

FIG Industry

Global Banks, Insurers, Asset Managers and Fintechs: 2026–2030 Scenarios, Sector Trends and Valuation Outlook

December 2025 Outlook

Analysts

Cosimo Jacopo Guadalupi
cosimo.guadalupi@studbocconi.it
Krister Davis Krauklis
kristers.krauklis@studbocconi.it
Giovanni Cianci
giovanni.cianci@studbocconi.it

Supervisors

Rezan Bagcioglu
Co-Head of Equity Research
rezan.bagcioglu@studbocconi.it
Giacomo Pietrosanti
Co-Head of Equity Research
giacomo.pietrosanti@studbocconi.it

Executive Summary

The Financial Institutions Group (FIG) industry, covering banking, insurance, asset management, and fintech, remains a cornerstone of the global economy and enters 2026-2030 after a period of unusually strong earnings for many incumbents. The post-2022 rate regime boosted net interest income and investment yields, while the recovery in public markets supported fee pools. In the next cycle, we think that growth will be driven less by rates and more by productivity, distribution, and disciplined balance-sheet management.

The global FIG revenue base is estimated at ~\$18 trillion in 2024, supported by resilient banking and insurance fundamentals, a rebound in wealth and asset management, and accelerating digital innovation. Banking revenues (NII) totaled around \$8.5 trillion, while insurance premiums amounted to approximately US\$ 8 trillion, highlighting the sector's scale and diversification. Global AUM surpassed \$128 trillion, led by BlackRock (\$12.5 trillion) as the largest asset manager worldwide, benefitting from a rebound in market levels and private-market expansion. Fintech and payments continued to scale structurally, even as funding remained selective: global fintech investment totaled \$95.6 billion in 2024 (4,639 deals) and slowed to \$44.7 billion in H1 2025 (2,216 deals), indicating that capital is concentrating in platforms with clear unit economics, regulatory readiness, and distribution advantages.

Our 2026–2030 outlook is positive but uneven across segments. Banks should see margin normalization and higher operating requirements, making AI-enabled cost transformation and fee growth (wealth, payments, advisory) central to defending returns. Insurers remain structurally attractive as higher reinvestment yields, disciplined underwriting, and growing demand for protection support earnings, despite rising climate and cyber exposures. Asset managers are positioned to benefit from wealth accumulation and retail penetration into private markets, but persistent fee compression makes scale, alternatives, and distribution decisive in positioning. Payments networks and select fintech infrastructure offer the cleanest structural growth but face tightening consumer-protection and operational-resilience regulation.

Among key players, JPMorgan Chase stands out for superior profitability and balance-sheet strength, positioning it well in a scenario of moderating rates and ongoing consolidation. UnitedHealth remains a defensive leader with stable premium growth and cash generation, resilient to cyclical risk. BlackRock benefits from long-term structural AUM expansion, though margins remain sensitive to market volatility. Visa and Stripe continue to outperform through asset-light, high-return models that capture secular growth in digital payments.

Geographically, Asia-Pacific remains the primary growth engine, North America continues to anchor profitability and innovation, and Europe is likely to remain consolidation-prone under a high regulatory bar. Overall, risk-adjusted opportunity is highest in insurers, diversified asset managers, and high-quality payments infrastructure; banks and consumer-fintech require selectivity and strong execution.

Key Figures	Key Leaders
\$18T global FIG revenues in 2024 ¹	JPMorgan Chase – Global banking leader
Forecast: \$24T by 2030, 5–6 % CAGR ²	United Health / Allianz– Global insurance leaders
\$95.6B fintech investments in 2024; \$44.7B in H1 2025 ³	Visa / Stripe / Mastercard – Global payments leaders
Global AUM reached \$128T in 2024 ⁴	BlackRock / Vanguard – Global Asset Management leaders

Industry Overview

The Financial Institutions Group (FIG) industry encompasses institutions engaged in the management, intermediation, protection, and allocation of capital across the global economy. It includes banks, insurance companies, asset and wealth managers, and fintech/payment platforms. Collectively, these institutions enable (i) capital intermediation by moving funds from savers to borrowers; (ii) risk transfer and protection, primarily through insurance and hedging; and (iii) wealth creation and management via investing and safeguarding client assets.

For the purpose of this report, FIG is structured into four segments. Banking covers retail, corporate, and investment banking, and underpins global credit flows and payments infrastructure. Insurance provides protection and long-duration savings across life and non-life lines. Asset and wealth management administers capital for individuals and institutions through fee-based business models. Finally, fintech and payments are the most dynamic subsegments, including technology-enabled platforms that reshape distribution, customer experience, and the economics of transaction banking.

¹ Statista, Banking Market – Market Data and Analysis (2024); Insurance Industry Worldwide (2025) – basis for the estimated aggregated FIG market size (~US\$ 18 trn in 2024). See methodology number 1.

² Minerva elaboration on Statista datasets (Banking, Insurance, Wealth, Fintech); projected US\$ 24T by 2030 (CAGR ≈ 5–6 %)

³ KPMG Pulse of Fintech: Full-year 2024 + H1 2025 figures

⁴ Statista (Boston Consulting Group), Global Asset Management 2025

This report focuses on the 2026–2030 outlook, highlighting structural drivers, competitive positioning, and valuation implications across the four segments.

Defining the boundaries of the FIG industry can be challenging, as it increasingly overlaps with adjacent fields such as technology, data analytics, and sustainability. The rapid rise of digital finance, open banking, and embedded financial services has blurred distinctions between traditional institutions and new entrants, fostering both collaboration and competition. Moreover, FIG's interconnectedness with regulation, monetary policy, and global markets makes it highly sensitive to macroeconomic shifts, interest-rate cycles, and technological disruption.

Profitability differs materially across segments. Global banking ROE was ~10% in 2024 (historical range 5–12%), supported by elevated net-interest margins but vulnerable to margin normalization, rising capital requirements, and regulatory tightening. Insurers typically earn 6–12% ROEs, with returns anchored by underwriting quality, solvency strength, and reinvestment yields, offering comparatively stable and defensive risk-adjusted performance. Large asset managers generate 10–15% ROEs thanks to capital-light, scalable fee economics, while sub-scale managers remain closer to 4–8% amid rising fee compression. Payments and select fintech platforms deliver structurally higher returns but face higher regulatory and pricing pressure.

From an investment standpoint, 2026–2030 should reward business models with (i) durable fee pools, (ii) scalable distribution, and (iii) technology-enabled cost discipline. Insurers and large diversified asset managers typically offer the cleanest risk-adjusted profiles due to underwriting discipline, reinvestment yields, and capital-light fee economics. Banks remain central but more cyclical: as margins normalize, return dispersion will increase between institutions with strong deposit franchises, modernized infrastructure, and diversified fee income, and those constrained by legacy costs or weak funding.

Market Overview

Global Market Valuation

The global FIG market reached an estimated \$18 trillion in 2024, positioning it among the world's largest industries by revenue. While banking and insurance still represent most of the revenue base, the highest growth is increasingly concentrated in capital-light fee pools (asset management, payments) and in technology-enabled distribution models (fintech infrastructure, embedded finance).

According to Statista and BCG data, total FIG revenues are projected to exceed ~\$24 trillion by 2030, (5–6% CAGR), supported by digital adoption, wealth accumulation, protection demand, and continued monetization of transaction flows. The 2026–2030 window is expected to be defined by margin normalization in banking, stronger productivity expectations across incumbents, and a continued shift toward platform distribution in payments, wealth, and insurance.

- **Banking:** Global net interest income totaled ~\$8.5 trillion in 2024, supported by the post-2022 rate regime, but exposed to normalization risks as funding costs reprice.

- Insurance: Global gross written premiums reached \$8 trillion, supported by higher pricing in non-life and resilient demand for protection and savings products.
- Asset Management: Global AUM stood at \$128 trillion, generating roughly \$0.8 trillion in management and performance fees.
- Fintech & Payments: Despite a post-2021 funding correction, fintech investment remained material - \$95.6 billion in 2024 and \$44.7 billion in H1 2025 – while payments continued to benefit from structural digital adoption.

