

Latin America and the Caribbean

**Data Collection Survey on
Collaboration with Start-up Companies
in Latin America and the Caribbean**

Final Report

March 2022

JAPAN INTERNATIONAL COOPERATION AGENCY

**PADECO Co., Ltd.
Dream Incubator Inc.
Brazil Venture Capital Ltd.**

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Abbreviations and Acronyms

Abbreviations	Official name
ADB	Asian Development Bank
ASEAN	Association of Southeast Asian Nations
CVC	Corporate Venture Capital
IDB	Inter-American Development Bank
IFC	International Finance Corporation
JICA	Japan International Cooperation Agency
ODA	Official Development Assistance
PE	Private Equity
Plus	Platform for unified support for startups
PMF	Product Market Fit
PoC	Proof of Concept
TICAD	Tokyo International Conference on African Development
VC	Venture Capital

Chapter 1. Background and Purpose of the Survey

1.1 Background for the Survey

JICA signed a partnership agreement on support for startups in July 2020 and is expected to contribute to the development of a startup ecosystem in Japan and the resolution of economic and social issues in Japan and overseas, especially in developing countries. In addition, while economic activity is shrinking worldwide due to the spread of COVID-19, Latin America, and the Caribbean (hereinafter LAC) region are particularly exposed to the threat and the need for innovative solutions to protect people's health and lives is increasing for the current and post-COVID society.

Meanwhile, the startup ecosystem has been revitalized in LAC region, and especially in recent years, it is showing great growth with the startup investment reaching US\$4,603 million in 2019, which was US\$500 million in 2016.

Although Japanese startups are expected to participate in the rapidly growing LAC startup ecosystem, their interest in the region is relatively low compared to others, and JICA is aware of the issue that JICA has not fully grasped information on startups that have technologies that may contribute to solving regional development issues in LAC countries.

1.2 Objective of the Survey

This survey investigates the status of startups and the ecosystem surrounding startups that create innovative business models and technologies that can respond to changes in social structure and economic activities associated with COVID-19 in LAC region. Based on the results of this survey, Japanese companies (startups and companies with a start-up mindset), especially in the sectors of environment, sanitation, healthcare, education, transportation, agriculture and fishery, and disaster prevention will discovered be and how to support their expansion into LAC countries will be considered.

1.3 Contents of the Survey

The following is the list of the contents of this survey.

Table 1-1: List of Survey Contents

No.	Survey Contents
(1) Survey on the current state of the ecosystem and environmental changes surrounding startups in LAC countries	
1	The status of the ecosystem surrounding startups in LAC countries
2	The startup and social business trends and the impact of COVID-19 in the priority sectors
3	The issues for Japanese companies to enter the market
(2) Examination and practice of identification methods (screening methods and event implementation) of startups and other companies that have potential products that can be utilized in development issues in LAC countries	
1	Collecting and analyzing information on startup ecosystems (related organizations, donors, startups) in Japan
2	Collecting and analyzing information on startups that have experience of expanding into LAC countries
3	Holding a prior event to the Open Innovation Challenge
4	Planning and implementation of the Open Innovation Challenge
(3) Provision of support, monitoring, and matching program for identified companies	
1	Support and monitoring for the companies participating in the acceleration program
2	Planning and implementation for matching program
3	Holding a debriefing session after the support program
(4) Verification of a series of initiatives in the survey and proposal for structuring of model	

Source: JICA Survey Team

1.4 Establishment of a Platform That Connects Japan with LAC Region and Supports Japanese Companies

In order to encourage Japanese companies to expand their business to LAC region, it is important to provide necessary information when considering the expansion and to build a platform that connects the Japanese startup ecosystem with that in LAC countries and enables institutes willing to support startups to share information and collaborate with each other. In other words, such framework is essential that Japanese startups can share the issues when expanding into LAC countries while the stakeholders in the LAC startup ecosystem can share social issues in the region and open innovation is promoted through the platform. The basic concept of the platform is as follows.

Table 1-2: Basic Concept of the Platform

JICA's competitive advantage and value added	<ul style="list-style-type: none"> ● Owing information on social issues in LAC countries ● Having network and negotiation power with local government and IDB
Purpose	<ul style="list-style-type: none"> ● To support the resolution of social issues in LAC countries ● To provide Japanese startups with opportunities to expand into the LAC market
Functions	<ul style="list-style-type: none"> ● Information provision, business matching, hands-on support, follow-up support (linkage to IDB scheme)
Local Information to provide	<ul style="list-style-type: none"> ● Social issues, market information, regulations/systems, events, a list of guide / buyer lists, etc.
Target countries	<ul style="list-style-type: none"> ● 28 countries (6 countries (Mexico, Argentina, Brazil, Colombia, Chile, and Peru) that have a certain development level of startup ecosystem are priority countries)
Target sectors	<ul style="list-style-type: none"> ● Although there are no particular sector restrictions, the priority sectors will be environment, sanitation, healthcare, education, transportation, agriculture and fishery, and disaster prevention that are seen throughout LAC region
Platform Operator	<ul style="list-style-type: none"> ● JICA

In July 2020, JICA signed the Agreement on Support for the Formation of a Startup Ecosystem with the aim of supporting Japanese start-up companies in collaboration with eight government-affiliated organizations and established a platform called “Platform for unified support for startups (hereinafter Plus)”. As with the platform proposed in this survey, Plus aims to contribute to the establishment of a startup ecosystem in Japan and the resolution of economic and social issues including overseas, therefore during this survey, the information of initiatives and the concept of the platform will be shared from time to time to encourage mutual cooperation among the organizations.

1.5 Direction of the Survey

This survey originally focused on investigating the status of startups and start-up ecosystem in LAC countries. However, with the fact that this is a joint survey with IDB Lab, a member of the Inter-American Development Bank (hereinafter IDB) group, that provides technical cooperation and fosters micro, small, and medium-sized enterprises for the purpose of promoting private sector investment and realizing innovative approaches to improve the living standards of people in LAC region, it was decided, through discussion on the direction of this survey with IDB Lab, to focus on trying out pilot activities towards the establishment of the platform to connect start-up ecosystem in Japan and LAC countries.

In relation to this, as one of the functions of the platform (Output 1 in the figure below), it was determined to develop a website as a beta version where necessary information for startups are

available when entering LAC market and to refine the listing information based on the feedback from the startups.

Direction and Output of the Goals to be Achieved in This Survey

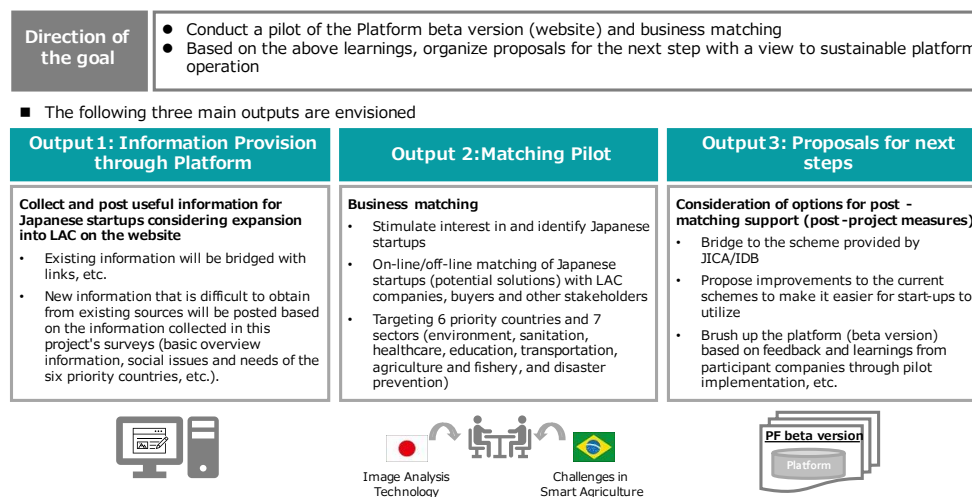


Figure 1-1: Direction and Output of the Survey

1.6 Information Provision to Startups

With the aim of stimulating interest in LAC countries by Japanese startups, JICA Survey Team collected information from the following perspectives: social issues (significance of entry), market and business (including market potential), and examples of local players (room for entry as competitors or business partners).

1.6.1 Local Social Issues

Initially, it was expected to narrow down promising sectors from the seven priority sectors (environment, sanitation, healthcare, education, transportation, agriculture and fishery, and disaster prevention) in order to successfully proceed business matching between Japanese startups and the actors of the LAC startup ecosystem and to deepen the collaboration between the startup ecosystem in the future.

However, the number of startups interested in entering the region was originally smaller than in other regions, therefore it was agreed not to narrow down the sectors with the aim to open up a wider entrance.

1.6.2 Information Provision Related to Market and Business

Regarding the necessary information for Japanese startups when entering LAC market, the following information was shared on the website. To ensure efficiency, the information that has already been published by other organizations was posted in the form of links to such websites.

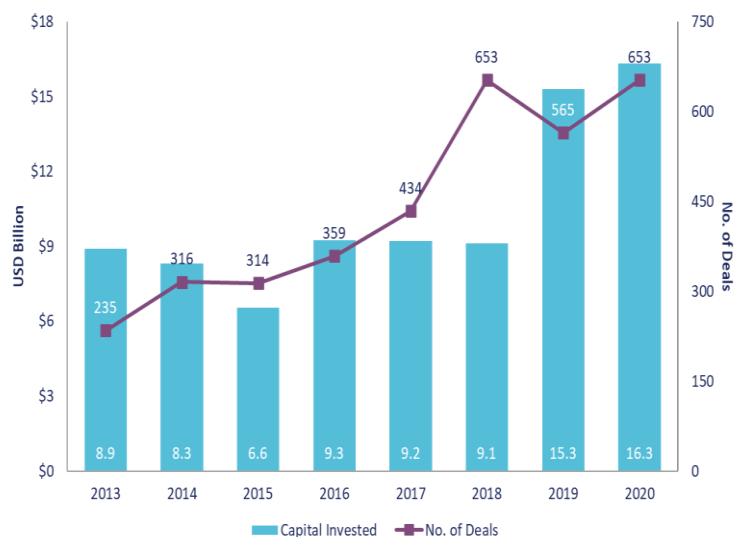
- Basic information (population, area, political and economic situation, etc.)
- Education level and mobile penetration rate (as information that can be used as a reference to estimate the future market size)
- General information required for market entry, such as information on human resources (regulations for foreigners' employment, employment obligations of locals, etc.), goods (tariffs and import/export procedures), money (VC trends, foreign investment

regulations, tax regulations, etc.), other procedures for establishing corporations, and investment incentives for foreign capital

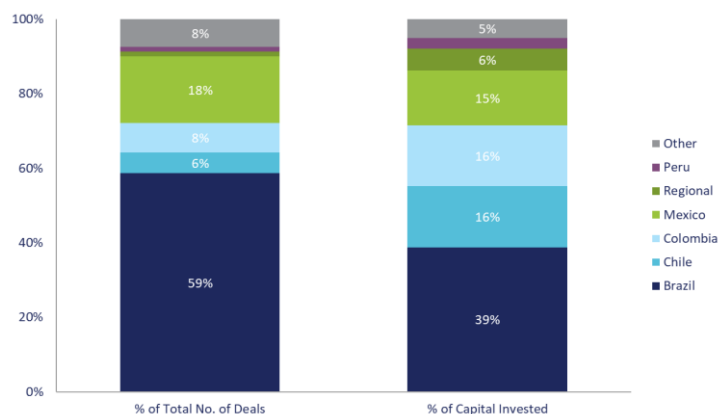
- Priority sectors for JICA, development cooperation policy

1.6.3 Overview of Startups in LAC Countries

The number and the amount of startup investments reached record highs in 2020, even during the COVID-19. Brazil accounts for 60% in terms of the number of deals, followed by Mexico, Colombia, and Chile.



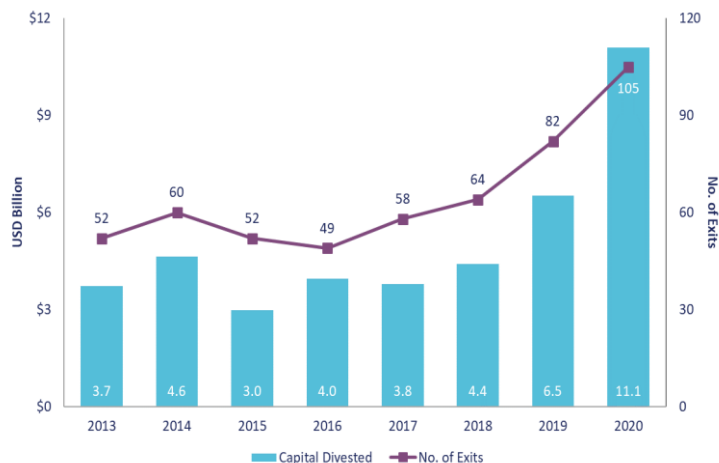
Source: LAVCA



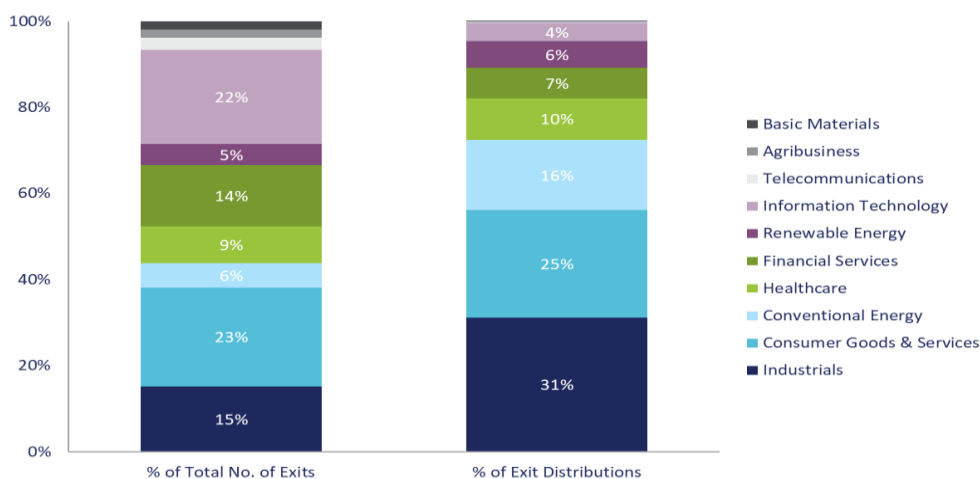
Source: LAVCA

Figure 1-2: Overview of Investment in LAC Countries (Number of Deals and Capital Invested)

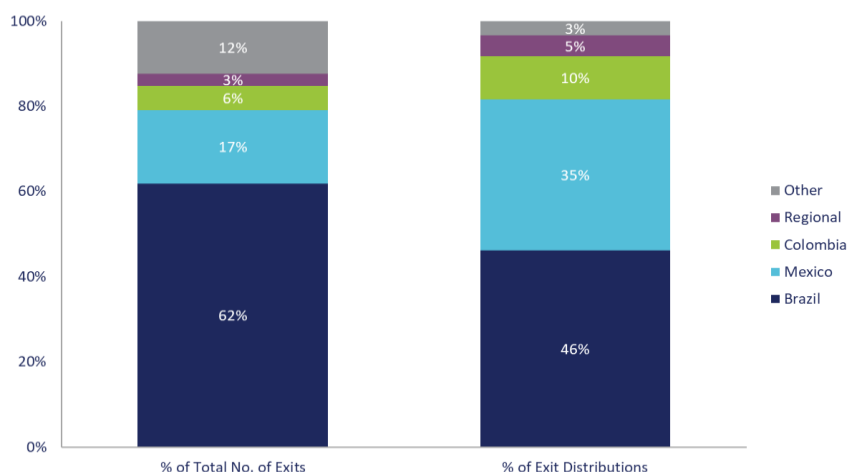
Similarly, exits are actively carried out during the COVID-19, and the cases are concentrated in the industrial, consumer products and services, and IT sectors. Geographically, the exits are concentrated in Brazil and Mexico and these two countries alone account for 80% of the total number of exits.



Source: LAVCA



Source: LAVCA



Source: LAVCA

**Figure 1-3: Overview of Exits in LAC Countries
(Number of Deals and Capital Divested)**

The survey results in the six priority countries (Mexico, Argentina, Brazil, Colombia, Chile, and Peru) are as attached.

1.6.4 Startup/Social Business Trends in Priority Sectors

Initially, it was planned to narrow down the sectors to be prioritized in consideration of JICA's development cooperation priority policy, the development policy of each country, and the current situation of Japanese companies towards the Open Innovation Challenge and business matching. However, in the subsequent discussions, the plan was changed to seek ideas from a wider range of sectors and startups interested in LAC countries and to generate successful cases as many as possible.

In line with this updated direction, social issues and local startups that provide solutions to the issues were exemplified as shown below so that Japanese companies can imagine the possibility of utilizing their solutions in LAC countries. The details of each social issue can be referred to in Appendix 1. Also, the following overview of each sector is not necessarily comprehensive, but rather illustrative, based on each country's budget plan, sectoral development plans, and the existence of local start-ups.

Social issues		Product/Service examples	Mexico		Brazil		Colombia	
Sector	Sub-sector		Issues	Local SU	Issues	Local SU	Issues	Local SU
Environment	Deforestation	Education to develop and implement programs aimed at changing the environmental awareness in Mexico - Grupo Promesa (Mexico) Coal production using waste from the wood industry for domestic cooking and heating in rural areas - EcoCarbon (Peru) Solar power generation using parabolic concentrators - Cosolpo (Peru) Tracking reforestation sites using satellite imagery, machine learning, and drones - Pachama (Argentina)	•	•	•		•	
	Air pollution	Solar equipment to replace combustion boilers - Inventive Power (Mexico) Filter for wood stove - MPZero (Chile) Solution to convert a diesel bus into an electric bus - Reborn Electric (Chile) Gas burner that can reduce fuel consumption by more than 20% - Quempin SpA (Chile) Using drones to monitor air pollution levels and gas emissions - Quira (Peru) Technology to produce hydrogen from sea water to replace fossil fuels - WaterPower (Peru)	•	•				
	Water source protection	Telemetry device for water resource management (to promote water conservation in the agricultural sector) - Lynks (Colombia) Bathrooms that are self-sufficient through water reuse - InnSania (Chile) Water source management system - WapoSat (Peru) Digital platform to help manage water-intensive crops (to optimize water use) - Space AG (Peru)			•			•
	Promotion of bioeconomy	Producing bioplastics from corn protein - GreenB (Brazil) Production of natural cosmetics based on Amazonian plant materials - Biozer (Brazil) Transforming organic waste into Biol (a natural substance that protects crops) - WanuPlant (Peru)			•	•		

Figure 1-4: Sectoral Social Issues in Each Country and Examples of Local Startups

Regarding the impact of COVID-19, while economic activity in the entire region declined in 2020, startup investment has remained firm. In the first half of 2021, Venture Capital investment reached a record high of US \$ 6.4 billion, and the number of startups that raised more than \$1 million has already exceeded the number in 2019.

Table 1-3: VC Investments in Startups from 2019 to the 1st Quarter of 2021

	2019	2020	1 st half of 2021
Capital Invested (US\$ 1billion)	4.8	4.1	6.4
Number of startups that raised more than US\$1 million for the first time	75	124	71
Number of startups that have raised \$1 million or more	93	195	135

Source: LAVCA

Especially in LAC countries, where access to banks is limited, the need for Fintech is increasing, with US\$2.3 billion was invested for financial services in 2020, with 70% of which was invested in Fintech companies. For example, Nubank, a digital bank in Brazil, issues credit cards with no annual membership fees and offers a financial trading account called NuConta, mainly for the low-income segment who do not have sufficient access to existing financial services. In addition, since basic financial transactions such as bank transfer and utility bill payment can be completed

through their application for smartphone, the number of users has increased rapidly amid COVID-19. An IPO of scale as 10 trillion yen has been reported in 2021.

Also, the following are the examples of local startups in the priority sectors that are corresponding to the companies that applied for the Open Innovation Challenge described hereinbelow.

Environment

In LAC region, especially in the Amazon rainforest, deforestation has been progressing due to land development for agriculture and mining, and urban development along with population growth. The increase in deforestation becomes a factor in the intensification of forest fires and the respiratory health of residents which is caused by the smoke during fires. Towards these issues, there are local startups that provide forest sensing tracking, carbon estimation, and carbon credit marketplaces.

Sensing / Carbon credit	<ul style="list-style-type: none"> • Reforestation site tracking using satellite imagery, machine learning, and drones - Pachama (Argentina)
Reuse	<ul style="list-style-type: none"> • Coal production using wood industry waste for household cooking and heating in rural areas - EcoCarbon (Peru)
Environmental education	<ul style="list-style-type: none"> • Development and implementation of programs aimed at transforming the environmental awareness - Grupo Promesa (Mexico)

Healthcare

Major social issues in this sector include disparity in access to healthcare, mental health, and risk of non-infectious diseases. Healthcare startups, especially as health-tech are very active in LAC countries and there are various telemedicine and diagnostic solution solutions.

● **Startups related to gaps in access to healthcare (examples)**

Telemedicine and telediagnosis	<ul style="list-style-type: none"> • Telemedicine - Docway (Brazil) • Telediagnosis with electrocardiography equipment - Ventrix Health (Brazil) • Telediagnosis of skin diseases - My NextDerma (Mexico)
Low cost/ Finance	<ul style="list-style-type: none"> • Low-cost medical assistance platform for the poor - Hospitapp (Peru), Umana (Argentina) • Platform to provide financial assistance/loans in case of health emergencies - Tappoyo (Peru)
Elderly care	<ul style="list-style-type: none"> • Matching platform for in-home day care for the elderly: Attend (Mexico)

● **Startups related to mental health (examples)**

Remote counseling	<ul style="list-style-type: none"> • Online counseling with clinical psychologists - Terapify (Mexico) • Platform to match psychologists with customers - Vittude (Brazil) • Mental health related content, remote diagnosis - Zenklub (Brazil)
Low cost	<ul style="list-style-type: none"> • Low Cost Online Psychological Services - Higia Psychologies (Peru)

● **Startups related to non-infectious diseases (examples)**

Disease prevention (diagnosis)	<ul style="list-style-type: none"> • Molecular diagnostics to perform tests specific to disease prevention – Diagtech (Mexico)
Remote medical care and consultation	<ul style="list-style-type: none"> • Health insurance and online health consultation for one-touch enrollment – Sofia (Mexico) • Service to connect patients without health insurance with doctors – Smart Doctor (Peru)
Nutrition management	<ul style="list-style-type: none"> • Matching of users and nutritionists, weight loss support for users, and sharing of weight loss progress on an online platform – Avena (Mexico)

Education

In LAC countries, there is still a gap in access to education, especially between urban and rural areas, in terms of the abundance of educational opportunities and the quality of education. Also, as education using ICT is expanding, regional gaps based on access to the Internet and the device penetration status are emerging.

There are many startups related to education for students and skill education that leads to vocational opportunities. For example, online programming schools for B2C have paid models as well as free model (with selection) that charges the graduates at the time of employment or introduce the graduates to companies.

For children and students	<ul style="list-style-type: none"> • Online Education Platform – Hotmart (Brazil) • Low-cost distance learning content for public schools in poor areas – Tannder (Peru)
Skill training	<ul style="list-style-type: none"> • Distance learning (practical skill training courses rather than academic education) – Platzi (Colombia) • Online programming school -Hackademy (Mexico), Alura (Brazil), Trybe (Brazil)

Disaster Prevention

Disasters such as earthquakes and tsunamis cause damages, as well as frequent hurricanes and floods peculiar to tropical regions (Mexico, Caribbean countries, Argentina, Colombia, Chile, Peru, etc.). Also, several countries are located in the Pacific Ring of Fire and are exposed to the risk of earthquake and volcanic activity (Mexico, Colombia, Chile, Peru, etc.).

In connection with these disasters, there are startups that provide B2B/B2G solutions for disaster monitoring and early warning.

Disasters: AI monitoring / prediction	<ul style="list-style-type: none"> • AI system for monitoring natural disasters, warning location and timing hours in advance – Sipremo (Brazil)
Information/Intelligence	<ul style="list-style-type: none"> • Identify safe and dangerous areas in the event of a natural disaster based on geographic information and remote sensing – Civil SIG (Peru)

Fire	<ul style="list-style-type: none"> • Camera system network for monitoring and detecting fires in forests and plantations – Sintecsys (Brazil)
Earthquake	<ul style="list-style-type: none"> • Satellite Earthquake Warning System – SkyAlert (Mexico) • Seismic data generation and collection for early warning, research and risk analysis – Grillo (Mexico) • Earthquake Countermeasure Engineering, Structural/Vibration Monitoring, etc.– Sirve (Chile) • Identify safe and dangerous areas in the event of a natural disaster based on geographic information – Civil SIG (Peru)

1.7 The Issues for Japanese Companies to Enter the Market

1.7.1 Hypothesis at the Beginning of the Survey

As shown in the figure below, the challenges for Japanese companies to expand into LAC region include differences in regulations, languages, cultures, and physical distances. These are generally the challenges faced when aiming for overseas expansion, but not only physical distance but the difference in culture especially has a large impact on markets such as LAC and Africa, compared to the other emerging markets such as Southeast Asia and South Asia, which are relatively close to Japan.

In addition to the above issues, this survey aims to identify the issues that Japanese companies should solve/keep in mind through interviews with related organizations. Also, since there are few cases of Japanese startups expanding into LAC region, it is expected to be non-Japanese but the information on success/failure cases of startups expanding from other regions to LAC will be collected.

It can be said that it is impossible or difficult to solve the above-mentioned issues fundamentally. However, for example, regarding regulations, information can be provided through this survey and cultural differences can be also minimized through business matching support, advice by partner organizations, and acceleration programs.







Challenges in Entering Overseas Markets		Contributions to the startups
Challenges on the local side	Regulations 	<ul style="list-style-type: none"> ■ Gathering information related to/responding to foreign investment regulations, laws, licenses, etc.
	Language 	<ul style="list-style-type: none"> ■ Barriers to communication with local partners and consumers/clients
	Culture 	<ul style="list-style-type: none"> ■ Localization in line with local business practices and consumer behavior
	Distance 	<ul style="list-style-type: none"> ■ Difficulty in dispatching personnel freq. from Japan ■ Communication barrier due to time difference
Challenges on the Japan side	Information 	<ul style="list-style-type: none"> ■ Lack of various information (business opportunities, potential competitors/partners, regulations, etc.) required when considering or entering the market
	Support 	<ul style="list-style-type: none"> ■ Lack of public schemes that can be utilized when considering/advancing into the market
		<ul style="list-style-type: none"> ■ Difficult to resolve fundamentally, but limited contribution through information gathering/provision
		×
		<ul style="list-style-type: none"> ■ Difficult to resolve fundamentally, but contribution can be made by finding partners through the matching program / the acceleration program
		×
		<ul style="list-style-type: none"> ■ Information provision as the left through field research
		○
		<ul style="list-style-type: none"> ■ Proposal of a support scheme through the project
		△

Figure 1-5: The Issues Faced by Japanese Companies When Expanding Overseas

In addition to these issues caused on the LAC end, issues caused in Japan include the lack of local information and lack of support schemes. For example, reports by private/public institutions related to LAC region are few compared to other emerging markets such as Southeast Asia and

Africa, and it is difficult to identify business opportunities and collect competitive information there.

Also, since there is no initiative to attract the attention such as TICAD for Africa, it can be said that the absolute number of startups considering LAC countries as a candidate for expansion is small in the first place. The lack of support schemes and various events by public institutions is also considered to be an issue in trying to deepen connection between Japan and LAC region in the future. For example, as of December 2020, JICA has implemented multiple projects to collaborate with startups targeting Asia and Africa, while this is the first case for LAC. Moreover, while a considerable number of events related to startups targeting Asia and Africa are held annually, similar events have not yet been held for LAC countries. Towards these issues, this survey is exactly the starting point and will try to provide solutions.

The verification of the above hypothesis based on the feedback from Japanese startups that applied for the Open Innovation Challenge described hereinbelow, will be discussed in the Chapter 5.

Chapter 2. Survey and Implementation of Methods for Finding Startups and Other Companies with Potential Products That Can Be Applied to Development Issues in LAC

2.1 Gathering and Analyzing Information related to Startup Ecosystem in Japan

2.1.1 Overview of Startup Ecosystem in Japan

In Japan, the startup ecosystem is expanding, and the amount of funds raised for the startups has been increasing year by year. Especially, there are growing number of startups which raised more than JPY100 million.

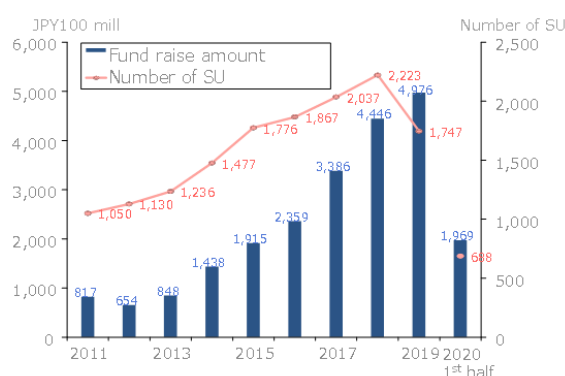


Figure 2-1: The Number of Startups and the Raised Amount in Japan

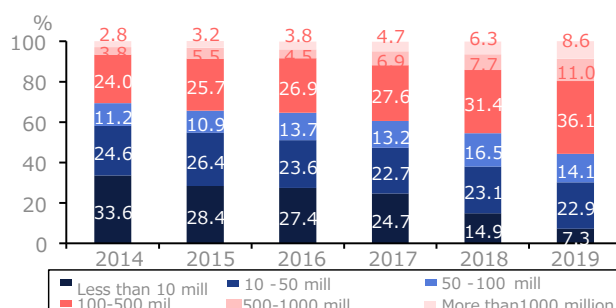


Figure 2-2: Number of Startups in Japan by Fundraising Amount

Out of 4,084 startups in Japan, the seed (1,205 companies) and the early stage (667 companies) account for 1,872 which is about half of the total, while the number of series D and above is 44 companies and it is still limited.

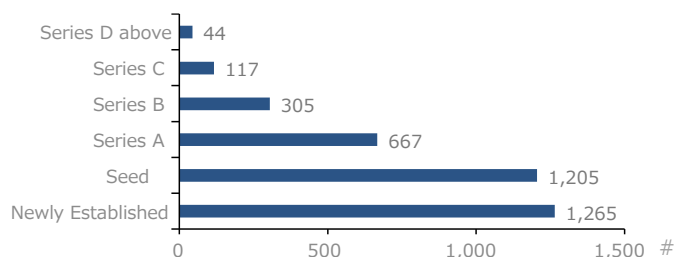


Figure 2-3: Number of Startups by Stage for the 4,084 Companies that Raised Capital Since 2015 (as of November 20, 2019)

In terms of sectors, startups that provide value-added to business reforms to companies using digital technologies such as artificial intelligence and SaaS are the top fundraisers, but in recent years, due to influence of SDGs and COVID-19, clean tech startups related to climate change are also increasing.

2019		2020	
Sector	Raised amount (JPY100 mill)	Sector	Raised amount (JPY 100 mill)
AI	1,012	AI	660
SaaS	798	SaaS	556
IoT	563	FinTech	526
FinTech	511	CleanTech	292
AdTech	443	Sharing economy	290
Digital health	417	Commerce	274
Robotics	393	Contents/ patent	271
Contents/patent	343	Pharmaceutical/ Drug Discovery	239
Commerce	292	HRTech	234
HRTech	288	IoT	228

Figure 2-4: Top 10 Sectors of Startup in Japan (as of January 25, 2021)

An overview of the startup ecosystem in Japan is shown as follows. As for the investment environment, the early stage which has crossed the valley of death has a large number of investors but also has a large number of startups, and the supply-demand balance of startups matches the funds of the investors. On the other hand, in the later growth stage, there are only a limited number of good deals, and the existing investors have filled their quotas, therefore investors have too much capital to meet the demand.

In hands-off independent VCs that provide support in terms of equity, players that provide support in terms of finance are segregated by stage. In recent years, Private Equity funds have been participating in the growth stage. On the other hand, JAFCO and other hands-on equity VCs provide support to seed companies up to the later stage. In addition, it should be noted that large corporations are also present, and after providing seed acceleration programs, operating companies provide support to promising startups through CVC or main body investment depending on their stage. Financial institutions also provide loans.

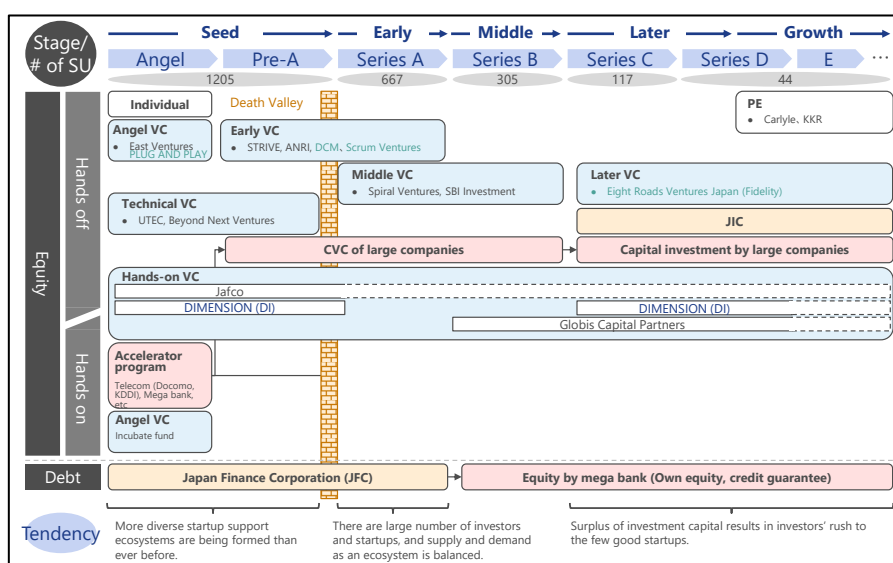


Figure 2-5: Overview of Startup Ecosystem in Japan

2.1.2 Initiatives of Public Sector to Support Startups

As for the government's initiatives, horizontal cooperation in startup support by public institutions is underway under the name of "Plus Platform for unified support for startups (Plus)", an agreement for cooperation among startup support organizations.

In order to make the most of this agreement, interviews have been held with the New Energy and Industrial Technology Development Organization (NEDO), the National Institute of Advanced Industrial Science and Technology (AIST), the Organization for Small & Medium Enterprises and Regional Innovation (SME Support Japan), and the Japan Science and Technology Agency (JST). Followings are examples of the support provided to startups.

- SME Support Japan:
 - FASTAR: Provides business planning support and accelerator programs for startups to match with investors. FASTAR also has 29 incubation facilities in Japan. In addition to providing locations, it also provides support through advisors.
 - Other: Investment in funds and the "Japan Venture Awards", an event to recognize startups with innovative technologies and businesses that contribute to solving social issues. It also provides consultations on overseas business expansion, F/S surveys, and on-site surveys, although these services are not limited to startups.
- JST:
 - SCORE and START: Support programs to start a business; SCORE provides costs for PoC (~JPY10500,000); START provides companionship support such as networking by partner VCs and costs for R&D (~JPY105,000,000).
 - SUCCESS: Direct investment program for university-originated startups. The program targets newly established companies or companies that have been established for less than 5 years and are aiming to commercialize with JST's R&D. The invest amount is around JPY 10 to 100 million and invests in 2-5 startups per year.
- JETRO:
 - Public-Private SU Intensive Support Program (J-Startup): Provides support programs (including equity investment) to encourage the global expansion of Japanese startups by utilizing overseas funds, human resources, and technologies.
 - Global Acceleration Hub: Supporting the global expansion of Japanese startups in cooperation with leading local accelerators.

In the framework of Plus, a sub-working group has been established and started its activities in July 2021. In order to find out possible collaboration with them, the status and activities of this survey will be shared with each organization.

Another interview was also held with the Industrial Promotion Division, Industry Department, Bureau of Industrial and Labor Affairs of Kanagawa Prefecture. They provide the following 4 stages of start-up support: "Entrepreneur Creation Promotion Project" (pre-start-up support), "HATSU Kamakura Support Program" (start-up support), "Kanagawa Start-up Acceleration Program (KSAP)" (development support), and "Business Acceleration Kanagawa (BAK)" (growth support). As collaboration with local municipalities is important in the establishment of a self-running platform.

2.2 Gathering Information and Analyzing the Characteristics of Startups Entering LAC Market

JETRO's Brazil Global Acceleration Hub project, for which Brazil Venture Capital (BVC) is implementing apart from this survey, provides services such as local briefings and mentoring to companies considering expansion into LAC and also provides information and technical guidance. Among those companies, the characteristics of the companies that succeeded in expanding into LAC include that the managers have experience in LAC, and that the services and products of the companies have been highly evaluated by the customers in LAC. On the other hand, it is recognized as a challenge that sales and profits are more unstable than those of companies doing business in Japan, and as a result, the internal structure can be also unstable..

2.3 Organizing a Prior Event to the Open Innovation Challenge

2.3.1 Background, Objectives, and Goals

In the startup community in Japan, LAC region is still far from being considered for full-scale investment compared to other regions such as Southeast Asia. Looking at the mid- to long-term JICA/IDB Lab startup collaboration in Japan, there is a need to build a pool of startups who are interested in investing in LAC countries. In light of the above background, it was determined to hold the "Latin America and Caribbean Startup Seminar" as the first step of JICA/IDB Lab's startup collaboration initiatives, in order to inform Japanese startup ecosystem players that cannot be covered by the direct approach of JICA/IDB Lab and the survey team, towards the Open Innovation Challenge. The seminar targets not only startups that are interested in developing countries and social issues and have solutions to contribute to such issues, but also VCs, large corporations, universities, and public institutions that have extensive networks with startups that have the potential to enter LAC market.

In the original proposal, it was envisioned that the seminar would be organized offline in various locations throughout Japan, and that it would be organized in conjunction with large-scale startup events such as the ICC Summit and the Infinity Ventures Summit, in order to generate interest and attract customers. However, considering the situation of COVID-19, it was decided to conduct the online event, as it would allow to reach out to startups nationwide.

In addition, as a result of the above activities, it was targeted to secure about 30 companies to apply for the Open Innovation Challenge and about 100 participants to join the seminar to expand the outreach to VCs, large corporations, universities, and government agencies.

