

# FINANCIAL SERVICES

## FINANCIAL SERVICES TOP 20:

Brand Value (US\$M)

<b>VISA</b>	\$228,570
<b>MASTERCARD</b>	\$184,721
<b>AMERICAN EXPRESS</b>	\$80,316
<b>J.P. MORGAN</b>	\$76,651
<b>CHASE</b>	\$63,078
<b>WELLS FARGO</b>	\$52,904
<b>RBC</b>	\$51,480
<b>ICBC</b>	\$50,513
<b>HDFC BANK</b>	\$47,507
<b>COMMBANK</b>	\$43,306
<b>STRIPE</b>	\$40,187
<b>PING AN</b>	\$37,219
<b>MORGAN STANLEY</b>	\$36,509
<b>AGRICULTURAL BANK OF CHINA</b>	\$36,332
<b>BANK OF AMERICA</b>	\$35,942
<b>CHINA CONSTRUCTION BANK</b>	\$30,302
<b>CHINA LIFE</b>	\$29,762
<b>HSBC</b>	\$29,558
<b>MERCADO PAGO</b>	\$27,721
<b>TD</b>	\$27,065

### DEFINITION:

The Financial Services category includes retail, business, and investment banking institutions; and insurance players from both the B2C (life, property, and casualty) and B2B sectors and payment brands.

## CREDIT WHERE DUE/ THE COMEBACK CONTINUES FOR FINANCIAL SERVICES

Category Brand Value  
Year-on-Year Change

**20%**

Financial Services Top 20  
Total Brand Value

**\$1,209,643 M**

Source: Kantar/Kantar BrandZ (including data from S&P Capital IQ)

# FINANCIAL SERVICES

The world's top Financial Services brands rise in total value by 20% this year, led by strong performance in North America and Asia.

Marketing for the category looks quite different these days. It's been revamped to foreground Meaning. As top payments brands jockey for wealthier clients, they have reinvented themselves as lifestyle players. These days, their products are more than simple payment tools: they're passports to 'the good life' and are marketed as such.

How exactly brands define that good life is the key to their Meaningful Difference. Usually, it involves some combination of travel benefits, curated experiences, and lounges. This is a space that American Express used to have to itself, but the field has grown crowded. (In response, American Express has revamped its Platinum offering with \$3,500 worth of bundled benefits.)

Zoom out on these perks wars, and what you see is a larger story of sector convergence. The technology, retail, travel, and entertainment worlds have become so intermixed – and so, too, have these categories' advertising codes.

For instance, a recent campaign from Chase starred supermodel Hailey Bieber and looked a lot like glossy fashion ads – with a giant Chase Sapphire Reserve card in the 'hero spot' usually reserved for a handbag. And why not? Brands know they need stand out in a crowded media market, especially now that digital players like Apple Pay are also spending big to predispose more people. Still, there are two levels to achieving