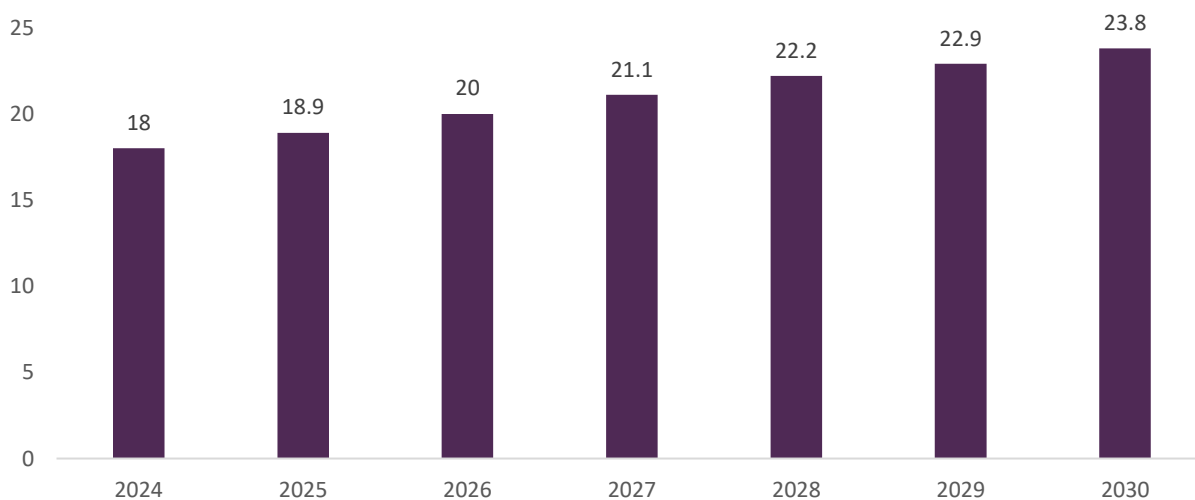
This steady expansion underscores the FIG sector’s systemic role in global capital allocation, savings intermediation, and financial innovation.

Regionally, Asia-Pacific is the main growth engine in banking and digital payments, driven by scale and continued customer penetration. North America remains the global center for asset management and fintech infrastructure, supported by deep capital markets and platform incumbency in payments. Europe retains a large insurance footprint and a highly regulated banking environment, which continues to drive productivity and consolidation pressure. Together, these regional differences reflect distinct market structures: North America’s innovation and capital-markets depth, Europe’s prudential and regulatory intensity, and Asia-Pacific’s scale-driven growth dynamics.

These regional dynamics mirror long-standing financial identities: Europe’s prudential and regulation-first framework, North America’s innovation-led and risk-tolerant ecosystem, and Asia-Pacific’s scale-driven, growth-oriented model. Together, they frame a global FIG landscape shaped as much by economic fundamentals as by deeply rooted institutional cultures.

Figure 1: Global FIG sector forecasted to maintain steady growth through 2030

Financial Institutions Group (FIG) Market Size and Forecast, 2024–2030 (US\$ trillion)



Source: Statista; BCG Global Asset Management 2025; KPMG Pulse of Fintech (Minerva elaboration)

Regional Market Breakdown

Region	FIG Revenues Share (2024)	CAGR 2026-2030F	CAGR 2026-2030F
Asia-Pacific	38%	6–7%	Scale banking, payments growth, rising wealth, rapid digital adoption
North America	34%	4–5%	Asset management dominance, payment networks, resilient profitability
Europe	22%	3–4%	Large insurance base, mature banking, regulation-driven consolidation
Rest of World	6%	5-6%	Financial inclusion, mobile-led banking and payments, faster GDP growth

Sources: Statista Banking Market Insights 2024; Statista Global Insurance Industry 2024; BCG Global Asset Management 2025; KPMG Pulse of Fintech 2025. Minerva analysis. See methodology number 2.

Asia-Pacific

Asia-Pacific is positioned as the primary growth contributor through 2030. Large domestic markets, particularly China, India, and Southeast Asia, continue to add digitally native customers, driving volume growth in payments, consumer banking, and SME lending. The region also benefits from rapid adoption of QR-based and real-time payment rails, which accelerates monetization for both banks and payment platforms.

North America

North America remains the global profit and innovation center for FIG. It anchors global asset management and dominates payments networks and fintech infrastructure, supported by deep capital markets, strong consumer adoption of digital channels, and large technology budgets at incumbent banks. The key challenge into 2026–2030 will be defending deposit economics and delivering measurable productivity improvements as rate tailwinds fade.

Europe

Europe remains systemically important but structurally lower-growth. Banking profitability is constrained by intense competition, fragmented markets, and a high regulatory bar. This makes consolidation and

technology-driven efficiency central to the 2026–2030 playbook, particularly for mid-sized banks that struggle to fund transformation independently. By contrast, Europe’s insurance sector remains a global leader, and its long-standing regulatory leadership in sustainability and consumer protection continues to shape product design and reporting expectations.

Rest of the world

Outside the three core regions, FIG growth is increasingly tied to financial inclusion and mobile-first distribution. Latin America and parts of Africa are demonstrating that digital channels can scale rapidly when combined with alternative data, simplified onboarding, and strong payments rails. These markets are structurally higher growth but also carry higher political, FX, and regulatory risk, making partnerships and risk-sharing structures more attractive than balance-sheet-heavy expansion.

Market Segmentation

FIG combines balance-sheet-intensive businesses (banking and insurance) with capital-light fee pools (asset management and payments/fintech infrastructure). This mix drives wide dispersion in ROE, valuation multiples, and sensitivity to rates, regulation, and technology. For 2026–2030, the key analytical lens is not only segment size, but also capital intensity and the degree to which profits can be defended through productivity and distribution.

Banking and insurance continue to represent the majority of FIG revenues, but they are also the most capital-intensive and most exposed to regulation and rate cycles.

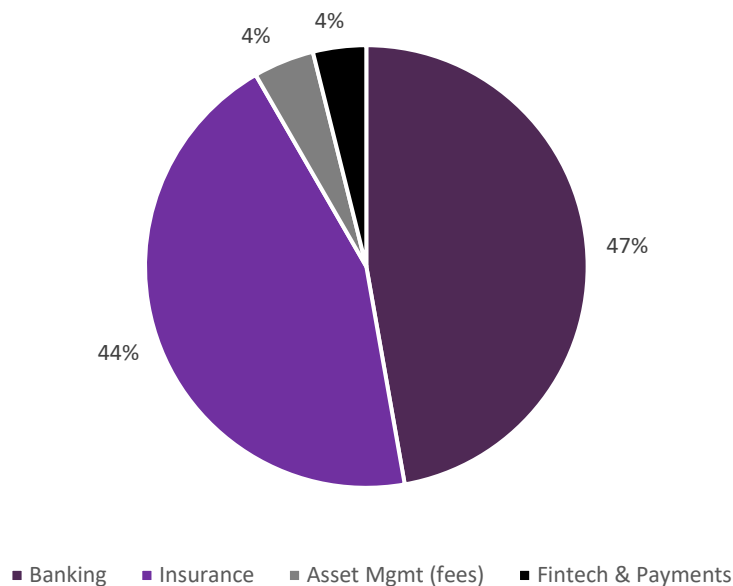
Asset and wealth management, by contrast, generate smaller revenue pools but structurally higher profitability due to scalable fee economics.

Fintech and payments remain the most structurally dynamic segment: while some models are cyclical and funding-dependent, infrastructure-oriented platforms tied to transaction growth and embedded distribution can compound through cycles.

This capital-intensity split is a useful way to interpret valuations: capital-light segments tend to trade at higher multiples when growth visibility is high, while balance-sheet-intensive segments require clear evidence of sustainable ROE above the cost of equity.

