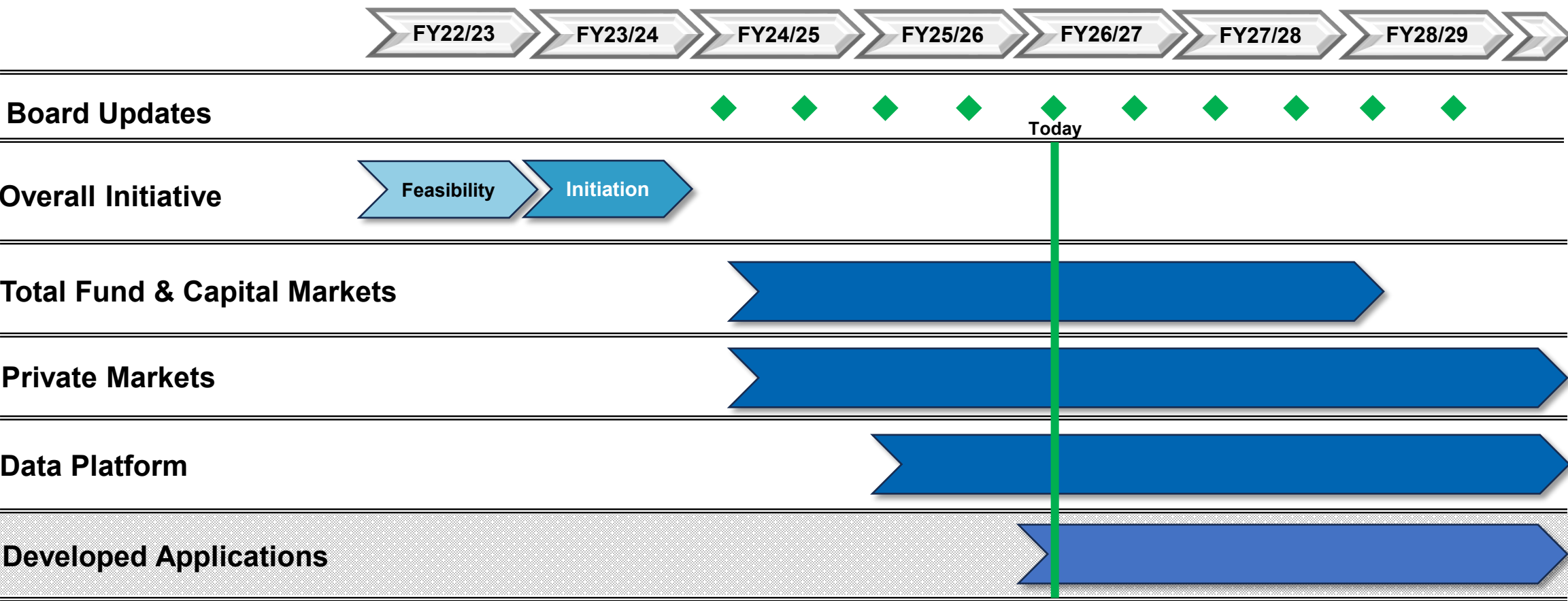
Agenda and Purpose of Presentation

- Status update on the Initiative
 - 2025-26 Key Accomplishments & 2026-27 Key Milestones
- Project 3: Data Platform
 - Overview and timeline
- Appendix
 - Business Case
 - Timeline
 - Governance
 - Initiative Costs