2.3.2 Outline of the Latin America and Caribbean Startup Seminar

The "Latin America and Caribbean Startup Seminar" was organized as a prior event to the open innovation challenge described hereinbelow. The Open Innovation Challenge was implemented jointly with JICA and IDB Lab, and through the joint implementation, it was expected to gain the knowledge of IDB Lab, which has precedence in supporting startups, and to connect the ecosystem of Japan and LAC region in the future.

This seminar was held from 6:30 p.m. to 8:00 p.m. on October 7, 2021. From the perspective of attracting Japanese startups and other related organizations, the schedule and time frame were set after business hours on weekdays, and in consideration of the situation of COVID-19 and participants overseas, the seminar was conducted online. Below is the overview of the seminar.

Outline		Target	
Title	Latin America and Caribbean Startup Seminar	Startups which have interest or solution on developing countries and social issues.	
Objective	Pre-announcement of "Open Innovation Challenge TSUBASA 2021" to attract Japanese startups which have solution to the social issues in LAC countries.	VC, large companies, public institution which have network on SU which potential interest in investing in LAC countries.	
Organizer	Co-organized by JICA/ IDB Lab	SU VC, large company	
Date	October 7, 2021	Direct	30 (Send invitation to 100)
Time	18:30~20:00 (JST)		10 (Send invitation to 20)
Method	Live streaming at Zoom and video release later • Video was available at TSUBASA 2021 website.	Media	30
			30

Figure 2-6: Outline of the Seminar

The program outline and panel discussion are shown in the figures below and focused on the following topics:

1. It should be meaningful to startups interested in expanding their business overseas.
2. It should convey the attractiveness of LAC countries.
3. It should convey JICA/IDB Lab's commitment to continuous supports to startups who are willing to expand into LAC countries.

From the perspective of 1, Mr. Kosuke Sogo, CEO of AnyMind Group Inc, one of Japanese leading startups that is expanding globally, was invited as a guest speaker for the panel discussion and talked about the benefit and hurdles of expanding oversea business.

In terms of the perspective of 2, Mr. Mitsuru Nakayama, CEO of BVC, a member of the study team and a leading figure in supporting Japanese startups in LAC countries, gave a presentation titled "Social Issues in Latin America and Key Points for Startup Expansion". Mr. Masahiko Yamada, co-founder of Umitron Pte. Ltd., was invited as an external guest to give a presentation titled "Why did Umitron enter South America?" The company has already received support from IDB Lab for its business development in LAC, and it was expected that the presentation would provide useful information from the perspective 3 above. Both speakers also took the stage for a panel discussion.

In the opening remarks, both JICA and IDB Lab expressed their intention to continue supporting startups, and also expressed their commitment to supporting startups in the panel discussion. In addition, from the perspective of promotion for this seminar, the external guest speakers were startup executives who have a strong ability to communicate with Japanese startups.

Seminar program and design intent	
	Design
Opening	<p>Expectations for Startup Collaboration and JICA's Efforts JICA, Senior Vice President, Ms. Sachiko Imoto</p> <p>Activities of the IDB Group and Expectations for Japanese Startups IDB Asia Office, Country Representative, Mr. Hideharu Tanaka</p>
Presentation	<p>Social Issues in Latin America and Key Points for Startup Expansion BVC Venture Capital, CEO, Mr. Mitsuru Nakayama</p> <p>Why did Umitron expand to South America? Umitron Pte. Ltd., Co-founder Mr. Masahiko Yamada</p>
Panel Discussion	<p>Global Expansion of Startups AnyMind Group Inc. CEO, Mr. Kosuke Sogo (Guest) Umitron Pte. Ltd., Co-founder Mr. Masahiko Yamada JICA Governance and Peacebuilding Dept, GM, Ms. Kei Miyazaki IDB Lab, Senior Specialist, Mr. Masato Okumura Brazil Venture Capital, CEO, Mr. Mitsuru Nakayama Dream Incubator Inc., COO Mr. Kyohei Hosono (Moderator)</p>
Closing	<p>Announcement for Open Innovation Challenge JICA Latin America and the Caribbean Department</p> <p>Closing Remarks J IDB Lab Senior Director, Mr. Toshitaka Takeuchi</p>
	<p>Representatives of both JICA and IDB declare their commitment to Japanese startup support and demonstrating their seriousness to the public.</p> <p>From perspective of a VC, appealing that solving social issues in LAC countries is also attractive from perspective of business opportunities for startups. As a company that has invested in Latin America with support from IDB Lab, to promote benefits of cooperation with JICA and IDB Lab.</p> <p>Global entrepreneur, public institutions and VCs appeal from three perspectives</p> <ul style="list-style-type: none"> • Merit of starting overseas business • Why LAC countries • How to increase the number of Japan-based startups aiming for overseas markets <p>(Explanation of Open Innovation Challenge)</p> <p>Reference to the possibility of continuous support from IDB Lab after the implementation of this program to show clear exit.</p>

Figure 2-7: Overview of the Seminar

Point	Global Entrepreneur		VC	Public Institution	
	Anymind	Umitron	BVC	IDB Lab	JICA
Merit of starting overseas business	<ul style="list-style-type: none"> • Outline of own business • Background why interested in overseas market • Opportunities by looking at overseas 				
Why Lac countries	How do successful entrepreneurs in overseas business look at LAC?	Why interested in LAC market? Appeal of actual LAC market	Appeal of LAC market from perspective of startup investors	Appeal of LAC Market	
How to increase the number of Japan-based startups aiming for overseas markets	What Japanese startups need to do to succeed in overseas business	What is needed for Japanese startups to succeed in overseas business? What was particularly meaningful about the IDB Lab's support?	What to expect from JICA/IDB Lab from an Investor's Perspective	What kind of support can IDB Lab provide?	Why does JICA focus on startup support now? What kind of support can JICA provide in the future?

Figure 2-8: Contents of the Panel Discussion

2.3.3 Details for Promotion of the Seminar

The seminar was announced through a combination of direct contacts via e-mail and media. For the direct contacts, JICA, IDB Lab, and the survey team sent the invitation to the target companies respectively. Additionally, an advertising company was appointed to create banners for social media to increase attention.

		JICA	Survey Team
Direct announcement	Startups and SMEs	✓ - Announcement to mailing list of Private Sector Partnership and Finance Dept of JICA - Announcement through Plus	✓ - Invitation to around 100 startups which have solutions to social issues through their website - Invitation to startups which have connection previously
	VCs, large companies, public institutions	✓ - Request dissemination of invitation through chamber of commerce and public institutions.	✓ - Invitation to startups which have connection previously
	Press release	✓	✓ - Press release from DI and BVC - Use of press release distribution services
Web announcement	Posting to SNS	✓	✓ - Posts on social media account of DI (Facebook and LinkedIn) - Promotion through Mr. Nakayama, CEO of BVC and Mr. Hosono, COO of DI.
	Facebook advertisement	N/A	✓ - Facebook advertisement using 5 types of banners

Figure 2-9: Promotion by JICA and Survey Team



Figure 2-10: Social Media Banners for the Seminar Promotion

For the landing page, an advertising production company was appointed to design and develop the page in such a way that the information is easily conveyed and encourages viewers to apply.



Figure 2-11: Seminar Landing Page

2.3.4 Development and Operation of the Platform Beta Version

One of the objectives of this survey was to examine the open platform, and it was decided that a beta version of the open platform would be developed and released in conjunction with the timing of the above-mentioned seminar. The open platform was specifically defined as a web platform with the functions of providing information that Japanese startups would need when considering overseas markets and matching stakeholders that may contribute to solving social issues in LAC countries.

The information provision function requires a collection of links to a wide variety of websites and a highly referential information that allows cross-search and sorting of information on social issues, while the matching function requires integrated management of relevant company information and efficient operations through a system.

On the other hand, the matching function requires a large cost for development and requires the establishment of a specific unit within JICA to update frequently information such as company information. Also, IDB Lab, which has a precedent in this area, pointed out that building a platform on its own would become a mere shell therefore it would be better to use an existing SaaS platform.

Based on such discussion, a website has been developed for the Open Innovation Challenge (URL: <https://tsubasa-jica.jp/>). This website is divided into two modules: (1) information provision page and (2) application page for the Open Innovation Challenge. The structure is shown in the figure below.

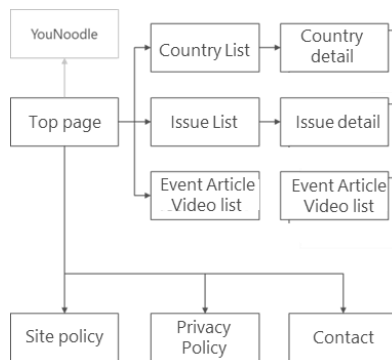


Figure 2-12: Structure of Open Innovation Challenge Website

(1) Information Provision Page

The information provision page has been structured to enable acquisition of information on each country in the LAC region and information on social issues. For country information and social issues, a collection of links to relevant pages of IDB Lab, JETRO, and the Ministry of Foreign Affairs, etc. has been created, which have information on GDP, population scale, the state of development of telecommunications infrastructure, and local legal systems, etc. The survey conducted on the current status of the startup eco-system and environmental changes in LAC region was utilized as well. As for social issues, priority 7 sectors (environment, sanitation, health and medical care, education, transportation, agriculture and fisheries, and disasters) and other important issues obtained from the surveys in 28 countries were listed. In addition, a system for continuous update of information is planned to be considered, with a view to integration into the JICA website. The top page of the website and the detailed information of each country are shown in the figure below.



Figure 2-13: Top Page of the Information Sharing Website and Examples of Detailed Information for Each Country

(2) Open Innovation Challenge Application Page

For the Open Innovation Challenge application site, we used YouNoodle, a highly versatile SaaS system that has also been used by IDB Lab, as mentioned above.

(URL: https://platform.younoodle.com/competition/tsubasa_2021).



Figure 2-14: TSUBASA2021 Application Page on YouNoodle

2.3.5 Verification of Seminar Implementation Results

As a result, 257 people participated in the seminar, which exceeded the initial target, and of those, 33 were a start-up. The results of the questionnaire survey on the seminar are as shown in the attachment.

Breakdown	
SMEs	66
(Startups within SMEs)	33
Middle class companies	6
Large companies	34
Consultants	26
NGOs/NPOs	3
Incorporated associations/ foundations	10
Local governments/ public institutions	42
Educational institutions	11
Individuals	44
Others	21
Total	257

Figure 2-15: Number and Breakdown of the Participants in the “Latin America and Caribbean Startup Seminar”

Out of the total number of applicants, 60 participants (23% of total participants) were from SMEs including 33 participants from startups which are the target of the Open Innovation Challenge, and the total number of 103 participants from middle class companies, large companies, incorporated associations/foundations, local governments/public institutions, and educational institutions. As a result, through the promotion activities of JICA, IDB Lab, and the survey team,

the seminar was able to attract the initially targeted audience of “startups that are interested in developing countries and social issues and have solutions to contribute” and “VCs, large companies, and local governments/public institutions that have networks with startups with the potential to expand into LAC countries”.

Overall, round 94% of the participants who responded to the questionnaire was satisfied with the seminar content and almost all of them responded that they would participate in the next seminar with a similar theme. In addition, the ratio of male to female participants in the questionnaire shows that the number of females who answered the questionnaire was 15 out of total respondent of 67 (about 22%), which indicates that the seminar was able to attract a certain level of interest from female in terms of gender balance.

In terms of how they found out about this seminar, more than a majority (around 54%) were directly invited from JICA and IDB Lab or from information posted on JICA and it was successful to some extent to attract those who knew JICA/IDB Lab and were interested in the region. On the other hand, 30 out of 78 responses are from other sources than JICA/IDB Lab as followings: information from public institutions other than JICA (10), direct invitation from speakers (7), social media advertisements (3), referrals from family, friends, and acquaintances (6), and others (4). In order to attract the interest of startups who are not familiar with JICA, collaboration with large-scale private startup events may have to be considered in the future. Regarding participants by age group, age of 20s group was the smallest among all age groups (8 out of 67 responses (around 12%)). From the perspective of stimulating interest in the Japanese startup ecosystem, collaboration with universities and other educational institutions can be considered.

As for the Open Innovation Challenge, 8 out of 20 companies (40%) decided not to apply for it, which resulted in 23 applicants and being a short of the initial target of 30 applicants. One of the reasons was that the incentives for the selected companies were not clear at the time of the seminar. Normally, incentives include funding, technical support, and matching support, but in this survey, funding was not provided, and the content of technical support and matching support had not been established by the time when the seminar was held. As a lesson for the future, it is necessary to explain the contents of technical support and matching support which was established through this series of survey processes (brushing up the business model and finding/matching potential partners to obtain IDB Lab's financial support (mainly “Prototype” and “Spark”)), and also to consider the possibility of providing funding.

2.4 Planning and Implementation of the Open Innovation Challenge

2.4.1 Outline of the Open Innovation Challenge

The "Open Innovation Challenge TSUBASA (Transformational Start Ups' Business Acceleration for the SDGs Agenda) 2021" was launched to discover and support Japanese start-ups with innovative ideas, business models, and technologies that will contribute to the achievement of the SDGs in LAC countries. For the selected companies, the support for brushing up their business plans and matching potential partners in order to lead to the support from IDB Lab was provided. The table below shows the outline of TSUBASA2021.

Table 2-1: Outline of TSUBASA2021

Purpose	Identify and support Japanese startups with innovative ideas, business models, and technologies that will contribute to achieving the SDGs in LAC region
Application Details	Ideas for solutions that contribute to the SDGs in LAC region
Application Requirements	<ul style="list-style-type: none"> - Startups, small and medium-sized enterprises (SMEs) that are registered in Japan - Has solutions and ideas that contribute to the achievement of the SDGs in LAC countries (it is acceptable if they are in the stage before commercialization as products or services) - Must be able to participate in the incubation and acceleration program to be held online from mid-November 2021 to late January 2021
Schedule	<ul style="list-style-type: none"> - Open Call Period: October 14, 2021 - November 1, 2021 (noon) - Selection: Early November, 2021
Program Schedule after Selection	<ul style="list-style-type: none"> - Mid-November 2021-: General orientation (overview of major countries in LAC region, introduction of programs related to support for business expansion, etc.) - Late November 2021 to mid-December 2021: Idea brush-up program (support for brushing ideas, search for similar cases, analysis of potential business partners, consultation on target countries for expansion) - Mid-December 2021 to late January 2022: Search for alliance partners - Mid-December 2021 to late January 2022: Search for partnerships (open session for local accelerators and IDB Lab, etc.)

2.4.2 Public Call for the Open Innovation Challenge

For the Open Innovation Challenge, a multi-layered external promotion, including the holding of the seminar described above, was conducted. The following shows the overall picture of the promotion implemented for the Open Innovation Challenge. Applications were submitted through YouNoodle as introduced above.

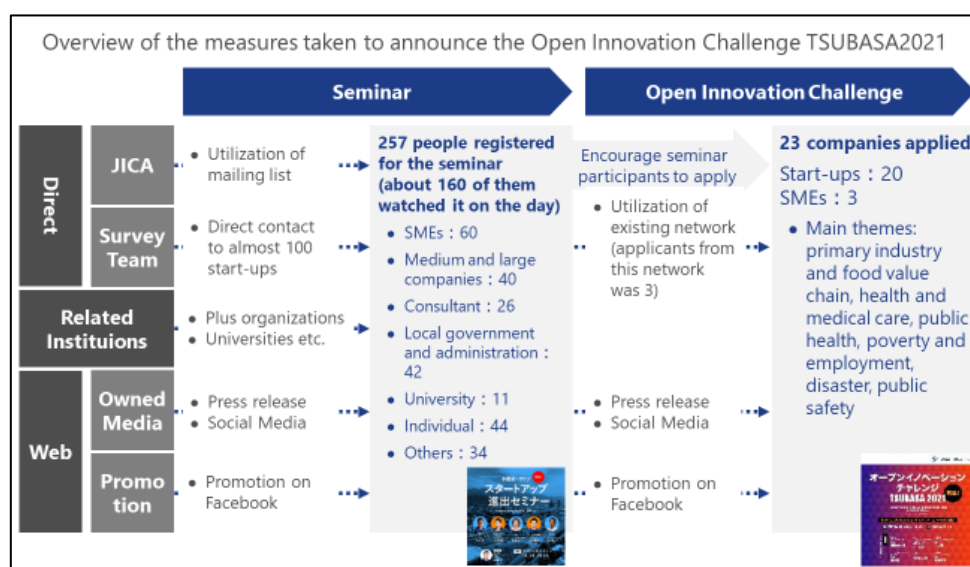


Figure 2-16: Overall View of the Promotion Measures for the Open Innovation Challenge TSUBASA2021

2.4.3 Implementation of Selection

(1) Overview of Selection

The selection process for this challenge consisted of two stages: document selection and pitch selection. The pitch selection was conducted online, and the selection process was not disclosed publicly from the perspective of protecting the information of the startups. Also, by setting Q&A session, interaction between the judges and the applicants was ensured. The below shows the selection process for the Open Innovation Challenge and the details of the pitch selection process.

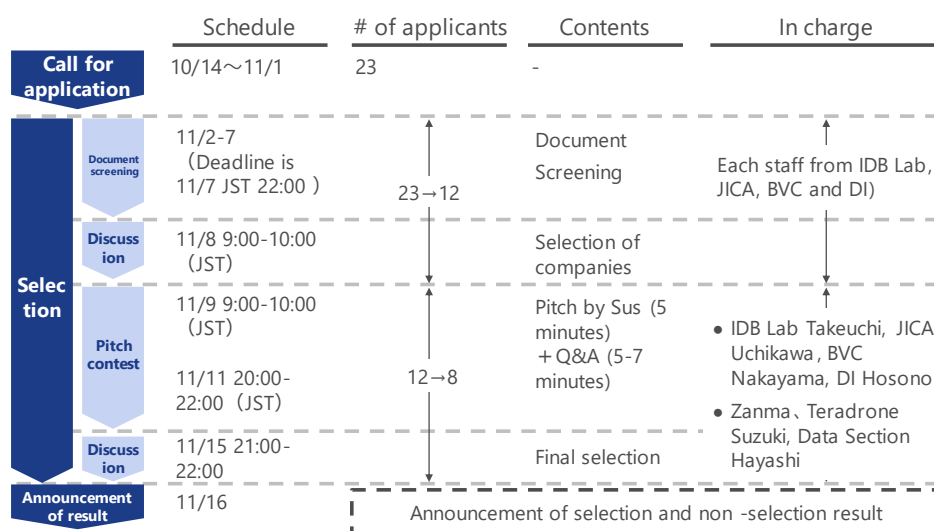


Figure 2-17: Selection Process for the Open Innovation Challenge

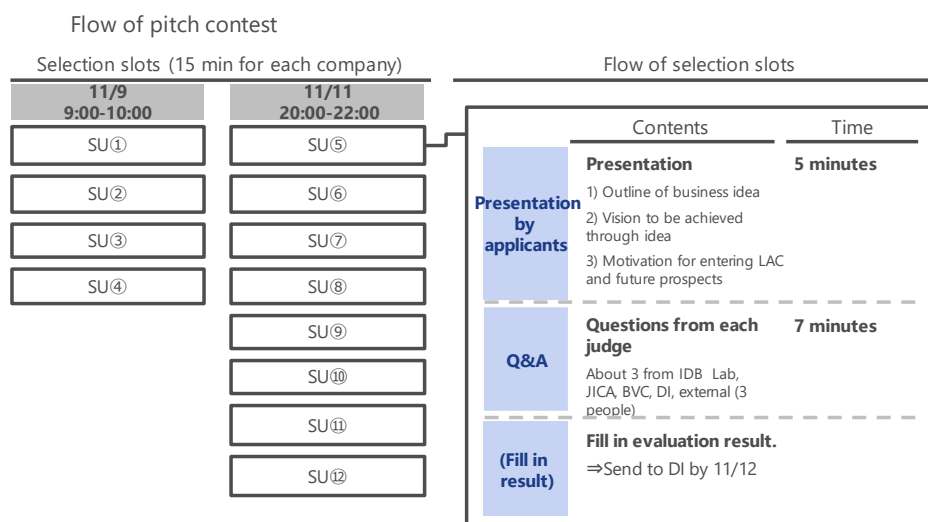


Figure 2-18: Details of the Pitch Selection Process

(2) Evaluation Criteria for Document Selection

In the first round of selection, requirements shown below were set in advance to exclude ineligible companies, and in the second round of selection, basic points and additional points were set, with

the former evaluating the idea and the latter considering the company's motivation to expand into LAC.

Initially, it was assumed to discover seed and early-stage startups that had established products, services, and business foundations to some extent, had enthusiasm for expanding into LAC region, and were willing to develop business there. However, in the first place, the number of startups considering entering the LAC market is small, and it was necessary to widen the entrance. Also, it was discussed that the future scalability should be considered rather than current capability. Therefore, it was determined to revise the evaluation items that were initially (1) solidity of the business foundation as a startup, (2) feasibility of the idea, and (3) the status of overseas expansion. The detailed evaluation items and allocated scores are as below.

Table 2-2: Evaluation Items and Allocated Scores

Contents of selection					
Step		Screening items	Detail	Score	
Document (1st selection)		Exclusion of companies not covered in the program	Japanese company	-	-
			Eligibility for participation in JICA organized competition	-	-
			Antisocial forces	-	-
			SME or startup	-	-
Document (2nd selection)	Basic items	Potential to contribute to issues in LAC	Potential and impact to solve social issues in LAC	20	80
		Prospect of solution in LAC	Novelty and innovativeness of ideas in LAC	20	
			Legal and technical hurdles in LAC for proposed ideas	10	
			Ability to implement the company's ideas (technology, knowledge, personnel/structure, network, etc.)	20	
		Contribution to knowledge accumulation for JICA and IDB Lab	Contribution to knowledge accumulation for JICA and IDB Lab	10	
	Items for additional points	Understanding and affinity for LAC	travel, live, or work experience in LAC	5	5
		Interest to expand business in LAC	Positioning of LAC business expansion in future growth strategy	5	15
			Collaboration with companies in LAC	5	
	Relevance of the purpose of participation in this study		5		

From the perspective of ensuring uniformity in the perception and evaluation criteria among the judges, in the second round of selection, the clear scoring criteria were established for each evaluation item on a scale of three to four. The allocation of scores and the scoring criteria for each item are as following.

Table 2-3: Criteria for Allocation of Points in the Second Screening

Basic Items	Potential to contribute to the issues in LAC region	The potential of ideas to solve social problems in LAC region and their impact	4: The idea can make a significant contribution to solving social issues in LAC region and generate a significant impact (20) 3: The idea can contribute to a certain extent to social issues in LAC region (13.3) 2: The idea can contribute, but the impact in LAC region is small (6.7) 1: The idea is not well connected to the social issue (0)	20
	Prospect of the solution in LAC region	Novelty and innovation of ideas in LAC region	4: The idea is an innovative and advanced approach to solving social issues that has not been seen before (20) 3: The idea is an innovative and advanced approach, although there are already several examples (13.3) 2: The idea is an orthodox solution that has traditionally been used to solve social issues (6.7) 1: The idea does not contribute to solving social issues in the first place (0)	20
		Legal and technical hurdles in LAC region	3: The idea has low legal and technical hurdles in LAC region (10) 2: Idea has certain legal and technical hurdles, but is expected to overcome them in the short to medium term (5) 1: Idea has low potential for implementation due to legal and technical restrictions (0)	10
		Capability of the company to implement the idea (technology, knowledge, personnel/structure, network, etc.)	3: The company has sufficient capabilities (technology, knowledge, personnel/structure, network, etc.) to realize the idea (20) 2 : They have some capabilities to realize their ideas, but still insufficient (10) 1: They do not have enough capacity to realize the idea (0)	20
	Contribution to knowledge accumulation for JICA/IDB Lab	Contribution to the accumulation of knowledge for JICA/IDB Lab	4. It is an unconventional knowledge and can be used in the medium to long term (10) 3. Although there is already similar knowledge, it can give an image of how to expand it in the future, and it would be beneficial to have more examples (6.7) 2. Although this knowledge does not exist, it is hard to have a concrete image of how it can be applied in the future, and there seems to be no benefit of adding it as a new case study (3.3). 1. Similar knowledge already exists and there seems to be no benefit in adding it as a new case study (0)	10

Additional Scores	Understanding and affinity with LAC region	Travel/work/living experiences in LAC region	4: Have worked in LAC region for at least one year in the past (5) 3: Have lived in LAC region for at least one year in the past (3.3) 2: Have traveled to LAC region at least once in the past (1.7) 1: Have never travelled to LAC region (0)	5
	Willingness to expand into LAC region	Positioning of LAC expansion in the future growth strategy	4: Already expanded into LAC region (5) 3: Establishing the company's strategy with planning of expansion into LAC region (3.3) 2: Expansion into Central and South America is an option in their future growth strategy (1.7) 1: Currently not considering specific expansion in terms of growth strategy (0)	5
		Existence of collaboration with Latin American companies	4: There is already a track record of business collaboration with local companies/organizations and investment acceptance from them (including local subsidiaries of Japanese companies) (5) 3: There is a letter of recommendation from local companies/organizations (including a local subsidiary of a Japanese company) (3.3) 2: Has had discussions with local companies/organizations (including a local subsidiary of a Japanese company) about cooperation and investment (1.7) 1: No connections with local companies/organizations (including local subsidiaries of Japanese companies) (0)	5
		Relevance of the purpose of participation	3: The purpose of participation is clear and a realistic goal (5) 2: The purpose of participation is not clear (2.5) 1: The purpose of participation is clearly out of alignment with the purpose of the program (0)	5

Based on the above criteria, the application form was designed as shown below.

Table 2-4: Questions in the Application Form

Company profile	Corporate Number
	Type of Business
	Number of employees
	Capital
	Name of Representative
	Brief biography of Representative
	Location
	Date of Establishment
	Listing
	Business Description
	Achievements in overseas offices and overseas development
	URL of the company website

	If your company has received assistance from JICA or IDB in the past, please describe the nature of the assistance.
Outline of proposed idea	Please select the social issues you are targeting (multiple selections are acceptable).
	(For those who answered "Other" above) Please describe the specific issue(s).
	Please select the target countries (multiple selections are acceptable).
	Please describe the name of the idea you are proposing.
	Please provide an outline of your idea (approx. 200 words).
	Please describe who and what issues your idea will solve to achieve the local SDGs and solve social issues (approx. 200 words).
	Please describe the expected social and economic impact of your idea in as quantitative a manner as possible (approx. 200 words).
	Describe the innovativeness of your idea and its superiority to existing solutions (approx. 300 words).
	Describe any legal or technical hurdles you foresee to the realization of your idea (approx. 200 characters).
	Please select all that apply regarding the sales performance or prototype demonstration status of your proposed idea.
	(For those who selected a, b, or d in the previous question) Please describe in detail your sales results or PoC results (approx. 300 characters).
	Please upload a document explaining your idea, if any.
	If there is a website related to your idea, please provide the URL.
Track record of LAC expansion	Please enter the name and position of the person in charge of this matter.
	Please provide a brief profile of the person in charge.
	Please provide the contact person's telephone number.
	Please provide the contact person's e-mail address.
	Please describe the person in charge's work experience in LAC region.
	Please describe the contact person's history of living in LAC region.
	Please describe the travel history of the person in charge of this project to LAC region (including sightseeing, etc.)
	Please select all that apply regarding the status and plans for expansion into LAC region.
	(For those who selected "a" in the previous question) Please describe your business experience in LAC region.
	(For those who selected "a" to "c" in the previous question) Please describe the positioning of your company's entry into LAC region in terms of its future growth strategy, and the status of your plans for entry/expansion and the establishment of a system (approx. 300 words).
	Please select all that apply regarding the status of business collaboration and investment acceptance with local companies (including local subsidiaries of Japanese companies) and local institutions in LAC region.
	(For those who selected "a" in the previous question) Please describe in detail your business collaboration and investment acceptance record with local companies and institutions.
	(For those who selected "b" in the previous question) Please describe in detail the status of discussions with local companies and organizations to the extent that you are comfortable doing so (approx. 200 characters).
	(For those who chose a or b in the previous question) Please attach a letter of recommendation from the local company or organization, if any.
	Based on the company's growth strategy and future expansion plans, please describe in detail the purpose of your participation in this program and what you expect from it (approx. 300 characters).

(3) Evaluation Criteria for Pitch Selection

The judges evaluated the pitches from three points of view as shown in the following table: the promise of the idea, the quality of the management team and the motivation to expand business to LAC. Scores were allocated in a way that places emphasis particularly on the motivation for expanding business to LAC. Approximate score to pass the screening was set at 70 out of 100, and the results of the first round of screening were considered when deciding which companies would be selected. The details of the criteria and the allocation of scores are shown below.

Table 2-5: Evaluation Criteria for Pitches

Potential of the idea	Impact - Is the social impact of the idea simulated qualitatively and quantitatively? Is the rationale, logic, and perspective appropriate?	30	100
	Novelty, innovativeness, and ability to realize the idea - Are the novelty and innovativeness of its business and ideas objectively recognized? - Is there a structure (technology itself, personnel/organizational structure, etc.) that can ensure and sustain the competitive advantage?		
Qualities of the management team	Mindset - MVV (Mission, Vision, Value) - Is the growth strategy clear? - Does the management team have a social impact perspective in its action principles?	30	
	Leadership - Do you have the communication skills to clearly communicate your company's ideas and strategies internally and externally? - Do you have the drive to involve a large number of stakeholders?		
Motivation for entering LAC	Purpose and objective - Are the reasons for entering LAC clear and consistent with the company's growth strategy? - Is there sufficient motivation and commitment to consider and realize business opportunities?	40	
	Expected support - Are there specific and clear expectations for support from this program? - Is it feasible for the research team to provide such support?		

(4) Implementation of the Selection Process

In addition to the organizers, JICA and IDB Lab, both BVC and Dream Incubator (hereinafter DI), which have extensive experience in the investment in and evaluation of start-ups, participated in pitch screening process to provide evaluation from the perspective of management and business. In addition, as discussed for the above-mentioned seminar, the female judge was included to consider the gender perspectives, and external judges were also invited to obtain insights from a practical perspective of those who have experience in working at or running programs for start-ups and expanding business to LAC region.

Based on the results of the first screening conducted by JICA, IDB Lab, BVC and DI, the applicants that passed were decided after discussions among judges.

For the second screening, Mr. Toshitaka Takeuchi, Principal Advisor of IDB Lab and Ms. Tomomi Uchikawa, Director of Gender Equality and Poverty Reduction Office, Governance and

Peacebuilding Division of JICA participated. Mitsuru Nakayama of BVC and Kyohei Hosono of DI also joined as judges from project team. The external judges included Mr. Kotaro Zamma, CEO of InnoProviZation, who has experience in running the SDGs Global Startup Program at NTT Data, Mr. Go Suzuki, COO of Terra DX Solutions, who has experience in business development in LAC, and Mr. Kento Hayashi, CEO of Data Section, who promotes business in LAC. Considering the characteristics of the judges' areas of expertise, JICA focused on development impact, the project team and external judges on the novelty and innovativeness of the proposed idea and the management team, and IDB Lab on the motivation for business development in LAC region.

2.5 Results of the Open Innovation Challenge

From a public relations point of view, the recording of screening session was later uploaded to a website.

2.5.1 Overview of Applicants

There were 23 companies that applied for the TSUBASA2021 and out of these, 17 were start-ups (less than 10 years old and unlisted). Most of the companies have received support from either JICA or IDB Lab in the past. The main areas of interest were agriculture and food value chains, healthcare, disasters, financial access, and public health. The following is a summary of the companies that applied.

Table 2-6: Summary of Companies that Applied (Confidential)

Name	Start-up/ SME	Received support from JICA	Proposed idea

2.5.2 Selection Results

12 companies passed the first screening, and as a result of the second screening, 8 companies in total were selected: four for incubation group and four for acceleration group.

Table 2-7: Summary of Selected Companies

Incubation	Acceleration
Allm Inc.	DIVE INTO CODE Corp.
sustainacraft, Inc	Challenergy Inc.
Singular Perturbations Inc.	ad-dice Co., Ltd.
Synspective Inc.	Music Securities, Inc.

On the other hand, the common characteristics of the non-selected companies were the lack of clarity on the social issue and impact, the competitive advantage and value proposition when similar solutions already exist in the local market, and the business model (how to make the business profitable from whom). JICA will share the feedbacks of the screening to the non-selected companies individually and will provide follow-up such as introducing them to JICA's local offices.

2.5.3 Release of the Results

A preliminary press release on the results of the screening was issued within 2021. In addition, at the beginning of 2022, a video of each company's pitch and the comments of the judges was published. The figure below shows an overview of the release of the results of the Open Innovation Challenge.

Image of the location and method of publication

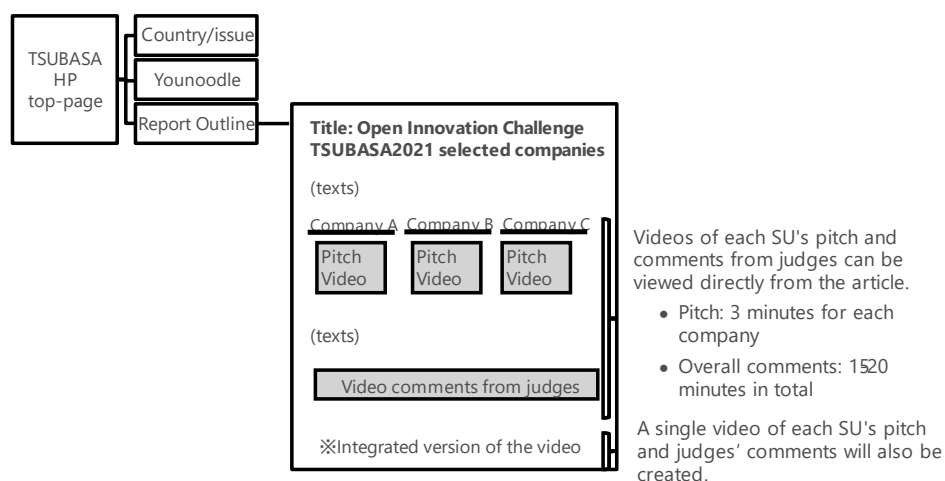


Figure 2-19: Release of the Results of the Open Innovation Challenge

Time allocation, speakers, and content details for each video					
		Content	Time	Speaker	Details
Comments from Judges	Greetings from the organizer	Greeting message from JICA/IDB Lab	6 mins	Mr. Takeuchi from IDB Lab and Ms. Uchikawa from JICA	<ul style="list-style-type: none"> • Summary of Judging Results • Overall impressions (what was good and what needs improvement) • Points that were emphasized during the selection
	Comments by external judges	Comments by three external judges	10 mins	Three external judges	<ul style="list-style-type: none"> • Points emphasized during the selection process • Impressions of the companies that passed the pitch selection based on the above • Encouragement for start-ups aiming to solve social issues in LAC
Pitch by start-ups		Pitch by each start-up (8 companies)	16 mins	Each start-up company	<ul style="list-style-type: none"> • MVV of the company • Summary of the idea • Potential to contribute to solving social issues in LAC

Figure 2-20: Contents of the Video on the Results of the Open Innovation Challenge

Chapter 3. Support/Monitoring/Matching Program for the Selected Companies

3.1 Support and Monitoring for Companies Participating in the Support Program

3.1.1 Outline of the Support

As an approach of the accompanied support of TSUBASA program, the survey team focused on (1) utilization of the knowledge and network of the survey team, (2) quick hit to enter LAC and (3) emphasis on the hypothesis of social impact, also considering the possibility of continuous assistance.

1. To utilize JICA/IDB's project knowledge and network for solving social issues in LAC, and to provide mentoring support for building highly feasible plans.
2. To place a great deal of weight on the quick hits that will be the specific entrance to LAC, while considering the medium- to long-term expansion of the selected companies.
3. To clarify the concrete idea of the beneficiary of social issues, and to build a hypothesis of social impact that spreads indirectly and continuously beyond the direct beneficiaries of the latest PoC.

In addition, the following were raised as the main points for solving social issues through business in LAC.

- **Short- and long-term social impact hypothesis**
 - Remote area
 - Low-income/poor, minorities
 - Multi-faceted chain effect, including indirect beneficiaries
- **Specific projects with local partners**
 - Organizations working to solve the social issues
 - Clear division of roles / complementary relationship
 - A partner that leads to continuous business relationship in LAC area
- **Self-propelled business model and business plan**
 - Short-term and long-term business models (especially short-term financial plans to reach long-term goals)
 - Hypothesis and feasibility of non-governmental candidate customers
 - Company structure and construction plan for business promotion in LAC area
- **Benchmark of novelty / competitive advantage**
 - Price competitiveness
 - Differentiation from the functions of similar products
 - Cost-effectiveness for the entire business model

3.1.2 Outline of the Program

The survey team held general meetings (three times), which gathered all selected companies at once, and individual mentoring sessions for each company. General meetings were conducted as the kick-off session in late November, as the interim session in late December, and as the final session in early February.

As for individual mentoring session, based on discussion between the selected companies and the survey team, activities including idea creation, information gathering on local circumstances and

business environment, and discussions with local candidate partners were conducted. Details of each session/discussion are as follows.

General Meeting

1. Kick-off session

Kick-off session, the initial event of TSUBASA Program was conducted on November 24th, 2021 (Wednesday). It was comprised of the whole session (8:00-9:00) and the group session (20:00-22:00) in which 6 companies participated and conducted online. The first feedback and the next step had been communicated to each company beforehand. Based on these contents, confirmation and Q&A were conducted in the session.

2. Interim session

The interim session was held on December 21, 2021 (Tuesday) 8:00-9:00, about one month after the individual mentoring started. In the session, the output towards the closure of this support and status of each company were shared. For this purpose, each company made a presentation in the format of the "four axes" described above (short- and long-term social impact hypothesis, specific projects with local partners, business model and business plan that can run on its own, and benchmarks for novelty and competitive advantage).

3. Final session

The session was held from 9:00 to 10:30 on February 3, 2022 (Thursday). As for the agenda, in addition to the summary by JICA and IDB Lab, the progress was reported by each company same as the interim session.

As for individual mentoring, at the time of the selection, it was assumed that the selected companies would be divided into incubation and acceleration groups and that the mentoring would be conducted separately for each group. However, since the target sectors, countries, and the closeness to the financing tool by IDB Lab differ greatly among the groups, it was decided to provide mentoring with each company individually without dividing them into groups. The outline of each company's individual mentoring is not disclosed here.