Figure 2: Global FIG revenue mix remains dominated by banking and insurance (2024)

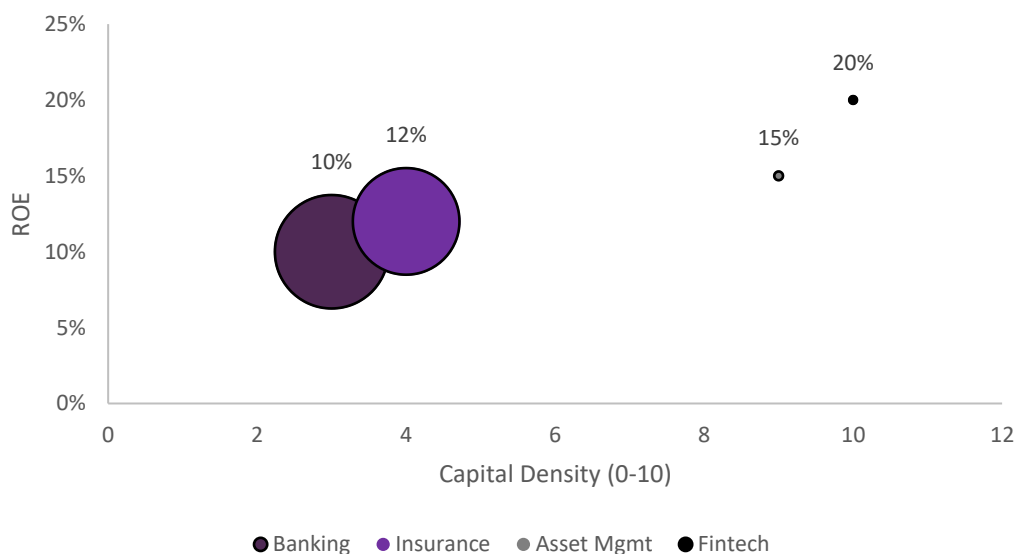
Breakdown of Financial Institutions Group (FIG) revenues by segment – Banking, Insurance, Asset Management, and Fintech (US\$ trillion)



Source: Statista (2024–2025) – Banking Market Data and Analysis; Insurance Industry Worldwide; Fintech Dossier; BCG Global Asset Management 2025; KPMG Pulse of Fintech H1 2025 (Minerva elaboration)

Figure 3: Capital-light segments typically show higher ROE despite smaller revenue pools (2024)

Profitability and Capital Density Across FIG Segments



Source: Public company benchmarks; see Methodology number 3.

Key Tailwinds

Digital delivery is now the default channel for most FIG products, fundamentally changing cost structures and distribution economics. Real-time payments, cloud-native cores, and API-based integration are allowing institutions to scale volumes without proportional increases in physical infrastructure. The result is a shift from branch-led growth to platform-led growth, where speed of iteration and distribution partnerships matter as much as balance-sheet scale¹.

Artificial intelligence has progressed to the point where it plays a clear role in daily operations. Adoption is most advanced in regions such as the United States and Singapore, where many institutions now use AI in credit checks, onboarding and fraud monitoring. A clear sign of its impact is the time it saves: document-based steps in lending that once took several hours often take less than one hour today. This change reduces delays for customers and allows staff to focus on situations that require judgement rather than routine checks².

Open finance reinforces platform distribution. In the UK, open banking reached 13.3 million active users by March 2025, illustrating that consent-based data sharing is becoming mainstream. This enables banks and insurers to embed products directly into non-financial platforms (e-commerce, payroll, marketplaces), expanding reach and improving conversion without building new proprietary channels³.

Sustainable finance is also becoming a durable fee opportunity across underwriting, asset management, and advisory. Aligned GSS+ issuance reached roughly US\$1.05 trillion in 2024, reinforcing the scale of transition-related capital formation⁴.

Key Headwinds

Regulation remains the most persistent execution constraint. Expectations are expanding across capital and liquidity, operational resilience, outsourcing and third-party risk, consumer protection, and sustainability disclosure. The challenge is less “compliance in principle” and more the operational complexity of implementing requirements consistently across jurisdictions, while modernizing core infrastructure at the same time⁵.

Macroeconomic normalization is the second major headwind. As inflation moderates and policy rates gradually decline, banks should expect net interest margins to flatten and competition for deposits to remain intense. Credit costs are also likely to normalize upward from unusually benign levels, particularly in unsecured consumer and SME portfolios⁶.

¹ BIS (Bank for International Settlements), “Fast payments: design and adoption” (BIS Quarterly Review, March 2024); McKinsey & Company, “Global payments in 2024: Simpler interfaces, complex reality” (Oct 2024).

² McKinsey & Company, “Extracting value from AI in banking: Rewiring the enterprise” (McKinsey Financial Services Practice).

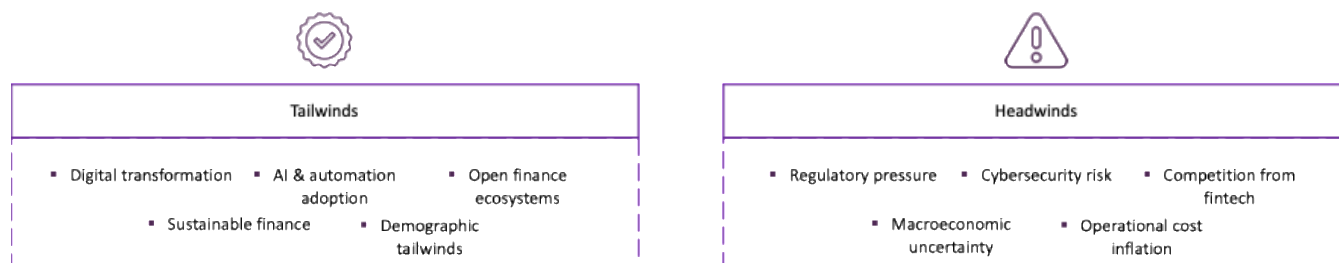
³ Open Banking Limited (UK), “Impact Report 7” (May 2025).

⁴ Climate Bonds Initiative, “Sustainable Debt: Global State of the Market 2024”; World Bank Treasury, “Labeled Bond Quarterly Newsletter, Issue No. 10.”

⁵ EIOPA, “Digital Operational Resilience Act (DORA)”; Interagency Guidance on Third-Party Relationships: Risk Management; European Commission, “CSRD”

⁶ IMF, “World Economic Outlook” (October 2025); FDIC, “Quarterly Banking Profile” (Q3 2025); FDIC, “2025 Risk Review”.

Operational risk is rising structurally. Cyber threats, vendor concentration, and the increasing interconnectedness of payment rails and identity systems raise the probability of high-impact disruption events. Regulators are responding with stricter resilience expectations, which increases baseline technology and governance costs, especially for institutions with legacy architecture¹.



Competitive Landscape

Financial services remain a scale-driven industry, but the basis of competition is shifting. Incumbents still dominate balance-sheet-intensive activities (deposit taking, credit intermediation, insurance underwriting) due to funding advantages, distribution, and regulatory moats. At the same time, “unbundled” competitors - payments specialists, digital banks, and asset-management platforms - continue to pressure fee pools with faster product cycles, lower unit costs, and superior digital acquisition. Over 2026–2030, competitive advantage is likely to concentrate among institutions that can (i) sustain technology and compliance spend at scale, (ii) monetize data across multiple products, and (iii) defend trust and resilience as regulators tighten expectations around operational risk.

Banking

Global universal banks remain the competitive core of the sector, with the largest players combining balance-sheet scale, diversified fee engines, and global distribution. In 2024, JPMorgan Chase reported total net revenue of \$177.6bn, underscoring the economics of a broad-based franchise spanning consumer banking, corporate/investment banking, and asset & wealth management². Bank of America reported \$102.5bn of total revenue (net of interest expense, FTE basis) in 2024, reflecting a business mix still heavily linked to U.S. consumer and commercial banking scale³. In China, the state-owned banking leaders continue to set the global benchmark for domestic balance-sheet scale; ICBC reported operating income of RMB 786.1bn in 2024 (approximately \$109bn using the Federal Reserve’s 2024 average USD/CNY rate)^{4,5}.

¹ FSB, “Format for Incident Reporting Exchange (FIRE)” (finalized Apr 2025); FSOC, “2025 Annual Report”.

² JPMorgan Chase & Co., “JPMorgan Chase Reports Fourth-Quarter and Full-Year 2024 Results” (Jan 15, 2025)

³ Bank of America, “Bank of America Reports Fourth Quarter 2024 Financial Results” (Jan 16, 2025).

⁴ Industrial and Commercial Bank of China (ICBC), “2024 Annual Results Overview”.

⁵ Board of Governors of the Federal Reserve System, “Foreign Exchange Rates - G.5A Annual” (Release Jan 6, 2025; 2024 average USD/CNY = 7.1957)

In Europe, internationally oriented universal banks maintain relevance through trade finance, transaction banking, and cross-border wealth; HSBC reported \$65.9bn of revenue in 2024¹.

For the period 2026–2030, as interest rates normalize, competitive pressure should intensify on (i) deposit pricing and customer retention, (ii) fee diversification (wealth, payments, advisory), and (iii) operating leverage through automation/AI, while higher regulatory capital and liquidity expectations keep barriers to entry high. Cross-border banking and capital-markets activity should remain more consolidated than retail banking, where local distribution and digital acquisition are decisive.