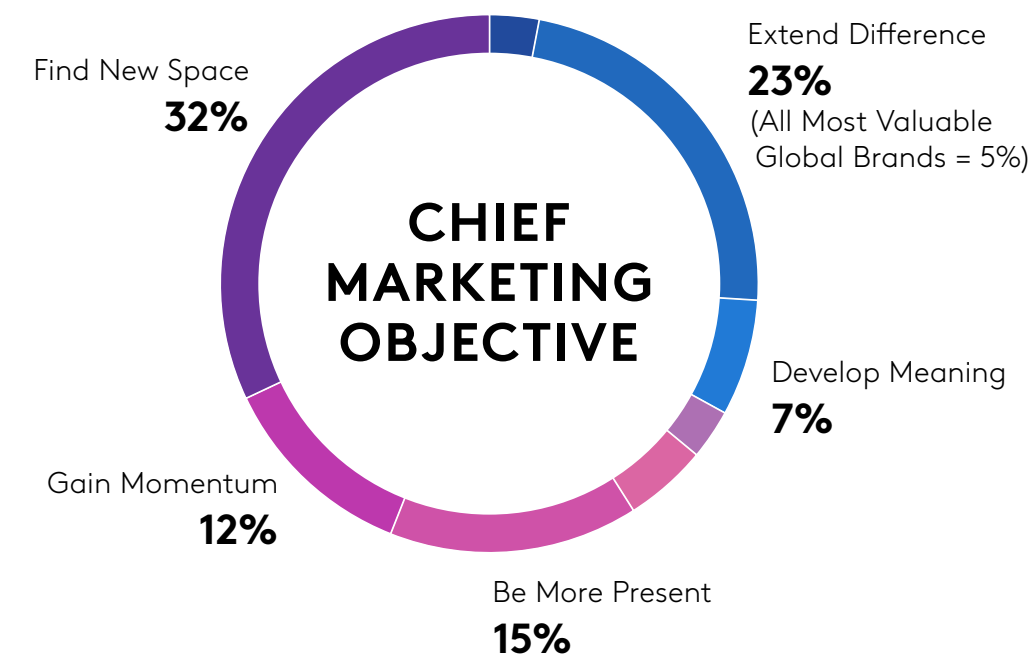
predisposition: Meaningful and Difference. And what our intelligence shows is that offering the same Meaningful perks and reassurances as others is not enough – brands grow when they're more Different and extending perceptions of difference is key to unlocking more value for Financial Service brands.

Meanwhile, large legacy players like Visa still have an edge in how they show up at big events worldwide (including both the Olympics and the FIFA World Cup this year). But brands also need to Be More Present every day – which is why podcast ads and short-form video have become an important part of the category's media mix.

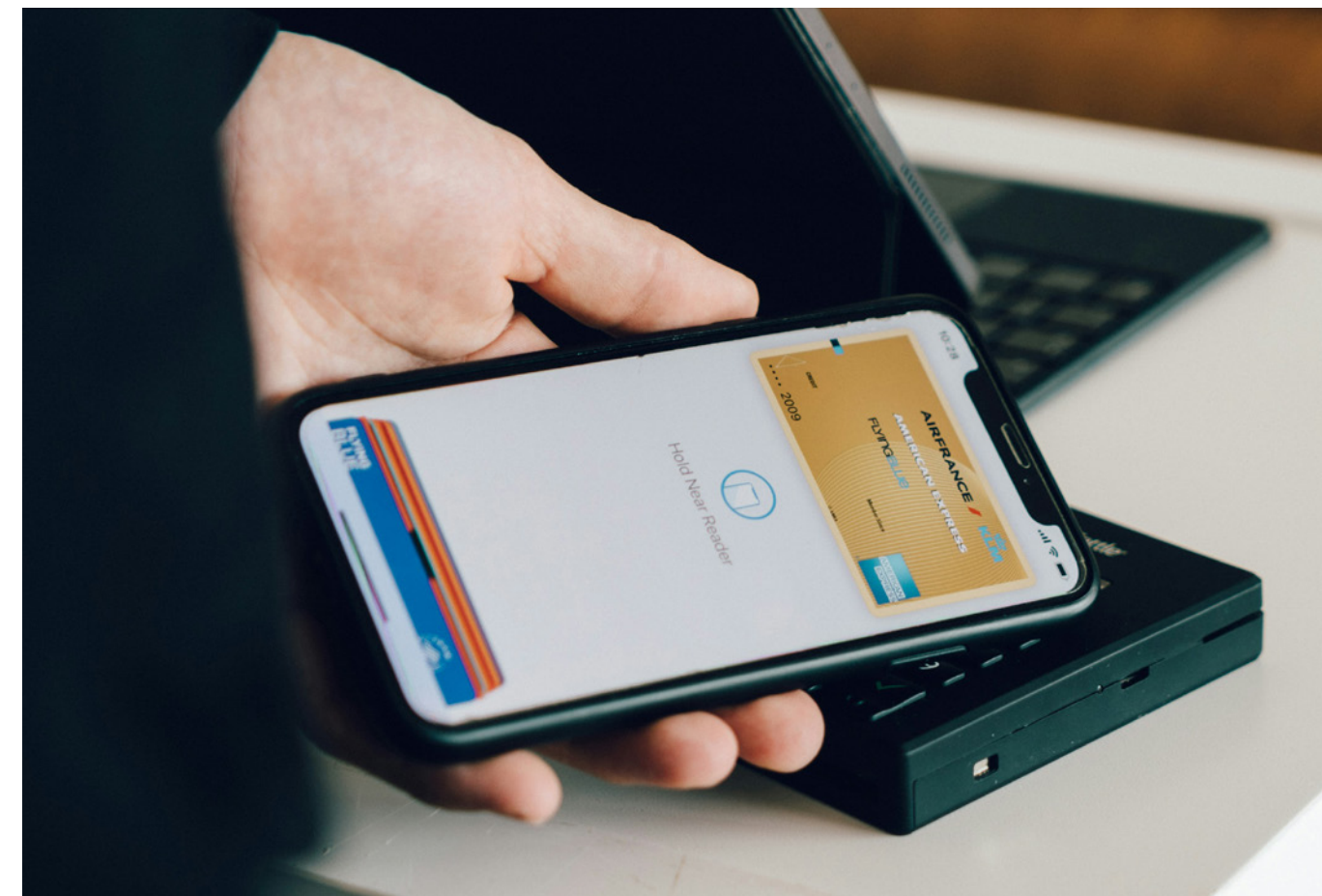
It can also pay to Find New Space. For example, Mastercard Commerce Media is an RMN operating in the brand's owned channels as well as through bank and other publishing outlets worldwide. It uses proprietary insights from transactions processed by Mastercard to deliver enhanced returns on ad spend.