It is assumed that companies that have found prospective local partners are likely to apply for the IDB Lab program or are likely to be able to apply depending on prospective local partners. On the other hand, there are some companies for which it is difficult to apply for the IDB Lab program (i.e., it is difficult to find prospective local partners), and it is necessary to consider what support to provide after the completion of the first phase of the TSUBASA program.

Table 3-1: Correspondence Policy

		JICA Program	
		Other projects are ongoing	No other projects
IDB Program	There are local partners who are willing to apply (likely to apply)	<ul style="list-style-type: none"> ● IDB will continue to support companies that can apply most recently ● IDB will continue to contact and support for companies that can apply depending on the local partner 	(Same as the left)
	It is difficult to find such local partners	<ul style="list-style-type: none"> ● Support by JICA (Specific support content needs to be considered) 	Although there is no company that falls into this category this time, it is necessary to consider the correspondence policy in anticipation of the next TSUBASA program. (JICA private sector partnership, connection to private enterprises / funds etc.)

3.2 Post-implementation Session

3.2.1 Outline of the Event

At the post-implementation session, the video was filmed to introduce activities in TSUBASA2021. The main aim is to appeal the benefits to other promising companies and to form a thick population when implementing the continuation program from the next fiscal year onward. In addition, the promotion effect of each selected company and the improvement of JICA's presence in the Japanese startup community are expected.

The figure below shows the promotion policy for TSUBASA as a whole and the position of the post-implementation session within them.

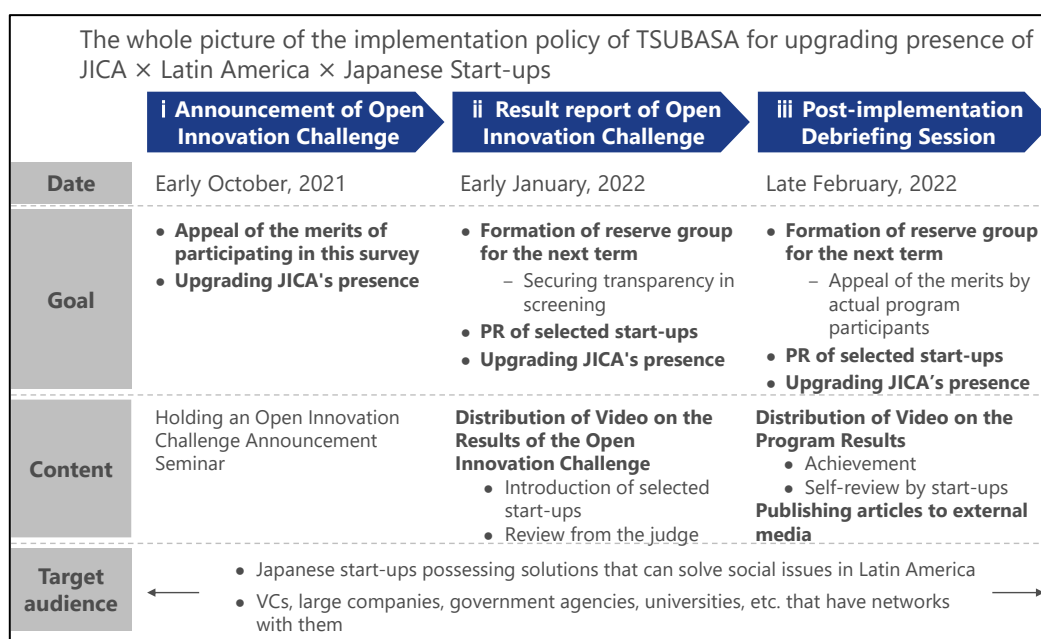


Figure 3-1: Overview of TSUBASA's Promotion Policy

After the support program is completed, the session was held separately for internal purpose among JICA, IDB Lab, and the survey team and for external disclosure. Considering the situation of COVID-19, both sessions were held online. For the internal session, the final reporting was made individually by each selected company. The main content of the session for external disclosure was a roundtable discussion between the selected company and BVC, who is in charge of the program operation. The recorded videos were distributed online and featured on the TSUBASA website. The outline of the post-implementation session is as shown in the figure below.

		Outline	Contents	Date
Post-implementation debriefing session	For internal discussion	<p>Internally sharing the results of each company</p> <ul style="list-style-type: none"> Final review of the program by each selected company Participated by IDB Lab, JICA, Study Team and selected companies only 	<ul style="list-style-type: none"> Opening remark Discussion results, after the Program, of each selected company Q&A 	Early February
	For external disclosure	<p>Externally publishing achievement with the main purpose of forming a reserve group for the next term</p> <ul style="list-style-type: none"> Roundtable discussion by start-ups and BVC as the main content Interview will be conducted online and recorded. The video will be posted on TSUBASA special website 	<ul style="list-style-type: none"> Roundtable discussion among a few selected companies and BVC <ul style="list-style-type: none"> Discussion result of each company Main brush up points Impressions of participating in TSUBASA Comments by organizer 	Early February

Figure 3-2: Outline of Post-implementation Session

The recorded video is composed of two main contents. In addition to the above-mentioned roundtable discussion, a review by JICA and IDB Lab, the organizers of this program, was included. In the roundtable discussion, representatives of four selected companies were invited to delve into the significance of this program from various angles, and in review, the results and prospects for the next fiscal year was summarized. The details of each content are as shown in the figure below.

Time allocation, speakers, details of contents of the video				
	Contents	Time	Speakers	Details of contents
Roundtable discussion by Start-ups and BVC	Roundtable discussion by start-ups and BVC, that is in charge of the program	About 20-30 minutes	Start-ups: 4 selected companies from the viewpoints of diversity, commitment and results <ul style="list-style-type: none"> Ms. Kajita, Singular Perturbations Mr. Suetsugu, sustainacraft Ms. Kanazawa and Mr. Luis, allm Mr. Ito, ad-dice Moderator: Mr. Nakayama, BVC	<ul style="list-style-type: none"> Discussion results of each company through the Program Points that have been particularly brushed up compared to when the program started Impressions of participating in TSUBASA <ul style="list-style-type: none"> Merits Improvement points for the future
Review by organizer	Comments by JICA and IDB Lab	5 minutes in total	JICA: TBD IDB Lab: Mr. Takeuchi	<ul style="list-style-type: none"> Review and achievements of the Program Future expectations for selected companies For the next term

Figure 3-3: Contents of Recorded Video and Outline of Each Item

The detailed program for the roundtable discussion is as shown in the table below.

Table 3-2: Program for Post-implementation Session and Roundtable Discussion

Opening	Opening remarks • Overview of TSUBASA (BVC) • Today’s purpose and composition (BVC) • Introduction of panelists (start-ups)	7 mins
1.	Reasons for applying for TSUBASA, hurdles for business development in LAC and expectations for the program (start-ups)	10 mins
2.	Benefits / results obtained in the program (start-ups)	10 mins
3.	Improvement points for the next term (start-ups)	3 mins
4.	Enthusiasm for the future business development in LAC and a message to the second generation (start-ups)	5 mins
Closing	(BVC)	

The video of the post-implementation session has been posted on the TSUBASA website. In order to disseminate and publicize this video to a wide range of audiences, the survey team secured a multi-layered access inflow route. Specifically, in addition to posting on social media advertisements, the survey team encouraged a large influx by posting links to Forbes Japan articles as mentioned later. The figure below shows an image of the posting location/method and inflow route.

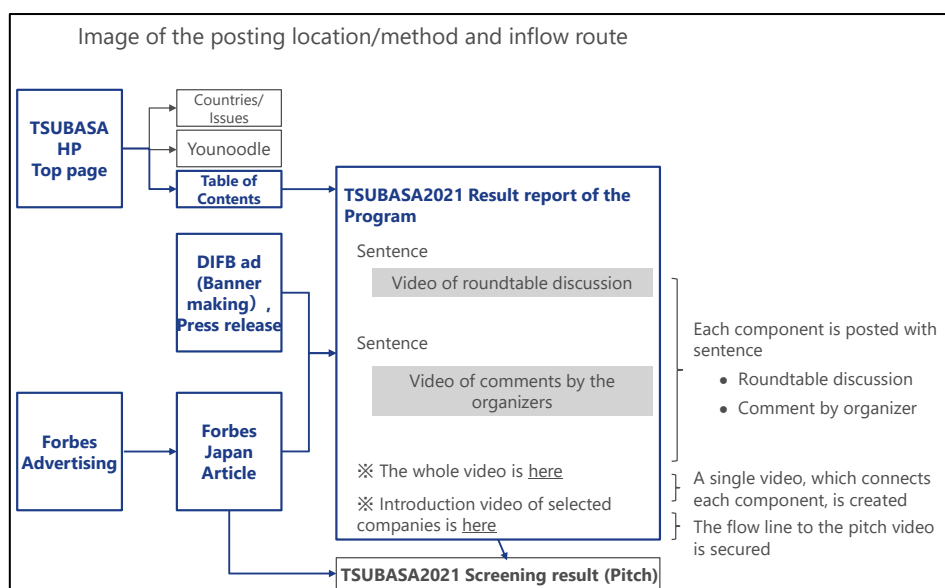


Figure 3-4: Overview of Recorded Video and Inflow Route

3.2.2 Posting to External Article

In addition to the post-implementation session, an article about TSUBASA will be posted to Forbes Japan. Through promotion activities using this article, the survey team will secure an inflow from a wide variety of audiences to the final report and post-implementation session of the Open Innovation Challenge. Forbes Japan was selected as the medium since it has readers of startups with an interest in technology and sustainability. Posting on Forbes Japan is expected to greatly contribute to the formation of the population in the next term, from the perspective of securing contact points between JICA/IDB Lab and startups that have no existing contacts, which was an issue in the first term of the TSUBASA program.

In addition to a dialogue between Imoto, Director of JICA and Takeuchi, Principal Advisor of IDB Lab, interviews with selected companies were conducted online. As for startups, Singular

Perturbations and sustainacraft were selected, from the viewpoint of fit to LAC and Forbes readers. The outline and contents of the article for external posting are as shown in the figure below.

Outline of posting		Contents (extracted from Forbes Japan's proposal)	
Outline of article			
Posting to	Forbes Japan (Web article) <ul style="list-style-type: none"> Posted to "Forbes Brand Voice" on top page 	Tentative title	Main: Japanese startups solve social issues in developing countries Sub: Incorporate emerging markets into your business growth strategy. Dialogue between JICA and IDB Lab, which are at the forefront of international cooperation .
Time	Late February	Interview style	Online dialogue <ul style="list-style-type: none"> JICA Director Imoto, Deputy Director Takeuchi of IDB Lab Online interview with start-ups <ul style="list-style-type: none"> Ms. Kajita of Singular Perturbations, Mr. Suetsugu of sustainacraft
Assumed reach	<ul style="list-style-type: none"> 5,000 PV secured Posted to Forbes SNS(FB/Twitter) (once for each) Posting slot in daily mail magazine provided (distributed to 200 thousand subscribers) 	Purpose	The basic concept of this article is to encourage Japanese startups to make more use of overseas markets, especially developing country markets, by making a vivid impression with the intention to attract them in that direction. The article introduces the significance of working in the Latin America, specific support from JICA and IDB that will greatly help in achieving it, information on selected companies, and encourages the main target to apply to the Open Innovation Challenge to be held next year.

Figure 3-5: Outline and Contents of the Article for External Posting

The article consists of four main components. In “(1) Startup's current situation and development potential”, awareness of issues and past efforts of JICA and IDB Lab are taken up. In “(2) Attractiveness and Hurdles for Startups in LAC,” the companies interviewed are introduced, delving into the attractiveness of LAC market from the perspective of private companies and the hurdles they face in entering the market. In response to (2), "(3) What JICA and IDB Lab can do to address the attractiveness of LAC for startups and the hurdles they face", JICA and IDB Lab explain the attractiveness of LAC for startups, the need for innovation, and the support that JICA and IDB Lab can provide to help startups enter the market. In the last section, "(4) JICA and IDB Lab's future support” covers a wide range of JICA and IDB Lab's future initiatives and expectations for Japanese startups. The following figure shows the details of the proposed structure.

	Production method	Assumed questions
(1) Startup's current situation and development potential	Forbes will interview the dialogue and write an article from its viewpoint, citing comments from Mr. Imoto and Mr. Takeuchi	<ul style="list-style-type: none"> Why JICA / IDB Lab is focusing on support for start-ups? <ul style="list-style-type: none"> Aims, expectations and awareness of issues on the background What kind of support do JICA / IDB Lab provide to start-ups? <ul style="list-style-type: none"> JICA's overall efforts and the position/contents of TSUBASA Support menu of IDB Lab
(2) Attractiveness and Hurdles for Startups in Central and South America	Online interview with 2 start-ups by Forbes	<ul style="list-style-type: none"> Introduction of the companies What is the attractiveness of developing countries, especially Latin America as a market? What are the hurdles for entrance? As for the hurdles, what are the merits of TSUBASA program and what do you expect from JICA/IDB Lab in the future?
(3) What JICA and IDB Lab can do to address the attractiveness and hurdles of Latin America for startups	Forbes will interview the dialogue and write an article from its viewpoint, citing comments from Mr. Imoto and Mr. Takeuchi	<ul style="list-style-type: none"> Why Latin America is recommended now? <ul style="list-style-type: none"> Needs of Latin America, opportunities for start-ups What can JICA / IDB Lab support for the hurdles unique to Latin America?
(4) JICA and IDB Lab's future support and the future we see	Forbes will interview the dialogue and write an article from its viewpoint, citing comments from Mr. Imoto and Mr. Takeuchi	<ul style="list-style-type: none"> What kind of initiatives will JICA / IDB Lab proceed from the perspective of start-up support in the future? <ul style="list-style-type: none"> Continuous efforts through TSUBASA What do you expect from Japanese start-ups?

Figure 3-6: Details of Content for Externally Submitted Articles

Chapter 4. Proposal for the Concept of LAC-Japan Innovation Platform

4.1 Overview and Purpose of the Platform

The expansion of Japanese startups into LAC is more limited than in other regions such as Southeast Asia and Africa. The background is the lack of basic information on the business environment, etc., the absence of role model startups, the inadequate policy support framework, and so on. In order to overcome these issues, to stimulate interest in LAC region and to promote their expansion, the formation of a platform is under consideration that connects the LAC startup ecosystem with the domestic startup ecosystem. However, as simply supporting their expansion would duplicate the role of other domestic organizations (e.g., JETRO), the significance of JICA's involvement here is that it aims to realize the expansion of Japanese startups that contribute to solving local social issues.

In this survey, the beta version of the platform has been built on a trial basis, utilizing JICA/IDB Lab as a hub, and based on the learning and feedback, the idea of ideal platform and post-project operation will be proposed.

4.2 Development of the Beta Version of the Platform

4.2.1 Concept of the Beta Version of the Platform

When the above platform links the startup ecosystems of Japan and LAC, it is assumed that it will play the following roles: (1) providing basic information for Japanese startups to consider entering the market, (2) generating interest and finding startups in Japan, (3) supporting the expansion of Japanese startups, and (4) supporting and generating interest in start-ups through business matching. However, it is difficult to complete all of these tasks within the time frame of this survey. Therefore, during this survey period, the functions to be systematized were narrowed down and constructed as a website as a beta version of the platform, and business competition and matching were conducted on an analog basis.

On the other hand, even if the starting point of the platform is to put up the general information of each country as the most basic function, it is assumed that it is not easy to get access to this platform itself while there are few Japanese startups interested in LAC at present. By setting the starting point as a business competition with an award for support and business matching by the JICA/IDB Lab, it will become an incentive for Japanese startups to access the platform, therefore the beta version of the platform has been positioned as a tool for conducting business competition efficiently and effectively. Specifically, the platform is designed to provide (1) access to necessary information on the platform from the perspective of Japanese startups when applying for business competition, and (2) the ability to accept and screen applications (to ensure that the minimum necessary information is provided) from the perspective of JICA/IDB Lab, the organizer of the competition.

4.2.2 Module for Information Provision

Within the period of this survey, an information publication module was developed from scratch as a special TSUBASA 2021 website. The detailed specification and its concept are as follows.

Target countries

The target countries for the basic information are the 28 countries covered by either JICA or IDB. Of these, six countries with relatively large economies - Mexico, Brazil, Peru, Argentina, Chile, and Colombia - were selected as priority countries for the inclusion of information on social issues.

Information

Country profiles and links to laws and regulations were published for all 28 countries. The country profiles cover basic information (capital, area, population, language, religion), political and economic situation, and education level, as well as priority areas and development cooperation policies set by the Japanese Ministry of Foreign Affairs. For social issues, the report provides an overview of the issues in the seven priority sectors of environment, sanitation, healthcare, education, transportation, agriculture and fisheries, and disaster prevention, as well as the current situation in each country (relevant priority countries) and examples of solutions provided by local startups. However, the seven priority sectors are only illustrative, and TSUBASA 2021 does not exclude other sectors and social issues and will provide a wide range of opportunities for business contest applications.

Search function

In order to make it easier for Japanese startups to access the information they need to expand into LAC, a search function on the top-page was created that allows users to search for information by country or by social issue. By linking social issues to countries that are particularly relevant to the six priority countries, the UI allows users to search for countries to expand into based on the social issues they can contribute to. Organizing information on social issues on the platform not only contributes to the systematization and visualization of information on local social issues and related companies, but also leads to the accumulation of knowledge and the creation of sustainable value and forms the basis for cooperation between JICA and the IDB Lab.

4.2.3 Module for Business Contest Management

It was decided to use YouNoodle, an existing SaaS platform used by IDB Lab, because developing a business competition website from scratch would have been too costly and it would have been difficult to create something new as there are already many similar websites out there. YouNoodle can handle the entire process of preparing for a business competition, from the announcement to the evaluation and selection of applicants, all on one platform. On the other hand, it does not cover the communication function after the selection of the winners of the competition. This was not an issue for TSUBASA 2021, as it provides analogue support and business matching, but in the future these functions could be included in the scope of the system.

4.3 Proposal for Next Actions

In this survey, the survey team collected information about each country to be published on the public information website, but in order to continue to be referred to by Japanese startups and to attract interest in LAC, it is essential to update the information in the future. The first point of discussion for future action is to decide on the process and structure for updating the beta version of the information disclosure function that has been developed.

In addition to this, there is the issue of how to automate the business matching process, which was not implemented in the beta version developed during this research period, and to what extent to implement the knowledge accumulation of leading companies and the technology database owned by Japanese companies as the basis for matching in the next step.

4.3.1 Update and Management of Existing Functions of the Beta Version

After the completion of this survey, the JICA/IDB Lab will need to update the information for the time being. First of all, JICA overseas offices are expected to update the country profile, but since the information source has already been designated, the burden can be reduced by reflecting the updated information as soon as it is available. As for the database of social issues, since many new issues do not arise every year, we believe that the workload will not be too great if we only

update the database after the completion of a project based on the issues identified in this survey. In addition, as each country office often publishes local information on Facebook, there is room for consideration of linking with social media in the future when reorganizing the platform functions.

As a supplement, a draft of the work process for updating the social issues database is shown below.

1. Issues raised by overseas offices are sorted out by the regional and issues departments in JICA headquarters
2. Collection of case studies from each country/region (corresponding to the links in the beta version)
3. Tagging and organizing them as a database (corresponds to the beta version of the social issues search portal)

4.3.2 Building a Database for Business Matching

Japanese side

As a mechanism to receive information on applicants for business competitions centrally on the platform, it is possible to combine the collection of information on what kind of startups have submitted proposals towards what kind of issues. The accumulation of such information every year will become big data and contribute to the construction of a database of Japanese startups and their technologies, therefore the issue to be discussed is how to manage it concretely, starting with the information on the companies that participated in the business competitions of this survey. For example, we will start by mapping the interests of the companies that applied for the business competition based on the country and social issues and visualize them on the platform. In addition, it is possible to store the comments and evaluation results of the business competition.

Also, to address the issue of the lack of role models, as a way of stimulating interest in LAC expansion among Japanese startups, an information exchange community will be formed between the startups that have been supported in TSUBASA 2021 and those who are interested in LAC expansion. While it has to be considered carefully to commit to such tasks due to restrictions of time and workload, we believe that even a loose connection would help to bridge the information asymmetry. It seems better to implement this in a way that doesn't incur large costs, such as using an existing SaaS like Discord, which is often used for communication between startups.

The local side

Compared to Africa, LAC has a different level of infrastructure development and a more developed startup ecosystem, and the quality of counterparts who are local catchers is higher than in Africa. These points are important in attracting Japanese interest in LAC region, and the construction of a database of local company information is a function that we would definitely like to incorporate as an ideal platform concept. The biggest point of contention in implementing the function is how to make it self-sustainable, since the construction of such a database would entail significant operational costs. Ideally, the JICA/IDB Lab should not update the information itself, but rather find local actors to partner with. For example, the AgTech Garage, a Brazilian accelerator, collects needs from major agricultural companies, including sponsors, and routinely disseminates information on its platform about technologies it would like to recruit for start-ups. This collaboration with the private sector allows for timely and low-impact updates. Existing tools such as InnoScouter and INITIAL, which provide SaaS for large companies, could be used.

4.3.3 Summary of Actions in the Next Phase

Topics	Next phase activities (Proposal)
Management and operation of the existing beta version	Construction of a low-impact information update process and system - Linkage with existing social media of JICA overseas offices, etc.
Construction of a database for business matching	Construction of a beta version of the Japanese technology database - Interest map for Japanese companies/startups
	Construction of a beta version of the local needs database - Identify and partner with private information sources
Stimulation of interest of Japanese startups	Creation of corporate community and its implementation in the system - Identify operational forms and tools - Attracting companies to join the community through promotion

Chapter 5. Summary

5.1 Objectives of the Study

5.1.1 The Value of Domestic Start-ups' Contribution to Solving Social Issues in Developing Countries

In recent years, with the accelerating pace of technological innovation, particularly in the IT and software industries, there has been an increase in the number of cases globally where innovative solutions (technology and business models) have generated not only economic returns but also significant social impact in ways that differ from traditional problem-solving approaches. The focus on start-ups as a key player in this process is increasing rapidly.

As indicated in Section 1.6, "Information provided to startups", startups are emerging as a key player in solving social issues in LAC region, and, for example, Nubank, a digital bank in Brazil, provides banking services using apps and cards to those who cannot have a bank account, and is reportedly planning a 10 trillion yen IPO in 2021. The following chart shows the growth opportunities for start-ups in the traditional industries.

The following figure provides an initial overview of the structural differences that have led to the emergence of start-ups as a key player in solving social issues compared to traditional industries.

	New business/ startup	Traditional business
Main industry	Data/tech-driven IT and software	labor-intensive manufacturing
Main focus of Japanese companies	Capture local markets in areas of technological superiority	Global supply chain integration and localization
Positioning of developing countries	Growth markets (sales/ co-creation partners)	Base for providing low price labor
Major players (examples)	FinTech Startup EduTech Startup HealthTech Startup RideShare Startup	Bank, security/ insurance companies, etc. Schools, cram schools Hospitals, clinics, medical personnel Cab, Car manufacturer, Transportation
Feature	Preparation Period	Short
	Scale	Easy
	Improvement speed	Quick
	Physical Scope	No limit
	Provision cost	Low
		Long Difficult Long Facilities and supply networks are constrained. High

Figure 5-1: New Industries/startups vs. Old Industries

Recently, in Japan, the startup ecosystem is becoming more mature, the number of startups and the amount of funding are increasing year by year, and Japanese startups have a great potential to solve social issues in LAC region. Japan has social issues in common with LAC, such as disasters and health and medical care, and there are many start-ups that potentially have innovations for solving social issues in LAC. There are also a certain number of Japanese start-ups that have been looking to develop their business in developing countries since their inception.

5.1.2 Attractiveness and Hurdles of the LAC Market for Japanese Start-ups

(1) Attractiveness of the LAC Market for Japanese Start-ups

Even for Japanese start-ups, LAC region has appeal as a market from multiple perspectives. The first point is the magnitude of social issues. In certain areas, social issues are more serious than

in Japan or other regions, and the region is seen as a frontier with great market potential for some start-ups. Among the companies selected for this study, sustainacraft, which approaches the forest area, has been looking at ASEAN and South America as a priority destination since its inception, and has a mission to "reduce the world's sad experiences". Singular Perturbations, whose mission is to "reduce the world's saddest experiences" by providing crime forecasting solutions, has defined LAC as a core region for its business development, as it is one of the world's most security-challenged regions.

The second factor is the size and growth potential of the market. In particular, in terms of scale, it has a population on a par with that of ASEAN and boasts an economic scale 1.8 times that of the ASEAN region.

Thirdly, the business environment. In addition to the favorable conditions of the business environment, including the infrastructure and communication environment, there were comments from startups that there is a high need for speedy response to social issues from citizens and governments. Also, some startups said that it is a market where they can easily secure an advantage in terms of the competitive environment.

Fourthly, due to the commonality of language, culture, and social issues, it is relatively easy to transfer knowledge gained in one country to other countries in the region.

(2) Hurdles to Business Development in LAC for Japanese Startups

On the other hand, it is a fact that the hurdles to business development in LAC are also high for Japanese start-ups.

The first is the relatively low presence of large Japanese companies in ASEAN, where a number of large Japanese companies have already established themselves, and they play a role as pilot companies for Japanese start-ups and initial partner candidates for start-ups. On the other hand, in LAC, the number of large Japanese companies active in the region itself is small, and the absence of a bridge for Japanese start-ups to enter the region is a major issue.

Second, and related to the first point, is the lack of access to potential local partners. In the first place, start-ups do not have information on how to connect with local players, nor do they have a network of such players. In addition, many potential local partners are reluctant to make direct appointments due to a lack of name recognition.

Thirdly, there is the language hurdle. The third hurdle is the language barrier, as it is necessary to speak Spanish or Portuguese when gathering information and communicating with potential local partners. The hurdles in the initial verification stage are high.

5.1.3 Significance and Value of Support Provided by Development Cooperation Agencies to Domestic Start-ups for Business Development in Developing Countries

In general, there are three main expectations of development cooperation agencies from the perspective of start-ups.

The first is the local network. The introduction of a network based on the credibility of public institutions and the experience of previous support is a significant added value for start-ups, for whom the acquisition of immediate customers and partners has a significant impact on business expansion.

The second point is the emphasis on social impact, not limited to return on investment. Social start-ups in particular have a long-term horizon from investment to payback, which is often incompatible with the policy of private investors who place the highest priority on short-term return on investment. JICA's mission of creating social impact is highly compatible with such start-ups.

The third point is to improve the credibility of start-ups. The public sector's experience in supporting startups helps them to create credibility, which in turn helps them to attract private funding. In fact, JICA provided financial and operational support for PMF verification to social startups in developing countries and Japan in the "Global Impact Investment Facility for Technical Cooperation and Ecosystem Formation: Basic Information Collection and Confirmation Survey" (LEAF) commissioned by DI. As a result, a good example of the catalyst effect, which accelerated private sector funding, was created.

	Outline	Voices of supported startups and surrounding players
Local network	<p>Introduction of local networks based on the credibility of past support by public institutions</p> <p>Past collaboration with local government and public facilities (hospitals, etc.) is helpful.</p>	<p>This PMF support provides not only funding but also JICA's connections. (LEAF India Health care SU)</p> <p>JICA introduced a local public hospital and it made progress in discussion on partnership. (LEAF Viet Nam Healthcare SU)</p>
Attitude on Social impact > investment return	<p>Support stance that emphasizes social outcomes and impact</p> <p>Time frame from investment to recovery is long, and the social value of startup is respected rather than the pursuit of returns.</p>	<p>Social health SU in Mexico commented the value of IDB Lab to SUs is creating social impact. Financial support for social project with long project period is under development. (IDB Lab)</p>
Improve corporate creditworthiness	<p>Attracting private sector funding through collaboration with public institutions</p> <ul style="list-style-type: none"> Track record of support from public institutions encourages startup credit creation JICA is Catalyst 	<p>Fundraising success due to JICA's PMF support. Credit enhancement from support is tremendous. (LEAF India Healthcare SU)</p> <p>Accelerated fundraising due to impact investment related support. (LEAF Indonesia Healthcare SU)</p>

Figure 5-2: Start-ups' Expectations of Government Bodies

In particular, JICA and IDB Lab, which have been working to create social impact in LAC region, have a wealth of information and networks in the region, and IDB Lab in particular has a wealth of experience in supporting start-ups in LAC, and has already developed a support program, including financial support, for start-ups in the region, so support through collaboration between the two is considered to be complementary and have very high added value for start-ups.

For JICA itself, support for Japanese start-ups to develop their business in LAC is also significant. First of all, not only in LAC region, but also in the "Global Agenda"¹ that JICA is currently examining, the creation of collective impact is emphasized in each strategy, and the search for forms of cooperation other than ODA and the combination of ODA and new forms of cooperation are positioned as very important perspectives for the organization. Particularly in LAC, where economic development is relatively advanced among developing countries, the cooperation of development assistance agencies is shifting from the development of large-scale social and economic infrastructure through loans, etc., to the development of the private sector. In the LAC region, where the number of countries that have graduated from ODA is on the rise, Japan needs to explore other forms of cooperation in order to maintain and develop bilateral relations on an ongoing basis. This is one promising option.

¹ Overview of Cluster Management in Development Cooperation Projects (2_21a00906.pdf (jica.go.jp))

5.1.4 Lessons Learnt from the Initiatives in This Survey

(1) Identification of Target Start-ups

In this survey, the priority areas of social issues in the target regions were set as medical care, disaster prevention, education, environment, agriculture, and transportation, and while we provided information on these issues and encouraged applications from a wide range of startups in the target issue areas, the target areas or the stage of the startups to be supported were not clearly specified, considering the fact that there are not necessarily many Japanese startups interested in the LAC region. However, there are no detailed rules or prioritization of the target areas or the stage of the start-ups to be supported. In addition, in order to provide a wide range of entry points for the Open Innovation Challenge, the requirements for application are "registered start-ups, small and medium-sized enterprises (SMEs) in Japan", "solutions and ideas that contribute to the achievement of the SDGs in LAC region (even if they are not yet commercialized as products or services)".

As a result, we received 23 companies with a wide variety of attributes, covering agriculture and food value chains, health and medicine, disasters, poverty and financial access, and public health, as well as a broad portfolio of company stages, from seed startups just starting out to late-stage startups that already have a base in LAC.

(2) Start-up Shading

(i) Information Dissemination at the Time of the Call

A special website was established to disseminate information on the issues and countries in the six priority regions and six areas.

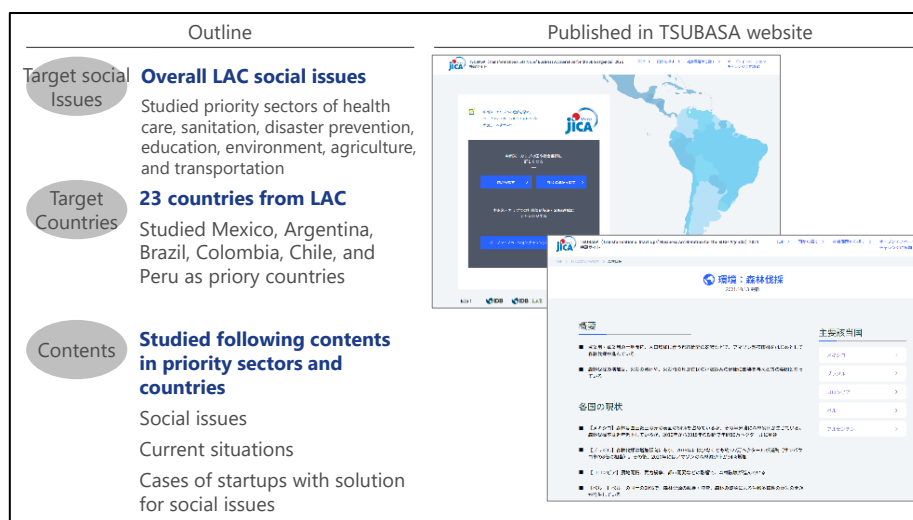


Figure 5-3: Content of Issues Raised on the TSUBASA Website

While companies found the information useful in determining whether their social issues were eligible for TSUBASA support, there were three main issues raised.

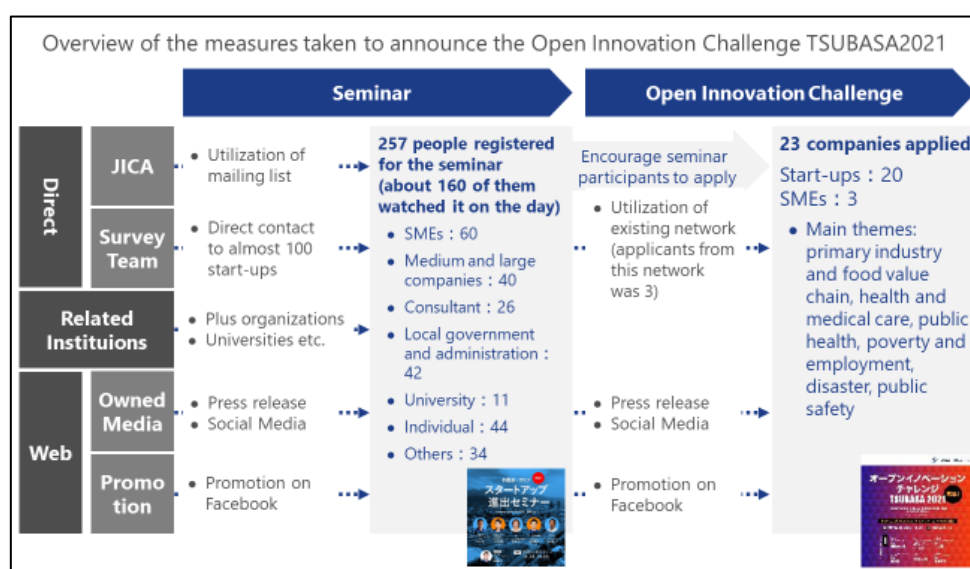
The first was the lack of information on possible solutions. Some of the selected companies suggested that "start-ups do not know which social issues in which countries their technologies can be applied to, so it would be easier for them to apply if JICA could clearly present the relationship between the social issues and the required products and technologies.

Secondly, there is a lack of information on local networks. One of the respondents said that it would be better if the information on potential local partners and the past support and activities of JICA/IDB Lab were made visible, so that the contents of the program and the benefits of cooperation with JICA/IDB Lab would be clearer.

The third point is to clarify the purpose of information disclosure. This website focuses on publishing information on a wide range of social issues in a shallow manner and does not support the collection of information for the purpose of more detailed project hypothesis testing. On the other hand, one of the respondents said, "In order to verify business hypotheses, it is necessary to collect pinpoint information on each company's key issues, so it is more useful to have local information and contacts with people who are knowledgeable about the issues than to post information on the website.

(ii) Announcement of the Open Innovation Challenge

In the process of publicizing the Open Innovation Challenge, we conducted a multi-layered publicity campaign, including the aforementioned pre-seminar.



As a result of the wide range of outreach measures, the final number of companies applying reached 23, although it did not reach the initial target of 30. From the interviews with the selected companies, it can be concluded that TSUBASA was effective in securing a wide range of inflow routes, as the inflow routes differed depending on the company, including SNS advertisements, JICA mailing lists, and introductions from acquaintances.

On the other hand, most of the companies that applied have received support from JICA or IDB Lab in the past, and although they are not considering entering LAC region or developing countries, finding, and cultivating a new group of companies that have potential solutions to social issues in LAC is an issue that needs to be continued in the future.

(iii) Selection

With regard to the selection, although there was some variation in the judging criteria among the judges, through discussions among the judges, the selected companies were generally selected in a way that all the judges were satisfied with. On the other hand, there was some disagreement as to whether some companies should be evaluated based on the content of their pitches or on the content of both the document review and the pitch.

The IDB Lab's financing tool also needs to be rethought to ensure consistency which has multiple categories to match the growth stage of startups, including Prototype (Discovery the IDB Lab Financing Tool has several categories for different stages of startup growth: Prototype (Discovery Products) for pre-seed, Spark (Discovery Products) for seed, and VC Funds and Direct Equity (Investment Products) for early stage. In the IDB Lab's support scheme, the local affiliated partners of the selected companies are preferred as funding sources, and it should be noted that if the equipment and services are already on the market and their prices are high, the possibility of adoption will be reduced even if an application is submitted. In any case, it is necessary to co-create the verification experiment project together with local partners. In addition, if the social impact of the project from the perspective of the IDB Lab is not clearly organized, it is naturally unlikely that the application will be adopted. For this reason, when applying for the IDB Lab support scheme, it is important to be able to clarify the social impact that is extremely important to the IDB Lab at an early stage, and to search for and select potential local partners who are willing to co-creating verification projects.

The refinement of the social impact and business model can be carried out with support after the start of mentoring, but if the main exit is to connect to the IDB Lab's financing tool, it may be a good idea to disclose any other factors that may be a knockout factor in advance at the time of the call for proposals, so that they can be taken into consideration during the screening process.

(iv) Publication of Results

In this survey, not only announcements were made, but also the results of the adoption of the Open Innovation Challenge and the implementation of the support program were actively disseminated to the public. It is important to continue to disseminate the results of the Open Innovation Challenge, as the transparency of the judging process and the results of the support program can lead to an increase in the attractiveness of the support scheme for start-ups. In addition, the dissemination of the results of this survey has led to enquiries about collaboration requests from the selected companies, and other benefits for the selected companies have also been confirmed.

	i Announcement of Open Innovation Challenge	ii Report of Open Innovation Challenge	iii Report of program implementation results
Schedule	October 2021	January 2022	February 2022
Focus	<ul style="list-style-type: none"> • Promoting benefits of participating in this program • Enhancing JICA's presence 	<ul style="list-style-type: none"> • Accumulate participants for the next program <ul style="list-style-type: none"> – Ensuring transparency of the selection process • Promotion of selected SU • Enhancing JICA's presence 	<ul style="list-style-type: none"> • Accumulate participants for the next program <ul style="list-style-type: none"> – Promote the benefits of the program through participants. • Promotion of selected SU • Enhancing JICA's presence
Content	<ul style="list-style-type: none"> • Organization of pre-announcement seminar for open innovation challenge 	<ul style="list-style-type: none"> • Share video reports on results of Open Innovation Challenge <ul style="list-style-type: none"> Introduction of selected SUs Critique from the judges 	<ul style="list-style-type: none"> • Share video reports on results of program <ul style="list-style-type: none"> Outcome of program Review by participants • Publication of articles in foreign media
Target	<ul style="list-style-type: none"> • Japanese SUs with solutions on social issues in LAC countries • VCs, large corporations, government agencies, universities, etc. that have networks Japanese SUs 		

Figure 5-4: Overview of PR Measures at TSUBASA

(v) Establishment and Operation of the Community

As for the selected companies, support is currently being provided to each company individually, and the opportunity for the selected companies to meet together is limited to the interim and final reports, even though they are online. On the other hand, in preparation for the next TSUBASA, it is necessary to consider methods of continuous communication based on the content of the current summary.

