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## Financial Services Advisor

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### FEATURED Q&A

## What Will Result From the Sale of a Stake in Banamex?



U.S.-based Citigroup said last month that it completed the sale of a stake in Grupo Financiero Banamex to Mexican billionaire Fernando Chico Pardo. // File Photo: JuanArnoldo via Adobe Stock.

**Q** Citigroup announced Dec. 15 that it has completed the sale of a 25 percent stake in Grupo Financiero Banamex, its retail unit in Mexico, to Mexican billionaire Fernando Chico Pardo. The \$2.3 billion transaction paves the way for an initial public offering of Banamex. What does the sale mean for Banamex and for Mexico's banking sector? What will Chico Pardo's involvement mean for Banamex? What does the sale and Mexican regulators' approval mean for international investors in Mexico and business confidence in the country?

**A** Isabela Hernandez Peredo Martinez, associate attorney at Diaz Reus & Targ LLP: "Citigroup's sale of a 25 percent stake in Grupo Financiero Banamex to Fernando Chico Pardo marks an important step in Citi's ongoing exit from Mexico's retail banking business. The \$2.3 billion transaction clears a key hurdle toward a potential initial public offering of Banamex and signals a shift toward greater local ownership of the franchise. The deal may have implications for Banamex's strategy, competition in Mexico's banking sector and broader investor confidence in the country's regulatory and business environment. For Banamex, the sale provides clarity after several years of uncertainty surrounding Citi's divestment plans. With a committed anchor investor in place, management can focus on operational efficiency, digital investment and positioning the bank for public markets. A successful IPO could also deepen Mexico's capital markets by bringing a large, well-known financial institution back to public ownership. Chico Pardo's involvement adds credibility and local-market knowledge that may help

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### TOP NEWS

#### BANKING

### Brazilian Banks to Sell Odebrecht-Linked Bad Loans

Five Brazilian banks have agreed to sell 20 billion reais (\$3.6 billion) in non-performing loans linked to the Odebrecht construction conglomerate, which was linked to a massive corruption scandal that began a decade ago.

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#### PAYMENTS

### Pluxee Sees Lower Revenues From Brazil Fee Cap

France-based benefits and voucher company Pluxee warned that Brazil's plan to cap merchant fees could halve its revenue next year.

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#### BANKING

### U.S. Banks May See Opportunities in Venezuela:

U.S. involvement in Venezuela's oil sector may lead to opportunities for U.S. banks, Reuters reported. Among the few U.S. banks with an office in Venezuela is JPMorgan Chase, said María Paola Figueroa of the Institute of International Finance.

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Figueroa // File Photo: LinkedIn Profile of María Paola Figueroa.

## BANKING NEWS

## U.S. Banks May See Opportunities in Venezuela: Report

Involvement by the United States in Venezuela's oil sector following U.S. forces' capture of Venezuelan President Nicolás Maduro could lead to opportunities for U.S. banks, Reuters reported Jan. 9. Several U.S.-based banks have historically operated in Venezuela, though they have scaled down their operations in the South American country or withdrawn from it completely. However, now after Maduro's ouster, U.S. banks may be able to compete for new opportunities in the financing of trade or investment under the government of interim President Delcy Rodríguez, an unnamed source familiar with the matter told Reuters. Among the banks that could see new opportunities is JPMorgan Chase, which may have an advantageous position because of its history in Venezuela and its previous involvement with international trade financing, the wire service reported. The New York-headquartered bank has had a presence in Venezuela for 60 years. Though it curtailed its operations in stock trading and banking in Venezuela in 2002, it has maintained a dormant office in Caracas, which could be reactivated, Reuters reported. "JPMorgan is among the very few U.S. banks with an office in Venezuela, though activity is minimal due to current restrictions," María Paola Figueroa, the head of frontier Latin America research at the Institute of International Finance, told Reuters in an interview. "The potential reopening of the oil sector and a broader economic recovery could create meaningful opportunities for foreign banks to re-enter the Venezuelan market, subject to the easing of U.S. financial sanctions," she added. Venezuela has been subject to U.S. sanctions since 2006, and those sanctions were tightened in 2017, barring U.S. financial institutions from providing money to the country's government or its state oil company, PDVSA. The United States is now planning to roll back some sanctions as it seeks to market Venezuelan oil, Reuters