Back in the consumer sphere, there has also been a shift toward emotive Meaning in spheres like property, casualty, and life insurance, as well as in asset and wealth management. And at the high end, brands across these sectors have layered in more personalised, concierge-style services.

**Some top brands could stand to build Difference**  
% of Financial Services Brand Value within each Objective



Source: Kantar BrandZ, Top 20 Financial Services Brands; Most Valuable Global Brands 2026



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## The end of incremental wins

Financial services spent years trying to win with incremental change. The category leaned hard on being known, long-lasting, and safe. Messaging blurred into a chorus of vague reassurance, and creative effectiveness was rarely creative or effective. The sameness was survivable until the goalpost moved. First a little. Now a lot.

The competitive set is getting bigger and weirder: banks, fintechs, insurers, platforms, credit builders, wallets, BNPL, retailers, MrBeast. New entrants arrive regularly, each proclaiming permission to play as the epicentre of a financial life. The category is now a daily behaviour system, with many building their own best-of-breed fintech stacks.

Customers have changed, too. People don't just hear claims; they fact-check. They use more sources, trust fewer promises, increasingly consult AI, and switch faster because they can. Quiet quitting hides the loss as accounts are kept but deprioritised.

Some brands are opening fresh revenue lines, including financial media networks (e.g. Chase, PayPal, Revolut). That may help the bottom line, but it can't replace a Meaningfully Different brand.

The opportunity is a barbell: make money management feel easier and make people feel understood at the same time. Trust in financial services institutions is abysmal, but trust in 'my' experience is still available. Winning brands are seen and heard, but also felt.

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## ASEAN's insurance future will be built locally, not imported

While awareness and adoption still vary, Southeast Asia's digital ecosystems are redefining how people encounter insurance – turning it into simple, everyday add-ons. Superapps, wallets, and marketplaces are unlocking micro-cover and parametric protection that activates automatically when weather or travel disruptions occur; paving the way for higher penetration through culturally tuned, mobile-first experiences. Regulatory support through sandboxes and eKYC is accelerating access – but trust, literacy, and a smooth claims experience remain the real determinants of scale.