There have been many requests from the selected companies for the formation of a community among start-ups aiming for LAC, and for example, there have been requests for the introduction of companies that have developed business in LAC with the support of not only TSUBASA but also JICA and IDB Lab in the past.

In addition, it is envisaged that feedback from the screening process will be sent individually to non-selected companies for follow-up, and it is important to continue communication with them in order to encourage them to reapply for the program next year. It will also be useful to share the insights gained through this year's support program (e.g., building a story about the impact on social issues, considering the competitive advantage and innovativeness of the solution) in order to brush up applications for next year and beyond.

(3) Development of Support Menu

(i) Implementation and Feedback from Selected Companies

The goal of the support program was mainly to apply for the IDB Lab financing tool and to obtain local partners for this.

<Feedback from the selected companies>

Good points

- The goal is clear and easy to understand
- Although the program does not provide financial support on its own, the fact that the exit point is IDB Lab's financing tool made it attractive for us to apply.

Areas for improvement

- It was not made clear at the time of the call that the purpose of the program was only to apply for the IDB Lab's financing tool, so there was a big discrepancy between what we expected and what actually happened.
- If the exit is limited to the IDB Lab's Financing Tool, the requirements for adoption should be made clear at the time of the TSUBASA call.
- It should have been made clear at the time of the call that the IDB Lab's financing tool is targeted at the "poor/vulnerable". This is an area that is difficult for start-ups to monetize, so it is necessary to position the initiative internally.
- It should be made clear in advance that IDB Lab's support targets collaboration with private companies rather than public institutions.
- It is difficult to understand the relationship between the content of the support program and the IDB Lab's support.
- It was not clear what the goal was when applying, and as a result, it was not possible to understand what the goal was throughout the program.

■ Timing and form of support

<Implementation details>

The duration of the program was three months, from November 2021 to January 2022, and the entire program was conducted online.

<Feedback from the selected companies>

Good points

- The 3-month support period was appropriate in light of the goals set.
- The fact that it was conducted online allowed us to be flexible in considering the countries and social issues to be covered. If we had visited the countries earlier, it would have taken more time and there would have been more bias in the selection of countries due to the sunk cost effect. By doing it online, we were able to compare and contrast quickly and broadly and select the best countries to target.

Areas for improvement

- The timing of the project coincided with the end of the year and New Year period, as well as local holidays, which had a significant negative impact on the search for partners.

■ Contents of the support program

<Contents>

- In addition to brushing up the ideas by BVC, JICA and IDB Lab introduced the local network. In addition, one JICA staff member was assigned to each company as a TSUBASA partner² to support the discussions.

<Feedback from the selected companies>

Good points

- Overall
 - Even for local companies that do not have a direct network with JICA and IDB Lab, the credibility of the two organizations was a great support, and we were able to contact local companies that had not even responded to us before due to lack of name recognition. In particular, the fact that IDB Lab has the financing tool is an advantage for local companies and makes it easier for them to listen positively to us.
 - The existence of a partner is essential for expanding into the local market, but we did not have information on how to connect with local players or a network of such players in the first place, so the knowledge and network of both JICA and IDB Lab were of great value.
- JICA
 - It was of great value to have the support of a proactive and linguistically competent person as a TSUBASA partner. Initially, we were expecting subject matter experts, but as it turned out, we found the support of people with the above skills and attitude more attractive than subject matter experts.
 - When we first applied, we did not expect to receive such a generous level of support. We would like to receive continuous support in the future and would appreciate it if JICA staff could be seconded to the project.
 - TSUBASA's partners have good language skills and were able to attend business meetings, translate documents and provide information, which helped to speed up our discussions.

² TSUBASA partners are the exclusive supporters of the selected companies, who were recruited from within JICA to attend each company's support program and help develop networks in order to understand the principles of startup behavior.

- IDB Lab
 - The introduction of the IDB Lab network led to concrete projects, which is a great achievement.
 - In a market where it is important to know who you are being introduced to, IDB Lab's name recognition and credibility was of great value
 - The IDB Lab's interaction with potential local partners accelerated the collaboration. In particular, IDB Lab's name recognition is of great value in LAC and negotiating in Spanish gives a powerful impression that it is easier to move forward when the IDB Lab representative speaks Spanish.
 - The support provided by IDB Lab in attending meetings with potential local partners and providing advice was very helpful.
 - The IDB Lab's support in fleshing out the logic of social impact for the application of the financing tool was very valuable.

- BVC
 - From the beginning, we were looking forward to BVC's mentoring. The mentoring from an investor's point of view enabled us to consider and make decisions with a sense of speed.

Areas for improvement

- JICA
 - While the IDB Lab targets the private sector, we hoped that JICA would proactively introduce us to the public sector network independently of the IDB Lab.
 - Even if it is not connected to the IDB Lab's financing tool, we expected JICA to use its network of local offices to secure partners.
 - There was no involvement of JICA in the support in LAC, and it was difficult to understand the value of JICA's contribution in the support program.
 - When we applied, we expected to gain access to local networks and first-hand knowledge of local issues that only JICA can provide, but we did not get what we expected due to the lack of contact with JICA throughout the program.
 - The TSUBASA partners gave us input on what the local offices were doing, but we wanted more contacts in LAC and with people who were more familiar with local issues.
 - We were not able to define what we wanted from the TSUBASA partners and were not able to make use of them.

- IDB Lab
 - We would have liked a more detailed explanation of the financing tool in the early stages, using presentations rather than oral presentations.
 - I would like to see a clear description of the steps to apply for the financing tool (content of the application documents, items to be prepared, time frame).

- BVC
 - The BVC helped us to brush up our idea and prepared some documents, but we did not understand what they would lead to.

■ Follow-up after support

<Feedback from selected companies>

- Support for collaboration with local partners
 - It would be helpful to receive support from JICA for travel and interpretation/translation costs required for collaboration with potential local partners, especially in LAC, as these costs are high.
 - Additional support for fieldwork in the region would be appreciated.
 - JICA support would be appreciated as it is essential to actually travel to the region and visit the sites from the perspective of "local and actual".
 - It would be good to have support in preparing the application documents for the IDB Lab's financing tool. In particular, it is difficult to collect data on social issues due to the language barrier, and we would like JICA to share its data and the latest statistics.

- PMF verification
 - We would like to see the establishment of a seamless support menu that would allow us to financially support PMF verification without delay after obtaining a local partner candidate.
 - We look forward to the establishment of JICA's own finance scheme for PMF verification support, but the current "Support for SMEs and SDGs Projects" needs to be modified because the contract is complicated, time-consuming, and not user-friendly for start-ups. We would like to see the construction of a new support menu that enables smoother support.
 - JICA's scheme for supporting SMEs and SDGs projects is riddled with problems and is particularly difficult for start-ups to use. In particular, the number of man-hours required to sign a contract is enormous and the time taken to conclude a contract is long, resulting in missed business opportunities. In addition, the lack of support for labor costs is a major problem for software-related companies. Despite these challenges, there are few grants accessible in LAC and we have to rely on them.

- Ongoing referrals to local networks
 - There is a need for funding from the public sector abroad, and it would be good if JICA could build relationships not only with local companies but also with donors such as the World Bank, IDB and ADB through JICA
 - We would like JICA to continue to support us not only in terms of initial local partners, but also in terms of networks, such as introducing potential clients at the time of business development.
 - Ideally, we would like to have a person in charge at all times and be able to ask for network introductions when necessary.

- Possibility of collaboration on yen loans and technical cooperation projects
 - We would like to see a scheme for collaboration, not just support, for start-ups. In particular, it is unclear how to access yen loans and technical cooperation projects. Expectations for the establishment of a certification system for the use of private companies by JICA, like METI's J-Startup.
 - JICA's major differentiating factor from other players is its financial strength, especially in ODA, and we have high expectations for collaboration in yen loan projects.
 - Expectations for the establishment of systems that make it easier for start-ups to participate in public procurement. For example, some overseas governments have made it a requirement for start-ups to participate in public procurement.

(ii) Issues from This Term

■ **Linkage between the exit/goal of support and the content of support**

A number of selected companies pointed out that the exit/goal of the survey was unclear. Initially, there was an agreement among the management that the goal of TSUBASA was not limited to the IDB Lab's financing tool, but after the program started, the next step in TSUBASA 2021 was clearly stated to the selected companies as the IDB Lab's financing tool only. The content of the support program was also focused on connecting to the IDB Lab's financing tool, and the selected companies had high expectations. As a result, the adoption requirements, support contents, and goals were not consistent, and there was a gap between the expectations of the adopted companies and the support contents. In particular, some of the selected companies said that they were not aware that the exit point was limited to the IDB Lab's financing tool and that the program was specialized only in connecting them to the IDB Lab, and that they expected to be introduced to JICA's own network, however JICA's involvement was not obtained at all. There was also a comment that the correspondence between the IDB Lab's financing tool and the program's implementation was unclear, and a point was raised about the lack of prior explanation of such financing tool's adoption requirements and targets.

■ **Timing and format**

Due to the effects of COVID-19, the originally planned trip to the region was cancelled in favor of online support, but the flexibility of online support (e.g., the ability to change the target country midway through the project) proved to be beneficial to the start-ups. As for the timing and duration of the support, the fact that it coincided with the year-end and New Year holidays and local public holidays was a major disadvantage, especially in terms of tapping local partners. In addition, the IDB Lab requested that we move up the next implementation period because it coincided with the busy business season at the end of the fiscal year (the IDB fiscal year is a calendar year).

■ **Customizing the support**

Initially, it was envisaged that the selected companies would be selected separately for incubation and acceleration, and that accompaniment support would be provided to each group separately. However, because of the great differences in the target sectors and countries within each group, as well as in the level of challenges faced by the IDB Lab in achieving Financing, it was decided that accompaniment support would not be divided into groups but would be provided to each company individually.

■ **Assessing companies' ambitions for LAC expansion**

In the case of start-ups, the level of involvement of the management team was also a factor, and the more ambitious the company, the smoother the process of refining the impact hypothesis and business model.

■ **Use of the JICA network and the role and structure of TSUBASA partners**

The selected companies pointed out that they had not been able to fully utilize JICA's local network and first-hand knowledge of local issues, despite the fact that this was an expectation at the time of application.

In some cases where TSUBASA partners have been willing to work on their own initiative and where companies have been able to design a way of sharing tasks with TSUBASA partners, this has been a major driver of discussions with local companies. On the other hand, some companies expressed a lack of clarity about the role of the TSUBASA partner and a desire to see TSUBASA partners' human resource requirements and expertise. In addition, some of the companies that have been successful in using TSUBASA partners pointed out

the necessity of clarifying the position of TSUBASA partners within JICA in order to establish an ongoing system of TSUBASA partners in the future.

■ **The contradiction between solving social problems and corporate growth strategies**

The IDB Lab's financing tool targets "poor/vulnerable", which is an area that is difficult for start-ups to monetize, so it is necessary for the selected companies to sort out the positioning of their growth strategies in relation to the content of TSUBASA and the content of their applications to the IDB Lab's financing tool.

■ **Follow-up after the completion of this survey**

After the completion of the survey, many of the selected companies will aim to apply for the IDB Lab's Financing Tool, but there are multiple steps to be taken before the application, including co-creation of demonstration projects with potential local partners, and the IDB Lab plans to take the lead in providing support. In addition, there is a great demand for JICA to establish its own support for PMF verification.

5.2 Proposal for the Next Term

5.2.1 Design of Next Year's Activities

In designing the content for the next period, it is essential that JICA, IDB Lab and other interested parties reach a consensus on the vision of TSUBASA. Specifically, JICA/IDB Lab should seek for a new way of development assistance in LAC by effectively and continuously realizing the following three points (A, B and C) with the supreme mission of creating social impact in LAC through the implementation of TSUBASA. On the other hand, since the number of Japanese start-ups interested in LAC region is limited to begin with, it is necessary to pay close attention to the fact that effective and efficient sourcing as a whole will be difficult unless the balance between the demand described in A and the supply described in B is carefully determined.

- A) Identify priority social issues and necessary solutions for JICA/IDB Lab.
- B) Identify and select Japanese start-ups that can help solve these issues.
- C) Continuously support the selected start-ups in their efforts to solve local issues.

In order to achieve the above goals, this study was a first trial focusing on "B: Identifying and selecting Japanese start-ups that can be the leaders in solving the problems" and "C: Continuing to support the local efforts of the selected start-ups in solving the problems".

5.2.2 Issues Obtained from the Trial of This Survey

In the following, we describe the awareness of the issues obtained from this study for each of A, B and C.

A: Identification of social issues to be solved as a priority for JICA/IDB Lab and necessary solutions

In this study, the seven priority areas of social issues were health care, sanitation, disaster prevention, education, environment, agriculture, and transportation, and the six priority countries were Mexico, Brazil, Argentina, Chile, Peru, and Colombia. However, the priority sectors and countries deviated from the priority sectors and countries set by JICA and IDB Lab, and due to time and resource constraints, we were only able to get an overview of the issues and did not identify specific stakeholders and necessary solutions.

B: Identification and selection of Japanese start-ups as potential problem solvers

Although we were able to obtain applications from 23 high-quality companies, a breakdown of the applicants shows that there were a certain number of companies that had received support from JICA or IDB Lab for business development in LAC in the past.

From the perspective of creating a sustainable social impact by Japanese start-ups in LAC, it is considered necessary to discover new start-ups that have potential solutions to social issues in LAC, although they are not currently considering entering the region.

C: Ongoing support for selected start-ups' efforts to solve local issues

In order for Japanese start-ups to create social impact locally, four steps are necessary: brushing up the idea, collaboration with local partners, PMF verification, and business expansion, and it is necessary to develop an integrated support menu for these four steps. In this study, we tried to connect domestic start-ups to the IDB Lab's financing tool, which supports the PMF verification and business expansion steps, but we found three major issues.

The first was that after the companies were selected, the main exit point for the support program was set at the IDB Lab's financing tool, and the support program was aligned with its application requirements. In particular, for those companies that had intended to collaborate with local public institutions, the IDB Lab's Financing Tool promoted to collaborate with local private companies.

Secondly, there is a gap between the initial expectation of JICA's support and the content. As mentioned above, the support menu was designed to connect to the IDB Lab's financing tool as the main exit and objective, and the selected companies had high expectations for JICA's network of local public institutions and knowledge of local social issues.

The third point is the support system for the period between the end of TSUBASA as the scope of this study and the start of the IDB Lab's financing tool. While the main scope of this survey was to brush up ideas and conduct initial tapping with local partners, even after the end of this program, the support system for collaboration with local partners includes the initial verification of the possibility of collaboration, discussion on the possibility of collaboration at the knee-jerk level, planning of PMF verification, and application for IDB Lab's financing tool. The IDB Lab's financing tool is also involved in this process. In addition, it is important for start-ups to actually travel to the region to conduct site visits and discuss collaboration with potential partners. In order to meet the needs of these activities, it will be necessary to establish a menu of support services, such as travel funding and advisory services, within the time frame of this survey.

5.2.3 What to Do Next Year and Beyond

Based on the three issues defined above (A to C), the following is a list of recommendations on what should be done in the next fiscal year and beyond.

A: Identification of priority social issues and necessary solutions for JICA

It is important to understand the priority segments of start-ups that JICA will support, and to break down the social issues that JICA will prioritize into solutions, and to identify the companies that have those solutions. This will enable us to define clear criteria for the selection of companies and solutions, and to proactively approach promising start-ups. In LAC region, the number of interested domestic start-ups is limited, but by identifying start-ups by name and approaching them, it will be possible to increase collaboration. In fact, Challenergy, the company selected for this study, was directly approached by the Madagascar office as a major opportunity to collaborate with JICA in the past, and the company has a history of considering expansion into the African region after being approached. It is assumed that the company will use both the push strategy to

pinpoint start-ups and the pull strategy to widely disseminate information and arouse the interest of start-ups.

In the “Information Collection and Confirmation Study on Matching Needs of Developing Countries with Private Sector Technologies for the Realization of a Global Low-Carbon Society”, DI is implementing with JICA's Private Sector Partnership Division to systematically identify issues, stakeholders, and needs in four areas in nine countries, and to identify promising solutions at the technology and product level, as shown in the next and succeeding figures.

This approach has created the advantage for JICA to identify specific solutions to maximize development impact, and for start-ups to clearly understand how their ideas and products can contribute to solving local social issues. The results of the project are as follows. It would be ideal if the selection and definition of priority social issues could be linked to JICA's Global Agenda and Cluster Business Strategy, which are currently being formulated by JICA's Major Issues Division, to strengthen the linkage with the achievement of JICA's overall mission and goals. This would be ideal.

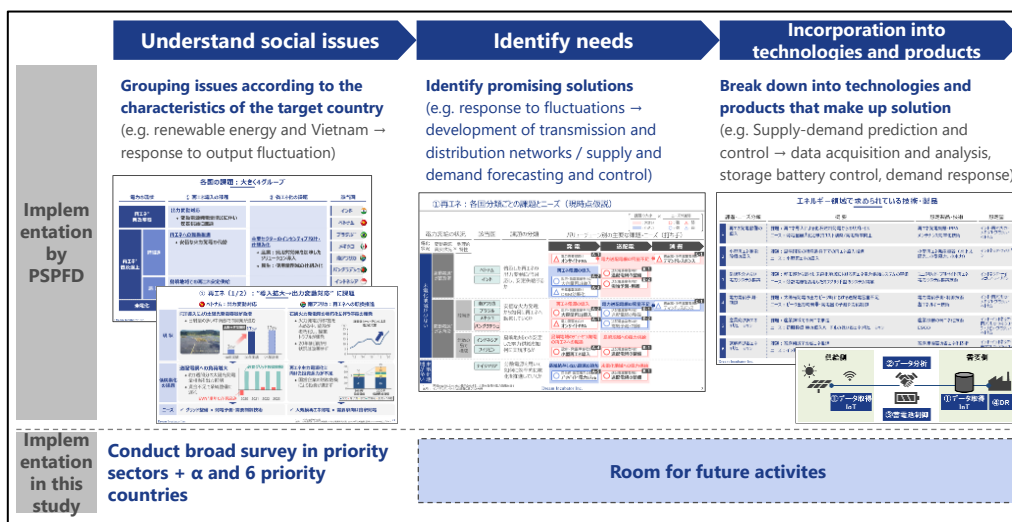


Figure 5-5: Examples of Social Issues "Broken Down" in the "Information Collection and Confirmation Survey on Matching Needs of Developing Countries with Private Sector Technologies for the Realization of a Global Low Carbon Society

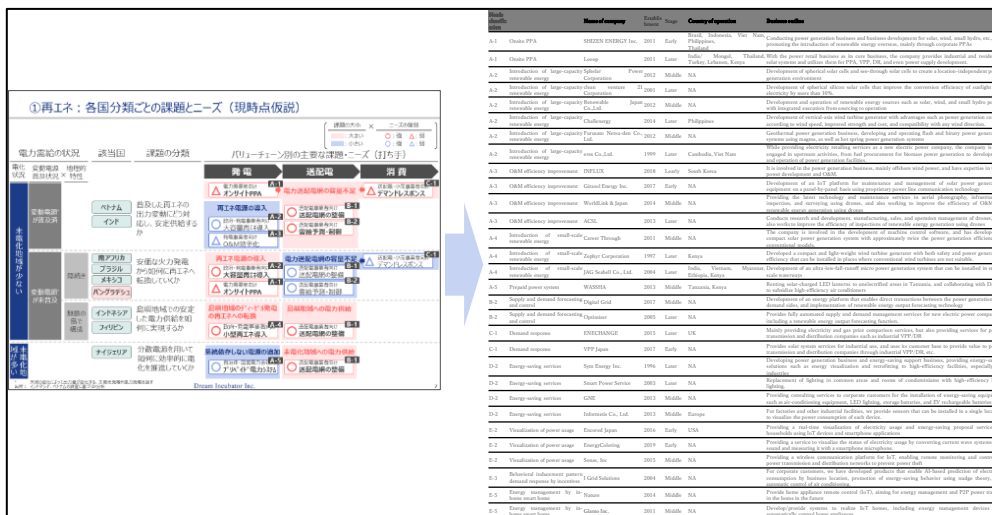


Figure 5-6: Example of "Identification" of Start-ups in the "Information Collection and Confirmation Survey on Matching Needs of Developing Countries with Private Sector Technologies for the Realization of a Global Low Carbon Society"

B: Identification and selection of Japanese start-ups as potential problem-solvers

In order to identify and select Japanese start-ups as potential problem-solvers, JICA/IDB Lab needs to improve its targeting and sourcing strategies for start-ups based on its vision.

1) Targeting strategy

In addition to the degree of match between the priority issues identified in A and the desired solutions, it is also necessary to consider the growth stage of the selected start-ups. Among Japanese start-ups, there is a big difference in the awareness of the issues and the phase of preparation for overseas business development depending on the characteristics of the target company, and it is necessary to establish a support menu for each company. In fact, even among the companies selected this time, middle- to late-stage companies that already have a base in LAC, such as Allm and Music Securities, and seed- to early-stage companies such as sustainacraft and DIVE INTO CODE, differ in terms of the resources they have, their awareness of the issues they face, and their awareness of overseas expansion. In the next fiscal year, this will be considered.

In selecting target segments, the key point is how to set the KPIs to be emphasized at present. For example, if the creation of successful cases of business development in LAC is set as the most important KPI, an approach that focuses on a few companies with abundant resources, such as post-IPO companies, can be assumed. On the other hand, if the most important KPI is to increase the number of companies interested in LAC region, seed to early-stage start-ups with a particularly large number of companies are promising. In this case, given the limited number of potential parties interested in LAC, it is assumed that sourcing will be focused on seed and early-stage start-ups, but that other segments will not be excluded.

2) Sourcing strategy

Firstly, there are three main sourcing strategy approaches that are likely to be viable even in the short term, and which need to be customized according to the aforementioned targeting strategy and the scale (e.g., number of companies ultimately selected) that is desired.

The first is to conduct a promotion campaign that can appeal to a wide mass audience by using social media, which was also conducted in this survey; the second is to proactively approach start-ups that can be identified as a result of A; and the third is to involve various domestic start-up support organizations. The third is to involve various start-up support institutions in Japan. In this survey, we tried to collaborate with public institutions through Plus, but there is a lot of room for further collaboration with not only public institutions but also private VCs, universities, and accelerators.

In addition, in order to promote the sourcing of start-ups in a more sustainable and systematic manner, it is also important for JICA to accumulate and properly manage the data of the companies that it has identified in its own database, and to manage the data by considering the chronological information, such as when the company came into contact with JICA and what kind of relationship it has with JICA now, which could lead to the creation of a very valuable asset for JICA.

Also, in order to stimulate interest in business development in LAC from a medium- to long-term perspective, it is essential to disseminate successful examples of business development by Japanese start-ups, and it is necessary to develop a comprehensive promotion strategy. In addition to TSUBASA's achievements, it is also possible to disseminate case studies of successful local companies such as Umitron, Tera Drone and DataSection. In addition, it is also worth considering the establishment and management of a regular community as a concrete measure to strengthen ongoing contact. As shown in the following figure, there are a variety of options for how to engage with the target population and how often to maintain contact, and initial ideas include media management, seminars and workshops, and the provision of a place for real emergence.

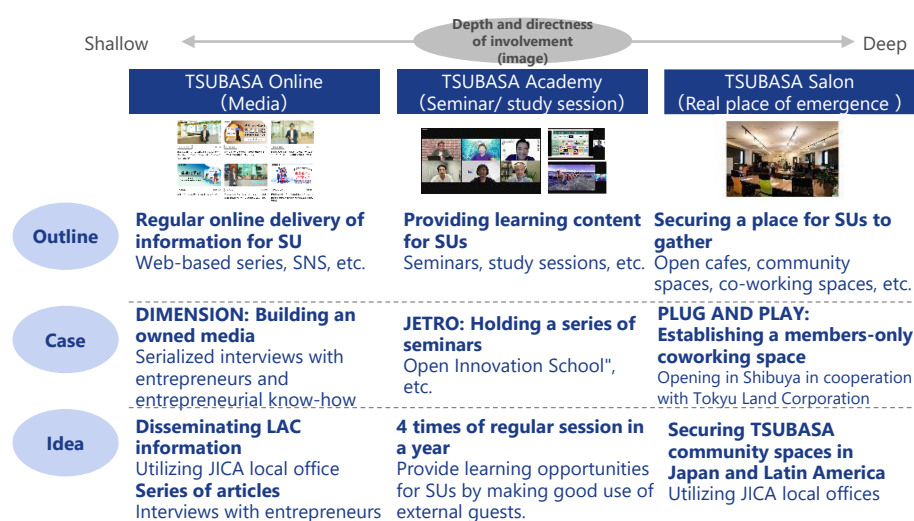


Figure 5-7: Possible Approaches and Directions for Community Management (Initial Proposal)

C: Support for start-ups to solve local problems

In order for Japanese start-ups to create social impact in the local market, it is necessary to provide a comprehensive menu of support for the four steps of cocreation of idea, local partner collaboration, PMF verification, and business expansion, and to provide it in a timely manner to meet the needs of start-ups. In addition, the requirements for adoption in each of these processes must be met. It is also important to design the support menu after defining in advance the

requirements for adoption and the results to be achieved in each process. The following figure shows the overall picture of the proposed menu design for the future.

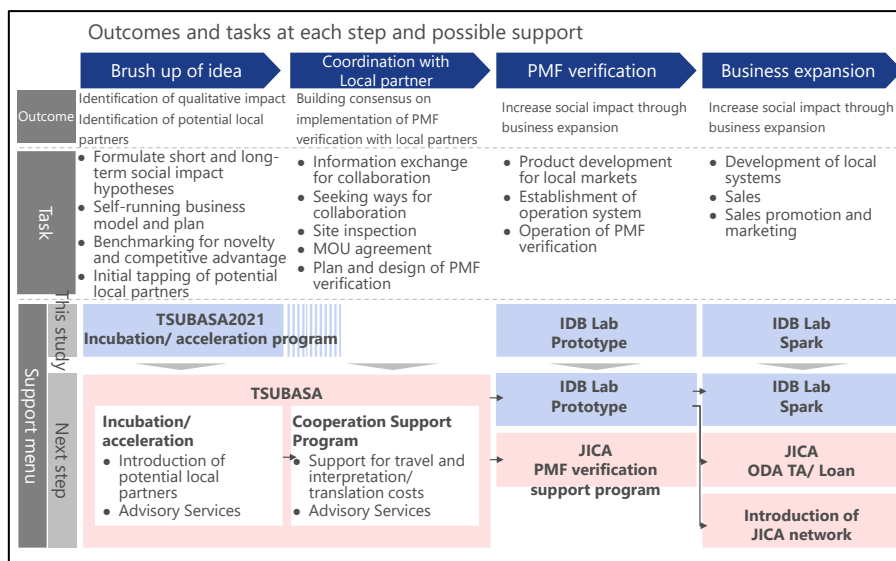


Figure 5-8: Outcomes and Tasks at Each Step and Proposed Support Menu

Cocreation of ideas and collaboration with local partners

For the coming year, TSUBASA proposes a two-tiered structure: an incubation and acceleration program and a collaboration support program. The incubation and acceleration program will continue to provide support for the cocreation of ideas. We propose to redesign the program based on the feedback received from the selected companies in this survey, and to build a "model" for sustainable operation. The collaboration support program will support the steps of local partner collaboration. The program will provide financial support for fieldwork, advisory services for collaboration with local partners, and assistance in preparing applications for the IDB Lab's financing tool.

The TSUBASA partner initiative, which was implemented as a trial this term, has made a significant contribution to the selected companies, and we propose that the definition of roles and the positioning of work be promoted in order to ensure its continued implementation.

PMF verification and business expansion

As for the steps of PMF verification and business expansion, it is assumed that the IDB Lab's Financing Tool will cover these steps as in the current fiscal year, but JICA's own support menu has extremely high expectations on the part of start-ups, and it is worth considering the establishment of a new support menu.

In terms of PMF verification, JICA's "Support for SMEs and SDGs Projects" can provide support, however considering the unique characteristics of start-ups, such as the length of time required for contracting, the complexity of contracting, and the lack of subsidies for personnel costs, there is much room for improvement in terms of attractiveness and benefits.

In terms of support for business development, there are two areas that could be addressed: firstly, the creation of a mechanism for cooperation with start-ups in loan projects and technical cooperation projects. There is a great need to make it a requirement for start-ups to participate in project formation and procurement, to design a certification system for start-

ups based on METI's J-Startup, and to create a dedicated liaison office for start-ups in those projects. The second is JICA's continuous introduction of local networks. In addition to introducing potential customers and partners for local business expansion, JICA could also help connect start-ups with local start-up support ecosystems, such as accelerators and VCs, which provide accompaniment and support.

Appendices

Appendix 1

Survey Report on Overviews of Startup Ecosystem in LAC Countries

Social issues by sector in each country and examples of startups (Mexico)