reported. Speaking on Jan. 7 at a Goldman Sachs event in Florida, U.S. Energy Secretary Chris Wright said the United States will control Venezuela's oil sales for the foreseeable future, The Washington Post reported. Wright added that the oil sales will be "done by the U.S. government and deposited into accounts controlled by the U.S. government," the newspaper reported. During a Jan. 9 meeting at the White House between U.S. President Donald Trump and U.S. oil executives, ConocoPhillips CEO Ryan Lance said the Export-Import Bank of the United States, the U.S. government's official export credit agency, may need to be involved in financing any U.S. oil investments in Venezuela, Reuters reported.

## Brazilian Banks to Sell Odebrecht-Linked Bad Loans

Five Brazilian banks have agreed to sell 20 billion reais (\$3.6 billion) in non-performing loans linked to conglomerate Odebrecht, which was at the center of a massive corruption investigation that began a decade ago, Bloomberg News reported Dec. 18. The five banks—Itaú Unibanco Holding, Banco Bradesco, Banco Santander, Banco do Brasil and BNDES—made loans to Odebrecht, now called Novonor, and agreed to sell the loans to a fund managed by Brazilian asset manager IG4 Capital Investimentos. The deal includes the banks accepting derivatives for which recovery prospects are uncertain in exchange for the loans, Bloomberg News reported. Shares of petrochemical company Braskem were used as collateral for the loans, and those shares will be seized and transferred to another fund run by IG4, Bloomberg News reported, citing unnamed people familiar with the matter. Braskem recently announced that Novonor had signed an agreement that would lead to the sale of its controlling stake in Braskem to IG4, Reuters reported. The deal would involve IG4 sharing control of Braskem with Brazilian state oil company Petrobras, the wire service reported. Novonor would keep a 4 percent stake in Braskem, Reuters reported, citing a securities filing. In a separate securities

## NEWS BRIEFS

## Brazil's Central Bank Files Appeal on Banco Master Case

Brazil's central bank has filed an appeal to the country's Federal Court of Accounts, asking it to rule on a probe into its decision to liquidate embattled Banco Master, Bloomberg News reported Jan. 6. The central bank's appeal is an effort to prevent a unilateral decision by one of the court's members, Jhonatan de Jesus, who ordered an investigation into the way the central bank handled the case related to Banco Master, which was liquidated in November, Bloomberg News reported. Critics of Banco Master say its growth in recent years was fueled by opaque and risky assets, the news service reported.

## Digital Payments Essential for 93% of Small Firms in Trinidad: Survey

A survey of small- and medium-sized businesses in Trinidad & Tobago that accept digital payments view such payments as essential for their businesses, according to a report released Jan. 8 by Mastercard. The report surveyed 150 businesses in the country.

## Natixis Named Joint Bookrunner for \$281 Mn Panama Project

Natixis Corporate and Investment Banking announced Jan. 12 that it has been named a joint bookrunner and joint lead arranger for a \$281 million financing arrangement for the Panamericana del Este road project in Panama. The Natixis division said in a statement that the project "aligns with Natixis CIB's commitment to social transportation goals and reinforces its expertise and leadership in the region and sector." The 246-kilometer project will link the eastern outskirts of Panama City with Darién province.

filing, Petrobras said it would monitor related developments and assess the transaction's terms. Braskem will likely come under new management, Reuters reported.