A Modern Investment Platform

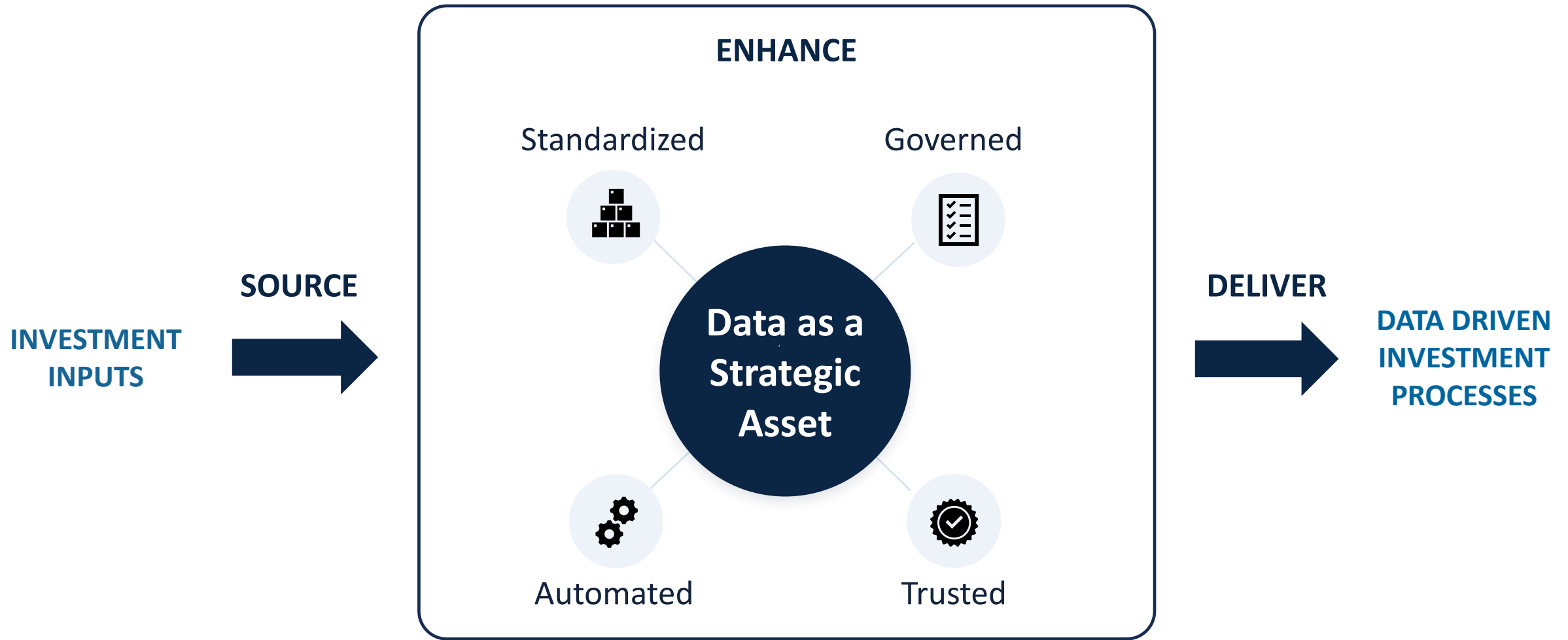


Initiative Timeline



Initiative	2025-26 Key Accomplishments	2026-27 Key Milestones
Initiative	- Onboarded project resources - Onboarded independent project oversight vendor - Completed recruitment of staff	- Progressing overall Initiative, tracking key milestones and dependencies across projects - Progressing independent project oversight
Project 1 Total Fund and Capital Markets	- Completed pre-implementation phase with SaaS provider and implementation partner - Initiated implementation phase	- Initiated and progressing implementation phase for Phase 1 of LTC and fund level data - Progressing required data licensing - Progressing infrastructure build out
Project 2 Private Markets	- Completed peer analysis and market research - Onboarded implementation partner - Initiated negotiations for select solution vendor	- Initiated and progressing current state documentation - Complete negotiations and onboard select solution vendor - Initiate pre-implementation phase with solution vendor(s) and implementation partner
Project 3 Data Platform	- Completed project charter - Onboarded project manager resources - Initiated development of incremental business value use cases - Developed detailed business scope and requirements	- Initiated and progressing implementation phase for Release 1 - Continued progression of Analysis & Planning - Progressing development of incremental business value use cases