N°	Sector	Sub-sector	Current situation and issues	Government policy	Case of startups
1	Environment	Deforestation	<ul style="list-style-type: none"> Forests cover 64% of the original surface of the national territory, and a little over half of it is degraded to some extent. Deforestation rates have been declining recently, but reached 100,000 hectares per year in the 2010-2015 period. 15 million hectares of Mexico's 66 million hectares of forests and jungles are managed under the sustainable forest management. However, Only 3 million hectares are certified for good forest management 	<ul style="list-style-type: none"> Protect terrestrial and aquatic ecosystems and biodiversity to ensure the provision and quality of environmental services. Sustainable use of natural resources and biodiversity based on community-based planning and management. Recovery of ecosystems and priority species based on scientific and traditional knowledge. Strengthening environmental governance through participation, transparency, inclusion, equality, and access to justice in environmental matters. Clarification of government policies to contribute to environmental citizenship management, including sustainability, human rights and gender. Strengthening the capacity of populations, ecosystems, and strategic infrastructure to adapt to climate change, using traditional knowledge and technological innovations. 	<ul style="list-style-type: none"> Grupo Promesa: Provider of education and social guidance intended to develop and implement programs dedicated to transforming Mexico's environmental culture. Web: https://www.grupopromesa.mx/
		Air pollution	<ul style="list-style-type: none"> Air pollution has caused the deaths of at least 20,000 people. Of the 66 cities in Mexico that have information from the national monitoring network, all have been recorded as having poor air quality for at least one day. The metropolitan area of Mexico City exceeded 64% of the standard ozone concentration. 	<ul style="list-style-type: none"> Promote research and culture towards sustainable development, and promote mechanisms and instruments that motivate the joint responsibility of all social actors. Promote management, regulation, and monitoring to prevent and control pollution and environmental degradation. Create and strengthen enterprises that contribute to the social, cultural, and environmental heritage of local communities. Promote the development of fruit and timber in local agricultural communities to restore more than one million hectares of forest. 	<ul style="list-style-type: none"> Inventive Power: developing and marketing solar equipment that is used by commercial and industrial sectors for generating energy by replacing fuel oil consumption burning boilers with large amounts of hot water, steam or heat input. Web: https://inventivepower.com.mx/solucion-en-energia-solar/
		Waste management	Of the estimated 44 million tons generated annually, less than 10 percent is reused or recycled, and one-fifth is not disposed of in the right places. In 2015, only about 14% of residences disposed of their waste through public collection systems, particularly low in Guerrero, Chiapas, and Oaxaca.		<ul style="list-style-type: none"> Sistema.bio: prefabricated modular biodigester for a full suite of biogas appliances and connections, directed at small agricultural operations. Web: https://sistema.bio/ Xilinat: transform agricultural wastes into xylitol, enhances the economy of poor farmer families by buying their wastes. Web: https://xilinat.com/
2	Sanitation	Water/ Waste water management	<ul style="list-style-type: none"> Agricultural, urban, and industrial water demands exceed 40% of the available water. The average per capita availability of water is 3,690 m3 at the national level, while the hydrological region of the Mexico Basin has a usage rate of about 147 m3, with wide regional disparities. Approximately 9 million people had limited access to drinking water and sanitation services in 2015. Many rivers, lakes, and dams have problems with pollution due to untreated wastewater discharges, further exacerbating water shortages. In 2015, one-third of the indigenous population did not have access to basic water and wastewater services. 	<ul style="list-style-type: none"> Promote investment in sustainable and resilient infrastructure to meet the demand for drinking water and sanitation, prioritizing historically disadvantaged groups. Promote research and the efficient and sustainable use of water in the production of goods and services. Promote effective, efficient, transparent, and participatory processes for water management. Improve water infrastructure, including reuse of wastewater and quality of sanitation of wastewater services. Maintain and restore water-related ecosystems, especially wetlands, rivers, lakes, and aquifers. 	<ul style="list-style-type: none"> microTerra: Microalgae to convert nutrients from animal manure contained in wastewater into high-protein biomass enabling clients to get technology that is making water treatment profitable. URL: https://www.microterra.com/microterra Blorem: bacterial-based products and professional sanitary services provider intended to solve the problem of organic pollutants in the drainage system. Web: https://www.blorem.mx/ Rainwater H2OG: rainwater harvesting system intended to capture rainwater and store it for usage. Web: http://www.rainwaterhog.com/
		Aging society	<ul style="list-style-type: none"> The number of people aged 65 and above is expected to reach 10.5% of the total population by 2030, up from 6.2% in 2010, which will not only impact the health system but also affect family structures. 	<ul style="list-style-type: none"> Strengthening of protection activities, health promotion and disease prevention: promotion of health promoting behaviors and habits, implementation of preventive management including obesity, reduction of mortality from diseases, prevention and control of alcoholism and other diseases, measures against sexually transmitted diseases, improvement of quality of life of the elderly. Ensuring effective access to quality health care services: promoting effective access to insurance services, improving the quality of the health system for the population, integrating and networking health service organizations, providing comprehensive care for the disabled and supporting their reintegration into society, improving the testing process for early detection of cancer, ensuring accessibility to medicines, etc. Promotion of obesity and diabetes prevention Reduction of risk factors that threaten the health and well-being of the population: strengthening regulation and monitoring of health products and services, health crisis management, strengthening confirmation of the safety and efficacy of medicines, monitoring of products and services related to health promotion, reduction of mortality due to external factors, improvement of the work environment to detect health risks, and prevention and management of obesity and diabetes. Reduction of medical disparities caused by social status and regional differences: Reduction of morbidity and mortality of children under 5 years old in remote areas, reduction of maternal mortality in remote areas, strengthening of care services for indigenous people, prevention of violence based on gender and age, promotion of comprehensive health care for people with disabilities, promotion of health prevention for migrant population, strengthening of prevention and health care. Training and effective utilization of medical human resources: Training and management of health human resources, utilization of resources to enhance the quality of health services, planning and management of medical infrastructure and equipment, promotion of technological innovation to promote health, and efficient allocation of resources such as medical expenses. Building a national health care system under the guidance of the Ministry of Health, building a universal health system infrastructure, strengthening general health regulations, strengthening monitoring and evaluation of health policies, integrating a universal health information system, developing a national health care system based on bioethics, and developing health policies internationally. The ministries of education, labor, social development, and health will work together to promote physical activity as an effective means of preventing sedentary lifestyles, overweight, and obesity. Encourage various modes of transportation (e.g., bicycles) to promote physical activity in schools, workplaces, and public spaces. 	<ul style="list-style-type: none"> Atend: eldercare marketplace intended to find safe, reliable and quality elderly care at home. Web: https://www.atend.mx/ Salus Care Solutions: adult day centers for elderly people intended to change the lives of seniors and their families. Web: https://salus.mx/ Diagtech: molecular diagnostic center designed to perform specialized tests focused on disease prevention, such as sepsis monitoring alarm system. Web: https://www.diagtech.com.mx/ Novagenic: affinity test designed to improve the health of individuals based on personalized medicine. Web: https://www.novagenic.com/
3	Health	Increased risk of non-communicable diseases	<ul style="list-style-type: none"> The health system needs to address the transformation to unhealthy lifestyles (lack of exercise, picky eating, risky sexual behavior, smoking, alcohol and drug use, etc.) that are often associated with poverty and risk factors. The above are triggers for diabetes, ischemic heart disease, and even cancer. The high incidence of traffic accidents is also a problem. 		<ul style="list-style-type: none"> Terapify: online psychotherapy sessions attended by clinical psychologists who provide counseling on topics that include anxiety, stress, depression, couple problems, self-esteem issues, personal development, and sexuality. Web: https://www.terapify.com/ Sofia: health insurance in one tap, covering form first care to serious diseases, offering online personalized health consultations. Web: http://www.sofiasalud.com/ InstaFit: online fitness platform designed to offer personal training. Web: http://www.instaft.com/
		Increase in obesity	<ul style="list-style-type: none"> 42.6% of adult males are overweight and 26.8% are obese. 42.6% of adult men are overweight and 26.8% are obese. 35.5% of adult women are overweight and 37.5% are obese. In 2012, 9.2% of the population had diabetes, an increase of 2.2% from 2006. In Mexico, measures to combat obesity, such as the ban on the sale of sugar-sweetened carbonated beverages in public educational facilities, special taxes on the production and services of sugar-sweetened beverages, and restrictions on high-calorie foods, are progressing, and are increasing the health consciousness and lifestyle changes of the population. 		<ul style="list-style-type: none"> Fitpass: One membership access to boutique studios, gyms, fitness centers. Web: https://www.fitpass.com/ RocketJourney: Gamification of the fitness experience. Web: https://www.fitpass.com/ Filbody: sports and nutrition supplements designed to produce carb and sugar-free protein drinks. Web: https://filbody.mx/ Avena: connects users with nutritionist and thereby helps them to lose weight, get a health coach and share their weight losing activities through its online platform. Web: https://avena.io/
4	Education	Preschool education and childcare	Less than 8% of the population is between the ages of 0 and 3 years old with access to childcare services. Coverage of pre-school education is 76%, inferior to 97% for primary education.	<ul style="list-style-type: none"> Ensure access to and persistence in education and provide educational opportunities that are centered on the interests of girls, boys, adolescents, priority women, indigenous peoples, and historically disadvantaged groups. Increase the quality and relevance of education for all types, levels, and modalities of the national education system, taking into account universal accessibility, based on the primary needs of the population and communities. Eliminate violence and promote sustainable, artistic, scientific, technological, financial, environmental, sexual, civic, indigenous, intercultural, and community education. Strengthen the professionalization of teachers through school evaluation and through the promotion and improvement of education, training, and renewal. Improve the facilities and equipment of all public schools. Promote the review of the regulatory and institutional framework for education to improve the coordination of federal and state educational institutions. 	<ul style="list-style-type: none"> Kinedu: educational platform designed to help parents develop nourishing and meaningful relationships through creative activities. Web: https://www.kinedu.com/ Trybu: educational software designed to help children develop core life skills in healthy, fun, and personalized environments. Web: https://www.trybu.mx/ Applica2: Provider of education programs intended for children. The company's programs use pedagogical technology, design and navigation characteristics, promoting children individual and collective learning. Web: http://applica2.com.mx/v-2.016/ SchoolControl: School control system in the cloud where parents can check school information. Web: http://www.schoolcontrol.com/
		Disparity in education	<ul style="list-style-type: none"> 49% of the population with disabilities, about 1/3 of the indigenous population and 48% of women are behind in education. Only 4% of indigenous children in primary education have a satisfactory level of language and communication. Only 15% of school facilities have adequate facilities and only 26% have basic services, drinking water, energy electricity, sanitation and drainage services. 		<ul style="list-style-type: none"> Unidos: social platform that educates people to accept the human beings with disabilities. Web: https://www.unidos.com.mx/ Alba: educational system designed to develop key skills to solve the problems through a game-based system. Web: http://alba.education/ Boxies: Didactic toy with augmented reality, that changes the way to play and that families interact. Web: http://boxiestoy.com/ Scintia: genetic engineering educational kits that contain all the necessary materials to have laboratory experience, as well as the teaching guide for both teachers as students equipment. Web: https://www.scintia.com/
5	Transportation	Promotion of modal shift	<ul style="list-style-type: none"> Multi-modal infrastructure transportation is not in place in Mexico. There is a need to expand road infrastructure for auto transport, airports, ports and railroads to speed up operations from transshipment of goods faster. The road network transports 96% of the people and 56% of the load. In 2018, the road network extended 397,993 km, of which 40,590 km were toll-free roads, of which 43% were in good condition, 35% were poorly maintained, and the remaining 22% were in disrepair. In maritime transport, the connectivity between ports and production and consumption centers does not meet the efficiency, effectiveness and safety standards demanded by the supply chain, resulting in a loss of competitiveness in the transport of cargo and passengers at Mexican ports. For air transportation, the challenge is to improve the saturation of Mexico City International Airport. 	<ul style="list-style-type: none"> Promote a vision of connectivity and logistics, and promote multimodal shift to drive long-term regional development. Promote intermodal connectivity and complementary road infrastructure to increase the efficiency of transportation of goods and services. Expand the coverage of national and regional transport services. Develop an accessible transport infrastructure with a focus on sustainable multimodal (rail, airport, trans-oceanic, mass transit) at competitive and accessible costs to expand national and regional transport coverage. Develop ports as a link between coastal development plans and national and international competitiveness. Promote industrial development around communication routes. Promote competition, transparency, evaluation, and accountability of programs, actions, processes, and resources in public works projects aimed at improving infrastructure. Work with local governments to promote schemes that promote accessible and sustainable mobility, prioritizing transportation-efficient, low-emission modes of public transportation. Promote projects that facilitate being connected internally through transport-efficient infrastructure, linked to the global economy through appropriate legal frameworks, and connected to the digital world through infrastructure from land-wide telecommunications. Promote clean and efficient machines such as hybrid vehicles. 	<ul style="list-style-type: none"> Bochito: local ride sharing platform created to reduce traffic and pollution in Mexico. Web: https://bochitoapp.com/ Pulponatic: Software platform for the management of company vehicles in a transparent and efficient manner. Web: https://pulponatic.com/us/ Kolors: AI-enabled bus model designed for intercity transportation assistance. Web: https://kolors.com.mx/ Bussy Mobility: mass transit mobility platform designed to offer access to safe, affordable and efficient urban mobility services. Web: https://www.bussy.com.mx/ Qwip: transportation software intended for trip planning. The company's platform offers trip-planning solutions and offers crowd-based real-time transit and route information. Web: http://qwip-app.com/
		Productivity improvement	<ul style="list-style-type: none"> 81.3% of the rural population is engaged in subsistence or low productivity agriculture with limited market linkages, and only about 18.7% is engaged in high productivity agriculture with potential for agricultural exports, especially fruits, vegetables and flowers of high value abroad. Lack of support for small-scale farmers, livestock, and fisheries has resulted in land abandonment, monoculture, herd depopulation, lower production levels, and a lower quality of life for the rural population. About 80% of agricultural land is degraded due to overgrazing, use of pesticides, and overexploitation of aquifers. 		<ul style="list-style-type: none"> Solena: measures, appraises and improves farmers' biological capital and offers a sampling kit to provide measurement and valuation results for the soil. Web: https://www.solenaverde.com/ Tierra de Monte: soil ecology science to provide integral and cost-efficient applications for agriculture needs to improve crop yield and quality. Web: https://www.tierrademonte.com/ Luxelare: Comprehensive agro-insurance platform that receives, stores, processes and analyzes information on the agricultural operation, which is continuously raised through precision agriculture tools. Web: https://luxelare.com/
6	Agriculture, fishery		The country is dependent on imports for basic grains, and smallholder production is declining. Main import items are corn, milk, and pork.	<ul style="list-style-type: none"> Increase agricultural production and fisheries in a sustainable manner through capitalization of inputs, support of infrastructure and equipment, integration of value chains, and enhancement of health and safety. Contribute to national food security by improving local distribution and supply systems and supporting small-scale producers. Promote balanced development of rural areas and inclusion of small-scale producers through gender-sensitive, non-discriminatory, localized and differentiated policies. Pay special attention to women agricultural producers and rural areas with programs that enable the inclusive development of rural women. Improve operational networks in agricultural and livestock production programs, aquaculture and fisheries to provide equal gender, dignified care without corruption, discrimination, intermediaries and beneficiaries. Promote the productive activities of rural indigenous communities through local capacity building, with an emphasis on traditional farming systems, staple crops, and agroecology, based on a prioritization of needs and a vision for development. Promote fair trade in products offered by the people, indigenous peoples, African Mexicans, and rural communities. 	<ul style="list-style-type: none"> Indoorganic: agricultural technology designed to provide a system of self-production of vegetables. Web: http://www.indoorganic.net/ RedGirasol: solar crowdfunding services for business to raise funding. Web: https://www.redgirasol.com/ Polybion: bio-manufactured textiles designed to be produced by reusing agro-industrial food waste as raw material and living organisms. Web: https://www.polybion.mx/
		Climate change	Projections for 2050 show that climate change could significantly reduce agricultural production in Mexico (e.g., 12-27% reduction in corn production).		
		Increase in food demand	In 10 years, 14% more food will be needed to satisfy 129 million Mexicans, and food demand could be double in the next 30 years.		<ul style="list-style-type: none"> Griyum: Edible cricket flour to make snacks with optimal nutritional balance. Web: https://www.griyum.com.mx/ Savefruit: post-harvesting technology designed to extend the life of fruits. Web: http://www.savefruitcorp.com/
7	Disaster prevention	Earthquake	Mexico is part of a volcanic belt in the Pacific Ocean and is therefore subject to seismic activity and volcanic influences, and about two-thirds of the country is at significant seismic risk.	<ul style="list-style-type: none"> Strengthen the response capacity of the national protection system to emergencies and natural disasters. Improve social knowledge and preparedness to reduce existing disaster risks and enhance resilience through planning mechanisms and ecological order. Coordinate response and attention to emergencies and disasters caused by climate change and other factors, and mitigate their impacts with differentiated approaches. Increase public resources to respond to emergencies and rebuild infrastructure in advance of disasters caused by natural phenomena. Strengthen the design and implementation of territorial planning and management mechanisms to avoid the construction of houses and infrastructure and production activities in risk areas. In reconstruction planning, use of public resources with criteria of accessibility, sustainability and non-discrimination for housing, basic services, livelihoods, infrastructure, public and economic revitalization. 	<ul style="list-style-type: none"> SkyAlert: satellite seismic warning system designed to prevent the arrival of seismic and meteorological disasters. Web: https://skyalert.mx/ Grillo: Seismic device grids that generate real-time earthquake data for early-warning alerts, research and risk analysis. Web: https://grillo.io/
		Hurricanes and floods	Mexico is particularly vulnerable to extreme hydro-meteorological events stemming from climate change. With over 11,000 km of coastline in the Pacific and Atlantic oceans, it is in the most frequent path of hurricanes that form in both oceans		
		drought	Annual forest fires and other droughts that affect agriculture and livestock, causing significant losses in forest areas and surrounding areas.		

Social issues by sector in each country and examples of startups (Argentina)

Nº	Category	Social Issue in the category	Details of the issue	Government policy (if any)	Example of solutions
1	Environment	Deforestation	The mean annual percentage of permanent deforestation over the period 2014 to 2018. Permanent deforestation refers to tree cover removal for urbanization, commodity production and certain types of small-scale agriculture. It does not include temporary forest loss due to the forestry sector or wildfires. Between 2001 and 2014, Argentina lost more than 12% of its forest areas, which is equivalent to losing a forest the size of a field of football every minute, and is compared with a forest cover loss of 7.4% in Brazil and 6.3% in the world. During the same period, Argentina ranked ninth in the loss of forest cover on a global scale.	- Deforestation Alert System (SAT) to control the deforestation rate continuously through satellite images, in order to strengthen surveillance. - "Casa Común" program aims to help the poorest and most vulnerable sectors of society through job creation, new forms of production based on sustainable eco-friendly practices and circular economy.	Pachama Founded Date : 2018 Services Description : Utilization of technology (satellite images, machine learning, drones) to track down reforestation areas and promote carbon offset initiatives. URL : https://pachama.com/
		Electronic waste	Waste from electrical and electronic equipment, estimated based on figures for domestic production, imports and exports of electronic products, as well as product lifespan data.		
		CO2 emissions from fossil fuel combustion and cement production	大気汚染 Emissions from the combustion and oxidation of fossil fuels and from cement production. The indicator excludes emissions from fuels used for international aviation and maritime transport.	- "RENOVAR" has a program to offer electric energy produced with renewable sources, with a goal to generate 20% of energy consumption by 2025. - Since 2020, the commitment to limiting greenhouse gas emissions was updated, presenting a more ambitious mitigation goal than that of the previous contribution, of 2016, applicable to all sectors of the economy. Through it, the country undertakes a total reduction of 19% in emissions, compared to the historical maximum of emissions reached in 2007, and a reduction of 26% compared to the previous NDC.	
		Production-based nitrogen emissions	Reactive nitrogen emitted during the production of commodities, which are then either exported or consumed domestically. Reactive nitrogen corresponds to emissions of ammonia, nitrogen oxides and nitrous oxide to the atmosphere, and of reactive nitrogen potentially exportable to water bodies, all of which can be harmful to human health and the environment.		
2	Sanitation	Wastewater	Anthropogenic wastewater that receives treatment The percentage of collected, generated, or produced wastewater that is treated, normalized by the population connected to centralized wastewater treatment facilities. Scores were calculated by multiplying the wastewater treatment summary values, based on decadal averages, with the sewerage connection values to arrive at an overall total percentage of wastewater treated.	The National Plan for Drinking Water and Sanitation aims to achieve 100% coverage of drinking water and 75% sanitation in urban areas. These objectives require investments of the order of 22,000 million dollars (US \$) that require great efforts by all the actors involved: operators, national, provincial and municipal governments, users, donors and financial entities (local and multilateral). To complement the available resources, it is planned to structure Public Private Participation mechanisms through financing and operation schemes based on contracts that previously evaluate the adequate distribution.	Mamagrande Founded Date : 2012 Services Description : Uses biotechnology to remediate ecosystems and creates value-added products (biopolymers) out of renewable sources of carbon, cleaning dirty water and generating income in rural communities. URL : http://www.mamagrande.org/
		Waste Management / Open Air Dumps	In Argentina there are 5000 open-air dumps, which means, on average, more than two dumps per municipality. Most of them are formal, that is, they are the official way that local governments dispose of their garbage.	- The Ministry of Environment and Sustainable Development, together with the United Nations Development Program (UNDP), is currently executing the GEF project Sustainable Business Models for the production of biogas from solid organic urban waste. Its objective is to demonstrate that the plants and systems for the generation and use of biogas that generate organic urban solid waste, such as sanitary landfills and biogas plants, are sustainable from a technical, environmental, institutional and economic-financial point of view. This project plans to build pilot plants together with the acquisition of biogas plants to be installed in different institutions, while various technical studies are carried out to analyze in depth all the issues related to biogas and its use in our country. - Understanding it as a problem of national scope, "Ambiente Nación" develops in coordination with local governments, a Federal Plan for the Eradication of Open Dumps. This initiative is supported by an investment of more than \$ 30 billion, achieved based on its own budget and a loan granted by the IDB, which was about to expire due to its under-execution. The plan includes: Promotion of the circular economy: incentive, on a local and domestic scale, of valorization and separation at source Environmental sanitation: closure of disposal sites with high and negative impacts on the environment and human health. Employment generation: construction of treatment plants and equipment for recuperators and recuperators Economic reactivation: investment and development of projects at the municipal and provincial level "	Boxtronic Founded Date : 2015 Services Description : Development of IoT-based waste management solutions. Provides sensor solution to track & monitor waste level in the containers and is communicated to the cloud software platform. The software platform generates service notifications, locates waste bin in maps, optimizes collection time, and report waste generation. URL : http://www.boxtronic.net/
3	Health	Obesity	In Argentina, according to data from the 4th National Survey of Risk Factors (ENFR 2018), 7 out of 10 people are in this condition (poor nutrition or overweight) and the lower-income social groups are the most affected, since a large part of their Food is based on ultra-processed products of low or no nutritional quality and with excessive sugar and salt content. The 4th ENFR also revealed that younger generations consume double and up to triple the amount of bakery products and sugary drinks. 41.1 percent of boys and adolescents between 5 and 17 years old are overweight and obese in Argentina, in a proportion of 20.7 percent and 20.4 percent, respectively, without differences by socioeconomic level.	"Plan ASI": The Ministry of Health and Social Development, launched the National Plan for Healthy Eating in Children and Adolescents, "Plan ASI", an initiative that aims to consolidate an intersectoral strategy at different levels and jurisdictions to stop the growing epidemic of overweight and obesity in children and adolescents 2019-2023. MultiplicAR Markets - The first stage of the program will consist of the installation of fixed point of sale markets, where a food marketing service will operate to the population benefiting from social programs and where dissemination and training activities on food safety will also be carried out.	EOLO Pharma Founded Date : 2017 Services Description : Develops drugs targeting the molecular and cellular basis of inflammation-related diseases (Type II diabetes, metabolic syndrome, hypertension, etc) creating disruptive therapies for the treatment and prevention of the leading causes of death. URL : https://eolo-pharma.com/
		Adolescent fertility rate	Main challenges remain		
		Access to health services	Argentine democracy has not yet resolved the inequalities that the health system itself reproduces. Although the population as a whole has the possibility of accessing the services offered by the public sector, there are still important gaps and pending issues, especially regarding their quality. On the one hand, total spending on health care services exceeds 8.5% of GDP, one of the highest levels in Latin America. On the other hand, there is a social debt with the poorest populations. The inequality is evident when it is observed that in the capital of the country there are 10.2 doctors and 7.3 beds per 1,000 inhabitants, compared to 1.2 and 1.1 respectively for the province of Misiones.	"Sumar" Program: is a public policy that promotes equitable and quality access to health services for the entire population that does not have formal health coverage.	Umana Services Description : Platform that provides access to affordable medical services for low income population. URL : https://www.umana.red/
		Nutrition	The latest report on poverty indicators released by Indec, dated September 30, 2019, shows discouraging data. When measuring the first semester of 2019, the data indicates that, at the national level, 25.4% of households are poor, which corresponds to 35.4% of people living below the poverty line in the Argentinian republic. Regarding child poverty, of the total at the national level, 30.9% corresponds to the group from 0 to 14 years old (the minors).	"Alimentar Card": a new comprehensive food supplement policy that benefits more than 1.5 million families, for a value of between \$ 4,000 and \$ 6,000 depending on the composition of the family group. The target universe of this instrument are mothers and fathers with children up to 6 years old who receive a Universal Child Allowance (AUH), pregnant women from 3 months who are beneficiaries of the Universal Allowance for Pregnancy (AUE) and people with disabilities who receive an AUH.	Nilus Founded Date : 2017 Services Description : Applies data solutions and technology to deliver affordable and healthy food to low income people. URL : https://www.nilus.global/
4	Education	Secondary education	Lower secondary education completion rate measured as the gross intake ratio to the last grade of lower secondary education (general and pre-vocational). It is calculated as the number of new entrants in the last grade of lower secondary education, regardless of age, divided by the population at the entrance age for the last grade of lower secondary education.	"Secondary 2030": This is a federal policy to transform secondary schools. Its main objectives are to eradicate school failure, the permanence of students in school and link the secondary level with the university and work.	E-valados Founded Date : 2016 Services Description : Educational platform that allows educational institutions to monitor daily the concepts acquired in face-to-face classes, aiming to reduce school failure and dropouts. URL : https://e-valados.com/
5	Agriculture, fishery	Exploitation of fish	Major challenges remain: The percentage of a country's total catch, within its exclusive economic zone (EEZ), that is comprised of species that are overexploited or collapsed, weighted by the quality of fish catch data.		
6	Transport	Traffic deaths	This is stated by the National Road Safety Agency (ANSV) in its latest Statistical Report 2017. Thanks to the collection of data provided by the different provinces of the country, it was determined that 41% of the fatal victims died in road accidents that occurred in the country's routes. The document presents an updated map on road accidents made for the first time with the Agency's own data.		
		Public transport	The percentage of the surveyed population that responded "satisfied" to the question "In the city or area where you live, are you satisfied or dissatisfied with the public transportation systems?" is low	"Metrobus" or Bus Rapid Transit (BRT): consists of a system that has exclusive lanes for buses located in the center of the avenues. It allows the reduction of travel time in a 40% by improving circulation, reducing fuel consumption and the consequent emissions of gases. It also translates into an improvement in the regularity of service hours. The current network reaches 60 km in length, distributed in 6 corridors in Buenos Aires City. NETWORK of regional expressways (RER): The RER is one of the largest projects in the recent history of the city, since it will link the entire railway system through a large regional connectivity node. Its objective is to improve the general quality of public transport, increasing connectivity throughout the Metropolitan Region.	Ualabee Founded Date : 2017 Services Description : Mobility app that combines schedules and routes of urban transportation, micro-mobility, and real-time reports of its user community, showing the best choice for people's commutes. URL : https://ualabee.com/company Truecalla Founded Date: 2011 Services Description: Search platform for cheap tickets and mobility between individuals. URL: https://www.truecalla.com/
7	Disaster prevention	Floods	Floods are the biggest natural disaster that threatens the country and represent 60% of natural disasters and 95% of economic damage. The expert indicates that 80% of the country's population lives in the Paraná and Paraguay plains.	- SINAGIR (National System for Comprehensive Risk Management), dependent on the chief of staff and the Ministry of Security - that aims to prevent these emergencies and natural catastrophes and when - despite everything- can not be, takes care to help.	
8	Others	Access to finance	Adults with an account at a bank or other financial institution or with a mobile-money-service provider	-"Unique Financial and Economic File (LUFEE)": with the aim of centralizing the economic-financial information of Micro, Small and Medium Enterprises (MIPYMES) to simplify the procedures of their credit management and thus streamline their access to finance. "Argentina 4.0 Productive Development Plan": provides the basis for a new financing line with a subsidized rate for digitization, the new catalog of technological solutions and the digital maturity self-diagnosis tool, among other policies in force to promote the digital transformation of 80,000 SMEs.	Ualá Founded Date : 2017 Services Description : Fintech that offers a financial ecosystem through an app, linked to a free credit card, and cheaper services than traditional banks. Currently, it has more than 2.5 million cardholders in Argentina. URL : https://www.uala.com.ar/ Afuenta Founded Date: 2010 Services Description: Marketplace Lending company for consumer and SME loans. Currently operating in Argentina, Mexico, and Peru. URL: http://www.afuenta.com/
		Safety	According to existing investigations on transnational crime, Argentina does not have a predominance of large international groups (such as the so-called "cartels"), but instead, there are multiple local organizations, some of which they combine legal and illegal activities, with eventual international connections. These are mainly dedicated to the trafficking of illicit goods -drugs, stolen auto parts, weapons- from which they obtain large profits through the placement of said products in illegal and legal markets located in urban centers.	"Federal Plan against Organized Crime 2021-2023" to prevent, identify, neutralize and dismantle serious crimes carried out by criminal organizations.	

Social issues by sector in each country and examples of startups (Chile)

Nº	Category	Social issue in the category	Details of the issue	Government policy (if any)	Example of solutions
1	Environment	Air pollution	Regarding the most polluting activity is the use of firewood for heating (32.7%), transportation (30.5%) and industries (28.1%). Air Pollution remains for the third consecutive year as the main environmental problem for Chileans, with 38.4%.	There is a pressing need to improve urban planning, including the quality of public transportation, promote the use of electro-mobility, and explore other sources of heating, including district heating, which could use renewable sources such as geothermal energy. Enhance urban and traffic management by using ICTs and introduce cleaner transportation technologies, such as electric vehicles and other sustainable urban and intermodal means of transportation, and heat generation (e.g. district heating, geothermal) in cities with high levels of pollution. Reduce greenhouse gas emissions by 2030, with the key sectors in achieving its target being energy and transportation. Promote greater use of renewable energy, electric vehicles, and cleaner and more efficient urban transportation.	<ul style="list-style-type: none"> - MPZero: Filter for wood-burning stoves. - Quempin SpA: It's a free-flame gas burner based on Porous Media combustion, a cleaner energy that can reduce fuel consume by at least 20%. - Reborn Electric: Offer solutions to bus operators to convert their current diesel bus fleet to electric, thus allowing them to comply with the most demanding environmental regulations.
		Forest fires	<ul style="list-style-type: none"> - Changes in rainfall and temperature patterns have also raised the likelihood of fires from 59% to 71%, causing the forestry industry annual losses of US \$ 50 million. - More than 99% of fires are caused by negligence or intentionality by humans. 	<ul style="list-style-type: none"> - "Forest Fire Protection Plan 2020-2021" with the largest public budget in Chilean history to finance 52 aircraft, including 19 aircraft and 33 helicopters. 3,000 brigades organized into 262 brigades for the prevention and fighting of forest fires, including night brigades to fight the fire 24 hours a day, 78 fire detection towers and 19 information and coordination centers throughout the country. Surveillance drones for early warning. Special vehicles for fire control, with the capacity to launch water and retardant foam, and a satellite mobile command post. - Deploy of an intense information, training and prevention campaign aimed at all citizens. - 43% of the wild fires in Chile are intentional and to combat this type of fires the Government approved an increase of "up to 20 years of sanction for destroying forests" 	
2	Sanitation	Water Access	<ul style="list-style-type: none"> - Due to pandemic and stronger draughts the lack of access to water in poor areas has worsened the health conditions of a portion of the population. Chile has a privatized water supply system, which has arisen many controversies and protests in last years. Around 1 million people in Chile do not have access to water due to a lack of cooperation between the government and private companies. Various initiatives are identified at the State level. However, the depth of the water crisis in the country highlights its lack of effectiveness. * 	<ul style="list-style-type: none"> - "Organizations of Water Users (OUA)": civil groups formed by people with rights to use water constituted with respect to a certain basin and / or aquifer and that are responsible for managing both natural and artificial channels. In this sense, promoting the creation, registration and strengthening of OUAs is essential for the management of the country's waters, as they collaborate by providing efficiency in distribution, reduce transaction costs and in some cases, have successful operation of complex water volume transaction systems. 	<ul style="list-style-type: none"> - Remote Waters: Provides water purification systems with low O&M and fast installation for remote communities with limited access to potable water. - InnSania is a sanitation solutions company that offers BIS, a bathroom module which provides self-sufficiency through the reuse of water.
3	Health	High death rates of chronic diseases	More than 50% of deaths are due to chronic disease. Moreover, Chile has one of the highest obesity rates in the OECD (25.1%, compared with an OECD average of 19.0%), including child obesity (6th place in the world) and overweight among pregnant women (60%) An estimated 4,000 people per year die prematurely from the effects of pollution.	Enhance the delivery and management of health services, in particular for the prevention and treatment of chronic diseases. It is also important to develop knowledge relating to air quality and its impact on chronic disease. It is estimated that 10% of hospital admissions of chronic patients could be avoided with better care at the primary level and the development of hospital infrastructure through public-private partnerships (PPPs)	<ul style="list-style-type: none"> - The Live Green Co uses technology to make plant-based foods tastier, healthier, and more sustainable. - MuvPass: Subscription services that allows it's users unlimited access to fitness classes in the best gyms and studios in Latin America.
		Shortages of specialists and infrastructure	<ul style="list-style-type: none"> "Long waiting lists for hospital care resulting from shortages of specialists and infrastructure can be shortened. The Ministry of Health estimates that the deficit of specialists has increased by 36.7% in three years: 4,900 doctors are missing There are a series of factors that explain the rise, among which is the arrival of immigrants, the existence of standards that have been raised, and shortcomings in the area of mental health. 	<ul style="list-style-type: none"> The Plan for Universal Access to Explicit Guarantees (AUGE), also known as the General Regime of Explicit Guarantees in Health (GES), guarantees coverage of 85 diseases through the National Health Fund (Fonasa) and the Social Security Institutions (ISAPRE). This plans will allow an optimization of the care processes associated with AUGE-GES problems; also to create a public-private alliance that allows giving resolution to GES cases on hold; and to establish a second public provider that supports the resolution of health problems with a higher volume, which are ophthalmological, and the most critical, which are oncological. 	<ul style="list-style-type: none"> - ViperMed: Provides a Patient tele-education platform through a web/mobile app that allow patients/caregivers to receive curated education/activities related to their condition and keep in touch with their therapists through messages, images and videos in order to improve economic and therapeutic outcomes. - Telemedicarte is a virtual medical center that provides medical care through technology.
		Mental Health	The Coronavirus has generated pain and concern. Quarantines alter the usual ways of living together and it is understandable that, in situations of uncertainty, fear and anxiety appear. However, when they become very intense or extend over time, they affect our well-being and mental health.	The government has created online channels to discuss mental health for the general population. Also a specialized chat service.	<ul style="list-style-type: none"> - Mind-Care Lab: platform to assess the mental health status of people.
4	Education	Serious quality shortcomings	Half of all Chilean adults have inadequate reading and math skills. Chile is near the bottom of the ranking compared with OECD peers in terms of the share of workers with skills in information and communications technology (ICT), and science, technology, engineering, and math (STEM). The education system also suffers from serious quality shortcomings. According to the Programme for International Student Assessment (PISA), just 0.4% of Chilean students obtained outstanding performance in all areas, compared with an OECD average of 3.7%. This exacerbates the existing human capital gap and translates into levels of labor productivity below those of other economies with similar levels of development. If Chile were to equal the educational quality of other high-income countries, its productivity gap could be narrowed by 60%.	<ul style="list-style-type: none"> Efforts must be made to improve the quality of education in the classroom. Step up and accelerate the adoption of technologies in teaching. Make up for the shortfall in teachers with the right skills. Enhance the institutional framework on various levels (central, local, and school). Reduce regional inequalities. 	<ul style="list-style-type: none"> - FuturaPrep: its online test preparation learning platform that brings together professional tutors and test-takers, combining technology driven remote learning software with the personal touch of one-on-one. - ZimleMath: Educational Platform of Mathematics with Artificial Intelligence. They develop personalized educational games to improve the understanding of mathematics of secondary and higher education students.
		Limited connectivity in rural areas	The rate of ICT penetration is also much lower in rural areas (42%) in rural municipios compared with 70% in the main urban areas), and this limited connectivity in rural areas is hindering the adoption of digital solutions involving large data volumes and the development of analytical capacity at data centers.	"Connectivity for Education 2030": 2,087 establishments in rural areas will benefit from free high-speed internet access. In addition, 398 schools with less than five students received a device that allows them to access high-quality educational content, without the need for a connection.	
5	Agriculture, fishery	Drought and the reduction in precipitation in the central zone	Figures from different sources show the fragile situation of water resources in Chile: 76% of the Chilean surface is affected by drought, desertification and degraded soil (SudAustral Consulting SpA, 2016); All the glaciers studied are in retreat due to the increase in temperature (CGA, 2011), while 110 aquifers in the country are currently with a compromised demand greater than their recharge (Ministry of the Interior, 2015).	<ul style="list-style-type: none"> Incorporate and/or take into account measures to reduce natural disaster risk and to promote investments that will help adapt infrastructure and production and urban systems to this environmental reality It seeks to strengthen the company as the engine of economic and social development in Chile, in alliance with the public, private and civil society sectors. 	
		Overexploited marine resources	<ul style="list-style-type: none"> Major challenges remain: The percentage of a country's total catch, within its exclusive economic zone (EEZ), that is comprised of species that are overexploited or collapsed, weighted by the quality of fish catch data. Oceana Institute also warned that the lack of data provided by the Ministry and the Secretary of Fishing Activities (Subpesca) this has become a major obstacle to advance in the conservation of certain species. 		
		Limited capacity for water storage and wastewater treatment	<ul style="list-style-type: none"> limited capacity for water storage and wastewater treatment (mainly affecting rural areas, agriculture, and agroindustry) The situation of the reservoirs as of August 31, 2019: the 20 dams that the country has stored a total 5,267 million cubic meters (m³) of water, a figure that represents a deficit of 35%, compared to the last 30 years. 	<ul style="list-style-type: none"> "National Plan for Regulation and Reservoirs (PNRE)" with an investment of US \$ 6,084 million: the project includes the construction of 26 new large artificial reservoirs, which will ensure water for irrigation and human consumption, mainly in areas of water scarcity and poor agricultural development. To ensure water availability, the MOP is making progress in planning, design, execution and exploitation of regulation works and reservoirs, it presented to the Council of Ministers of the National Irrigation Commission a new proposal that gives priority to PNRE, and that will ensure and satisfy demand for the next 35 years. Currently, the country stores 5.267 million cubic meters of water. With the National Reservoir Plan, the MOP will increase this volume by 33.73%, by adding 2,681 million cubic meters to its storage capacity through the 26 new reservoirs. 	<ul style="list-style-type: none"> - IAM is providing the services of catchment of raw water, the production, transportation and distribution of water. - Biofiltro: Wastewater treatment using worms. Saving energy and reusing up to 80% of the water for irrigation.G13
6	Transport	Intermodal connectivity has not been developed at ports	Intermodal connectivity has not been developed at ports, and it is estimated that port capacity in the central zone over the coming decade will be insufficient.		<ul style="list-style-type: none"> - Andes Logistics offers a complete Logistics Service for Import, Export and distribution by land, air, and sea of cargo. - Agunsa is a multinational company that provides logistics & supply chain services to maritime, air and land transport.
		High cost and low performance of the logistics service	Chile's logistics costs are also twice those of an average OECD economy. Chile is below the OECD-country average on all the components of the logistics performance index, with the biggest lags being in skills and quality of logistics services	The above considerations make it necessary to resume infrastructure investment to address the existing gaps, including those in highways, airports, railways, ports, telecommunications, interurban roads, and logistics; and to enhance governance and the institutional framework to narrow the gaps in execution capacity, including approval times for new projects	<ul style="list-style-type: none"> - UnFlete.com is a peer-to-peer marketplace that connects moving/cargo trucks owners with people who need to move stuff. - Shipit is an end-to-end logistic solution for e-commerce based on technology. - Tumotorizado.com: Immediate pick-up and delivery, on demand.H15
		Severe traffic congestion in Santiago	Approximately 90% of Chile's population lives in cities with inadequate urban planning, rising motorization rates, and low-quality public transportation services. This results in severe traffic congestion and long commute times to work (averaging 50 minutes in Santiago)	<ul style="list-style-type: none"> "The SECTRA Road and Urban Transportation Program, of the Subsecretariat of Transportation of the Ministry of Transportation and Telecommunications (MTT), is a technical agency specialized in transportation planning. SECTRA has developed sustained work in the planning, social evaluation and design of bicycle path plans throughout the national territory and in recent years in analysis and normative proposals that allow clarifying the rights and duties of cyclists. All these tasks tend to generate more harmonious and safer conditions for the displacement of bicycle trips, and that in turn serve as an incentive to attract new trips in this mode of transport. 	<ul style="list-style-type: none"> - Bike Santiago is a facility services firm that rents out bicycles on a daily basis. - Awto is a car sharing company providing advanced mobility services through a diverse fleet of vehicles with a proprietary MaaS called Gowgo.
7	Disaster prevention	Earthquakes	Over the past decade, Chile has been hit by three earthquakes of over magnitude 8, two volcanic eruptions, a near-decade-long drought in the central region, and the worst forest fires on record (2017), as well as landslides and floods caused by extreme rainfall events		<ul style="list-style-type: none"> - Sirve: It offers its users with structural engineering, seismic protection engineering, structural and vibration monitoring, advanced structural analysis, structural technical inspection, structural rehabilitation, and R&D services.
		Volcanic eruption	An ongoing rise in temperatures will have an impact on water resources as a result of reduced snow accumulation and changes in precipitation patterns, and that urban and other critical infrastructure will remain exposed to the impacts of extreme precipitation and rising sea levels.	Incorporate and/or take into account measures to reduce natural disaster risk and to promote investments that will help adapt infrastructure and production and urban systems to this environmental reality	
		Landslides and floods caused by extreme rainfall events	Chile is a country vulnerable to climate change due to its position and geographical characteristics. It is one of the most vulnerable countries in Latin America and also suffers from various types of natural disasters. Due to the decrease in rainfall in recent years, floods have been less frequent. However, they are unforeseen and a comprehensive prevention plan has not been designed or put in place. To such an extent that in many cases constructions are carried out in places where floods or alluviums have previously been generated. The information is available, however it is not used for planning.	The National Emergency Office of the Ministry of the Interior and Public Security, ONEMI, has a continuous process of formulation, execution, monitoring and evaluation of policies, plans, programs, regulations, instruments, standards, measures and actions permanent programs for the knowledge and reduction of disaster risk, in order to avoid the generation of new disaster risks, reduce existing ones and manage residual risk. The program that establishes guidelines in case of different types of natural disasters.	