## PAYMENTS NEWS

# France's Pluxee Warns Brazil Fee Cap Could Halve Revenue

France-based benefits and voucher company Pluxee warned Jan. 7 that the Brazilian government's plan to cap merchant fees could cut the company's revenue in half by next year, Reuters reported. Pluxee, which at the same time reported 9 percent growth for the quarter that ended on Nov. 30, also confirmed its financial goals for this year. In November, the company said in a statement that a Brazilian government decree announcing changes to the Workers' Food Program, or PAT, would cap the merchant commission rate, among other measures. The measures, which are to take effect in mid-February, would hold the fees that merchants pay to voucher providers to no more than 3.6 percent, Reuters reported. Those fees will drop to 2 percent for Pluxee after it fully puts into effect a new payment model in Brazil, the company's finance chief, Stéphane Lhopiteau, told analysts in a phone call, Reuters reported. That will likely happen in mid-May, said Lhopiteau. "This represents a significant downside ... in terms of revenue from merchants," he told analysts, the wire service reported. While Pluxee is expecting a fall in revenue by about 50 percent in Brazil next year, the company is planning to maintain unchanged the contribution from its core profit margin by reducing costs from some of its marketing services. Companies that provide benefits are increasingly relying on regions such as Latin America to fuel profits amid rising economic uncertainty in other parts of the world, Reuters reported. Pluxee's revenue rose to 308 million euros (\$359 million) in the quarter that ended Nov. 30, slightly higher than analysts' estimates, amid a rising customer base.

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stabilize governance and attract long-term investors. His experience operating across regulated and infrastructure-heavy sectors suggests an approach of growth and risk management, which should appeal to institutional shareholders evaluating the IPO. The transaction and its approval by Mexican regulators send a constructive signal to international investors. At a time when policy uncertainty can weigh on capital flows, the smooth execution of a high-profile deal reinforces confidence in regulatory predictability and deal certainty. If followed by a successful IPO process, Banamex's transition could strengthen business confidence and support continued investment in Mexico's financial sector."

**A** Nicolás Mariscal, chairman of Grupo Marhnos in Mexico City: "The sale of a 25 percent stake in Banamex to Fernando Chico Pardo marks an important transition for one of Mexico's most emblematic financial institutions and for the country's banking sector overall. For Banamex, the transaction provides a clearer path toward an initial public offering, greater strategic flexibility and a stronger local identity at a time when scale, trust and innovation are critical to competing in retail banking. Chico Pardo's involvement is widely viewed as a positive development.

He is a very successful businessman with deep experience across infrastructure, aviation, finance and long-term asset management. His track record suggests a disciplined, value-oriented approach and a strong understanding of the Mexican market. Having a shareholder with vision and

“**Having a shareholder with vision and local knowledge can help Banamex sharpen its strategy, improve governance and pursue sustainable growth.**”

— Nicolás Mariscal

local knowledge can help Banamex sharpen its strategy, improve governance and pursue sustainable growth. More broadly, this deal sends a constructive signal to Mexico's banking sector. Regulatory approval and the size of the transaction underscore institutional stability and openness to sophisticated capital. For international investors, it reinforces confidence that Mexico remains a viable destination for long-term investment. Importantly, the opportunity ahead goes beyond traditional banking. Mexico still has millions of underbanked and unbanked indi-

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## FINANCIAL TECHNOLOGY NEWS

# Region's Non-Cash Transactions to Hit 340 Billion by 2028

The number of non-cash financial transactions in Latin America is expected to grow by more than 20 percent on average each year from now until 2028 to reach 340 billion that year, according to a report released Jan. 12 by Research and Markets. According to the report, "Latin America Digital Commerce and Payments in

the Age of AI, 2026," the rising usage of mobile devices, expanding transaction volumes and an increasing importance of e-commerce within retail are fueling significant growth in digital commerce in the region. Digital and instant payments revenue are expected to triple by 2027 in the region, the report said. "Although cards remain dominant, instant payments and credit transfers continue to gain momentum, with Brazil's Pix system increasingly shaping both online and in-store payments," Research and Markets said in a press release. Heightened pressures related to fraud, an evolving regulatory environment and digital transformation efforts are helping to fuel the accel-

ation of artificial intelligence adoption in the region, said Research and Markets. “Financial institutions and fintech firms are expanding AI use across fraud prevention, customer engagement, credit analysis and operational optimization,” the company said. “While AI adoption now exceeds global averages in several functional areas, infrastructure limitations and workforce constraints continue to shape implementation trajectories,” it added.