Project 3: Data Platform Overview



Project 3: Data Platform Timeline

- Planning
- Go-Live Milestone



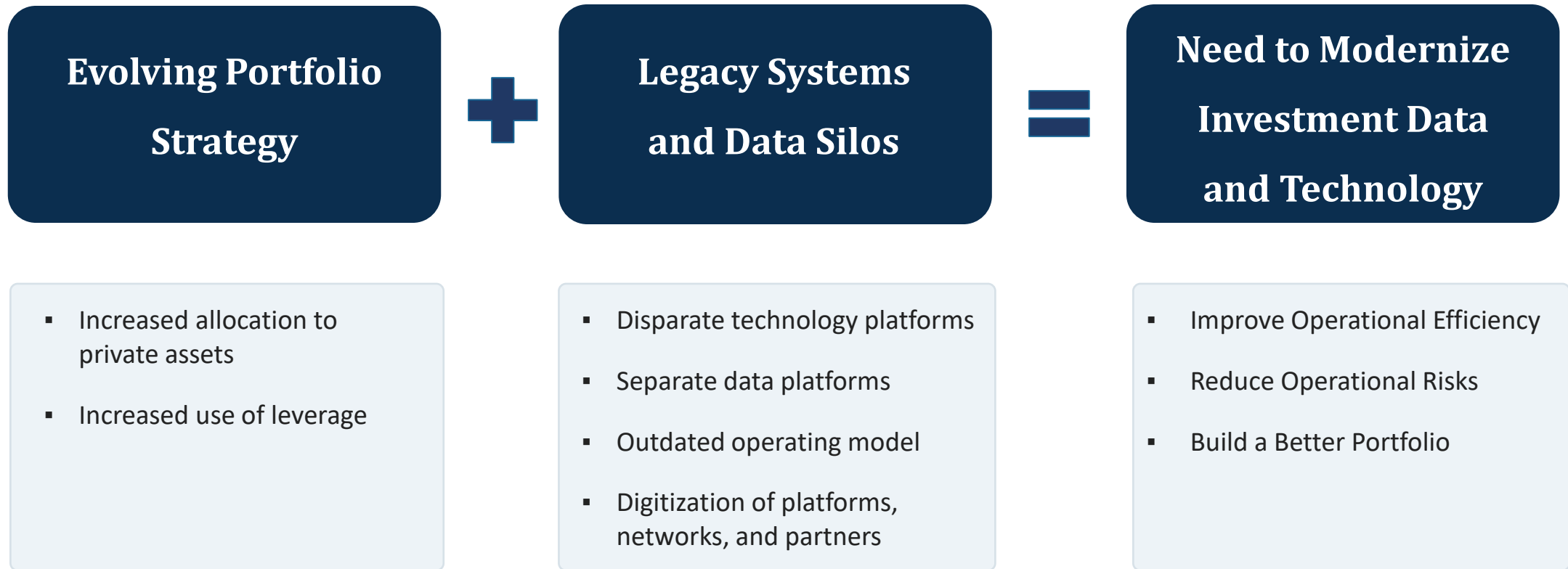
- Projects 1 and 2 depend on the Data Platform to meet implementation, integration, and reporting needs.
- Project 3 prioritization and delivery will be driven by the requirements and timelines of Projects 1 and 2.
- Project 3 will address Investment Office use cases aligned with Project 1 and 2 needs to deliver incremental business value.

Appendix

- Business Case
- Timeline
- Governance
- Initiative Costs

Business Case

Portfolio management innovation has outpaced the investment in data and technology



Governance & Leadership for Transformational Success

Senior-Level Sponsorship & Engagement

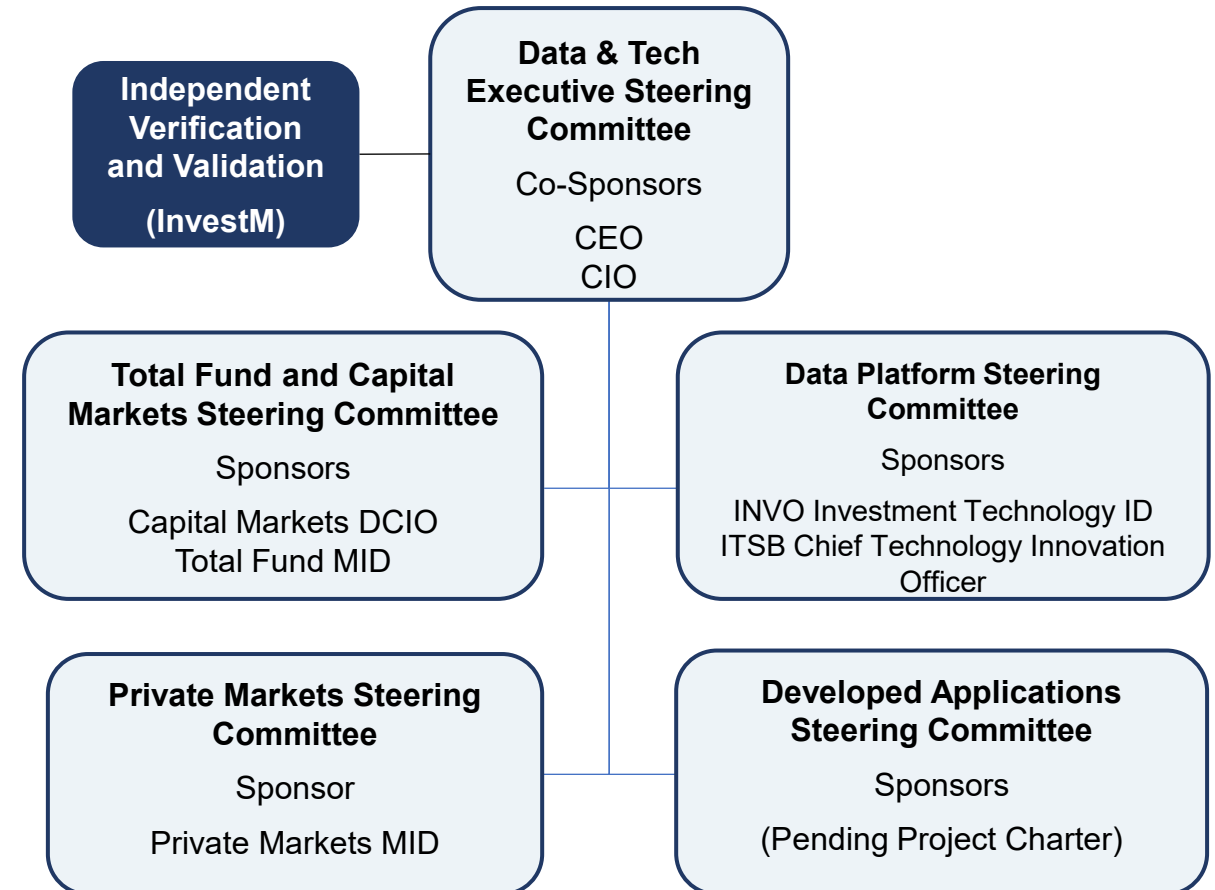
- Essential for ensuring alignment with transformational goals
- Supports the resolution of complexity and challenges