Social issues by sector in each country and examples of startups (Columbia)

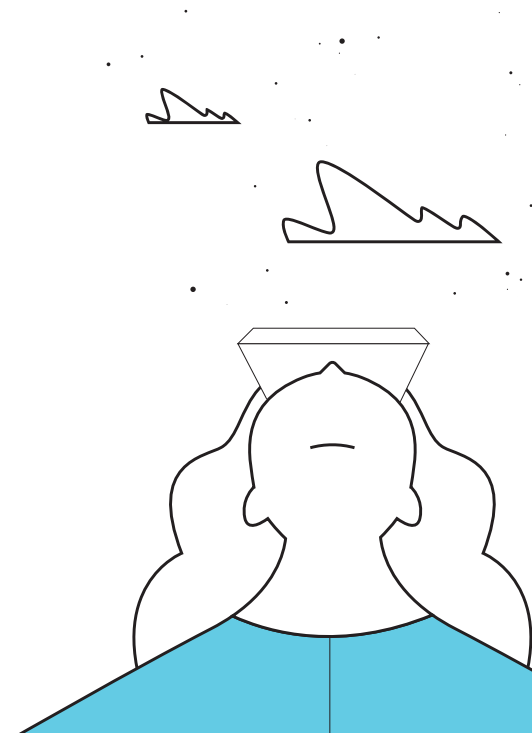
N°	Category	Social issue in the category	Details of the issue	Government policy (if any)	Example of solutions	Case of Startups
1	Environment	Deforestation	Deforestation is progressing due to the effects of agricultural land development, armed conflict, and urban development. (Refer to CDC Update, paragraphs 7.11,19,24,26,42)			
2	Sanitation	Water Access	<ul style="list-style-type: none"> According to the statistics of DANE, in Colombia as a whole, the penetration rate of water supply is 92.3% and that of sewerage is 88.2%. There are more than 3.6 million people who cannot access the former and 5.6 million people for the latter. Rural areas have a coverage rate of less than 75% for both water and sewerage. Water demand increased by about 5% from 35,582 million m(2014) to 37,308 million m(2018).The agricultural sector uses the most water (43.1%), followed by the energy sector (24.3%). There are 391 municipalities in the country that are susceptible to water scarcity during the dry season, with the most affected being Santander, Cundinamarca, Boyaca, Trima, Magdalena, Bolivar and Cesar. In a national water survey conducted by IDEAM in 2018, the water quality index ranged from "acceptable" to "very bad" as a result of 354 samplings. 	<ul style="list-style-type: none"> Ministry of Housing's Deputy Minister for Drinking Water and Basic Sanitation points out a large disparity between urban and rural areas, stating that 350 municipalities (32%) in Colombia do not have access to quality drinking water, and 450 do not have access to continuous use of water in their homes (only receiving water for less than 20 hours a day). Water issues are a top priority for the Duque administration, and it is considered necessary to revitalize the National Water Council in order to incorporate water resource management into policies at all stages. 	Water purification system (Ex. Making purified water from rainwater)	<p>Lynks</p> <p>Founded date: 2010</p> <p>Services description: Developed a remote measuring device for resource management to promote water saving in the agricultural sector</p> <p>URL: https://lynks.com.co/</p>
3	Health	Mental health	<ul style="list-style-type: none"> A national survey of mental health found that 40.1% of Colombians (2 in 5) had some mental illness. The most commonly identified were anxiety disorders (19.3%), mood disorders (15%), substance use disorders (15%), and psychiatric substance use disorders (10.6%) (2003). 	<ul style="list-style-type: none"> Mental Health Act 2013 1616: Guaranteeing Colombians' Right to Mental Health Through the Social Security System Under the Duque administration, the Ministry of Health responds in line with Resolution 089 (2019) on a comprehensive policy for consumption / prevention / care of psychoactive substances, and CONPES 3992 (2020) on Mental Health. 		<p>Momentu</p> <p>Founded date: 2020</p> <p>Services description: Providing mental health solutions for companies and individuals</p> <p>URL: https://momentu.co/</p>
		Access to medical services	<ul style="list-style-type: none"> The medical health system in Colombia consists of two types: (i) contribution type jointly funded by employers and employees or self-employed people, and (ii) national subsidies for the unemployed. Almost everyone has insurance, with 95.7% joining. On the other hand, despite the high level of insurance coverage, there are challenges in providing medical services effectively. For example, about one-third of diabetics are undiagnosed, and only 30.1% of women and 38.2% of men say they have been screened for major chronic illnesses in the past year. In addition, 60% of maternal deaths are concentrated in the poorest 50% of the population. (See CDC, paragraphs 3.75 to 3.8, CDC Update, paragraphs 63 to 67) The lack of unified data and information management in this field is also one of the reasons why efficient service provision cannot be provided. To address the above challenges, it is especially needed to improve access to medical services for chronic and infectious diseases, to strengthen the regional medical infrastructure by building integrated data networks and encouraging private investment in rural and isolated areas, and to strengthen the information system in this field and and promote the interoperability. 		<p>1DOC3</p> <p>Founded date: 2013</p> <p>Services description: Telemedicine platform. Medical consultations can be used not only by video and telephone but also by chat, and are used in areas where high-speed Internet is not widespread. Between February and December 2020, the number of consultations per month increased from 2,500 to 35,000.</p> <p>URL: https://www.1doc3.com/</p>	
4	Education	Access to education	<ul style="list-style-type: none"> In 2014, about 1 million school-aged children and adolescents were uneducated in Colombia, of which about 70% were rural children. Literacy rate is higher in rural areas than in urban areas. Reasons why fewer children are educated in rural areas than in urban areas include inadequate educational opportunities and high dropout rates. Government efforts to popularize education have increased school enrollment by two years over the last 10 years, with more than doubled participation in "Comprehensive Early Childhood Care and Education" (EIAIPI) and higher education, 40% and 50% respectively. The percentage of students receiving education is as high as 97% On the other hand, there are regional disparities, and there is a problem with the quality of education, especially in rural areas. Colombia is also the lowest in the PISA test (Programme for International Student Assessment, OECD's Program for International Student Assessment) (CDC, paragraphs 3.19 to 3.25, and the CDC Update, paragraphs 36 and 37). In order to improve the quality of education in the whole country, it is necessary to (1) develop high-quality teachers, (2) support the improvement of resource allocation, and (3) correct regional disparities by investing in education projects including PPP. 	<p>The Ministry of Education under the Duque administration is formulating a cross-organizational strategic plan 2019-2022 aimed at improving the quality of education and learning and increasing access to education. The final version will be announced as "National Development Plan 2019-2022"</p>		
		Vocational training, job matching	<ul style="list-style-type: none"> The expansion of the informal sector is particularly pronounced for immigrants, with more than 46% of immigrants engaged in the informal sector. Factors of informalization include (1) high dispatch contracts and non-regular ratios, (2) skill gaps in the labor market and vulnerable vocational training systems (see CDC, paragraphs 3.63 to 3.69, CDC Update, paragraphs 56 to 60). Countermeasures include (1) creation of incentives for normalization (tax system, integration of women and persons with disabilities into the workforce, good environment for business creation and growth), (2) appropriate vocational training and employment services to cover a wider range (Ex. Matching job seekers and job information) etc. 		<p>Remote education for rural areas</p>	<p>Platzi</p> <p>Founded date: 2014</p> <p>Services description: Remote education platform. Practical skill training courses are the mainstream rather than academic education.</p> <p>URL: https://platzi.com/</p>
5	Transport	High cost and low performance of the logistics service	<ul style="list-style-type: none"> In Colombia, freight transportation relies heavily on road transportation, but transportation costs are high. Specifically, the cost of domestic transportation and export of containers is more than double the average of LAC and OECD. The road density is 30km per million people, which is significantly lower than Brazil's 1,066km and Mexico's 1,188km. The capacity and service level of the inland waterway infrastructure is low, so it depends on road transportation. There are structural problems in the transportation industry: aging vehicles, low traceability and on-time delivery (Colombia is ranked at 111th and 108th out of 160 countries, respectively), high freight prices (reflecting the prices of the most inefficient companies). (See CDC, paragraphs 3.26 to 3.37, and the CDC Update, paragraphs 15 to 18). 		<p>Cargo tracing system</p> <p>Food transportation related: Cold chain technology, processing technology to extend the expiration date, inventory management system</p>	<p>Lifit</p> <p>Founded date: 2017</p> <p>Services description: Matching between truck drivers and carriers as B2B last mile logistics solution provider (end-user delivery). Operating in Colombia, Brazil, Chile, Mexico and Ecuador.</p> <p>URL: https://lifit.co/en/</p>
6	Agriculture, fishery	Productivity improvement	<ul style="list-style-type: none"> The main agricultural products are coffee, flowers and bananas. The agricultural sector is central to Colombia's rural development strategy due to its contribution to GDP and its labor-intensive characteristics, but the need for productivity gains is recognized. The average annual economic growth rate for the 10 years from 2008 to 2018 is 4.1%, but that of the agricultural sector is 2.7%. Its GDP share also fell from 7.4% in 2005 to 6.2% in 2018 (CDC, paragraphs 3.13 to 3.18, and the CDC Update, paragraphs 42 and 43). For example, Colombia has 22 million hectares of arable land, of which only 5.3 million hectares are cultivated. To improve productivity, (1) reviewing public spending on the provision of public goods, (2) normalizing land ownership, (3) promoting private investment in rural areas, introducing climate-friendly farming methods and encouraging access and participation in local markets and global value chains are needed. 	<p>The "Agriculture and Rural Development Policy" was proposed by the Ministry of Agriculture and Rural Development (MADR) after analyzing the main issues of the agricultural sector in order to achieve higher competitiveness and fairness in the rural areas of Colombia. Rural development, improvement of competitiveness by improving productivity and profitability, and fostering of modern and technologically superior organizations are mentioned.</p>	<p>Weather forecasting, growth monitoring and fertilizer spraying using drones, matching between perishable sellers and buyers</p>	<p>Frubana</p> <p>Founded date: 2018</p> <p>Services description: B2B matching platform for small farmers and buyers. It provides demand-related information to farmers and strives to ensure a stable food supply.</p> <p>URL: https://www.frubana.com/</p>
7	Disaster prevention		Natural disasters such as earthquakes, volcanic eruptions, rainy season floods and landslides occur in Colombia		Disaster prediction / forecast	
8	Other	Poverty	<ul style="list-style-type: none"> According to 2018 data from the Statistics Bureau (DANE), 34.1% of Colombians are in poverty, of which 10.6% are in extreme poverty. In rural areas, 46.1% of the population is in poverty and in urban areas, 30.3%. 	<p>In the "Commitment to the Future of Colombia" set out by the Duque administration as a plan for the next two years, to correct the social disparities that exist in the country and improve the quality of life of the poorest and most vulnerable people are listed.</p>		
		Crime	<ul style="list-style-type: none"> Colombia has a higher crime rate than other Latin American countries, with 90 homicides per 100,000 population (Latin American average is 10). The main sources of violence in Colombia are drug traffickers, paramilitaries, guerrillas, criminal organizations, etc. In 2002, 29,000 murders, 3,000 kidnappings, 2,500 blackmails and 1,600 terrorist acts occurred. 	<p>In December 2019 under decree 2014, the Duque administration has enacted rules that exclude benefits such as the provision of housing in prisons and that if corruption is proven, they will no longer be eligible to enter into public contracts, for crimes that affect administrative/judicial control and national assets.</p>		
		Attacks on social leaders	<ul style="list-style-type: none"> Direct violence such as slaughter, forced mass migration and murder has decreased significantly, while other forms of violence such as intimidation of social leaders have increased. More than 23 leaders were assassinated after the government and FARC delegations signed an agreement after a dialogue in Cuba. 			

MX

Ecosystem Survey

1.

Startups overview



The Mexican startup ecosystem

>830 mUSD

IN VC INVESTMENTS IN
2020, ACROSS

134

DEALS

>700

STARTUPS¹

>50

VCs, CVCs AND
ACCELERATORS

19%

YoY VC INVESTMENT
GROWTH, PER VALUE

1- With publicly available information regarding, at least: Name, HQ location and status=active.

3

The Mexican startup ecosystem

Mexico is one of the most developed and vibrant startups ecosystems in LAC. Thanks to its northern neighbor, capital availability and broad market many entrepreneurs choose it as a platform to scaleup in the region. On top of that, several high tech companies chose it as their Latin American HQ, increasing its tech talent.

This is evidenced by the trend in VC investments in Mexico when comparing it to the rest of Latin America, representing around 15% of all investments in the region.

4

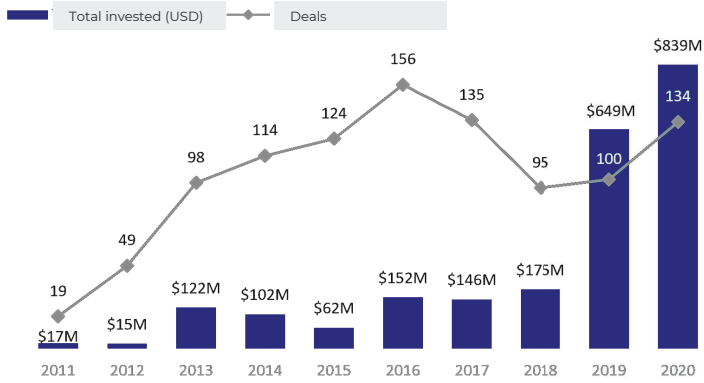


Fig. 1: 2011 – 2020 VC investment in Mexico.
Source: LAVCA / Pitchbook

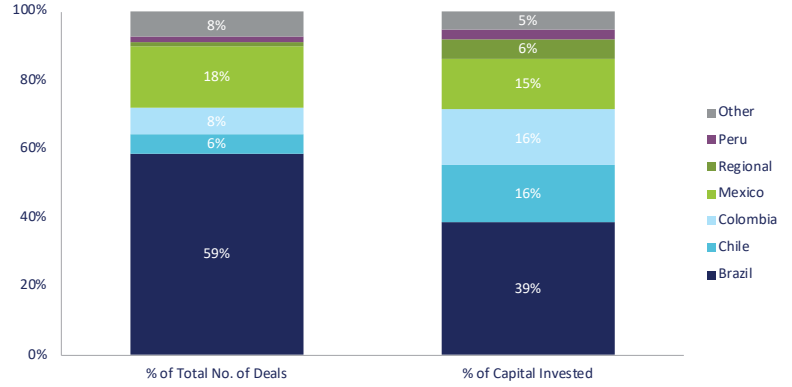


Fig. 2: 2020 investment in Mexico (VC, PE, Infra & debt).
Source: LAVCA

The most active sector in Mexico (investment-wise) is consumer goods & services

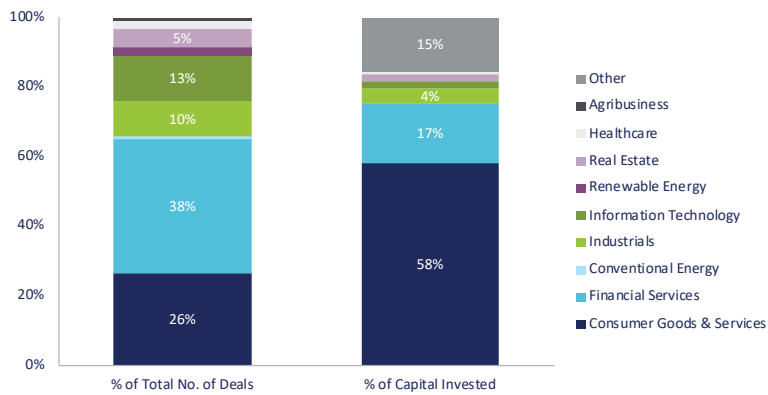


Fig. 3: 2020 Investments per industry
Source: LAVCA

However, the TMT (Tech, Media & Telecom) vertical has the most active startups in the country, followed by fintechs, mobile¹ and e-commerce.

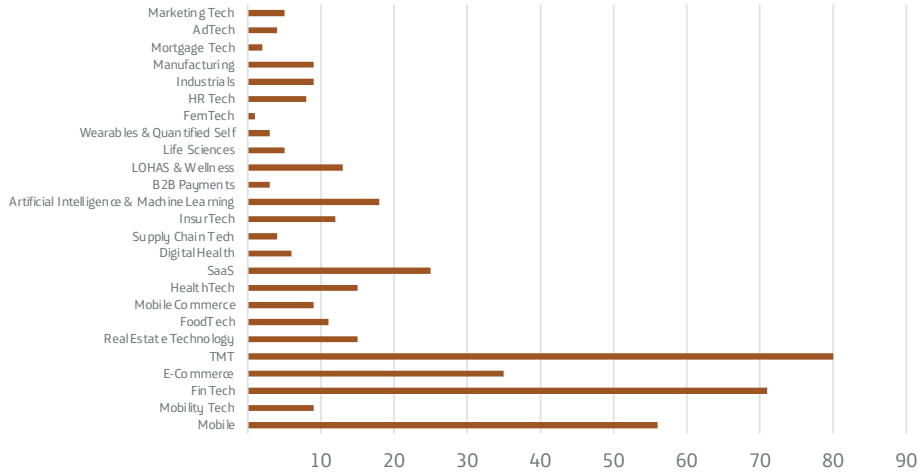


Fig. 4: Startup count per industry vertical – top 25 verticals
Source: Pitchbook

1. Mobile companies provide services for mobile devices and/or enable mobile communication.

Startups in the most active sectors in Mexico

FinTech Total Raised: \$406,09M

Financial Administration Services Total Raised: \$137,49M

Klar \$72,50M	Stori (Cons...) \$49,60M	Cuenca \$4,91M	Mozper \$3,55M	Baubap \$3,12M	Kredi \$2,13M	finnu \$0,80M
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LendInc \$0,50M

DB Menos \$0,31M	Vech \$0,06M	Devolanita \$0,01M	Credifr... -	Lana Plus -
----------------------------	------------------------	------------------------------	------------------------	-----------------------

Financial Services Total Raised: \$247,43M

Mutuo \$100,00M	Oyster (Financia...) \$96,00M	Clara (Financia...) \$38,50M	Flink (Financia...) \$12,02M	Finerio \$0,75M	R2 Capital \$0,10M	Miio \$0,06M
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Aplazo -

RedGirasol -	Snowball -	Verqor -
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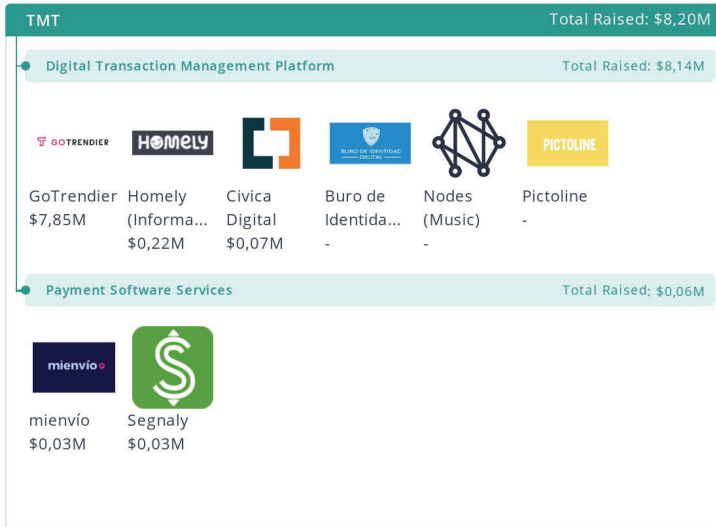
Payment Processing Service Total Raised: \$21,17M

UnDosTres \$8,16M	Nelo (Financia...) \$5,60M	Vexi \$3,53M	Atrato \$2,87M	Cacao \$0,51M	Digit \$0,50M	IwanaCash \$0,01M
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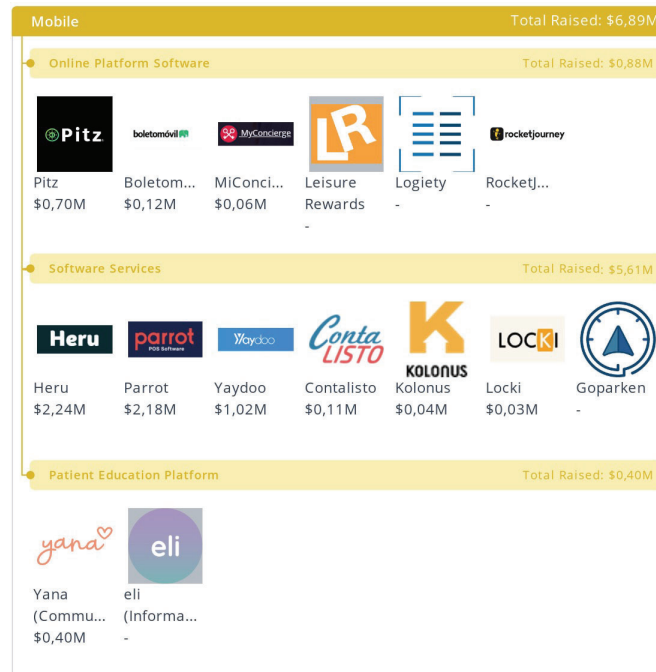
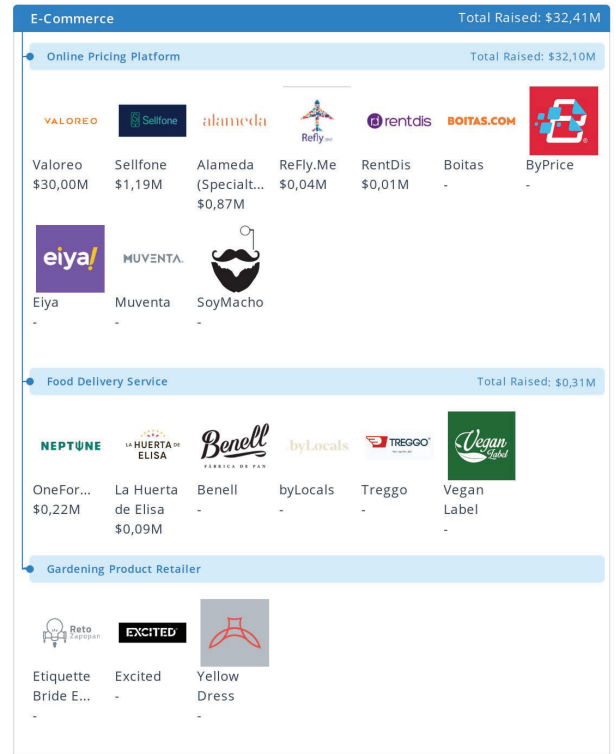
Mendel (Financia...)

Pagaris -	Tanken -
---------------------	--------------------

Startups displayed are a random sample, not all startups listed.



Startups displayed are a random sample, not all startups listed.



Startups displayed are a random sample, not all startups listed.

When looking at the capital invested in each vertical, Mobile leads, followed by Mobility Tech, Fintech and e-commerce

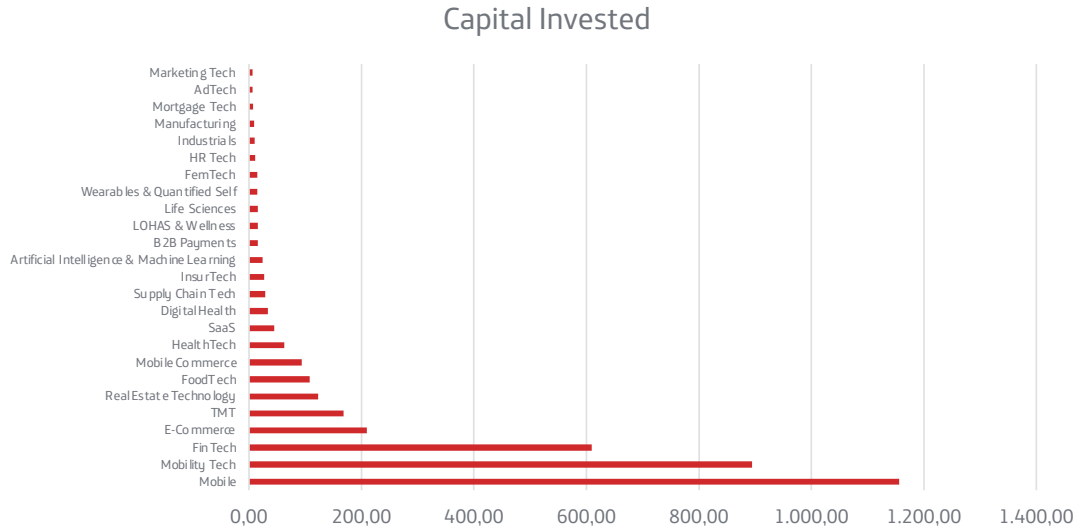


Fig. 5: Capital invested per industry vertical – top 25 verticals, in startups founded 2015 onwards
Source: Pitchbook

■ Capital Invested

Differences in market map result from startups not shown, but accounted for in the graph

Ecosystem Drilldown: the 7 sectors of interest

Sectors of interest are:

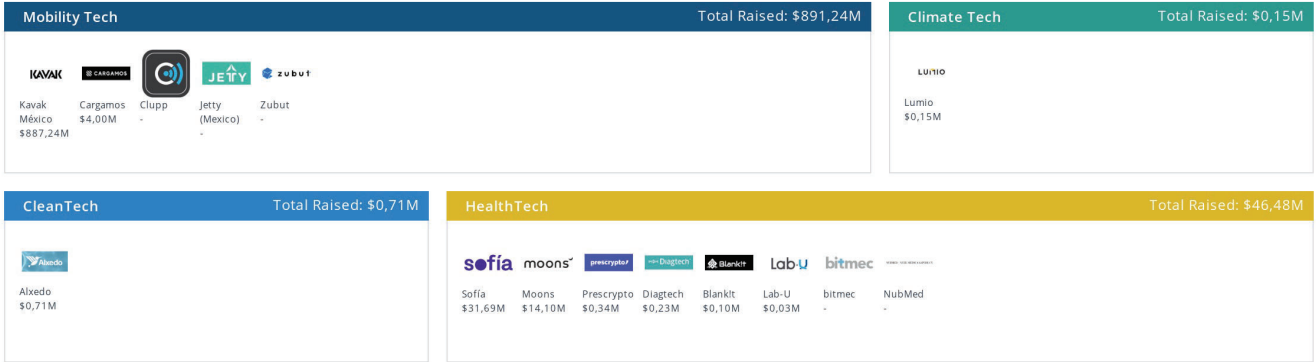
- Healthcare
- Sanitation
- Disaster Prevention
- Education
- Environment
- Agriculture
- Transportation

Equivalent industry Verticals*

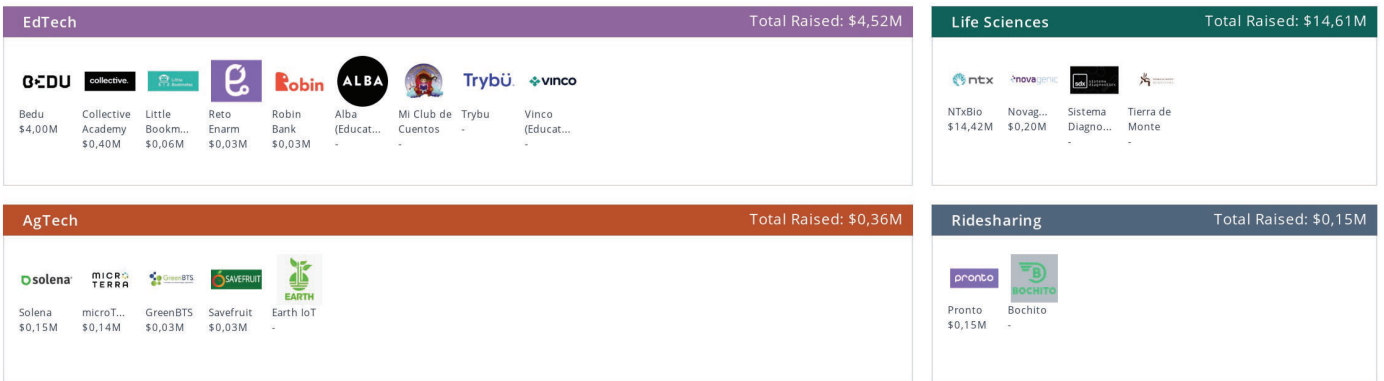
- Health tech, Life Sciences
- Clean Tech
- N/D
- Edtech
- Climate Tech
- Agtech
- Mobility Tech, Ridesharing

Verticals	Capital Invested
Mobility Tech	894,12
HealthTech	62,82
Life Sciences	15,30
EdTech	4,53
CleanTech	1,71
AgTech	0,61
Ridesharing	0,15
Climate Tech	0,07

* Equivalences in terminology were required to obtain information about fundraising deals in the country.



Startups displayed are a random sample, not all startups listed.



Startups displayed are a random sample, not all startups listed.

The mobility sector investment is skewed by Kavak's fundraising (series C in 2020 and series D in april 2021).

The company is an operator of a car trading platform intended to buy and sell used cars. It uses real-time market data to give sellers a fair offer to sell their car in minutes without leaving home and offers services like home delivery and collection, pre-owned car financing, and other related services, enabling customers to buy or sell cars without hassle - <https://www.kavak.com/>

W wayra The investors – Venture Capital
Telefónica Innovation



Full list with details available in the excel file: MX-Report

Accelerators



CVC



Family Offices



Universities



















Full list with details available in the excel file: MX-Report

We can see that some investors are cross-sector, while others have a more focused investment history when it comes to the 7 sectors of interest.

In the following slides we will present relevant investors and how they interact with a sample of the 7 sectors' startups.

How are these investors relating with the 7 sectors?






















Accelerators

Investor	Healthtech	Transportation	Edtech	Environment	Agtech
	 		 	 	  
					
	 *first investment in health				

Full list with details available in the excel file: MX-Report









How are these investors relating with the 7 sectors?

VCs

Investor	Healthtech	Transportation	Edtech	Disaster Prevention	Sanitation	Environment
	  		  			
						
						
			 			

Full list with details available in the excel file: MX-Report

How are these investors relating with the 7 sectors?

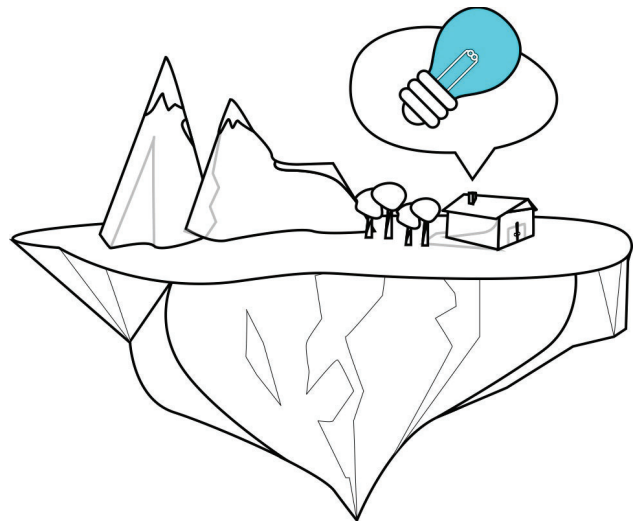
Investor	Healthtech	Transportation	Edtech	Disaster Prevention	Sanitation	Environment
						
						
						

VCs

Full list with details available in the excel file: MX-Report

2.

Social Issues and needs in the LAC Region



In the following pages, we will analyze the startups in the 7 sectors, their solutions and market trends to summarize and provide insights on the social issues and needs in Mexico

- Healthcare
- Sanitation
- Disaster Prevention
- Education
- Environment
- Agriculture
- Transportation

Startups addressing issues in the sectors

The 7 sectors' analysis approach in this section differs from that of the previous section: To obtain data from deals and funding, it is necessary to adjust the 'search terms' to match available sources' reports.

However, in this section, the analysis focuses on the broad sense of the sector – in the startups' activities.

>75	STARTUPS IN THE SECTORS
22	HEALTHCARE
16	EDUCATION
10	AGRICULTURE
13	TRANSPORTATION
4	SANITATION
10	ENVIRONMENT
2	DISASTER PREVENTION

HEALTHCARE

Atend	InstaFit
Salus Care Solutions	iSana Health
Novagenic	MediConecta
Diagtech	My NextDerma
Fitpass	Osiris Healthtech Systems
Rocketjourney	PROSPERIA
Fitbody	Sofia
Avena	Terapify
Delee	Tinc
DocTour	Unima
Eva Center	Yana



Startups addressing healthcare in Mexico are focusing on solutions related to Telemedicine and Fitness predominantly. Their most common solution is to ensure a quick medical consultation for non-emergency situations using online services and conferences with health providers – both mental and physical health.

On the prevention side, startups are tapping in the fitness industry, presenting their value proposition as an opportunity to remain healthy throughout life. There are a few researching into medical diagnostic devices, and some focus on elder care.

Given Mexico's aging population and public health challenges, we can conclude that there are opportunities in 3 levels:

1. **Short-term gains:** Startups focusing on solving short term issues such as instant access to medical advice for general practitioners and remote communities with internet access.
2. **Transformational healthcare:** With few startups addressing preventive medicine and early diagnosis, there is an opportunity to partner with health services, local communities and federal government to boost the development of new diagnostic science.
3. **Elder care:** Most startups focus on the traditional care business (nursing homes or on-demand nurses). This is an opportunity to look into ways of transforming elder care using tech.



EDUCATION

Aprende Institute	Venn Platform
Asha Grow	Trybu
Bedu	Applica2
Dev.f	SchoolControl
HackAcademy	Unidos
Kinedu	Alba
Top e University	Boxie
Totem Computer	Scintia



Startups addressing Education in Mexico are focusing on solutions related to Online Education and Educational Content development. Startups activities focus on offering online courses, online lessons for kids, professional development and language lessons.

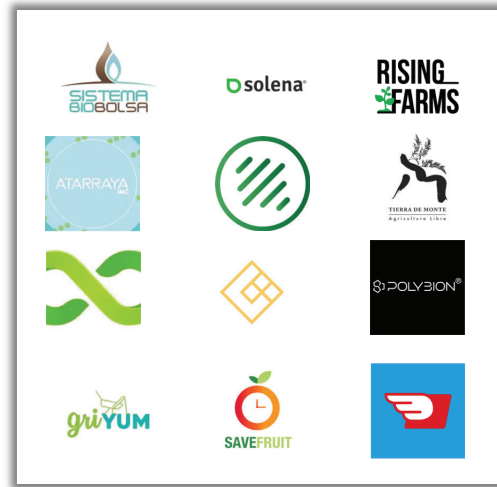
There are few startups addressing educational curriculums using tech or new trends in the field. There is an opportunity for startups focusing on including local vulnerable communities or locally driven initiatives. Although internet availability and digital skills are rising in Mexico, there is a broad population that cannot benefit from online courses, either because they lack internet access or are not digital natives and prefer a more traditional education.

Software development education services are on the rise.



AGRICULTURE

RedGiraSol
Polybion
Sistema BioBolsa
Solena
Tierra de Monte
Rising Farms
Atarraya Inc
Luxelare
Griyum
Savefruit



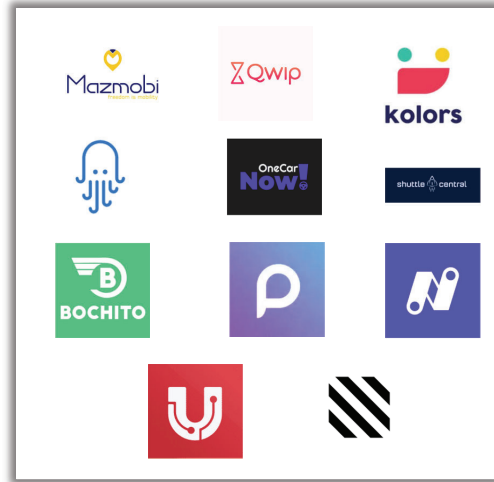
Startups addressing Agriculture in Mexico are broad in their focus. The main trend is agricultural waste processing for fertilizers and new product development. However, there are interesting developments in a broader market trend: food techs that research and develop new ingredients (such as cricket protein).

An emerging market is productivity startups, whose mission is to tamper into the agriculture value chain in the soil preparation, pest and water control, and harvest. There is an emerging opportunity in the coming years for startups in the crop efficiency business that helps mitigate climate change disruptions.



TRANSPORTATION

Treggo
Cargamos
Mazmobi
OneCarNow!
Shuttle Central
NowPorts
Urbvan
Pronto
Bochito
Pulpomatic
Kolors
Bussy Mobility
Qwip



Startups addressing Transportation in Mexico are predominantly tackling 2 issues: last-mile delivery and commuting. By offering on-demand messengers for same-day deliveries or truck driver marketplaces for the former; ridesharing apps and marketplaces for the latter, the transportation issues are focusing predominantly in the in-city challenges.

There are few startups working on solving international logistics or long-distance distribution. There is an opportunity for startups working in cargo transport safety, long distance passenger transportation and local farmers distribution.



SANITATION

Alxedo
Sytesa
Aacui
CAVOXD
Biorem

Startups addressing Sanitation in Mexico are focusing on solutions related to water filtration and purification at home and industrial scale.

Since current solutions' focus are purification for consumption, there is an opportunity to address water management in industrial applications, irrigation technology and sewage treatment for small communities.

The only startup focusing on sewage treatment found is Biorem, that develops bacterial based solutions for organic pollutants in drainage systems.



DISASTER PREVENTION

SkyAlert
Grillo

Startups addressing Disaster Prevention in Mexico are focusing on solutions related exclusively to Earthquake alert and awareness. Sky alert has a system for satellital earthquake alert, and Grillo consists of a grid of seismic sensors to alert an upcoming quake.

Opportunities in the sector could be present in the disaster response management and logistics.



ENVIRONMENT

ProTrash	Sistema.Bio
Ayure	Xilinat
BioBox	MicroTerra
Grupo Promesa	Rainwater H2OG
Intentive Power	

Startups addressing Environment in Mexico are focusing on solutions related to:

- Recycling: Platforms for recycling trash, and machines to collect recyclable waste.
- Energy: Energy production from organic waste materials, and solar boilers that replace fossil-fuel burners.
- Nutrients from waste: Xilinat transforms agricultural corn waste into xylitol for human consumption, and MicroTerra that converts animal manure into proteins.

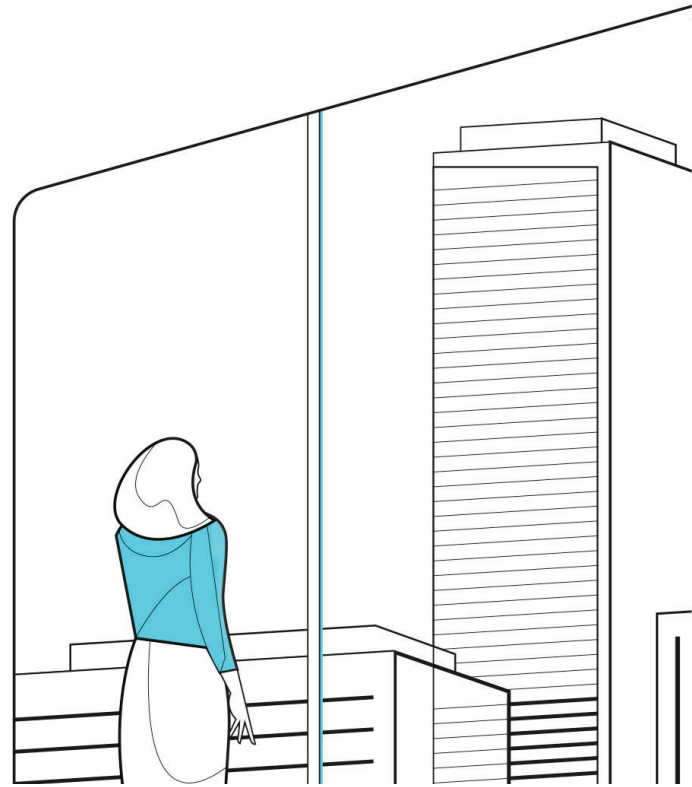


Policy

Since the new government, public Federal support for startups has been cut out. The INADEM (instituto nacional del emprendedor, National Entrepreneurship institute) was the institution that supported entrepreneurship and startups.

It was replaced by the Unidad de Desarrollo Productivo (Productive Development Unit), which focus is in SME's credit, operational support and similar actions.

Therefore, there is no Federal, country-wide public program for the startup promotion.





