MIRANDA INTELLIGENCE

Mexico Fintech Chatter – August 24, 2026

Mexico FinTech News

Mexico FinTech M&A Ideas. Would a Stori-Ualá tie-up make sense?

We are beginning an ad-hoc series of possible Mexico Fintech M&A ideas. We have no information on whether the mentioned ideas are in the works, (this not a series on rumors), but do believe some consolidation in the sector is inevitable. There are too many fintechs for the size of the market, VC money to fund continued losses has become selective, and scale is often critical to long-term competitiveness and thus profitability. If companies do not have the money to reach scale, all-share deals can (potentially) solve that without cash outflows, even if they can also cause problems to mount up.

So far Mexico M&A within the Fintech sector has been fairly limited, with results hard to judge from the outside. Klar bought bineo back in September 2025, which consisted mostly of a core banking platform and bank license without clients nor assets, and is still awaiting the approval for the change in control from the authorities. Back in 2021 Konfio bought Sr. Pago, the merchant payments platform, and results there seem to have been underwhelming, based on feedback from sector participants, even if there are no numbers to back that claim up. Fintechs have bought non-fintechs, with mixed results. A clear success has been Kapital's purchase of most of the assets from intervened Intercam, after previously buying Banco Autofin, which has led to much improved profitability and speeded up the regulatory approval of the Banco Autofin change in control. But Ualá (see below) bought ABC bank and that did not work out so well.

Given the lack of scale and consistent losses at Ualá's Mexican operations, the M&A question participants ask is whether it would make sense for Stori, the largest fintech-native Sofipo following Nubank's transformation into a licensed bank, to either acquire or merge with it. For Stori, Ualá has a much-coveted bank license (which Nu and Plata, its main rivals now have, and Klar soon will). In addition, a purchase would give it more scale by adding some customers, loans and deposits; access to its media for equity deal with Televisa; its tie up in insurance with Allianz; and as the entities are similar, could remove most of Ualá's operating costs, achieving huge synergies in systems, back office and management. For Ualá, Stori would give it a graceful exit from Mexico and allow it to focus on Argentina, and cut its losses in a market where it has failed to gain scale and is losing money every month, and the capital required to achieve scale is likely beyond it at this point. For regulators, the merger might help address a clear weakness in the system and advance its goal of having fewer but stronger regulated financial entities.

Still, the counter-arguments are not trivial. Bank mergers are notoriously difficult to pull off and can be a huge distraction and costly for the buying entity. From Stori's perspective, Ualá has not much to offer financially: just MXN 1.1 bn in consumer loans, which added to Stori's MXN 9.9 bn as of June, would result in a pro-forma portfolio of MXN 11 bn, a figure Stori will reach on its own in about five months

(Ualá also has close to MXN 500 mn in business loans, some of which it assumed from its acquisition of Banco ABC, which Stori might prefer not to inherit). Ualá has some MXN 5 bn in deposits, not an insignificant number, but at MXN 10 bn, Stori already has a loans to deposit ratio above 1x. And as Ualá is losing money, Stori would need more capital and over the short-term losses would likely mount as it pays one-off costs to combine operations.

The most compelling asset – the bank license – is not something that can simply by bought, as CNBV authorization is required, and as Ualá itself can attest, the process can be lengthy: it announced an agreement to acquire ABC in November 2021, and received authorization in May 2023. (As mentioned Klar agreed to acquire Banorte's Bineo in September 2025; it's still awaiting the regulator's green light.) To be sure, a greenfield bank license would undoubtedly take longer than a year, and if the regulators were keen on this consolidation they could speed this up, and require the combined entity to leave more capital in the bank as a condition for approval.

We think it unlikely Stori would pay cash for Ualá, but an all-share merger giving Ualá a small stake in the combined entity could make all sides better off. But this is unlikely to happen unless the regulators pressure the two sides to reach a deal, and as they have done in the past, promise rapid bank license change in control as a carrot for getting the entities together.

Femsa appoints long-time US fintech executive Jim McGinley as CEO of Spin Credit

Femsa continued to move forward with its partnership with QED Investors, Spin Credit, announcing the appointment of its CEO, Jim McGinley. Mr. McGinley is a long-time fintech executive, having most recently served as General Manager for Credit Karma's credit card marketplace, which helps consumers find the best available credit cards. Previously, he was a co-founder and CEO of SeedFi (acquired by Intuit, Credit Karma's parent company), which provided financial products targeted toward low-income consumers, including personal loans, savings tools, and credit-building plans. Like many QED-backed executives, he earned his spurs at Capital One, the bank QED founder Nigel Morris used to run.

At Spin Credit, Mr. McGinley will face a similar task, building from scratch a suite of financial products for a mostly underbanked target clientele, with the added challenge of having two co-parent companies with distinctly different profiles: one a conservative legacy player that favors a "low and grow" approach, the other a growth-hungry backer with a reputation for pushing portfolio companies toward scale and market share capture.

Fintech participants are divided on the wisdom of bringing in a foreign executive with no background in Mexico to run such a sensitive operation. One (in private) said that this means Femsa are serious, as McGinley would not have taken the job unless there were plans to seriously scale the operation. Another said Americans (unlike Latin Americans) struggle in such roles in Mexico as they fail to understand the local culture.

LinkedIn Post: link.

Additional reading…

- Can Mexicans be weaned off an addiction to cash?
- Banco Dondé launches app payments through alliance with tapi.

LatAm FinTech News

Classic catch-21 prevents BRB from turning the page on Banco Master imbroglio

Banco de Brasilia (BRB) is facing a classic catch-21: it won't disclose its financial results until its controlling shareholder, the city Brasilia, secures a BRL 6.6 bn (~US$1.27 bn) loan from the country's deposit insurance fund FGC; the fund, in turn, won't make the loan until it can look at BRB's results. Further complicating matters, some banks have questioned the legality of Brasilia posting as collateral funds the city receives from the federal government. The FGC has faced a BRL 52 bn bill with the liquidation of Banco Master.

Bloomberg, 8/20/26, Matheus Piovesana and Martha Beck: Brazilian Bank's Bid for Rescue Financing Faces Another Hurdle.

Additional reading…

- How Tether's bitcoin mining plans in Uruguay unraveled.
- Venezuelan fintech Pago ASAP announces start of operations in Colombia.
- OCC approves Brazilian banking giant in U.S.
- Brazil's Central Bank allocates BRL 3.6 mn a year to AI.
- Beacon acquires 314 Capital to expand into startup credit.
- Mobility fintech Naran raised US$10 million in equity and debt from Landel.
- Global66 surpasses US$100 million in annualized revenue.

Global FinTech News

President Trump continues to advocate for Clarity Act

President Trump hosted crypto executives at the White House on Wednesday, where Mr. Trump pressed Congress to pass a "fair version" of the Clarity Act, which the crypto industry sees as key to legal certainty. The bill remains stalled as "many Democrats, and some Republicans" push for stricter ethical guardrails. The optics remain messy: Reuters/Ipsos polling this week found most Americans believe Trump has inappropriately profited from crypto and that his policy is shaped by his own ventures. The White House denies impropriety.

Reuters, 8/19/26, Hannah Lang: Trump calls for Congress to pass crypto bill at White House event.

Additional reading…

- The Secret Word Game Bank of America's CEO Plays With Wall Street.
- Mark Walter's unravelling empire tests the insurance trade behind private credit's rise.
- Will Barclays' latest Wall Street reset finally work?
- Private-Equity Firms Look for an Exit Three Years After Buying EverBank.

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