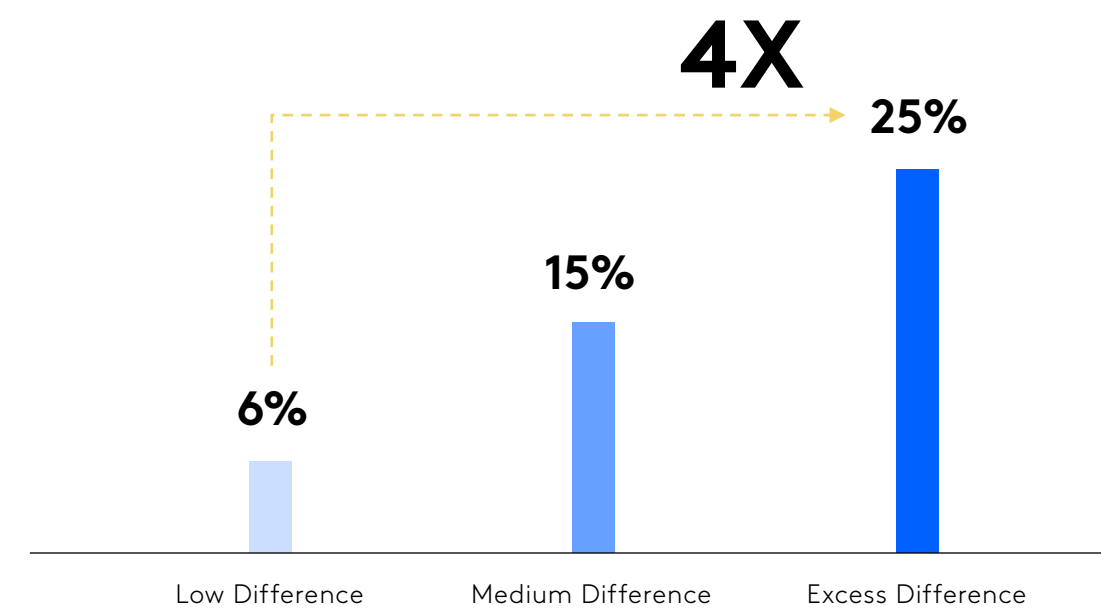
In Indonesia, platforms like Gojek/GoPay and Tokopedia seamlessly bundle device, travel, and accident cover into daily transactions, while agri-parametric pilots aim to protect smallholders across disaster-prone islands. Thailand's TrueMoney and leading bank apps are testing instant health and accident products, often linked to telemedicine or farmer cooperatives.

Vietnam's MoMo, ZaloPay, and Viettel ecosystems are pushing mobile-first distribution with simple hospital cash, and with motor and cargo add-ons. This is supported by hybrid agentic servicing to reach rural communities.