Structured Governance Framework

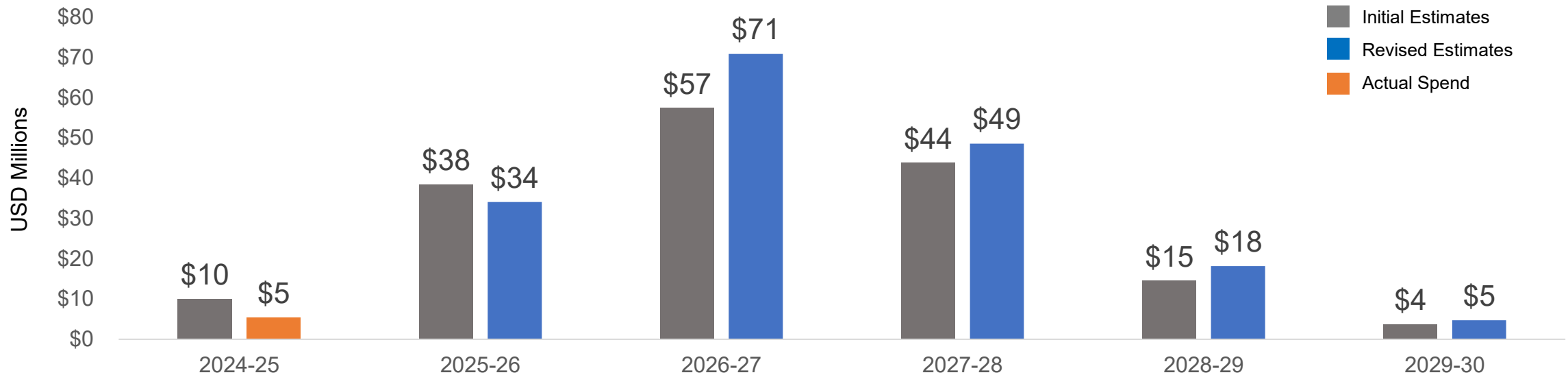
- Provides clarity, accountability, and transparency
- Drives success through effective resource alignment

Proactive Steering Committee Oversight

- Regularly addresses key issues, including budgeting
- Ensures continuous alignment with project objectives



Initiative Costs



- Initiative level increase of \$14M was approved during Apr 2026 FAC, associated with Project 1, based on executed contracts and findings from pre-implementation phase, reflecting improved accuracy of -10% to +15%.
- Costs for Projects 2-4 total are unchanged, but allocation of funds between fiscal years have been adjusted to reflect updated project timelines. Estimates for these projects still reflect accuracy of -25% to +50% only.
- We will return in November with mid-year cost updates.