## POLITICAL NEWS

# Venezuela’s Machado to Meet With Trump at White House

Venezuelan opposition leader María Corina Machado is scheduled to meet with U.S. President Donald Trump on Jan. 15 at the White House, CNN reported, citing a senior White House official. The meeting comes as Trump has declined to endorse Machado as Venezuela’s leader following U.S. forces’ capture of Venezuelan President Nicolás Maduro on Jan. 3. Hours after that operation, Trump called Machado “a very nice woman” but said she lacks the needed support and respect within Venezuela to run it. Trump also has openly coveted the Nobel Peace Prize that Machado was awarded last year. “I can’t think of anybody in history that should get the Nobel Prize more than me. And I don’t want to be bragging, but nobody else settled wars,” Trump told reporters Jan. 9 at the White House, CNN reported. Machado dedicated the prize to Trump and the Venezuelan people shortly after she was announced as its winner. Machado has suggested she might offer the prize to Trump, which Trump has said would be a “great honor.” However, the Norwegian Nobel Institute, which oversees the prize, said once the prize is announced, it cannot be revoked, shared or transferred to others, the Associated Press reported. “The decision is final and stands for all time,” it said in a statement on Jan. 9. Trump said Jan. 11 that his administration was working well with Delcy Rodríguez,

## ADVISOR Q&A

# What Will Result From the Capture of Venezuela’s Maduro?

**Q U.S. forces on Jan. 3 captured Venezuelan President Nicolás Maduro in what U.S. President Donald Trump called a “large scale strike” in the South American country. Maduro and his wife, who reportedly were dragged from their bedroom in the middle of the night, were flown to New York where they both face drug and weapons charges. Meanwhile, Trump said the United States will “run” Venezuela until a “judicious transition” can occur. What will the U.S. military’s presence look like in Venezuela in the coming weeks, months and years? Who will now assume political power in Venezuela? What does the U.S. operation against Maduro mean for Washington’s relations with Latin America more broadly and for Venezuela’s oil sector?**

**A Michael Shifter, senior fellow and former president of the Inter-American Dialogue:** “The first ever U.S. military strike in a South American country was executed silently and skillfully. It achieved its mission—to extract Nicolás Maduro from power and from Venezuela to face drug and weapons charges in New York City. That action, tantamount to a declaration of war, enabled Trump to declare victory, even if it violated international law and the U.N. Charter and was carried out without congressional consultation, much less authorization. Most worrying was President Trump’s declared

who was Maduro’s vice president and was sworn in as Venezuela’s interim president after his capture. “Venezuela is really working out well. We’re working along really well with the leadership,” Trump told reporters aboard Air Force One, Agence France-Presse reported. Trump also expressed openness to meeting

intention to govern Venezuela, with the barely disguised purpose of appropriating and developing the country’s badly deteriorated petroleum sector. Although Trump called for a ‘judicious transition,’ there was no mention of assisting Venezuela to move to democratic rule. Trump seemed confident that Chavista officials who remained, led by interim President Delcy Rodríguez, would willingly obey his dictates. If they didn’t, Trump threatened another military intervention, this one presumably of even greater scale and force than the first. He was openly dismissive of María Corina Machado and her valid claim to democratic legitimacy. For Trump, democracy is not a concern—it is all about money, power and protecting the homeland from drugs and criminals. Uncertainty abounds. It is unclear if the U.S. military will have a presence in Venezuela in the coming months or what the transition and power arrangements will entail. The administration evinces scant appreciation of the enormous risks and obstacles to attaining order and security in Venezuela. The military action will make many Latin Americans even more apprehensive about the use—and abuse—of U.S. power under Trump, who seems to respect no rules and knows no limits”