Data Sources:

- Amexcap
- LAVCA
- Crunchbase
- PitchBook
- Startupeable
- IncubatorList
- Inadem
- Endeavor
- IADB



ALL INVESTMENT FIGURES IN mUSD

Table 1: Investments in startups from other regions, per region/country per Series, founded in 2010 onwards

HQ Global Sub Regions	Series HQ Country	Seed			Series A			Series B			Series C			Series D			Series E			Series F			Series G			Series I			All					
		Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested			
Central America	Costa Rica	-	-	-	1	1	1.75	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1.75	
Eastern Africa	Kenya	1	1	1.40	1	1	9.20	1	1	70.00	1	1	170.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	4	250.60	
Eastern Europe	Poland	-	-	-	2	2	6.52	2	2	33.62	1	1	20.00	1	1	16.48	1	1	89.66	-	-	-	-	-	-	-	-	-	-	-	-	2	7	166.28
	Russia	-	-	-	1	1	5.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	5.00	
North America	United States	88	130	287.89	70	77	1,293.77	40	42	1,871.61	25	26	2,187.08	13	14	2,626.00	9	9	1,842.57	3	3	1,590.00	1	1	1,700.00	2	2	12.00	123	304	13,410.92			
	Canada	5	12	26.50	1	1	4.77	1	1	12.90	1	1	12.50	1	1	54.85	1	1	119.06	-	-	-	-	-	-	-	-	-	-	-	5	17	230.58	
	Mexico	19	23	34.85	10	10	53.24	5	5	4.80	2	2	399.19	1	1	485.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	26	41	977.08	
Northern Europe	Finland	1	2	0.84	1	1	0.57	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	3	1.41		
South America	Argentina	8	11	8.07	2	2	5.00	1	1	16.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	14	29.07		
	Brazil	5	7	15.80	4	4	49.30	1	1	30.00	2	2	182.34	1	1	80.00	1	1	150.00	1	1	400.00	1	1	1,510.79	-	-	-	5	18	2,418.23			
	Chile	7	8	10.01	4	4	9.35	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9	12	19.36		
	Colombia	11	16	31.71	10	10	147.05	6	6	412.32	2	2	223.71	1	1	1,000.00	1	1	300.00	1	1	500.00	-	-	-	1	1	0.15	15	38	2,614.94			
	Ecuador	-	-	-	1	1	6.00	1	1	86.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	2	92.00		
South Asia	Peru	3	3	0.70	1	1	7.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	4	7.70			
South Asia	India	1	1	1.50	-	-	-	1	1	49.20	1	1	20.60	1	1	120.00	-	-	-	-	-	-	-	-	-	-	-	-	-	1	4	191.30		
Southeast Asia	Singapore	1	1	1.10	1	1	2.50	1	1	4.00	1	2	48.50	1	4	190.50	1	3	782.00	-	-	-	-	-	-	-	-	-	-	1	12	1,028.60		
Southern Europe	Gibraltar	1	1	2.50	1	1	15.00	1	1	62.00	1	1	250.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	4	329.50		
	Italy	2	2	1.88	2	2	14.53	1	1	6.48	1	1	11.24	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	6	34.13		
	Spain	12	16	18.80	18	22	125.61	9	10	95.58	3	3	147.49	1	1	100.00	1	1	160.00	-	-	-	-	-	-	-	-	-	-	26	53	647.48		
Western Europe	United Kingdom	7	8	8.71	5	5	58.21	4	4	125.35	2	2	90.65	1	1	176.78	-	-	-	-	-	-	-	-	-	-	-	-	-	10	20	459.70		
	Belgium	-	-	-	-	-	-	1	1	17.40	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	17.40		
	France	1	1	1.20	-	-	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	2	1.20			
	Germany	3	3	2.52	1	1	6.20	1	1	11.98	1	1	60.50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	6	81.20		
	Netherlands	2	3	7.97	2	2	8.52	1	1	5.84	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	6	22.33			
Switzerland	-	-	-	1	1	3.30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	3.30				

Ownership Status: Privately Held (backing); In IPO Registration; Acquired/Merged; Backing Status: VC-backed; Accelerator/Incubator-backed; Angel-backed; Corporate-backed/Acquired; Business Statures: Profitable; Generating revenue/not profitable; Product Development; Startup; Search current business status; Year Founded: From: 01-Jan-2010; To: 29-Jul-2021; Universes: Pre-venture; Venture Capital; Country: Mexico; Location: Americas > North America > Mexico; Search Non-HQ Only; Include Active Positions;

*Note: The amounts invested in the startups are not necessarily from Mexican operations

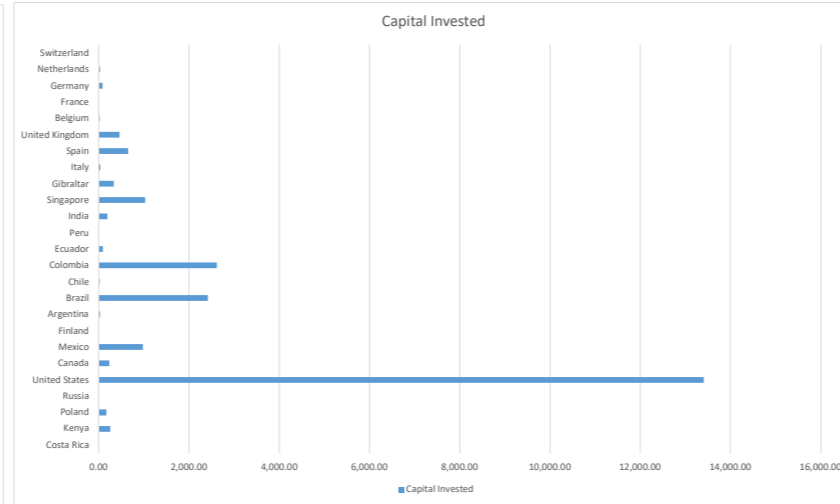
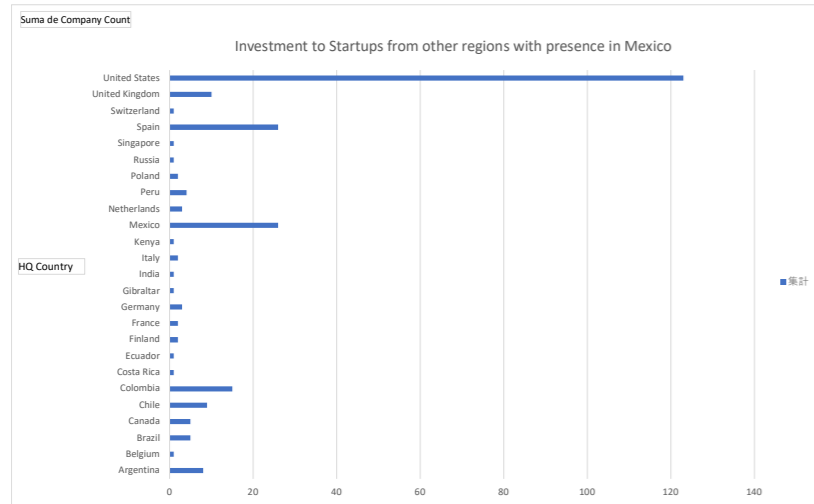


Table 2: Investment in startups from other regions with presence in MX, by deal type and Vertical, 2010 onwards

Deal Type	Angel			Seed			Early stage VC			Later stage VC			All		
	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested
3D Printing	-	-	-	1	1	0.08	-	-	-	-	-	-	1	1	0.08
AdTech	5	6	11.68	8	10	17.32	11	20	60.77	4	6	97.65	18	42	187.42
Advanced Manufacturing	1	1	0.45	2	4	5.66	4	11	152.24	4	10	1,304.00	5	26	1,462.35
AgTech	1	1	0.05	3	4	5.10	7	11	125.02	7	14	354.12	9	30	484.29
Artificial Intelligence & Machine Learning	9	10	23.02	42	56	85.94	49	79	680.65	24	56	3,591.30	68	201	4,380.91
AudioTech	-	-	-	2	2	0.47	1	1	1.90	1	1	-	3	4	2.37
Augmented Reality	1	1	-	1	1	20.42	1	2	573.30	1	6	2,886.50	2	10	3,480.22
Autonomous cars	-	-	-	1	3	7.82	-	-	-	-	-	-	1	3	7.82
B2B Payments	-	-	-	2	2	1.00	2	3	17.25	2	4	124.08	2	9	142.33
Beauty	-	-	-	1	1	0.65	1	1	1.45	1	1	1.00	1	3	3.10
Big Data	6	7	20.02	24	32	69.19	32	55	686.21	20	43	2,277.04	44	137	3,052.46
CleanTech	3	4	7.85	6	10	27.04	9	13	28.24	8	16	55.14	16	43	118.27
Climate Tech	1	2	0.49	3	5	14.18	3	3	9.82	4	7	26.96	5	17	51.45
CloudTech & DevOps	-	-	-	7	9	19.98	7	13	109.30	5	13	991.12	10	35	1,120.40
Construction Technology	1	1	3.25	3	3	8.05	2	5	79.02	2	4	182.24	4	13	272.56
Cryptocurrency/Blockchain	-	-	-	4	6	4.60	6	7	26.55	3	5	392.20	8	18	423.35
Cybersecurity	1	1	0.16	11	12	31.11	13	26	491.80	13	39	2,010.33	16	78	2,533.40
Digital Health	1	1	4.10	1	1	0.22	6	7	2.97	2	2	1.19	7	11	8.48
E-Commerce	4	5	3.04	13	16	28.11	23	31	555.42	10	21	2,663.99	26	73	3,250.56
EdTech	-	-	-	8	17	22.74	6	8	7.75	4	8	48.12	12	33	78.61
eSports	-	-	-	2	3	2.10	-	-	-	-	-	-	2	3	2.10
FemTech	1	1	-	2	2	0.30	2	3	7.97	2	2	10.32	2	8	18.59
FinTech	15	22	35.39	36	49	99.70	44	75	871.74	25	50	4,190.24	63	196	5,197.07
FoodTech	2	2	0.99	2	4	15.10	6	10	369.03	2	5	2,081.62	6	21	2,466.74
Gaming	1	1	-	2	3	9.10	2	2	1.95	1	1	12.68	5	7	23.73
HealthTech	4	4	16.52	1	1	0.08	12	19	91.92	5	10	143.36	14	34	251.88
HR Tech	-	-	-	8	15	18.72	4	4	5.39	1	1	12.48	9	20	36.59
Impact Investing	-	-	-	1	1	0.63	3	5	20.00	-	-	-	3	6	20.63
Industrials	2	2	1.59	8	9	14.38	15	28	142.40	6	12	545.97	18	51	704.34
InsurTech	2	3	0.21	3	3	1.13	5	7	10.90	1	1	0.06	6	14	12.30
Internet of Things	5	6	8.45	15	21	51.37	14	24	215.47	12	24	1,156.52	24	75	1,431.81
Legal Tech	-	-	-	-	-	-	1	1	-	-	-	-	1	1	-
Life Sciences	1	1	3.00	4	4	3.98	7	12	107.03	2	3	141.69	8	20	255.70
LOHAS & Wellness	1	1	-	8	12	15.06	13	18	65.35	7	8	25.39	16	39	105.80
Manufacturing	-	-	-	2	2	5.40	9	16	130.98	5	8	247.30	9	26	383.68
Marketing Tech	7	8	8.01	14	23	53.11	20	29	440.75	12	33	1,937.96	29	93	2,439.83
Micro-Mobility	-	-	-	2	6	18.32	1	1	30.00	-	-	-	2	7	48.32
Mobile	17	19	21.01	41	52	99.48	54	103	1,127.84	37	83	8,043.99	76	257	9,292.32
Mobile Commerce	1	2	7.91	5	6	12.97	8	15	308.61	5	15	2,862.52	9	38	3,192.01
Mobility Tech	-	-	-	8	16	48.07	7	15	374.22	5	13	2,270.83	12	44	2,693.12
Mortgage Tech	-	-	-	1	1	-	-	-	-	-	-	-	1	1	-
Oil & Gas	-	-	-	1	1	6.48	2	2	-	-	-	-	2	3	6.48
Oncology	1	1	3.00	1	1	1.65	1	1	1.60	-	-	-	2	3	6.25
Pet Technology	-	-	-	-	-	-	1	1	-	-	-	-	1	1	-
Real Estate Technology	2	2	0.72	6	9	14.13	10	18	258.15	2	10	9,828.96	12	39	10,101.96
Restaurant Technology	1	1	0.30	1	2	5.65	6	7	29.09	3	8	308.35	6	18	343.39
Ridesharing	-	-	-	3	7	26.00	3	7	282.10	2	4	380.40	5	18	688.50
Robotics and Drones	-	-	-	1	1	0.50	3	5	42.02	2	4	120.34	4	10	162.86
SaaS	14	20	27.61	49	76	133.36	75	130	1,324.35	45	108	4,294.34	106	334	5,779.66
Supply Chain Tech	2	3	2.69	9	10	20.88	13	30	492.58	9	22	3,258.45	16	65	3,774.60
TMT	36	50	59.79	94	131	258.15	132	229	2,541.59	75	161	10,691.94	187	571	13,551.47
Virtual Reality	-	-	-	2	4	21.31	1	2	573.30	1	6	2,886.50	2	12	3,481.11
Wearables & Quantified Self	2	3	0.21	5	5	22.35	6	9	585.93	3	8	2,896.04	9	25	3,504.53
All	64	82	96.79	178	244	449.45	264	435	4,920.43	131	277	27,705.66	366	1,038	33,172.33

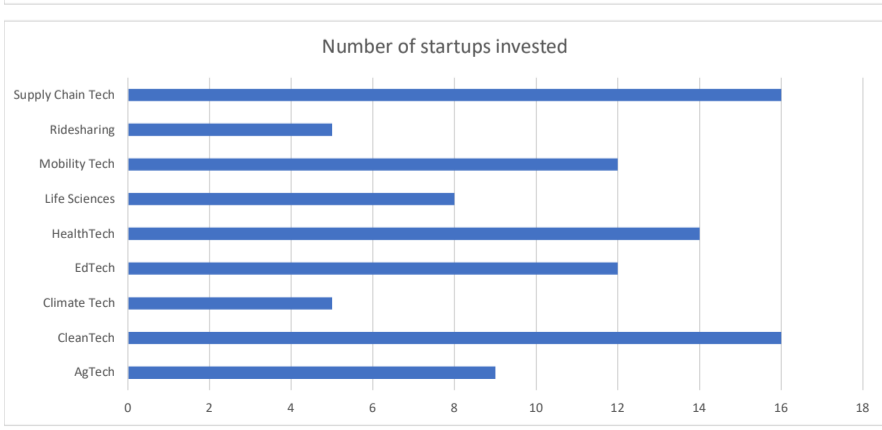
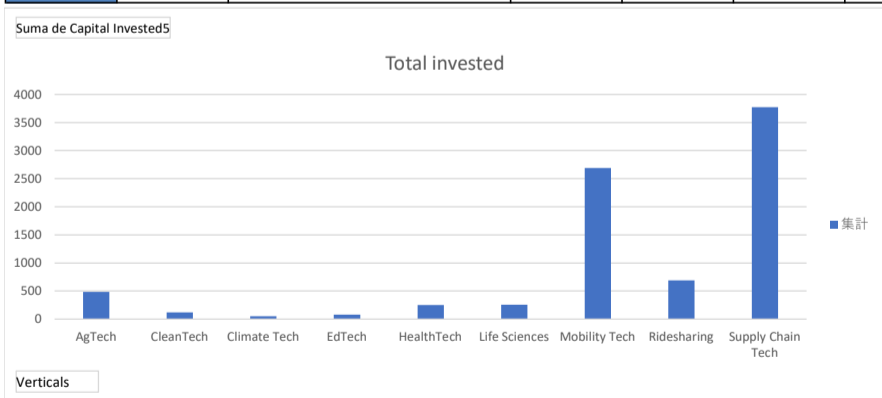
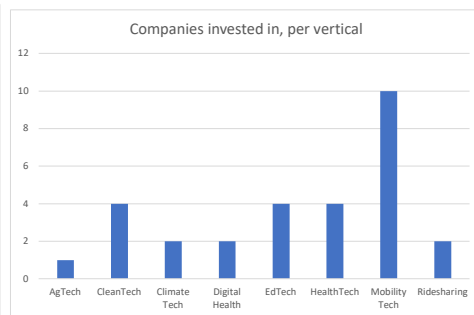
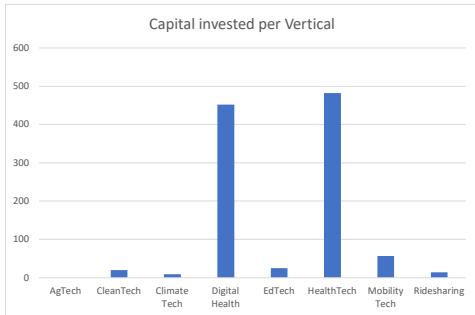


Table 4: Investment from MX VCs in non MX startups, per vertical and series

Series	Seed			Series A			Series B			Series C			Series D			Series 1			All		
	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested	Company Count	Deal Count	Capital Invested
3D Printing	-	-	-	1	1	30.10	-	-	-	-	-	-	-	-	-	-	-	-	1	1	30.10
AdTech	3	3	5.73	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	3	5.73
Advanced Manufacturing	-	-	-	1	1	5.00	-	-	-	-	-	-	1	1	500.00	-	-	-	2	2	505.00
AgTech	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	-
Artificial Intelligence & Machine Learning	15	15	32.82	7	7	69.23	-	-	-	1	1	300.00	1	1	500.00	-	-	-	23	24	902.05
Autonomous cars	1	1	5.98	1	1	7.00	-	-	-	-	-	-	-	-	-	-	-	-	2	2	12.98
Beauty	1	1	3.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	3.00
Big Data	7	7	16.68	1	1	29.98	-	-	-	1	1	300.00	-	-	-	-	-	-	8	9	346.66
CleanTech	4	4	19.91	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	4	19.91
Climate Tech	2	2	8.75	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	2	8.75
CloudTech & DevOps	1	1	0.65	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	0.65
Cryptocurrency/Blockchain	4	4	3.10	1	1	5.60	-	-	-	-	-	-	-	-	-	-	-	-	5	5	8.70
Cybersecurity	3	3	14.75	1	1	29.98	-	-	-	-	-	-	-	-	-	-	-	-	3	4	44.73
Digital Health	1	1	2.30	-	-	-	-	-	-	1	1	450.00	-	-	-	-	-	-	2	2	452.30
E-Commerce	7	7	9.76	3	3	18.90	1	1	20.00	1	1	24.96	-	-	-	-	-	-	11	12	73.62
EdTech	3	3	4.04	2	3	20.58	-	-	-	-	-	-	-	-	-	-	-	-	4	6	24.62
FinTech	17	18	107.36	7	7	396.30	2	2	96.00	1	1	175.00	1	1	525.00	-	-	-	24	29	1,299.66
FoodTech	4	4	4.01	1	1	10.00	-	-	-	-	-	-	-	-	-	-	-	-	5	5	14.01
Gaming	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1.50	2	2	1.50
HealthTech	1	1	2.30	1	1	10.00	1	1	20.00	1	1	450.00	-	-	-	-	-	-	4	4	482.30
HR Tech	7	7	8.96	-	-	-	1	1	32.00	-	-	-	-	-	-	-	-	-	7	8	40.96
Impact Investing	-	-	-	1	1	14.50	-	-	-	-	-	-	-	-	-	-	-	-	1	1	14.50
Industrials	3	4	6.98	3	3	27.50	-	-	-	-	-	-	1	1	500.00	-	-	-	7	8	534.48
InsurTech	1	1	3.50	1	1	10.20	-	-	-	-	-	-	-	-	-	-	-	-	1	2	13.70
Internet of Things	1	1	0.70	1	1	7.50	-	-	-	-	-	-	-	-	-	-	-	-	2	2	8.20
LOHAS & Wellness	5	5	9.95	-	-	-	1	1	20.00	1	1	450.00	-	-	-	-	-	-	7	7	479.95
Manufacturing	-	-	-	1	1	7.00	-	-	-	-	-	-	1	1	500.00	-	-	-	2	2	507.00
Marketing Tech	1	1	2.35	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	2.35
Micro-Mobility	1	1	3.75	1	1	6.00	-	-	-	-	-	-	-	-	-	-	-	-	2	2	9.75
Mobile	16	17	27.66	8	8	58.36	3	3	116.00	-	-	-	-	-	-	-	-	-	24	28	202.02
Mobile Commerce	-	-	-	2	2	18.00	2	2	96.00	-	-	-	-	-	-	-	-	-	3	4	114.00
Mobility Tech	5	5	22.08	5	5	34.81	-	-	-	-	-	-	-	-	-	-	-	-	10	10	56.89
Real Estate Technology	2	2	3.08	-	-	-	-	-	-	1	1	175.00	1	1	525.00	-	-	-	3	4	703.08
Ridesharing	-	-	-	2	2	13.50	-	-	-	-	-	-	-	-	-	-	-	-	2	2	13.50
Robotics and Drones	-	-	-	2	2	37.10	-	-	-	1	1	24.96	-	-	-	-	-	-	3	3	62.06
SaaS	15	16	18.98	5	5	151.30	1	1	10.00	1	1	24.96	-	-	-	-	-	-	21	23	205.24
Space Technology	-	-	-	-	-	-	-	-	-	-	-	-	1	1	500.00	-	-	-	1	1	500.00
Supply Chain Tech	3	3	13.48	3	3	36.30	1	1	22.50	-	-	-	-	-	-	-	-	-	4	7	72.28
TMT	19	20	43.17	8	8	103.93	1	1	20.00	1	1	24.96	-	-	-	1	1	2.80	28	31	194.66
Wearables & Quantified Self	-	-	-	1	1	7.50	-	-	-	-	-	-	-	-	-	-	-	-	1	1	7.50
All	61	63	201.16	27	28	607.62	5	5	170.50	4	4	949.96	2	2	1,025.00	2	2	4.10	90	104	2,958.34



Survey Questionnaire Information (Argentina)

JICA - LAC Entrepreneurial Ecosystem Research

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1. Overview of the startup ecosystem

a. Macro Economy (data as of 2020)

- Argentina has a large and high volatile macro economy
- It has a population of 45 million
- GDP is US\$383B, the 31st in the world, 3rd in Latin America.
- The GDP has been flat to decreasing in these 10 years
- Inflation and interest rate: between 20%-60% the last 10 years
- Official language: Spanish
- Capital: Buenos Aires (most populated city: 12.8 million)

b. Venture Capital Market

- It is important to understand how local startups and investors mitigate the highly volatile economy impact.
- Over the past few years, it has been quite difficult to move money out of Argentina.
- The Entrepreneurship Law (2017) promoted grants and credit to risk capital institutions and the establishment of crowd funding platforms.
- Startup investment (Seed/VC) record year was 2019, with US\$403M. Despite a decline in 2020 to US\$347M, it grew 10 times since 2016.
- The number of investments has doubled from 2016.
- However, the growth is driven by a few large investments and the rest is not constantly growing.
- Seed round usually can raise US\$240K for a US\$1.2-1.5M valuation.
- ARCAP (Argentinian VC association) identified 69 seed investment cases in 2020, and 51 in 2016.
- According to LAVCA, from all capital invested in LAC region in 2020, Argentina has a share of 5.4% (Brazil has 58%, Colombia 11.5% and Chile 3.3%).
- Startup investment per GDP: 0.06% ratio. Brazil has a 0.25% and Colombia a 0.18% ratio.

c. Startups

- Argentina has the 3rd most startups in Latin America. 5 startups became US\$1B over valuation. In addition, 2 more received more than US\$100M investment and 15 more received more than US\$10M
- According to IDB-LAB, the total ecosystem value of Argentina (considering technology companies valued above US\$6M) reaches US\$99B, however 84% of this value is represented by Mercado Libre.
- In 2020, the sectors that received the highest amount of investment were Enterprise Software (33.3%), Edtech (18.5%) and E-Commerce (11.1%).
- Other than that, Biotech and AgTech have a considerable percentage of Argentine ecosystem, as traditionally some of the world largest meat producers are from Argentina.
- Among 48 exits on Crunchbase, the mean value is around US\$2-3M

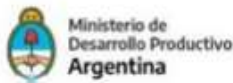
d. Ecosystem main players

- ARCAP is a non-profit association representing Venture, Seed capital and Private Equity in Argentina.
- Argentine government offers several seed capital programs.
- There are several VC and CVC funds specialized in specific sectors, such as Fintechs (Arfintech, Grupo Supervielle) and Agtechs (Oikos). Some international Funds such as The Yield Lab have established accelerating programs in Argentina to invest in Agtechs and Biotech.

Public Programs



- FONDCE – Trust Fund for the Development of Entrepreneurial Capital.
- Trustee is BICE (Argentina Development Bank), Trustor is Ministry of Production and Labor



- FONDO SEMILLA – Ministry of Productive Development fund for Seed Capital.
- Up to US\$250K per project

Angel Investors



- Track record of US\$1.5M investments in 12 startups



- US\$600K investments in the last 5 years



- IAE Business School Former Alumni Angels Association
- US\$50K-500K investment per project

Argentine VC Funds



- Focus in E-commerce and Adtech companies



- Seed and Series A rounds for Fintech, Agtech, Biotech and Cleantech
- Total of US\$250M investment in 30 companies



- Focus in Fintechs
- Seed, Series A/B rounds
- US\$0.5M - 5M ticket



- Seed and Series A rounds for Fintech, Logistics, SaaS and others
- Tickets from US\$250K to more than 10M



- AgTech and Foodtech



- E-commerce, marketplace, mobile, Software/SaaS, and others



- Fintech, Insurtech, SaaS, and solutions to SMEs.

Corporate Venture Capital Funds



- Managed by major banking institutions in Argentina
- Invests in early stage Fintechs



- Managed by beverage company Quilmes
- Invests in projects for consumer industry



- Managed by software company Globant
- Ticket: US\$50K – 200K



- Invests in Fintechs and Insurtechs



- Managed by major Insurance companies
- Ticket: US\$50K – 100K



- Invests in early stage startups in logistics, consumer, fintech and insurtech industries.
- Ticket: US\$50K – 300K (Seed)
- US\$350K – 1M (SeriesA/B)

Accelerators



2. Startups Overview - Social issues and needs in the LAC region

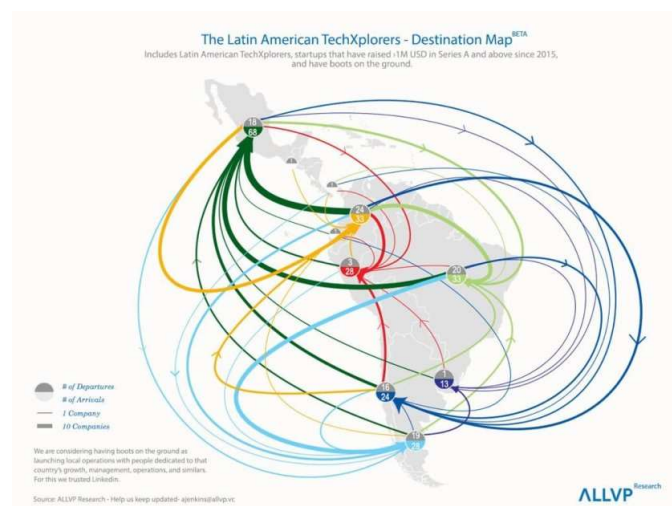
View: Social Issues Report (Excel)

3. Startups Overview - Quantitative information on start-up eco-system

View: Survey Questionnaire (Excel)

4. Startups Overview - Start-ups that expand their business to LAC from other countries

- The Argentinian ecosystem is very connected to the Brazilian and Uruguay ecosystem, due to the Mercosur agreement.
- It is common for Argentinian startups to expand to the Brazilian market, due to the local monetary and political situation, some examples are Mercado Libre and Despegar.
- There are some global startups operating in Argentina which are boosting the local ecosystem and generating a considerable number of new jobs opportunities, mainly for the sharing economy, like Uber, Cabify, Rappi, and iFood, and e-commerce, such as Kavak and Linio.
- However, in the last few years, due to the challenging macroeconomic environment and covid-19 pandemic, some startups, especially in the mobility sector, have left the country, such as Glovo and Movo.
- The ALLVP startup destination map shows that even given the macro economic situation in Argentina, it still attracts a fair number of Latin American startups, mainly from Brazil. And is also “exporting” several startups.



The map shows how LAC startups that have raised series A (more that USD 1M) depart or enter in/from other countries. The circle in each country shows the number of startups that departure in the upper half, and the number of arrivals in the lower half. And the arrows show to which country they are expanding.

Source: ALLVP Research. Beta Version of a Latin America TechXplorers – Destination Map. Data: 2015 to 2020

List of successful startups that have expanded operations to Argentina:

Source: Crunchbase

Name	Country of Origin	Sector	US\$ M Raised
Freelancer	Australia	Marketplace	37.5
SkedGo	Australia	Mobility	3.9
iFood	Brazil	Last Mile - Delivery	592
Ebanx	Brazil	Fintech	460
RecargaPay	Brazil	Fintech	98.6
InstaCarro	Brazil	E-commerce	55.6
MapLink	Brazil	Logistics	15
Gympass	Brazil	Fitness	520
Wildlife Studios	Brazil	Mobile Videogames	180
Mejuri	Canada	E-commerce	28
Pythian	Canada	Software Services	21
ComparaOnline	Chile	Fintech/Insurtech	33
NotCo	Chile	Foodtech	360
Rappi	Colombia	Last Mile - Delivery	2200
Beat	Greece	Mobility	6.9
Bitso	Mexico	Fintech - Cryptocurrency	378
Kavak	Mexico	E-commerce	1283
Linio	Mexico	E-commerce	230
Chazki	Peru	Last Mile - Delivery	7.9
Cabify	Spain	Mobility	477
Uber	USA	Mobility	25000
WeWork	USA	PropTech	
Automattic	USA	Web Development	986
ASAPP	USA	AI/ Software Services	380
AppsFlyer	USA	Mobile Advertising	293
MuleSoft	USA	Software Services	259
Ipsy	USA	E-commerce	237
Citizen	USA	Public Security	133
Onapsis	USA	Cyber Security	115
Yubico	USA	Cyber Security	55
PedidosYa (Delivery Hero)	Uruguay	Last Mile - Delivery	328

5. Case Study - Successful cases (case study of Japanese startups)

No Japanese startups were identified.

6. Regulations

• Corporate Regulations

Privately-owned legal persons are regulated by the Argentina Companies Law No. 19550 and the Support for Entrepreneurial Activity Law No. 27349. The main corporate types in Argentina in which foreigners are allowed to be shareholders are the following:

- Sociedad Anónima (S.A.) – Corporation: Minimum of 2 shareholders, minimum required capital is ARS100K (approximately US\$1K);
- Sociedad Anónima Unipersonal (S.A.U.) – Simplified Corporation: one shareholder, minimum required capital is ARS100K (approximately US\$1K);
- Sociedad de Responsabilidad Limitada (S.R.L.) – Limited Liability Company (cannot be owned by a single person): Minimum of 2 partners, no minimum capital required.

Aside from the above, foreign companies may also carry out their businesses in Argentina through branches or representative offices.

• Foreign Investment

The only sectors with restriction to foreign investments in Argentina are government regulated activities (banks, insurance companies, etc.), special regimes, acquisition of real property in border zones, and investment in media companies.

Foreign investors may transfer their net realized profits abroad derived from their investments as well as repatriate their investments subject to Foreign Exchange (FX) control rules in force, and under prior BCRA (Argentina Central Bank) approval.

• Tax Regulations

Income Tax for resident companies (including branches of foreign companies): 30%*

*Currently a bill to implement a progressive tax is under discussion in the Congress (as below):

Annual Taxable Income	Tax due on lower limit	Marginal rate on the excess of lower limit
ARS 0 – 5M (approx. US\$50K)	ARS 0	25%
ARS 5M – 50M (approx. US\$50K – 500K)	ARS 1.25M (approx. US\$12.5K)	30%
Over ARS 50M (approx. US\$500K)	ARS 15M (approx. US\$150K)	35%

Source: <https://home.kpmg/us/en/home/insights/2021/06/tnf-argentina-proposal-to-revise-corporate-income-tax-rates-pending-in-congress.html>

Capital Gain Tax: 15% in general for individuals and corporations. Gains derived by a non-resident on the sale of listed shares or ADRs are tax exempt.

Dividends Payout Tax: 7%. Dividends are non-taxable where the amount distributed does not exceed the cumulative taxable income.

Added Value Tax (VAT): Varies according to the table below:

Service/Product	VAT
Standard Rate	21%
Utilities rate (communication services, electricity, natural gas, water)	27%
Capital and other goods (mainly foods and agricultural products)	10.5%
Exports	0%

Bilateral Treaties - Argentina has double tax conventions in force with the following countries:

Australia, Belgium, Bolivia, Brazil, Canada, Chile, Denmark, Finland, France, Germany, Italy, Mexico, Netherlands, Norway, Russia, Spain, Sweden, Switzerland, UAE, UK.

- **The Entrepreneurship Law (2017)**

In March 29th of 2017, a new law was passed to promote the Venture Capital in Argentina. Five key aspects of this law are:

1. Creation of Venture Capital Institutions registry;
2. Tax benefits for Venture Capital Institutions – deductions from 75% to 85% of total investments from tax income;
3. Creation of The Fiduciary Fund for the Development of Entrepreneurship Capital – FONDCE (see Section 8 – Policy – Government Funding);
4. Establishment of crowd funding platforms;
5. Creation of Seed Fund Program.

Sources:

<https://www2.deloitte.com/content/dam/Deloitte/ar/Documents/tax/arg-2021-doing-business-argentina-eng.pdf>

<https://home.kpmg/xx/en/home/insights/2021/03/argentina-taxation-of-cross-border-mergers-and-acquisitions.html>

<https://taxsummaries.pwc.com/argentina/corporate/income-determination>

<https://arcap.org/a-law-that-enhances-the-venture-capital-industry-in-argentina/?lang=en>

7. Policy - Government funding

Argentine Government has several initiatives to promote the development of Startups Ecosystem, especially for funding seed capital.

- **FONDCE:** The Fiduciary Fund for the Development of Entrepreneurship Capital seeks to finance startups. The initial investment by the government is USD\$600M. Promoted by the Ministry of Finance and Labor, Trustee is BICE (Argentina Development Bank).
- **FONTAR:** Objective is to fund projects presented by private firms that aim at improving their competitive performance through technological innovation activities. Promoted by the National Agency for the Promotion of Technology and Science (ANPCYT).
- **FONSOFT:** Trust Fund for Promotion of the Software Industry. Promoted by the National Agency for the Promotion of Technology and Science (ANPCYT).
- **FONDO SEMILLA:** For entrepreneurs with social and environmental impact projects. Funding up to US\$250K, selected enterprises can choose an incubator to support the project. Promoted by Ministry of Productive Development.

Sources:

<https://startupeable.com/venture-capital-argentina/>

<https://www.argentina.gob.ar/ciencia/agencia/fondo-tecnologico-argentino-fontar>

<https://www.argentina.gob.ar/ciencia/agencia/fondo-tecnologico-argentino-fontar/direccion-de-la-industria-del-software>

8. Policy - Policies which support start-up from other regions/countries to expand into Argentina

No specific policies were found.

9. Other donors – Funding by donors

International Institutions:

- **IDB MIF (Multilateral Investment Fund of IDB):** One of Latin America's biggest investors in microfinance and venture capital funds for small businesses. Financing usually takes the form of grants (\$2 million per project), long-term loans (up to \$1 million) and equity investments (up to \$5 million).
- **IFC (World Bank Group):** Portfolio of investments in Agrotechs, e-Logistics/e-Mobility, Consumer Technology, EdTech, Enterprise Technology, Health Tech, Climate Tech/Smart Cities, and VC Funds.

International Funds:

- **The Yield Lab:** European Accelerator focused on Agtechs. In 2017, it launched the Yield Lab LatAM, with a fund investing up to US\$100K in early-stage startups.

- **SoftBank Latin America Fund:** SoftBank fund invests in Latin American tech companies focusing in late-stage (Series B and onwards). Main sectors are SaaS, HealthTech, EdTech, Commerce, AgroTech, Smartcity/logística, FinTech. Investment range from US\$20M to 500M.
A representative investment in Argentina is the fintech Ualá, one of the region's unicorns.

Sources:

<https://www.iadb.org/en/resources-businesses/resources-businesses-2>

https://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/Venture+Capital/Portfolio/

<https://www.theyieldlab.com/latin-america>

<https://arcap.org/wp-content/uploads/2021/08/2021-Directorio-ARCAP-ESP-ALTA-3.pdf>

<https://www.reuters.com/technology/tencent-softbank-led-funding-pushes-argentinas-uala-245-bl-valuation-2021-08-13/>

10. Other donors – Supporting programs by donors

Acceleration Programs provided by VC funds and other donors:

- **NXTP Labs** – Target sectors: Agtech/Fintech
VC Fund and Accelerator. It operates three investment funds (range between US\$25K - US\$3M), and provides a contact network of more than 800 entrepreneurs in Sillycon Valley and Latin America through a 12 weeks acceleration program.
Website: www.nxtplabs.com
- **EMBARCA** – Target Sectors: Fintech / Agrotech / Energytech / Healthtech / Communities
Mendoza based accelerator, provides 5 months acceleration program with mentorship and business network.
Website: www.embarca.tech
- **GLOCAL** – Target Sectors: Agtech/Biotech/Agri-Fintech/Agri-Insurtech
Provides acceleration programs for startups and mid-sized established companies in the Agribusiness sector. Besides that, it operates investments range of US\$25K – US\$50K.
Website: www.glocalmanagers.com/
- **Globant Ventures** – Target Sectors: Innovation in general, no specific target
Provides acceleration (6 to 9 months program), investments, mentoring, office space in several cities in Argentina and overseas.
Website: <https://www.globantventures.com/>
- **Founders Lab** – Target Sectors: Fintech / Blockchain Technologies
Provides 5-week acceleration program focused in blockchain startups.
Website: www.founderlabs.org/

- **Incutex** – Target Sectors: Agtechs / FoodTechs / HealthTechs / EdTechs / Fintechs / Transport /Games / Entertainment
Cordoba based accelerator, connects startups with public and private institutions of Cordoba Province.
Website: www.incutex.com.ar
- **YAVU** – Target Sectors: Marketplace / e-commerce / Fintech / Blockchain / Insurtech / Traveltech / Impact investing
Accelerator and VC, provides 4-month acceleration program and early-stage investments up to US\$100K.
Website: <https://www.yavuventures.com/>
- **CITES** – Target Sectors: Pharma / AgTech / MedTech / FoodTech / HealthTech / Energy / Telecom / Aerospace / Security / FinTech / InsurTech and others
Provides mentorship and incubation space in three cities: Buenos Aires, Sunchales and Bariloche.
Supported by the insurance company Grupo Sancor Seguros.
Website: www.cites-gss.com
- **GRID** – Target Sectors: Biotechnology
Selects 20 startups per year for a 6-month program and up to US\$200K investment.
Other than that, provides business network with biotechnology companies and international investors.
Website: <https://www.gridexponential.com/>
- **Aceleradora del Litoral** - Target Sectors: Biotechnology / Life Sciences / Human and Animal Health / Environment / Agrobusiness / Medical Equipments and devices / Chemicals / Digital Health / Nanotechnology / Engineering
Focused on science and technology startups, provides access to business network, universities, research institutes, infrastructure, and coordinates investments up to US\$500K.
Website: www.cites-gss.com

Sources:

<https://www.argentina.gob.ar/produccion/financiamiento/perfiles-de-aceleradoras>

11. Other donors - Cooperation among donors / between donors and private sectors

Collaboration between Donors and Local VC funds:

- **Multilateral Investment Fund (MIF) and NXTP Labs:** Since 2013, MIF became an investor/collaborator with VC fund NXTP Labs. Through its Impact Fund for Tech-Driven Social Enterprises in Latin America, NXTP Labs invests in sectors such as FinTech, AgTech, EdTech, CleanTech, Marketplace, SaaS for SMEs, Collaborative Economy and Disruptive technologies.