Insurance

Competition is split between scale carriers (multi-line, multi-geography) and specialists (health, P&C, life/annuities, reinsurance). Scale matters for data, underwriting breadth, and capital efficiency, while specialists often win on underwriting discipline or distribution niches. In 2024, UnitedHealth Group reported \$400.3bn in revenues, illustrating the size and defensibility of managed-care ecosystems when combined with care-delivery and services capabilities². In Europe, large composite insurers remain central: Allianz reported total business volume of €179.8bn in 2024³, while AXA reported gross revenues of €110.3bn in 2024⁴. Life and retirement groups increasingly compete not only on underwriting, but also on asset-management and retirement platforms: an example is Prudential Financial's positioning as an active manager with approximately \$1.5tn in assets under management (as of Dec 31, 2024)⁵.

For the period 2026–2030, competition is likely to intensify around climate risk pricing, claims automation, reinsurance capacity discipline, and “capital-light” fee businesses (asset management, distribution, services). Regulators are also pushing greater transparency on model risk and operational resilience, raising the compliance bar for smaller carriers and tech-enabled MGAs.

Asset and wealth management

The industry remains highly concentrated at the top end, with passive scale economics and distribution advantages reinforcing the largest platforms, while active managers compete through performance persistence, private markets, and outcome-oriented solutions. BlackRock reported \$11.6tn of AUM at year-end 2024⁶, and Vanguard reported \$10tn of global AUM (as of Dec 31, 2024)⁷. Fidelity reported \$15.1tn in assets under administration and \$5.9tn in discretionary assets in its 2024 annual report, reflecting the competitive strength of integrated brokerage + retirement + asset management ecosystems⁸.

¹ HSBC, “2024 Full Year Results: Quick Read” (FY2024 revenue).

² UnitedHealth Group, “UnitedHealth Group Reports 2024 Results” (FY2024 revenues).

³ Allianz, “Allianz Annual Report 2024” (Total business volume).⁴ Industrial and Commercial Bank of China (ICBC), “2024 Annual Results Overview”.

⁴ AXA, “Full-year 2024 earnings” (Gross revenues).

⁵ Prudential Financial, “Prudential Financial, Inc. Announces 2024 Results” (AUM as of Dec 31, 2024).

⁶ BlackRock, Form 10-K / 2024 Annual Report (AUM at year-end 2024).

⁷ Vanguard, “In a nutshell” (Global AUM as of Dec 31, 2024).⁵ Prudential Financial, “Prudential Financial, Inc. Announces 2024 Results” (AUM as of Dec 31, 2024).

⁸ Fidelity Investments, “2024 Fidelity Investments Annual Report” (assets under administration; discretionary assets).

The strategic battleground is increasingly private markets and alternatives: BlackRock has been explicitly expanding its private-markets footprint through the acquisition of Global Infrastructure Partners and an announced agreement to acquire HPS Investment Partners (private credit) ¹.

For the period 2026–2030, continued convergence of wealth management, asset management, and alternatives is likely. Platforms that can manufacture product, distribute at scale, and provide model-driven portfolio solutions (including tax and personalization) should take share, especially as private credit and infrastructure become more embedded in “core” multi-asset allocations.

Payments and fintech

Payments remain one of the most competitive profit pools in global finance. McKinsey estimates the global payments revenue pool was ~\$2.4tn in 2023 and projects it could reach ~\$3.1tn by 2028, driven by continued digitization and value-added services². Despite intense competition, network effects keep the card schemes highly central: Visa reported net revenue of \$35.9bn in fiscal 2024,³ and Mastercard reported net revenue of \$28.2bn in 2024⁴. At the infrastructure layer, scale processors and fintech platforms compete on uptime, fraud performance, authorization rates, and developer tooling; for example Fiserv reported \$20.5bn in revenue in 2024⁵. In Europe, merchants’ push for cost efficiency supports continued competition among processors and acquirers; Adyen reported €2.0bn of net revenue in 2024 and processed volumes of €1.29tn, highlighting the scale achievable by modern, API-first acquiring platforms⁶.

For the period 2026–2030, competition should shift further from “payments acceptance” toward bundled value (fraud, identity, tokenization, data, lending/working capital, vertical software). Instant payments and account-to-account rails should grow, but incumbents with distribution plus compliance capacity are well-positioned to defend economics via value-added services rather than pure pricing.

Digital banks and challenger ecosystems

Digital banks have moved from “growth stories” to scaled franchises in several regions, but business model durability hinges on credit discipline, funding cost, and regulatory maturity. Revolut reported 52.5m customers at year-end 2024,⁷ and in 2025 announced it had over 65m customers and a \$75bn valuation following a share sale, illustrating the global scaling potential of multi-product digital platforms⁸.

¹ BlackRock, “BlackRock Reports Full Year 2024 Diluted EPS...” (private markets expansion; GIP acquisition; HPS agreement).

² McKinsey & Company, “Global payments in 2024: Simpler interfaces, complex reality” (payments revenue pool and outlook).

³ Visa Inc., Form 10-K for fiscal year ended Sept 30, 2024 (Net revenue).

⁴ Mastercard Inc., Form 10-K for fiscal year ended Dec 31, 2024 (Net revenue).

⁵ Fiserv, Form 10-K for fiscal year 2024 (Revenue).

⁶ Adyen, Reuters coverage of FY2024 results (Net revenue; processed volume).

⁷ Revolut, “Revolut Group Annual Report 2024” (customers at year-end 2024)

⁸ Revolut, “Revolut completes fundraising process establishing \$75 billion valuation” (2025 share sale; >65m customers).

In Latin America, Nu (Nubank) reported more than 122m customers in Q2 2025, reinforcing its position as one of the largest digital banking platforms globally¹.

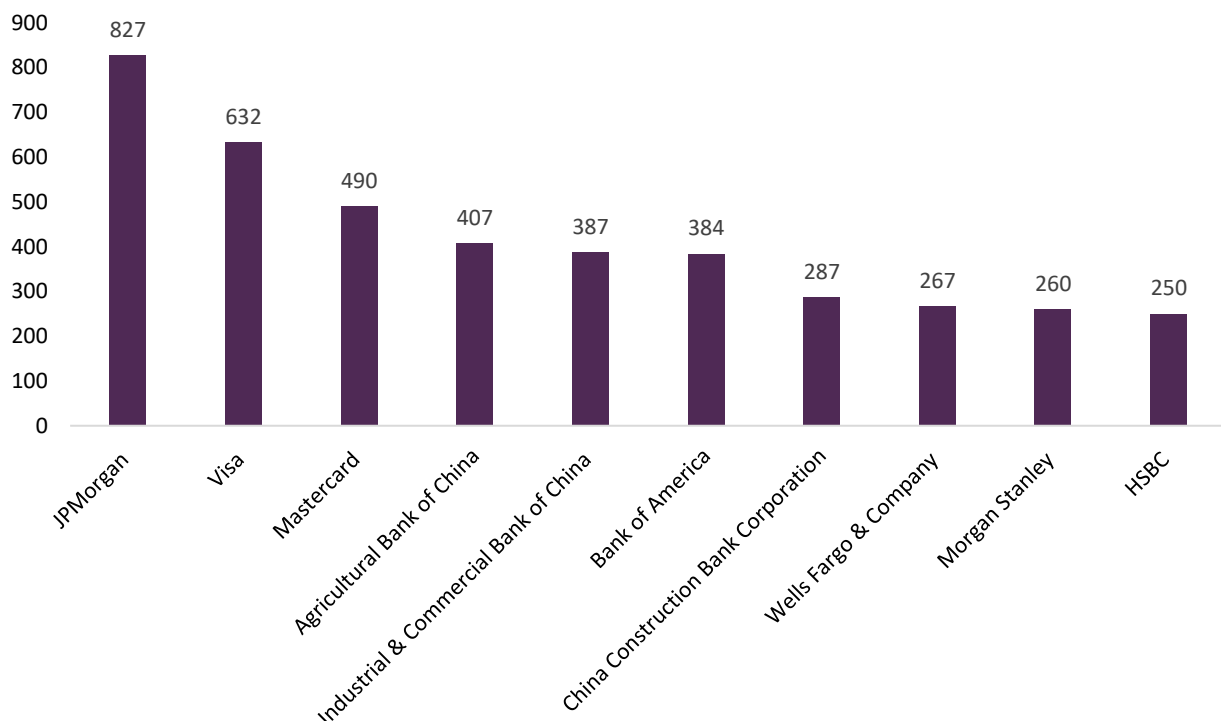
For the period 2026–2030, challengers that achieve (i) low-cost primary banking relationships, (ii) diversified revenue beyond interchange, and (iii) robust risk and compliance frameworks should keep compounding. Others are likely to be pushed into partnerships, licensing models, or consolidation as regulators scrutinize governance, resilience, and consumer outcomes more aggressively.