**EDITOR’S NOTE: More commentary on this topic appears in the Jan. 5 issue of the daily Latin America Advisor.**

with Rodríguez. Machado’s scheduled meeting with Trump on Jan. 15 comes after she met on Jan. 12 with Pope Leo XIV at the Vatican, the AP reported. “Today I had the blessing and honor of being able to share with His Holiness and express our gratitude for his continued support of what is happening in our country,”

## NEWS BRIEFS

## Colombia's ELN Calls for 'National Accord' With Government

Colombia's National Liberation Army, or ELN, rebel group on Jan. 12 called for a "national accord" with the country's government, amid the prospect of increased attacks Colombian forces and also potential attacks by the United States, the Associated Press reported. The rebels expressed interest in working with the new government that takes office after Colombia's presidential election later this year on agreements for ending poverty, protecting the environment and "overcoming" the drug trade in rural parts of the country.

## E.U. Countries Approve Massive Trade Deal With South America's Mercosur

After 25 years of talks, European Union member states on Jan. 9 approved a massive free trade accord with America's Mercosur block of nations despite continued protests by farmers against the agreement, Reuters reported. The deal won the support of 21 E.U. nations, with Austria, France, Hungary, Iceland and Poland voting against the deal and Belgium abstaining. Affirmative votes from 15 countries were needed for passage. The European Parliament must also approve the accord before it can take effect, the wire service reported.

## Nicaragua Announces it Will Release Dozens of Imprisoned Opponents

Nicaragua is releasing dozens of imprisoned political opponents, the country's interior ministry announced on Jan. 10, the Associated Press reported. Nicaragua's government did not say exactly who would be released from prison. The U.S. Embassy in Nicaragua said on Jan. 9 that more than 60 people were unjustly detained in Nicaragua, the wire service reported.

Machado said in a statement following the private audience, the AP reported. During the meeting, Machado asked the pope for his help in securing the release of hundreds of political prisoners in Venezuela. "I also conveyed to him the strength of the Venezuelan people who remain steadfast and in prayer for the freedom of Venezuela, and I asked him to intercede for all Venezuelans who remain kidnapped and disappeared," Machado said. The pope has called for Venezuela to remain an independent nation after Maduro's capture. [Editor's note: See related [Q&A](#) on Venezuela in the Jan. 5 issue of the daily Latin America Advisor.].

## Sheinbaum Rejects U.S. Military Action in Call With Trump

Mexican President Claudia Sheinbaum on Jan. 12 turned down an offer from U.S. President Donald Trump to send in the U.S. military to fight drug cartels in Mexico, Sheinbaum said at her daily press conference, The Wall Street Journal reported. Sheinbaum said she requested the call with Trump, which came a week after he said in an interview that the U.S. military is soon "going to start hitting land with regard to the cartels," The Wall Street Journal reported. Sheinbaum said that she "ruled out" unilateral U.S. military action in Mexico during the call. "We continue to collaborate and coordinate without the need for intervention from the United States," Sheinbaum told reporters on Jan. 12, Bloomberg News reported. "We operate in Mexico ... no one else does," she added. Since the Jan. 3 capture by U.S. special forces of Venezuelan President Nicolás Maduro, the U.S. government has paid more attention toward other perceived national security threats in the Western Hemisphere, Reuters reported. Trump administration officials in recent days have demanded that Mexico's government arrest multiple high-ranking politicians with alleged ties to cartels, The Wall Street Journal reported, citing sources close to the discussions. The Trump administration has also recently stepped up its criticism of Mexico's relationship with Cuba, with Trump posting

on social media on Jan. 11, "THERE WILL BE NO MORE OIL OR MONEY GOING TO CUBA." Mexico last month surpassed Venezuela as Cuba's top oil supplier, according to Kpler data. Sheinbaum said that she and Trump did not discuss Cuba during their call.