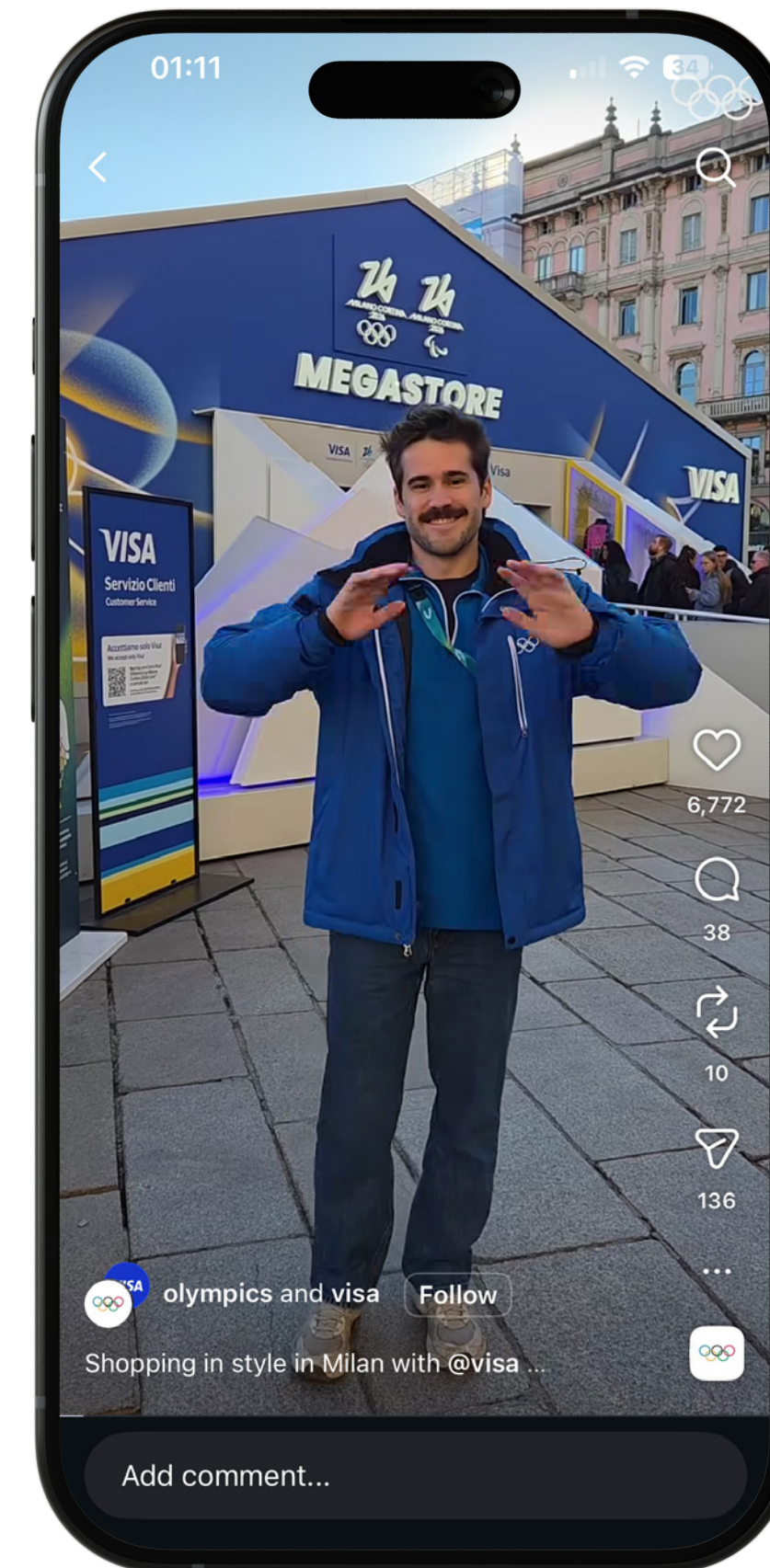
The brands that win next will localise value with plain language, transparent pricing, and fast payouts. When insurance feels like help rather than paperwork, adoption follows. Thus, protection across the region is lifted by meeting people where they already save, spend, and borrow.

### Difference is strongly linked to growth

Chance of growth based on equity



Source: Kantar BrandZ, chance of growing (net) based on equity in starting year, 2014-2023.



There's also plenty of change afoot in the entry-level market. In the United States, fintech player Chime has grown rapidly by offering low-fee accounts, early access to wages, and a mobile-first experience. Similar models are also gaining ground in Latin America, Asia, and Africa, where mobile-first fintechs are targeting previously unbanked populations – the young, the rural, and the elderly – in support of countries' sustainable development goals.

Incumbent brands have responded on several fronts. Many are re-emphasising physical presence and human advice, as in the case of the hundreds of small-format Banking Outlets that HDFC Bank has opened in previously 'unbanked' villages across India. At the same time, brands are using advanced AI to deliver more predictive services, smoother mobile experiences, and 'stickier' financial education tools tailored to specific demographic groups like Gen Z.

Will the end point of these digital innovations be more payments-integrated super apps like those seen in Southeast Asia (Grab, Gojek, MoMo) and China (WeChat Pay and Alipay)? Absolutely, if the Chinese brands have something to say about it, now that a maturing domestic economy has spurred them toward expansion abroad. The big Chinese bank brands also have a role to play here, as they work to stand up the government's vision for a 'digital yuan'.