Net assessment

The competitive landscape for 2026–2030 is best understood as a three-way convergence: (1) incumbents industrializing technology and data to defend distribution, (2) fintechs moving up the stack into regulated activities, and (3) asset managers/insurers expanding into adjacent fee businesses. The “winners” are unlikely to be those with the lowest headline prices; they are more likely to be the institutions that combine trusted brands, resilient operations, and scalable platforms that monetize customers across lending, investing, insurance, and payments.

Figure 4: Top 10 Global FIG Institutions by Market Capitalization

Market capitalization of the top 10 global FIG institutions (US\$ billions)



Source: S&P Capital IQ

¹ Nu Holdings (Nubank), “Nu Holdings Ltd. Reports Second Quarter 2025 Financial Results” (customer base)

Emerging Trends

AI and Big Data

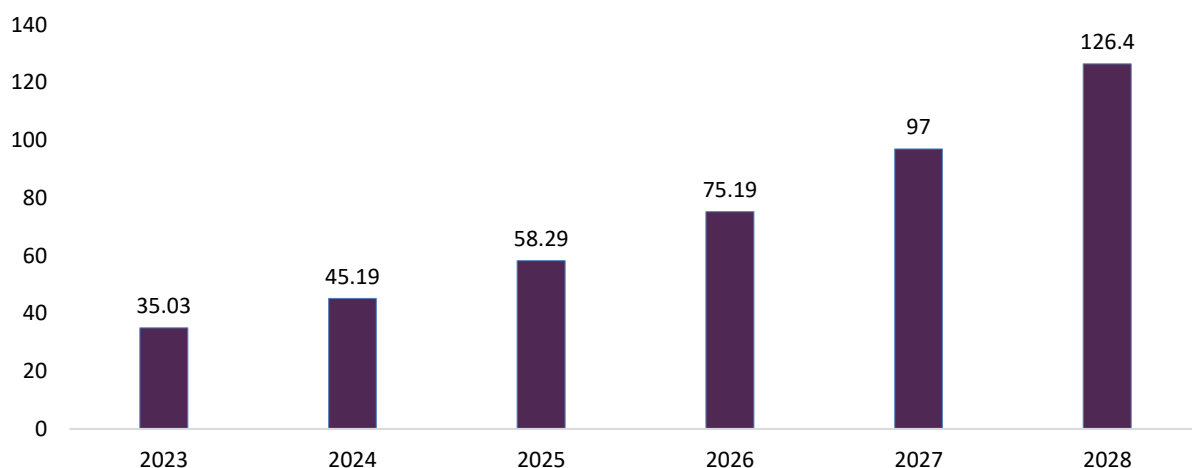
Artificial intelligence and big data are moving from experimentation to embedded operating infrastructure across FIG, especially in workflows where scale, speed, and error reduction directly translate into cost and risk benefits. Large banks are already deploying generative AI tools in day-to-day production tasks (e.g., summarizing internal documentation, drafting initial client materials, and accelerating research synthesis), but the most sophisticated institutions are also explicit that AI should augment - not replace - human accountability and judgement, particularly in regulated decisions and client-facing outcomes¹.

Looking ahead to 2026–2030, the most important shift is not “AI adoption” per se, but enterprise redesign: banks will increasingly rebuild end-to-end processes (onboarding, underwriting, AML/KYC, collections, customer service, and parts of investment banking execution) around AI-enabled decision support and automation layers. This is already reflected in spending trajectories (Figure 5). While AI can compress cycle times and standardize outputs, it also creates clear second-order implications: (i) model risk and governance become operational requirements rather than compliance add-ons, and (ii) the skill premium shifts from pure execution to judgement, narrative, and supervision of automated outputs.

The labor impact is therefore real. Industry estimates suggest meaningful net role reductions concentrated in routine, process-heavy functions (operations, middle-office, and standardised analytics), while demand rises for data, product, cyber, and model-risk talent². The differentiator into 2030 is likely to be institutions that pair AI scale with strong controls: clean data foundations, clear accountability, and auditable decisioning³.

Figure 5: The AI spending is forecasted to increase at an accelerated pace up until 2028

Financial sector AI spending worldwide 2023-2028 actuals and forecasts (US\$ billion)



Source: Statista, “Financial sector AI spending worldwide 2023-2024, with forecasts to 2028

¹ Financial Times. “Goldman Sachs bankers explore limits of AI: ‘The risk is over-reliance.’” (14 September 2025)

² Bloomberg. “Wall Street Job Losses May Top 200,000 as AI Replaces Roles.” (9 January 2025).

³ McKinsey & Company. “Extracting value from AI in banking: Rewiring the enterprise.” (9 December 2024).

Fintech Evolution

Fintech is no longer best described as an external competitor to FIG; it is increasingly a distribution layer and capability stack that incumbents integrate through partnerships, acquisitions, and embedded finance models. Embedded finance - payments, credit, insurance, and wealth features integrated directly into non-financial platforms - keeps expanding because it reduces friction and captures customers in-context, where purchase and financial decisions are actually made. The result is a structural shift in customer acquisition and servicing economics: user growth increasingly accrues to institutions that can plug into ecosystems with strong APIs, risk engines, and seamless onboarding. This trajectory is consistent with the continued rise in digital finance users (Figure 6) ¹.

A flagship example is Buy Now, Pay Later (BNPL), which operationally functions as point-of-sale credit embedded inside checkout flows. However, for 2026–2030 the key point is not just growth, it is credit discipline and regulation. In the U.S. pay-in-four market tracked by the CFPB (six large providers), 2023 originations reached 335.8 million loans totaling \$45.2 billion (inflation-adjusted), with 53.6 million unique users; usage intensity also rose (average 6.3 loans per user and \$848 annual BNPL volume per user at a lender)². Credit performance is not catastrophic, but it is not trivial either: among lenders charging late fees, the loan-level late-fee incidence was 4.1% in 2023, and charge-off rates were 1.83% (loan-based) with charge-offs 0.92% of GMV².

Those metrics explain why BNPL is moving into the regulatory mainstream and why leading platforms are converging toward more bank-like risk controls (stronger underwriting, reporting, and affordability checks) rather than pure “frictionless growth.” This is also why incumbents are increasingly positioning themselves as the regulated balance-sheet partners behind embedded credit rather than ceding the entire relationship to fintech interfaces³.

This same pattern extends to digital lending (AI-enabled underwriting, faster decisioning, broader reach) and to regtech/insurtech adoption. As compliance obligations become more granular and cross-jurisdictional, automation in monitoring, reporting, and controls increasingly becomes a cost-competitiveness issue - not just compliance hygiene - especially for institutions operating at scale across multiple regulatory regimes⁴.

Crypto Industry Integration

Crypto’s early reputation was dominated by volatility and weak governance, but the direction of travel for 2026–2030 is best understood as blockchain integration into mainstream financial infrastructure, particularly through tokenization and CBDCs, rather than as speculative trading alone.

¹ McKinsey & Company, “Embedded finance: How banks and customer platforms are converging.” (15 July 2024).

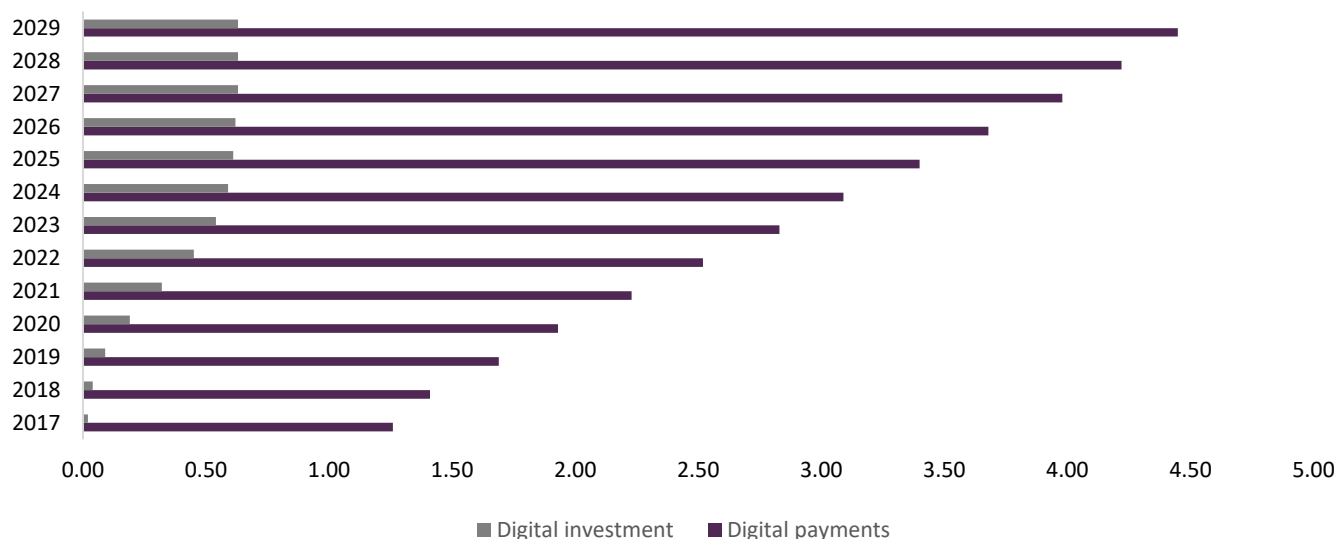
² Consumer Financial Protection Bureau (CFPB), BNPL Market Report 2025-12-3 (Final). CFPB, (December 2025).