## ECONOMIC NEWS

## Oil Executives Voice Mixed Reactions on Venezuela

Representatives from 10 of the world's leading oil and gas firms expressed mixed reactions in a meeting on Jan. 9 with U.S. President Donald Trump about potentially making major investments in Venezuela's oil sector, the Associated Press reported. Trump tried to alleviate concerns of political instability and possible asset seizures in Venezuela, where Trump says the U.S. government is leading the transition effort following the Jan. 3 ouster by U.S. special forces of Venezuelan President Nicolás Maduro. "You have total safety ... you're dealing with us directly and not dealing with Venezuela at all," Trump told the oil executives, the AP reported. Chevron, whose three active oil production assets in Venezuela accounted for about 20 percent of the country's oil exports last year, pledged on Jan. 9 to raise its production of crude oil in Venezuela by 50 percent over the next two years, The New York Times reported. Such an increase would represent a boost of approximately 100,000 barrels per day. The largest U.S. oil firm, ExxonMobil, was less optimistic about the prospect of investing in Venezuela, with Chief Executive Officer Darren Woods highlighting the firm's turbulent history in the country. ExxonMobil abandoned its assets in Venezuela in 2007 after the government of former President Hugo Chávez limited multinationals' participation in the oil sector; the firm still claims some \$2 billion in damages against the Venezuelan government in international arbitration courts. Venezuela "is uninvestable," Woods told Trump at the meeting in Washington.

## FEATURED Q&amp;A / Continued from page 3

viduals. If Banamex leverages this moment to expand financial inclusion through digital tools and accessible products, it could unlock significant growth while delivering meaningful social and economic impact.”

**A** **Rodrigo Abud, managing director at Panorama in Monterrey, Mexico:** “The sale of a 25 percent stake in Banamex for \$2.3 billion represents the latest step in Citigroup’s withdrawal from non-core consumer banking outside the United States. The transaction advances Citi’s strategy to scale down its retail footprint and refocus on wealth management and private banking, as well as institutional and corporate banking. CEO Jane Fraser has emphasized that the divestiture allows Citi to redouble its commitment to institutional business in Mexico. The divestiture of Banamex proved complex from the outset. Early interest from domestic buyers, including Banorte, Banco Azteca, Inbursa and a consortium led by Germán Larrea, unfolded amid political sensitivities, operational complexity and valuation challenges. Former President López Obrador publicly favored Mexican ownership and preservation of Banamex’s cultural assets. These factors presumably contributed to Citi’s decision in 2023 to pursue an IPO-led exit, allowing a more gradual transition. This approach materialized last September when Citi agreed to sell 25 percent of Banamex

to an investor group led by Fernando Chico Pardo for approximately \$2.3 billion, implying a total valuation of roughly \$9.2 billion. The minority stake was priced at 0.80 times book value, and the agreement, which

“Despite ongoing challenges in fintech regulation and credit access, the deal sends an encouraging signal to international investors.”

— Rodrigo Abud

closed in December, installed Chico Pardo as chairman ahead of Citi’s planned IPO. For Banamex, the transaction anchors the institution under Mexican ownership with Chico Pardo bringing private equity expertise. More broadly, regulatory approval demonstrates Mexico’s capacity to execute complex financial transactions as the country enters the renegotiation of the USMCA. Despite ongoing challenges in fintech regulation and credit access, the deal sends an encouraging signal to international investors.”

*The Advisor welcomes comments on its Q&A section. Readers can write editor Gene Kuleta.*

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## Upcoming Event

### ONLINE EVENT: 2026 Outlook-Ten Political Risks for Mexico

January 14, 2026 | 9:30 a.m. ET



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