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## BRAND SPOTLIGHT



2026 BRAND VALUE

**\$80,316 M**

+22% vs 2025

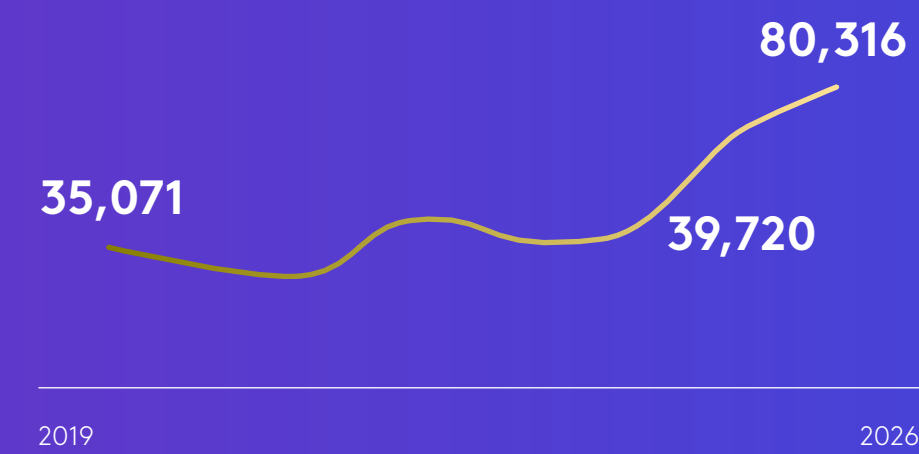
American Express has doubled its brand value since 2024, significantly outperforming other payment brands in the ranking.

### Building Meaningful Difference

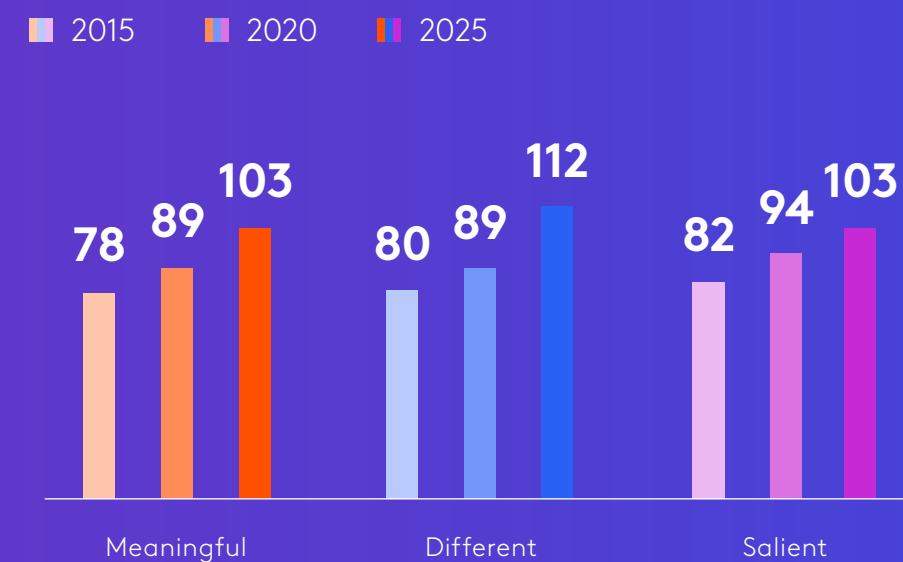
American Express has built strong audience connections by acting as a curator of experiences, as opposed to just a facilitator of transactions. The brand has created cultural currency out of its early ticket sales and other cardmember-only experiences. Rather than sponsoring from the sidelines, Amex unlocks priority access, making participation in live culture feel more attainable, exclusive, and emotionally rewarding.

Amex has shifted its messaging to celebrate more founders, side hustlers, and creators, positioning itself as a partner to modern ambition rather than a badge of traditional wealth. As a result, Amex's marketing has successfully refreshed its position as a premium 'membership brand', using experience-led storytelling and data-powered personalisation to drive growth among affluent young people.