³ Bank for International Settlements (BIS), “Buy now, pay later: a cross-country analysis.” BIS Quarterly Review, (4 December 2023).

⁴ Bank for International Settlements (BIS), Financial Stability Institute (FSI), “Peering through the hype – assessing supotech tools’ transition from experimentation to supervision.” FSI Insights on policy implementation No. 58, (June 2024).

Figure 6: The number of digital payments users worldwide is expected to increase linearly

Number of fintech users worldwide 2017-2029, by segment (in billions)



Source: Statista, “Number of fintech users worldwide from 2017 to 2024, with a forecast until 2029, by segment”

Tokenization converts traditional financial claims (e.g., funds, bonds, deposits, real estate exposure) into on-ledger representations that can enable faster settlement, fractional ownership, programmable compliance, and improved collateral mobility. Ripple and BCG project tokenized real-world assets could rise from roughly \$0.6T (2025) to \$18.9T by 2033 in a midpoint scenario (implying very high growth off a small base)¹. Importantly, institutional usage is already measurable: the same report notes JPMorgan’s tokenized transaction activity exceeding \$1.5T cumulatively, with daily volumes above \$2B on its platform¹. The practical implication for FIG is that tokenization becomes less about “new asset classes” and more about reducing frictions in issuance, settlement, custody, and collateral, particularly in wholesale finance.

In parallel, CBDCs are accelerating as the public-sector counterpart to private stablecoins and tokenized deposits. As of mid-2025, 137 countries and currency unions (representing about 98% of global GDP) were exploring CBDCs, with dozens in advanced development or pilot stages². China remains the most advanced large-scale deployment: official reporting indicates e-CNY transaction volume reached 7 trillion yuan by end-June 2024, and policy updates continue to formalize governance as the program matures into 2026^{3,4}.

For 2026–2030, the base case is not immediate “crypto-ization” of banking. It is a more incremental but consequential shift: more regulated digital money instruments (tokenized deposits/stablecoins) and selective tokenized markets expanding inside clearer legal frameworks, with the near-term value concentrated in payments, treasury liquidity, collateral, and post-trade infrastructure.

¹ Ripple & Boston Consulting Group (BCG), “Approaching the Tokenization Tipping Point. Ripple/BCG joint report”, (April 2025).

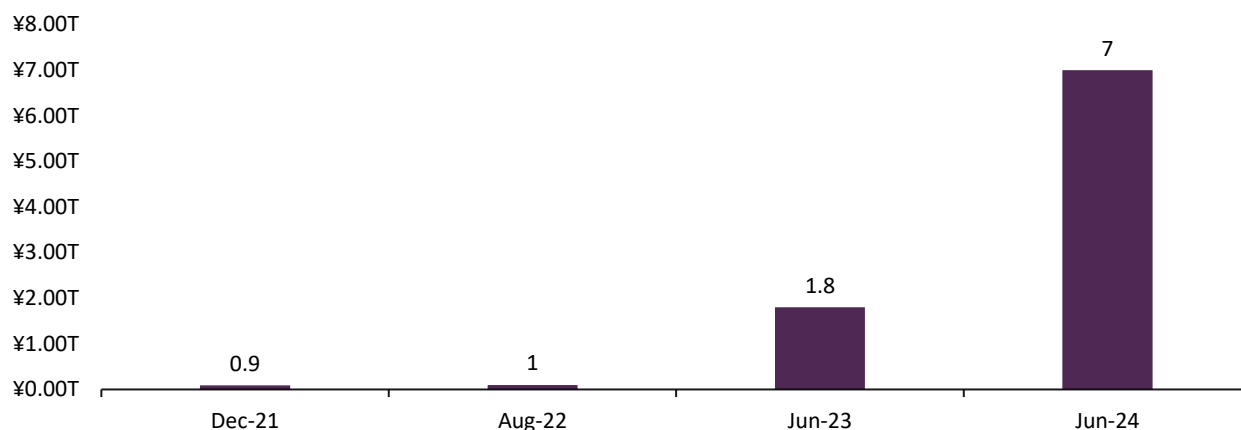
² Atlantic Council (GeoEconomics Center), “Central Bank Digital Currency Tracker”, Last updated July 2025.

³ The State Council of the People’s Republic of China, citing People’s Bank of China official remarks. “China’s digital yuan transactions hit 7 trln yuan.” (5 September 2024).

⁴ Reuters. “China to issue digital yuan management action plan.” (29 December 2025).

Figure 7: e-CNY transaction volume quadruples from 2023

Cumulative transaction volumes for select months (2021-2024)



Source: People's Bank of China, "China's digital yuan transactions hit 7 trln yuan"

Consolidation Pressures

Consolidation remains a rational response to rising fixed costs (technology, compliance, cyber resilience) and to margin normalization as the post-2022 rate tailwind fades. In mature markets, the economic logic is straightforward: scale helps absorb the non-discretionary cost of modernizing core systems, meeting operational-resilience requirements, and funding data/AI build-outs, while still delivering acceptable returns to shareholders. Ratings agencies note that European bank M&A has accelerated relative to the post-GFC decade and expect further consolidation, particularly in less concentrated markets where scale benefits are most visible¹.

Regulation is also indirectly pushing consolidation by raising the "cost of staying in the game." In the EU, DORA (effective 17 January 2025) formalizes stricter operational-resilience expectations and expands oversight of critical third-party ICT providers, an important structural shift given the sector's growing dependence on cloud and specialized vendors². The implication is that sub-scale institutions may struggle to fund resilience and governance uplift purely through organic cost takeout, making mergers, platform sharing, and outsourcing partnerships more attractive.

Europe illustrates both the momentum and the frictions of consolidation. BPCE agreed to acquire 75% of Portugal's Novo Banco from Lone Star for €6.4bn (~\$7.4bn), a transaction expected to close in H1 2026³. In parallel, UniCredit received regulatory clearance to build up to a 29.9% stake in Commerzbank, highlighting cross-border optionality but also the political and antitrust sensitivities that still shape outcomes⁴.

¹ Fitch Ratings, "European Bank Consolidation: Q&A." (29 July 2025).

² European Insurance and Occupational Pensions Authority (EIOPA), "Digital Operational Resilience Act (DORA) – entered into application on 17 January 2025." (2025); Reuters, "Amazon, Google named by EU among 'critical' tech providers for finance industry (DORA oversight)." (18 November 2025).

³ Reuters, "Lone Star agrees to sell Portugal's Novo Banco to France's BPCE for \$7.4 billion." 13 June 2025; Groupe BPCE, "BPCE signs a Memorandum of Understanding to acquire novobanco." (13 June 2025).

⁴ UniCredit, "ECB authorizes UniCredit to increase Commerzbank stake to 29.9%." (14 March 2025); Bundeskartellamt, "UniCredit can acquire a 29.99% stake in Commerzbank." (14 April 2025).

In Italy, Monte dei Paschi secured a controlling ~62% stake in Mediobanca via a public offer, reflecting renewed domestic consolidation as banks reposition for a lower-rate environment and higher tech costs¹. Conversely, not all consolidation attempts succeed: BBVA's hostile offer for Banco Sabadell ultimately failed when acceptances reached ~25.5% of voting rights, below the required threshold, illustrating that shareholder, political, and execution constraints can prevent otherwise logical combinations².