American Express Brand Value (US\$M)



American Express – US



Source: Kantar BrandZ, US Payment Brands, 2015-2025

## BRAND SPOTLIGHT



2026 BRAND VALUE

**\$43,306 M**

+35% vs 2025

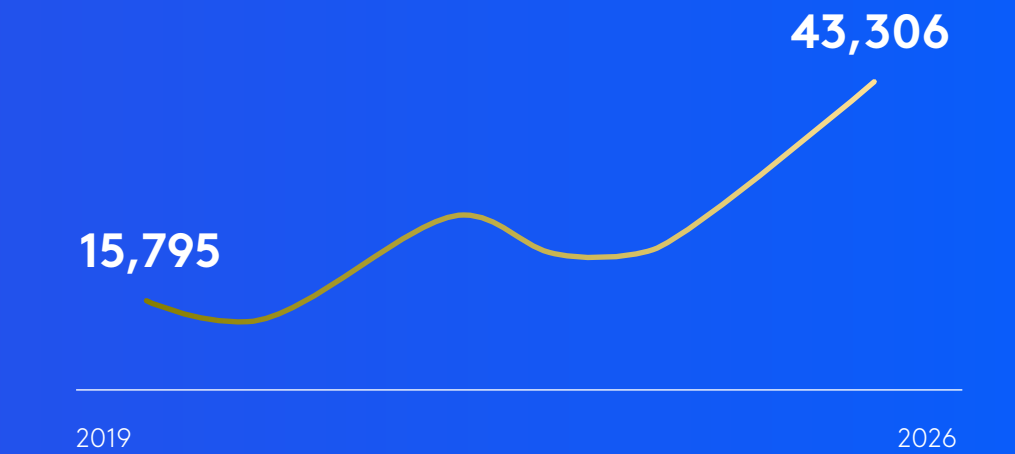
### Success through brand investment

Australia's CommBank has enjoyed a long run of strong year-on-year performance, almost tripling its brand value since before the pandemic.

Three of CommBank's most important marketing initiatives have enabled this outsized growth streak – even when economic pressures were running against it. First, its AI-driven app acts as a daily financial wellbeing platform for CommBank clients. It offers personalised prompts, predicts bills, helps prevent scams, and sorts customers into smaller segments for more tailored support.

Second, the bank's refreshed brand identity and emotional repositioning has made it a symbol of optimism and resilience. Today, CommBank's iconic yellow diamond stands for 'Can Lives Here', a message which the bank proves out through its big push to revamp creative communications. Third, CommBank now leans much more heavily on real customer stories of resilience, progress, and everyday achievement. The result has been more authenticity, emotional connection, and Meaning.

CommBank Brand Value (US\$M)



CommBank – Australia

Average Future Power 2019-2025



Source: Kantar BrandZ, Australia Banking & Business Banking, 2019-2025

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## BRANDS TO WATCH



**Monzo** combines a genuinely customer led product experience with rapid innovation in personal finance. More than just another digital bank, it's become a trusted everyday financial partner for millions of UK clients.



With over 122 million customers, **Nubank** is Latin America's largest digital bank. It has a clear point of Difference, offering innovative products to a client base that includes many formerly unbanked Brazilians, Mexicans, and Colombians.

Future Power Index

125

Source: Kantar BrandZ, UK, Banking, 2025

Future Power Index

132

Source: Kantar BrandZ, Brazil, Banking, 2025



## IMPLICATIONS

01

### GROW THROUGH A SENSE OF DIFFERENCE

Financial services is crowded with similar offers. Apps, rates, and customer journeys often look alike. In a commoditising field, growth depends on perceived Difference: a sense that your brand offers something that no one else can. Position your bank cards, insurance policies, and investment products as signals of who your client is – and who they want to become.

02

### USE CULTURE TO BUILD MEANING

Cultural relevance ties brands to the lives, values, and aspirations of their clients. For financial services brands, achieving this means looking beyond sponsorships and surface-level activations. It could involve aligning movements around themes like financial empowerment, small-business creativity, sustainability, sport, music, local pride, and digital self-expression. Being Meaningful also comes from designing products and experiences that feel native to people's cultural worlds.