Payments and fintech infrastructure are also consolidating as platforms seek distribution scale, higher authorization performance, and cost leverage in fraud, compliance, and product development. The Worldpay sequence is a clean example: FIS completed the sale of a majority stake in Worldpay to GTCR in a transaction valuing the business at \$18.5bn EV (Feb 2024). Subsequently, Global Payments agreed to acquire Worldpay in a \$24.25bn transaction expected to close in H1 2026, reflecting the premium placed on scaled merchant acquiring and integrated commerce solutions³.

For 2026-2030, consolidation is likely to remain selective rather than universal. The most value-accretive deals will be those that either (i) unlock genuine cost and funding synergies in domestic banking, or (ii) accelerate capability build in payments, wealth distribution, and data/technology. Integration and governance will matter more than headline size: regulators are increasingly explicit that any combination must demonstrate resilient IT, robust third-party controls, and credible execution plans from day one.

Investment Analysis

Public Market Performance

Public markets are pricing FIG with a persistent split between capital-heavy balance-sheet risk (banks/insurers) and capital-light fee/infrastructure models (asset managers, payments/data). Into 2026–2030, the central question is not whether 2024–2025 profitability was strong - it was - but whether that profitability is durable in a “normalized rates + higher compliance + higher tech spend” regime⁴.

2024 was a profitability high-water mark: McKinsey estimates banking revenues after risk costs reached \$5.5tn and net income reached \$1.2tn, with ROE at ~10.3% (a multi-decade high, but still only modestly above cost of equity)⁴.

Equities reflected the strength. The MSCI World Banks Index returned 30.29% in 2024, and as of 28 Nov 2025 it shows 37.90% 1-year performance with valuation still below the broad market (P/E 12.89; P/BV 1.52)⁵.

¹ Reuters, “Monte dei Paschi clinches 62% of Mediobanca...” (8 September 2025); Banca MPS, “Acquisition of 62.3% of Mediobanca completed with settlement of shares tendered...” (15 September 2025).

² CNMV (Spain), “Outcome of the takeover bid for Banco de Sabadell launched by BBVA” (acceptances 25.33% of share capital / 25.47% of voting rights), (October 2025); Reuters, “BBVA chairman says he will not step down despite failure of Sabadell bid.” (17 October 2025)

³ FIS, “FIS Completes Sale of Majority Stake of Worldpay to GTCR” (EV \$18.5bn), (1 February 2024); Wall Street Journal, “Global Payments to Acquire Worldpay for \$24.25 Billion...” (April 2025, close expected H1 2026); GTCR, “GTCR Announces Sale of Worldpay to Global Payments...” (2025).

⁴ McKinsey & Company, Global Banking Annual Review 2025 (“Why precision, not heft, defines the future of banking”), (2025).

⁵ MSCI, MSCI World Banks Index (USD) Index Factsheet, data as of 28 Nov 2025 (annual performance, risk/return, and valuation metrics).

Insurance equities remained comparatively defensive. The MSCI World Insurance Index returned 22.62% in 2024 and, as of 28 Nov 2025, sits at P/E 13.78; P/BV 2.04 (with lower volatility than banks on a 3-year basis)¹.

For 2026-2030, earnings durability should remain attractive but returns will likely depend on (i) claims inflation normalization, (ii) repricing discipline, and (iii) investment income as rates normalize rather than rise.

Listed asset management/custody names continued to benefit from the “capital-light + operating leverage” narrative. The S&P 1500 Asset Management & Custody Banks (Sub-Industry) Total Return delivered 31.85% in 2024².

Structurally, the business is still riding global AUM growth: BCG estimates global AUM reached \$128tn in 2024 (+12% YoY)³.

For 2026-2030, growth is increasingly driven by distribution scale, private markets manufacturing, and tech/data advantage, while fee pressure remains the key headwind.

VC Activity in Fintech

Private markets are no longer rewarding pure “growth at any cost,” but capital continues to fund fintech where there is regulatory clarity, repeatable unit economics, or infrastructure relevance.

KPMG estimates global fintech investment totaled \$95.6bn in 2024 across 4,639 deals, with activity depressed relative to the late-2010s peak⁴.

In H1 2025, KPMG reports investment fell to \$44.7bn across 2,216 deals, the lowest first-half level since H1 2020, reflecting fewer megadeals and more selective underwriting of business models⁵.

Within H1 2025, capital rotated toward “hot” verticals: digital assets and currencies attracted \$8.4bn, and AI-focused fintech attracted \$7.2bn, while payments fell to \$4.6bn (in part due to the absence of large consolidation transactions in that half)⁵.

For 2026-2030, we expect more take-privates, more secondary liquidity, and more funding for regulated/infra fintech (fraud/identity, compliance/regtech, core systems, settlement rails) rather than consumer acquisition plays.

¹ MSCI, MSCI World Insurance Index (USD) Index Factsheet, data as of 28 Nov 2025 (annual performance, risk/return, and valuation metrics)

² YCharts, S&P 1500 Asset Management & Custody Banks (Sub-Industry) Total Return (^SP15AMCBST), annual performance table (2024 return), data as of 30 Dec 2025.

³ Boston Consulting Group (BCG), “Global Asset Management Industry Hit New Record High in 2024—and a Critical Turning Point” (Global Asset Management 2025), (29 Apr 2025).

⁴ KPMG, Pulse of Fintech H2 2024 (and KPMG press release summarizing 2024 totals), published Feb 2025 (data provided by PitchBook).

⁵ KPMG, Pulse of Fintech H1 2025, Aug 2025 (data provided by PitchBook as of 30 Jun 2025).

For 2026-2030, we expect more take-privates, more secondary liquidity, and more funding for regulated/infra fintech (fraud/identity, compliance/regtech, core systems, settlement rails) rather than consumer acquisition plays.

Major Deals

Target	Acquirer	Announced	Completed	Deal Value (\$ bn)	EBITDA Multiple
Discover Financial Services (US)	Capital One Financial Corp	19-Feb-24	18-May-25	36.493	x8.9
Mediobanca (Italy)	Banca Monte dei Paschi di Siena SpA	24-Jan-25	25-Sep-25	15.008	x8.9
Worldpay Inc (US)	Global Payments Inc	17-Apr-25	— (Expected H1 2026)	17.596	x12.3
Santander Bank Polska (Poland)	Erste Group Bank AG	5-May-25	— (Expected end 2025)	7.755	x5.5
Air Lease Corp (US)	Sumitomo Mitsui Financial Group (+ partners)	2-Sep-25	— (Expected H1 2026)	27.471	x19.0
Hang Seng Bank (Hong Kong SAR, China)	HSBC Holdings plc	9-Oct-25	— (Expected H1 2026)	13.637	x13.4

Source: Mergermarket

Risk-Return Analysis

Segment	Risk	Return Potential	2025 Investment Attractiveness	Main Drivers
Commercial & Retail Banks	Medium	Medium	Neutral	NIM flattening, deposit pressure, strong capital
Investment Banks	High	High	Moderately Attractive	Market recovery, fee-based stability, trading volatility
Fintech & Payments	High	High	Attractive	Strong payments demand, digital adoption, selective profitability
Insurers	Low	Medium	Very Attractive	Rising yields, stable cash flows, strong solvency
Asset & Wealth Managers	Medium	Medium–High	Most Attractive	Strong AUM expansion, fee-based stability, low AI disruption risk

The risk-return balance across the FIG industry is uneven, with factors like differences in rate exposure, funding pressure, and income diversification influencing it greatly. Commercial and retail banks show moderate risk and moderate return potential – NIMs are starting to flatten and deposit competition is eroding spreads, which leaves the segment broadly neutral despite solid capitalization. Investment banks carry higher risk but also higher return potential, all because of their recovery in deal making and steadier

fee income, placing them in the moderately attractive category. Fintech and payments sit one level higher, mainly since they offer high return potential thanks to the trending digital adoption and strong payments growth, although profitability remains selective and funding conditions volatile. Insurers continue to outperform many peers. Rising yields, consistent cash flows, and strong solvency positions make them a very attractive defensive anchor in the current environment. At the top of the spectrum, asset and wealth managers have regained clear momentum – AUM grew by about 9 percent in 2024 after two years of decline, greatly influencing their performance in revenues. Hence asset management sector together with insurance sector can be seen as the two most attractive investment opportunities within the FIG industry.

Future Outlook

Industry Scenarios

Scenario	Macro & Policy Environment	Banking Performance (2026–2030)	Main Drivers
Base Case	Gradual rate cuts, moderate global growth (~2%), contained inflation.	ROE settles at 9–10% NIMs flatten Valuations remain at 1.0x-1.1x P/BV	Profitability driven by cost efficiency and AI adoption, disciplined capital allocation, and stable credit quality. Steady growth but not spectacular.
Optimistic Case	Faster recovery, steeper yield curve, strong loan and fee growth; geopolitical stability.	ROE exceeds 12% NIMs expand Valuations re-rate to 1.3x-1.4x P/BV	Rapid AI deployment and data monetization boost productivity. Consumer engagement via digital ecosystems and precision M&A influence.
Pessimistic Case	Prolonged slowdown, sticky inflation, falling rates, higher credit risk.	ROE falls to 7–8% NIMs compress Valuations fall below 0.9x P/BV	Margin compression, rising defaults, regulatory tightening, and slow tech adoption weigh on profitability. Institutions lagging in digital integration lose market share.

The future trajectory of the banking sector will be shaped by a mix of macroeconomic normalization, accelerated technology adoption, and evolving regulation, with outcomes ranging from broad-based growth to a more volatile, compliance-heavy environment (as reflected in the scenario table). Across scenarios, the strategic question for incumbents is less about “digital transformation” in the abstract and more about where precision investments - data, AI, operating model, and capital allocation - can generate defensible returns in a world of fading tailwinds¹.

¹ McKinsey & Company, “Global Banking Annual Review 2025: Why precision, not heft, defines the future of banking”, (October 2025).

Opportunities

The 2026–2030 window represents a rare opportunity for operational reinvention, especially for banks that use AI and automation to simplify processes end-to-end rather than layering tools onto legacy workflows. In particular, agentic AI (AI systems that can execute multi-step tasks with guardrails) has the potential to reduce operating costs materially—McKinsey estimates 20%+ cost reduction potential, although much of the benefit may be competed away over time through pricing pressure and higher customer expectations¹. The practical implication is that advantage will accrue to institutions that translate automation into structural simplification (fewer handoffs, fewer products/process variants, cleaner data) rather than one-off productivity wins^{1,2}.

A second opportunity is the continued shift toward mobile-first engagement and embedded distribution. In mature markets, mobile apps have become the most-used channel for day-to-day banking interactions, reinforcing that customer experience and speed of execution are now core competitive variables rather than “front-end” concerns³. Banks that treat mobile as the gateway to broader ecosystems (payments, savings, lending, wealth, SME services) can deepen engagement while selectively partnering with fintechs to extend capabilities without rebuilding everything internally^{1,3}.

Finally, sustainable and transition finance remains a durable opportunity set—less as a branding exercise and more as a product, data, and risk infrastructure buildout (taxonomy alignment, transition planning, disclosure, and financing structures). Climate Bonds estimates USD 1.05 trillion in aligned GSS+ (green, social, sustainability and sustainability-linked) issuance in 2024, signaling that the market is large enough to justify industrialized origination, reporting, and distribution capabilities⁴.

Risks

The central structural risk for 2026–2030 is that the sector’s strong 2023–2024 performance was boosted by tailwinds that are already dissipating. McKinsey expects margin compression as rates normalize and competition increases, while risk costs are likely to move higher from unusually low levels². At the same time, value creation is increasingly concentrated: based on 2024 results, McKinsey estimates only ~15% of publicly traded banks globally created value, highlighting how quickly the performance gap can widen when capital allocation and execution discipline are weak².

Technology is a double-edged sword in this period. Scaling AI raises model risk, data privacy exposure, third-party dependency, cybersecurity risk, and conduct risk (e.g., biased outcomes, opaque decisioning, or uncontrolled automated actions)¹. These risks are not theoretical, supervisory expectations are tightening, and “AI at scale” will increasingly be judged on governance, monitoring, and auditability rather than experimentation.

¹ McKinsey & Company, “Agentic AI will shake up banking, shrinking global profit pools,” Banking Matters, (2025).

² McKinsey & Company, “Global Banking Annual Review 2025: Why precision, not heft, defines the future of banking”, (October 2025).

³ American Bankers Association (ABA), “National Survey: Bank Customers Continue to Use Mobile Apps More Than Any Other Method,” press release, (2025).

⁴ Climate Bonds Initiative, Global State of the Market 2024, (May 2025).

A further risk is the potential for payment and funding disintermediation. Stablecoins are still primarily used within crypto markets, but policy institutions increasingly acknowledge their potential to enable faster, cheaper payments - particularly cross-border - and to compete with traditional bank payment services^{1,2}. A fast-adoption path could pressure certain fee pools (especially in cross-border and treasury-like services) and, under some regulatory configurations, could also increase deposit competition and funding volatility².

Strategic Implications

Given the dispersion of outcomes across scenarios, banks should manage 2026–2030 as a period requiring precision, adaptability, and discipline rather than scale for its own sake³. Concretely, this means (i) granular capital allocation with clear hurdle rates by product, customer segment, and channel; (ii) AI investment tied to measurable outcomes (cycle time, unit cost, risk loss, conversion) rather than “innovation theater”; and (iii) core infrastructure modernization focused on data quality, interoperability, and control frameworks so that automation does not amplify operational risk^{3,4}.

Strategically, banks are likely to win by combining selective build (e.g. differentiating capabilities: risk, pricing, distribution, relationship depth) with structured partner ecosystems (e.g. non-core capabilities delivered through APIs and specialist providers)^{3,5}. Consolidation can still be value-accretive, but the bar is higher: successful M&A will be increasingly defined by integration feasibility (technology and operating model), credible synergy capture, and risk governance, not just balance-sheet scale.³

¹ Board of Governors of the Federal Reserve System, “Banks in the Age of Stablecoins: Some Possible Implications for Deposits, Credit and Financial Intermediation,” FEDS Notes, (December 17, 2025).

² International Monetary Fund (IMF), “How Stablecoins Can Improve Payments and Global Finance,” IMF Blog, (December 4, 2025).

³ McKinsey & Company, “Global Banking Annual Review 2025: Why precision, not heft, defines the future of banking”, (October 2025).

⁴ McKinsey & Company, “Global Banking Annual Review 2025: Why precision, not heft, defines the future of banking”, (October 2025).

⁵ American Bankers Association (ABA), “National Survey: Bank Customers Continue to Use Mobile Apps More Than Any Other Method,” press release, (2025).

Methodology

- 1) Global FIG market size is calculated by aggregating the main revenue components of the financial institutions sector: (i) Banking: global net interest income of approximately US\$ 8.5 trillion (Statista Banking Market Data 2024, McKinsey Global Banking Review 2025); (ii) Insurance: global gross written premiums across life and non-life segments totaling around US\$ 8.0 trillion (Statista Global Insurance Industry 2024); (iii) Asset & Wealth Management: global management and performance fee pools estimated at roughly US\$ 0.8 trillion, derived from total AUM of about US\$ 125 trillion (Statista Wealth Management 2024; BCG Global Asset Management 2025); and (iv) Fintech & Payments: transaction and service revenues plus disclosed investment volume representing an additional ~US\$ 0.7 trillion (KPMG Pulse of Fintech H1 2025). Combined, these components form the estimated ~US\$ 18 trillion revenue base for the global FIG industry in 2024
- 2) Regional FIG revenue shares are derived by aggregating the major FIG subsectors (banking, insurance, asset & wealth management, and fintech/payments) using weighted averages based on each segment's contribution to total FIG revenues.
 - Banking (~45% of FIG): regional split based on Statista banking net-interest income (APAC ~45%, NA ~22%, Europe ~18%)
 - Insurance (~45% of FIG): regional split based on Statista gross written premiums (NA ~40%, Europe ~30%, APAC ~25%)
 - Asset Management (~5% of FIG): regional split based on BCG AUM distribution (NA ~50%, Europe ~30%, APAC ~15%)
 - Fintech/Payments (~5% of FIG): regional split based on KPMG fintech investment breakdown (NA ~55%, Europe ~25%, APAC ~20%)

Weighted across segments, these inputs produce the estimated FIG regional revenue composition used in the table (APAC ~38%, North America ~34%, Europe ~22%, Rest of World ~6%)
- 3) ROE values represent representative 2024 averages for each FIG segment based on publicly available global benchmarks. Capital density is modelled as a relative index (0–10) reflecting the capital absorption required to generate revenue in each business model (banking and insurance = balance-sheet and solvency-capital intensive; asset management and fintech = fee-based, capital-light). Bubble size reflects each segment's share of global FIG revenues, derived from Statista Market Insights (Banking 2024, Insurance 2024, Wealth 2024) with Minerva aggregation across business lines.

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