With the increase adoption of cryptocurrency in Argentina, the Government has announced co-investments in blockchain startups:

- **Binance Labs and Ministry of Production and Labour:** In 2019, Chinese Cryptocurrency Exchange Binance Labs selected Buenos Aires as the Latin American hub for the Binance Labs Incubation Program. Soon after, Argentina's Ministry of Production and Labour has committed to match the investment up to US\$50,000 for every Argentine blockchain project that receives funding from Binance Labs, for a four-year term, up to 10 projects per year.

Sources:

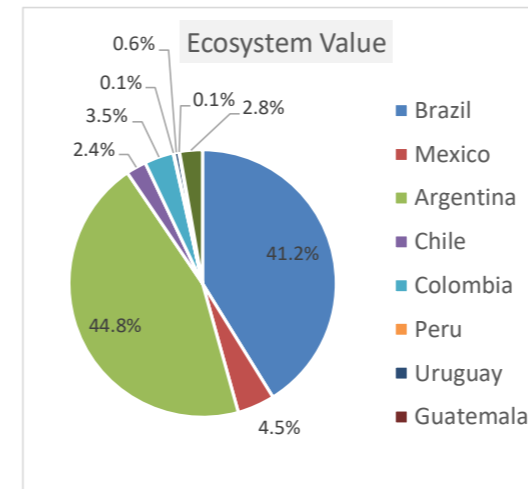
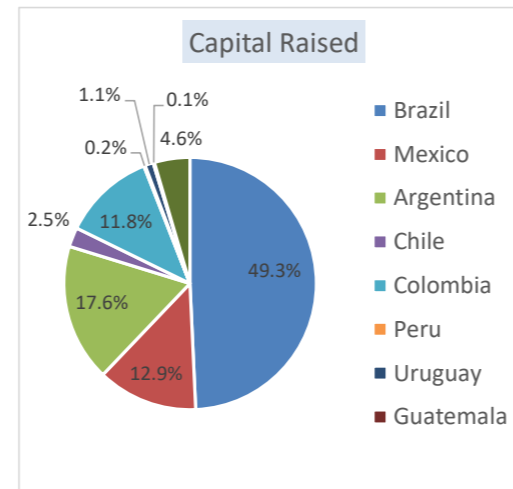
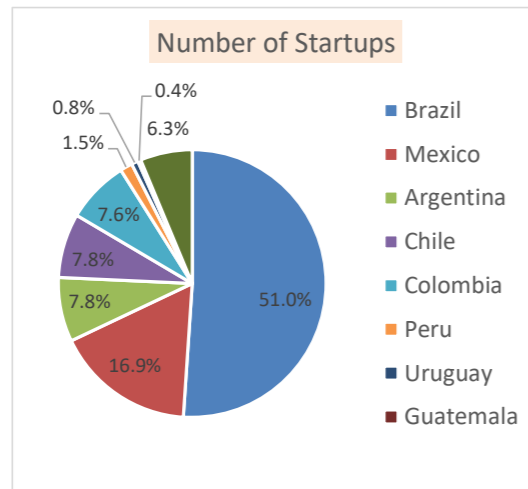
<https://arcap.org/mif-invests-in-nxtp-labs-new-impact-fund/?lang=en>

<https://www.binance.com/en/blog/309988869718880256/binance-labs-buidling-argentinas-crypto-future>

Table 01 – Number of Startups*
Source: IDB-LAB Tecnolatinas 2021

*Technology-based companies born in Latin America and the Caribbean and owned by founders from the region, that raised more than \$1 million of capital and with an estimated value of \$6 million or more. (Tecnolatinas 2021 report, page 9)

Country	2020					
	Number of Startups		Capital Raised (USD Bi)		Ecosystem Value (USD Bi)	
	Amount	%	Amount	%	Amount	%
Brazil	513	51.0%	13.80	49.3%	91.0	41.2%
Mexico	170	16.9%	3.60	12.9%	10.0	4.5%
Argentina	78	7.8%	4.93	17.6%	99.0	44.8%
Chile	78	7.8%	0.70	2.5%	5.4	2.4%
Colombia	76	7.6%	3.30	11.8%	7.8	3.5%
Peru	15	1.5%	0.05	0.2%	0.2	0.1%
Uruguay	8	0.8%	0.30	1.1%	1.3	0.6%
Guatemala	4	0.4%	0.04	0.1%	0.2	0.1%
Others	63	6.3%	1.28	4.6%	6.1	2.8%
Total	1005	100.0%	28.00	100.0%	221.0	100.0%



Startups in Argentina by Sectors and Cities

Argentina Startups by Sector	
Leading Sectors	%
Fintech	18.0%
Adtech & Marketing	11.0%
E-commerce	9.0%
SaaS	8.0%
Marketplace	5.0%
Agtech	5.0%
Others	44.0%
Total	100.0%



Argentina Startups by City	
Leading Cities	%
Buenos Aires	85.0%
Cordoba	6.0%
Others	9.0%
Total	100.0%



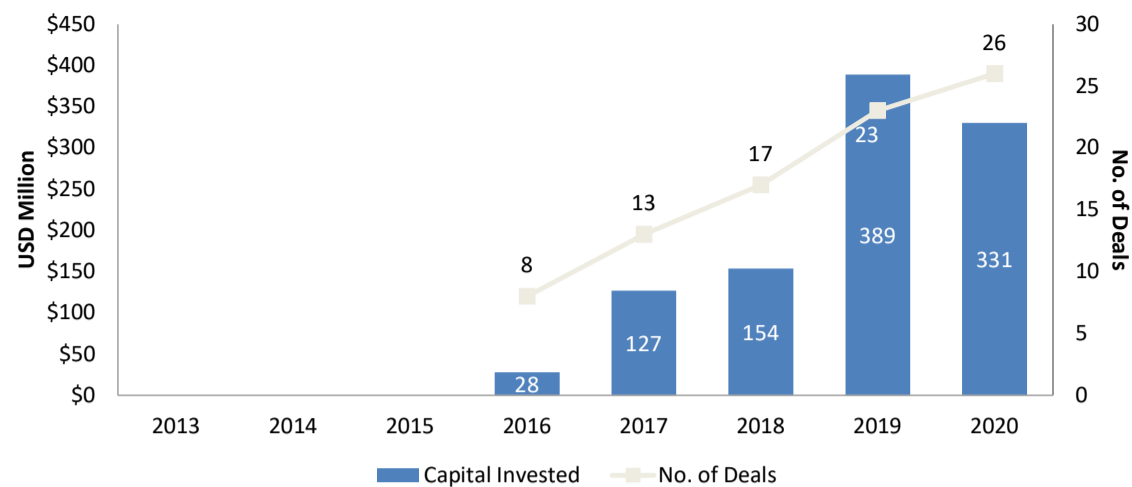
Table 02 – VC Investments

Source: ARPAC

<https://arcap.org/wp-content/uploads/2021/04/2016-2020-Inversiones-Capital-Privado-en-ARG.pdf>

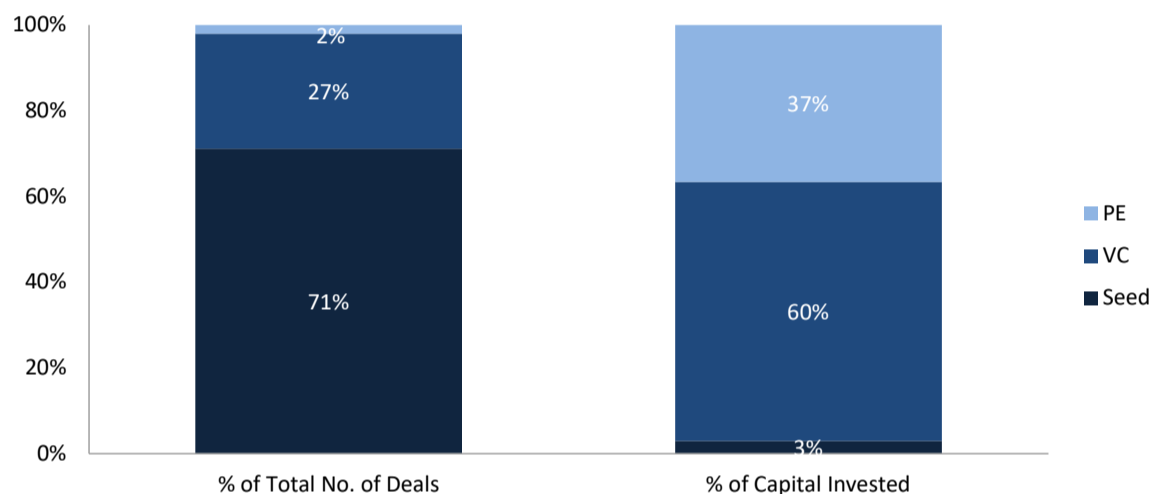
<https://arcap.org/wp-content/uploads/2020/04/2019-Research-Study.pdf>

VC Investment in Argentina, 2016–2020



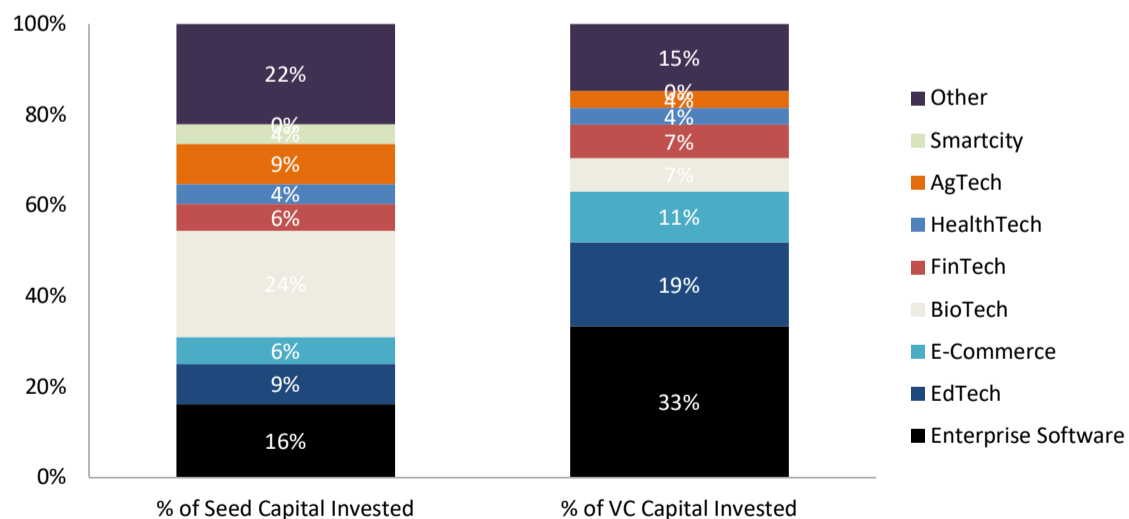
	2013	2014	2015	2016	2017	2018	2019	2020
Capital Invested				27.9	126.6	153.6	389.1	330.5
No. of Deals				8	13	17	23	26

Argentina Investment by Stage, 2020



Stage	2019				2020				Y-o-Y Change			
	Total No. of Deals		Total Capital Invested (USDm)		Total No. of Deals		Total Capital Invested (USDm)		Total No. of Deals		Total Capital Invested (USDm)	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Seed	68	73.9%	14.2	1.3%	69	71.1%	16.7	3.1%	1	1.5%	2.5	17.6%
VC	23	25.0%	389.1	34.5%	26	26.8%	330.5	60.4%	3	13.0%	-58.6	-15.1%
PE	1	1.1%	725.0	64.3%	2	2.1%	200.0	36.5%	1	100.0%	-525.0	-72.4%
Total	92	100.0%	1,128.3	100.0%	97	100.0%	547.2	100.0%	5	5.4%	-581.1	-51.5%

Argentina Seed and VC Investment by Tech Vertical, 2020



Tech Vertical	2019				2020				Y-o-Y Change			
	Seed Capital Invested (USDm)		VC Capital Invested (USDm)		Seed Capital Invested (USDm)		VC Capital Invested (USDm)		Seed Capital Invested (USDm)		VC Capital Invested (USDm)	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Enterprise Software	2.88	20.3%	68.5	17.6%	2.71	16.2%	110.06	33.3%	-0.18	-6.1%	41.6	60.7%
EdTech	0.97	6.8%	0.0	0.0%	1.47	8.8%	61.14	18.5%	0.50	52.2%	61.1	#DIV/0!
E-Commerce	2.17	15.3%	23.0	5.9%	0.99	5.9%	36.69	11.1%	-1.19	-54.6%	13.7	59.8%
BioTech	3.12	22.0%	68.5	17.6%	3.92	23.5%	24.46	7.4%	0.80	25.6%	-44.0	-64.3%
FinTech	1.45	10.2%	91.4	23.5%	0.99	5.9%	24.46	7.4%	-0.46	-32.0%	-67.0	-73.3%
HealthTech	0.48	3.4%	23.0	5.9%	0.73	4.4%	12.23	3.7%	0.25	52.2%	-10.7	-46.7%
AgTech	1.21	8.5%	45.9	11.8%	1.47	8.8%	12.23	3.7%	0.26	21.8%	-33.7	-73.4%
Smartcity	0.72	5.1%	23.0	5.9%	0.73	4.4%	0.0	0.0%	0.01	1.5%	-23.0	-100.0%
Other	1.21	8.5%	45.9	11.8%	3.69	22.1%	48.91	14.8%	2.48	205.8%	3.0	6.5%
Total	14.2	100.0%	389.1	100.0%	16.7	100.0%	330.2	100.0%	2.49	17.5%	-58.9	-15.1%

Table 03 – Public VC Investments

Source: LAVCA

<https://lavca.org/industry-data/lavcas-2021-review-of-tech-investment-in-latin-america/>

Publicly Disclosed VC Investments in Argentina, 2020

Investor(s)	Startup	Country	Sector	VC Vertical	Investment Type	Total Transaction Value (USDm)	Investment Date
World Innovation Lab, Tiger Global Management, Slack, Insight Partners, Gradient Ventures	MURAL (Mural.ly)	Argentina	Software	Other	Early-Stage	118.0	Aug-20
Qualcomm Ventures, Kevin Efrusy, Kaszek, IGZIA Partners, FJ Labs, Elevar Equity	Tienda Nube (Nuvem Shop)	Argentina	Software	E-Commerce Solutions	Late-Stage	30.0	Oct-20
Radian Capital Partners, Gradient Ventures, Endeavor Global	MURAL (Mural.ly)	Argentina	Software	Other	Early-Stage	23.0	Jan-20
Suquet Capital Partners, Fuse Capital, 4P Investments	Fligoo	Argentina	Software	AI and Machine Learning	Early-Stage	7.1	Oct-20
SP Ventures, Capria Ventures	Agrofy	Argentina	Agribusiness	Agtech	Early-Stage	3.0	Oct-20
Noveus Capital, Emles Venture Partners, Accion	Henry	Argentina	Business/Professional Services	Edtech	Seed	1.5	Dec-20
LAB Ventures, Kinled Holding	Bricksave	Argentina	Real Estate Holding & Development	Proptech	Early-Stage	1.4	Mar-20
The Ark Fund, ItalBank International, Alaya Capital Partners	Quiena Inversiones	Argentina	Investment Services	Fintech	Early-Stage	0.9	Apr-20
NOA Capital, Guilherme Bonifacio, Glocal, Diego Libanio, Angel Ventures, Alaya Capital Partners	Simpleat	Argentina	Food & Beverage	Food/Grocery Delivery, Restaurants, & Cloud Kitchens	Seed	0.8	Dec-20
Y Combinator	Plunzo	Argentina	Software	Fintech	Seed	0.2	Mar-20
Y Combinator	Henry	Argentina	Business/Professional Services	Edtech	Seed	0.2	Aug-20
Riverwood Capital	Technisys	Argentina	Payments	Fintech	Late-Stage	N/A	Apr-20
Agrega Partners	VU Security	Argentina	Software	Digital Security	Late-Stage	N/A	May-20
Agrega Partners	Increasecard	Argentina	Software	Fintech	Late-Stage	N/A	Jun-20
500 Startups	Güeno	Argentina	Software	CRM/Sales	Seed	N/A	Jul-20
500 Startups	Pura Mente	Argentina	Consumer Digital Services	Fitness/Wellness	Seed	N/A	Jul-20
IGZIA Partners	Afluenta	Argentina	Non-Bank Lending & Specialty Finance	Fintech	Late-Stage	N/A	Aug-20
Centro de Innovacion Tecnologica, Empresarial y Social (CITES)	Bionirs	Argentina	Medical Equipment	Biotech, Medical Devices, & Diagnostics	Seed	N/A	Oct-20
Centro de Innovacion Tecnologica, Empresarial y Social (CITES)	Glover	Argentina	Medical Equipment	Biotech, Medical Devices, & Diagnostics	Seed	N/A	Oct-20
Centro de Innovacion Tecnologica, Empresarial y Social (CITES)	Stradot	Argentina	Engineering & Construction	Robotics	Seed	N/A	Oct-20
Redwood Ventures	VU	Argentina	Software	Digital Security	Early-Stage	N/A	Dec-20
Magma Partners	RAPIBOY	Argentina	Logistics & Delivery Services	Logistics	Seed	N/A	Dec-20
Draper Cygnus	Panarum	Argentina	Biotechnology	Biotech, Medical Devices, & Diagnostics	Seed	N/A	Dec-20

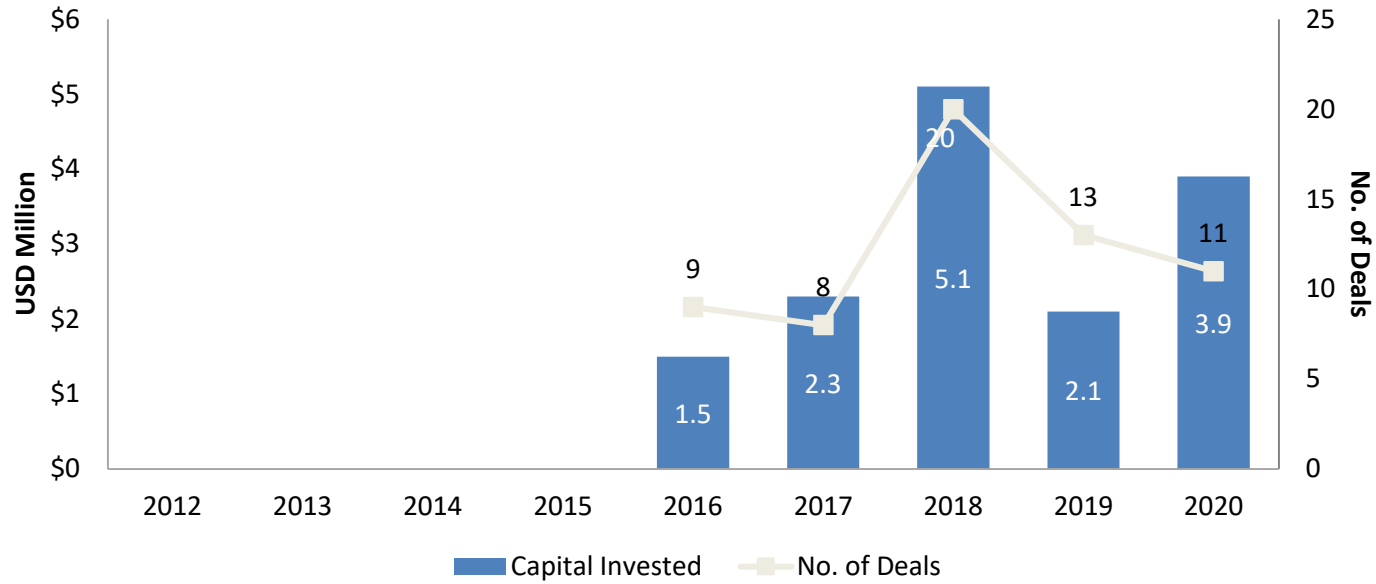
Table 04 – CVC Investments

Source: ARPAC

<https://arcap.org/wp-content/uploads/2021/04/2016-2020-Inversiones-Capital-Privado-en-ARG.pdf>

<https://arcap.org/wp-content/uploads/2020/04/2019-Research-Study.pdf>

CVC Investment in Argentina, 2016–2020



	2012	2013	2014	2015	2016	2017	2018	2019	2020
Capital Invested					1.5	2.3	5.1	2.1	3.9
No. of Deals					9	8	20	13	11

Table 05.1 – CVC Investors

Source: Data compiled from Crunchbase

Organization/Person Name	Investor Type	Number of Investments	Number of Exits	Country
Mercado Libre Fund	Corporate Venture Capital	35	2	Argentina

Table 06 – Mergers and Acquisitions of Tech Companies

Source: Data compiled from Crunchbase

Time Period: Jan 1st, 2020 – Aug 16th, 2021

Announced Date	Acquisition Type	Acquiree Name	Acquirer Name	Acquiree Description	Acquiree Industries	Acquiree HQ Location
2021/5/6	Acquisition	MercadoLibre	Central Securities	MercadoLibre hosts online e-commerce and auction platforms that provide users with buying and selling mechanisms for e-transactions.	E-Commerce, Internet, Marketing, Marketplace	Argentina
2021/4/7	Acquisition	BoosterAgro	Agrosmart	BoosterAgro is the largest farmer digital-community in South America	Agriculture, Mobile Apps	Argentina
2020/8/26	Merger	Checkars	Kavak	Checkars is an online marketplace for buying and selling used cars in Latin America, without the hassle.	Automotive, E-Commerce, Marketplace	Argentina
2020/6/1	Acquisition	Venti	Lemon Cash	Marketplace for shops & events	Concerts, E-Commerce, E-Commerce Platforms, Enterprise Software, Event Management, Events, Marketplace, Media and Entertainment, Ticketing	Argentina
2020/5/26	Merger	Digodat	MightyHive	The leading digital analytics company in LatAm	Analytics, Big Data, Digital Marketing, Internet, Software	Argentina

Table 07 – IPOs
Source: LAVCA

Notable Tech Exits and IPOs in Argentina, 2020

Company	Country	Sector	Investor(s)	Year(s) of Investment	Capital Invested (USDm)	Exit Date	Exit and Return Detail
Sirena	Argentina	Software	Dalus Capital, NXTP Labs	2014-2018	3.0	Aug-20	Exit via strategic sale to Brazilian mobile services company Zenvia

Table 08 – Exits
Source: Compiled from Crunchbase database

Organization Name	Organization Name URL	Industries	Headquarters Location	HQ country	Founded Date	Exit Date	Exit year	Funding Status	Total Funding Amount Currency (in USD)	Funding range	Class	Column1
MercadoLibre	https://www.crunchbase.com/organization/mercadolibre	E-Commerce, Internet, Marketing, Marketplace	Buenos Aires, Distrito Federal, Argentina	Argentina	1999/8/2	2007/8/17	2007	M&A	2,006,600,000	>100M	1B	
Despegar	https://www.crunchbase.com/organization/despegar	Hospitality, Leisure, Reservations, Travel	Buenos Aires, Distrito Federal, Argentina	Argentina	1999/1/1	2017/9/19	2017	IPO	551,500,000	>100M	1B	
Restorando	https://www.crunchbase.com/organization/restorando-com	Information Technology, Reservations, Restaurants	Buenos Aires, Distrito Federal, Argentina	Argentina	2011/1/1	2019/2/28	2019	M&A	26,000,005	>10M	50-100M	
DeRemate.com	https://www.crunchbase.com/organization/deremate-com	E-Commerce, Internet, Online Auctions, Software, Trading Platform	Buenos Aires, Distrito Federal, Argentina	Argentina	1999/1/1	2008/8/25	2008	M&A	12,000,000	>10M	50-100M	
Checkars	https://www.crunchbase.com/organization/checkars	Automotive, E-Commerce, Marketplace	Buenos Aires, Distrito Federal, Argentina	Argentina	2018/5/9	2020/8/26	2020	M&A	11,300,000	>10M	50-100M	
DineroMail	https://www.crunchbase.com/organization/dineromail	E-Commerce, Finance, Payments	Buenos Aires, Distrito Federal, Argentina	Argentina	2004/1/1	2011/2/22	2011	M&A	3,600,000	>1M	10-30M	Buscape
Eventioz	https://www.crunchbase.com/organization/eventioz	Events, Software, Ticketing	Mendoza, Mendoza, Argentina	Argentina	2008/1/1	2013/9/3	2013	M&A	2,500,000	>1M	10-30M	Eventbrite raised US\$60M before M&A
Livra Panels	https://www.crunchbase.com/organization/livra	E-Commerce, Market Research, Social Network	Buenos Aires, Distrito Federal, Argentina	Argentina	1999/12/1	2008/6/26	2008	M&A	1,000,000	>500K	10-30M	
BoosterAgo	https://www.crunchbase.com/organization/booster-3	Agriculture, Mobile Apps	Buenos Aires, Distrito Federal, Argentina	Argentina	2016/9/14	2021/4/7	2021	M&A	750,000	>500K	1-5M	
Three Melons	https://www.crunchbase.com/organization/three-melons	Advertising, Gaming, Internet, iOS, Marketing, Online Games, Social, Software	Buenos Aires, Distrito Federal, Argentina	Argentina	2005/11/1	2010/3/31	2010	M&A	600,000	>500K	1-5M	
Comenta TV	https://www.crunchbase.com/organization/comenta-tv	Analytics, News	Buenos Aires, Distrito Federal, Argentina	Argentina	2011/1/1	2014/1/8	2014	M&A	538,028	>500K	1-5M	
Sinimanes	https://www.crunchbase.com/organization/sinimanes	E-Commerce, Food and Beverage, Online Portals	Buenos Aires, Distrito Federal, Argentina	Argentina	2011/3/1	2014/6/28	2014	M&A	530,000	>500K	1-5M	
The Other Guys	https://www.crunchbase.com/organization/the-other-guys	Apps, Mobile, PC Games	Argentina, Alajuela, Costa Rica	Argentina	2012/1/1	2020/9/15	2020	M&A	425,000	>300K	1-5M	
Colppy	https://www.crunchbase.com/organization/colppy	Accounting, Enterprise Software, SaaS, Small and Medium Businesses, Software	Buenos Aires, Distrito Federal, Argentina	Argentina	2012/10/1	2018/6/18	2018	M&A	300,000	<300K	1-5M	
Passto	https://www.crunchbase.com/organization/passto	E-Commerce, Events, Media and Entertainment, Ticketing	Buenos Aires, Distrito Federal, Argentina	Argentina	2013/7/1	2016/4/13	2016	M&A	250,000	<300K	1-5M	
ReservaTurno	https://www.crunchbase.com/organization/reservaturno	Beauty, Internet, Marketplace	Buenos Aires, Distrito Federal, Argentina	Argentina	2014/9/11	2021/1/10	2021	M&A	155,000	<300K	1-5M	
Mango	https://www.crunchbase.com/organization/mango	Credit Cards, E-Commerce, Internet, Mobile, Payments, Software	Buenos Aires, Distrito Federal, Argentina	Argentina	2013/9/1	2016/2/12	2016	M&A	150,000	<300K	1-5M	
Tokko Broker	https://www.crunchbase.com/organization/toko-broker	CRM, Real Estate, Software, Web Development	Buenos Aires, Distrito Federal, Argentina	Argentina	2012/4/1	2018/2/15	2018	M&A	150,000	<300K	1-5M	
Tiempy.com	https://www.crunchbase.com/organization/tiempy	Content, Publishing, Social Media	Buenos Aires, Distrito Federal, Argentina	Argentina	2013/6/1	2016/12/27	2016	M&A	125,000	<300K	1-5M	
Buenos Aires Delivery	https://www.crunchbase.com/organization/buenos-aires-delivery	Delivery, Food Delivery, Online Portals	Buenos Aires, Distrito Federal, Argentina	Argentina	2010/1/1	2014/1/8	2014	M&A	100,000	<300K	1-5M	
Hagamospool	https://www.crunchbase.com/organization/hagamospool-com	Communities, Marketplace, Ride Sharing, Travel	Buenos Aires, Distrito Federal, Argentina	Argentina	2013/11/4	2015/4/1	2015	M&A	50,000	<300K	1-5M	
Sparkflow	https://www.crunchbase.com/organization/spark-flow	Advertising, Advertising Platforms, Mobile, Mobile Advertising, Social Media Advertising	Martínez, Buenos Aires, Argentina	Argentina	2013/9/2	2015/6/18	2015	M&A	50,000	<300K	1-5M	
Bixti	https://www.crunchbase.com/organization/bixti-com	Art, E-Commerce, Fashion, Internet, Product Design	Buenos Aires, Distrito Federal, Argentina	Argentina	2010/11/1	2012/7/30	2012	M&A	25,000	<300K	1-5M	
Tale Me Stories	https://www.crunchbase.com/organization/tale-me-stories	Apps, Education, Gaming, Internet, Parenting, Video	Buenos Aires, Distrito Federal, Argentina	Argentina	2012/1/1	2014/1/1	2014	M&A	25,000	<300K	1-5M	
TheFanLeague	https://www.crunchbase.com/organization/thefanleague	Fantasy Sports, Mobile, Sports	Buenos Aires, Distrito Federal, Argentina	Argentina	2013/3/1	2014/3/19	2014	M&A	25,000	<300K	1-5M	
Mintersoft, S.A.	https://www.crunchbase.com/organization/mintersoft-inc	Information Technology, Internet, Robotics, Software	Buenos Aires, Distrito Federal, Argentina	Argentina	1998/6/1	2006/8/1	2006	M&A			0	
Classified Media Group	https://www.crunchbase.com/organization/classified-media-group	Advertising, Internet, Real Estate	Buenos Aires, Distrito Federal, Argentina	Argentina	1998/10/28	2008/1/22	2008	M&A			0 10-30M	19M
MP Game Studio	https://www.crunchbase.com/organization/mp-game-studio	iOS, Software	Buenos Aires, Distrito Federal, Argentina	Argentina	2000/11/1	2011/9/7	2011	M&A			0	
HUNT Mobile Ads	https://www.crunchbase.com/organization/hunt-m-ads	Ad Network, Advertising, Mobile, Publishing	Buenos Aires, Distrito Federal, Argentina	Argentina	2010/6/1	2014/1/12	2014	M&A			0	
Frubis	https://www.crunchbase.com/organization/frubis	Advertising, Semantic Search, SEO, Social Media	Buenos Aires, Distrito Federal, Argentina	Argentina	2009/8/1	2015/10/8	2015	M&A			0	
Express-CV.com	https://www.crunchbase.com/organization/express-cv-com	Apps, Internet, Software	Mendoza, Mendoza, Argentina	Argentina	2009/1/23	2015/5/1	2015	M&A			0 500K	less than 1M revenue
Unisend Latinamerican Bitcoin Exchange	https://www.crunchbase.com/organization/unisend-latinamerican-bitcoin-exchange	Bitcoin, Financial Exchanges, FinTech	Buenos Aires, Distrito Federal, Argentina	Argentina	2014/1/13	2015/9/16	2015	M&A			0	
DonWeb	https://www.crunchbase.com/organization/donweb	Internet, Web Hosting	Cordoba, Cordoba, Argentina	Argentina	2002/1/1	2016/12/12	2016	M&A			0	
Demotores	https://www.crunchbase.com/organization/demotores	Automotive, E-Commerce	Vicente Lopez, Buenos Aires, Argentina	Argentina	2006/1/1	2017/1/31	2017	M&A			0 500K	420K
Proof of Existence	https://www.crunchbase.com/organization/proof-of-existence	Database, Internet	Buenos Aires, Distrito Federal, Argentina	Argentina	2013/5/21	2017/5/20	2017	M&A			0 1-5M	raised 43M on the same day
intive-FDV	https://www.crunchbase.com/organization/fdv-solutions	Android, Information Technology, iOS, Mobile Apps, Software	Buenos Aires, Distrito Federal, Argentina	Argentina	2006/6/4	2017/3/30	2017	M&A			0	
Engeni SA	https://www.crunchbase.com/organization/engeni-sa	Small and Medium Businesses, Software	Buenos Aires, Distrito Federal, Argentina	Argentina		2018/8/7	2018	M&A			0	
Machinalis	https://www.crunchbase.com/organization/machinalis	Analytics, Big Data, Data Mining, Data Visualization, Enterprise Software, Machine Learning, Natural Language Processing, Software, Web Development	Cordoba, Cordoba, Argentina	Argentina	2009/1/5	2018/9/10	2018	M&A			0	
Ando	https://www.crunchbase.com/organization/ando-c0ae	Apps, Delivery, Delivery Service, Internet, Logistics, Sustainability	Buenos Aires, Distrito Federal, Argentina	Argentina	2017/1/1	2019/3/1	2019	M&A			0	
deautos.com	https://www.crunchbase.com/organization/deautos-com	Automotive, Classifieds, E-Commerce, Internet, Logistics	Buenos Aires, Distrito Federal, Argentina	Argentina	1999/1/1	2019/1/19	2019	M&A			0 1-5M	Assuming from revenue 1-10M range on CB
Belatrix Software Factory	https://www.crunchbase.com/organization/belatrix	Software	Lujan De Cuyo, Mendoza, Argentina	Argentina	1993/1/1	2019/8/12	2019	M&A			0 50-100M	70M
Taringa!	https://www.crunchbase.com/organization/taringa	Bitcoin, Communities, Cryptocurrency	Buenos Aires, Distrito Federal, Argentina	Argentina	2004/1/1	2019/9/27	2019	M&A			0 1-5M	5M to allocate to develop
Zetech	https://www.crunchbase.com/organization/zetech	Information Technology	Buenos Aires, Distrito Federal, Argentina	Argentina	2004/1/1	2020/5/12	2020	M&A			0	
Digodat	https://www.crunchbase.com/organization/digodat	Analytics, Big Data, Digital Marketing, Internet, Software	Buenos Aires, Distrito Federal, Argentina	Argentina	2015/1/1	2020/5/26	2020	M&A			0	
Nimble Giant Entertainment	https://www.crunchbase.com/organization/ngd-studios	Computer, Online Games	Buenos Aires, Distrito Federal, Argentina	Argentina	2002/1/1	2020/11/18	2020	M&A			0 1-5M	Assuming from revenue 1-10M range on CB
Venti	https://www.crunchbase.com/organization/venti	Concerts, E-Commerce, E-Commerce Platforms, Enterprise Software, Event Management, Events, Marketplace, Media and Entertainment, Ticketing	Buenos Aires, Distrito Federal, Argentina	Argentina	2019/6/7	2020/6/1	2020	M&A			0 500K	500K
Lagash	https://www.crunchbase.com/organization/lagash	Information Services, Information Technology, Innovation Management, Software	Buenos Aires, Distrito Federal, Argentina	Argentina	2001/3/1	2020/3/12	2020	M&A			0 50-100M	
Wilobank SA	https://www.crunchbase.com/organization/wilobank-sa	Banking	Buenos Aires, Distrito Federal, Argentina	Argentina	2017/1/1	2021/4/9	2021	M&A			0 50-100M	

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1. Healthcare

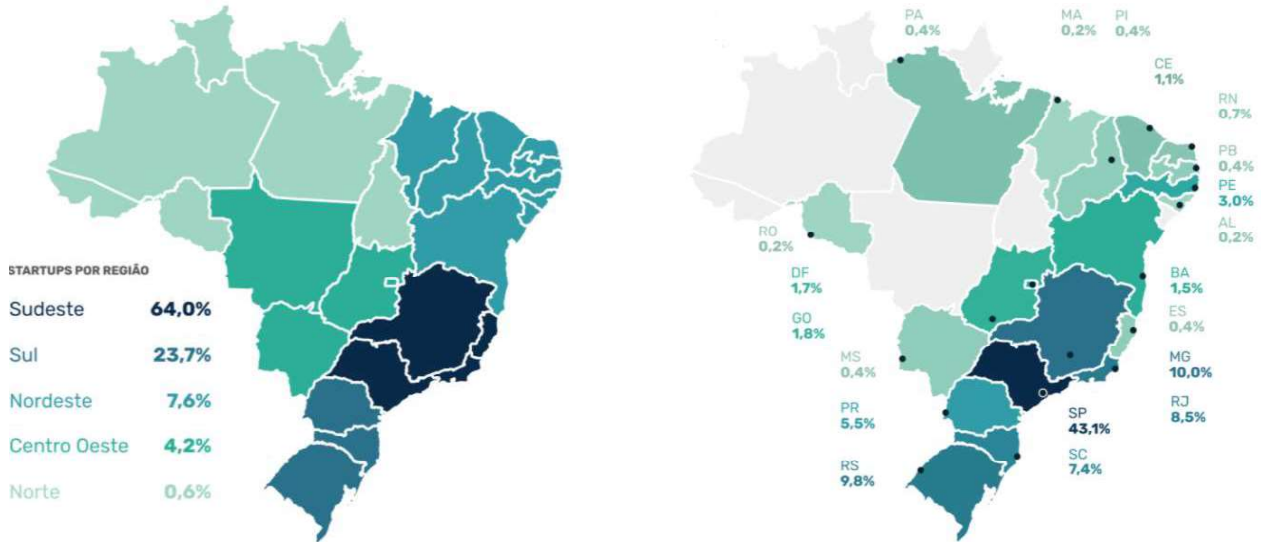
1.1 Social Issues

- **In Brazil, healthcare expenses accounted for 9.2% of GDP, or BRL 608.3 billion (approximately USD 117.8 billion) in 2017.**
- **In April, 2020, the Telemedicine Act (Law # 13,989) was approved by the Federal Government, allowing the use of telemedicine in an emergency manner as long as the COVID-19 pandemic continues. Before the pandemic, telemedicine was only allowed for research and educational purposes, not to treat patients. This law has attracted several startups to offer telemedicine solutions.**
- **As of 2020, most healtch startups are in the Management and EHR (Eletronic Health Records) segment (25%).**
- **Even though health techs account for 10% of total startups number according to IDB-LAB, they received only 3.8% of total VC investment amount in 2020 (LAVCA). This reflects the type of funding in the sector, as Dr Consulta is the only startup that raised Series C and Series D funding. However, due to the digital transformation accelerated by coronavirus, investment growth is expected.**
- **Among the main challenges, the difficult of regulatory agencies to adapt to new technologies is slowing down the development and implementation of new solutions by startups.**

1. Healthcare

1.2 Statistics by Region/State

- Southeast Region concentrates 64% of health techs, with São Paulo State accounting for 43.1%, followed by Minas Gerais (10%), Rio Grande do Sul (9.8%) and Rio de Janeiro (8.5%).

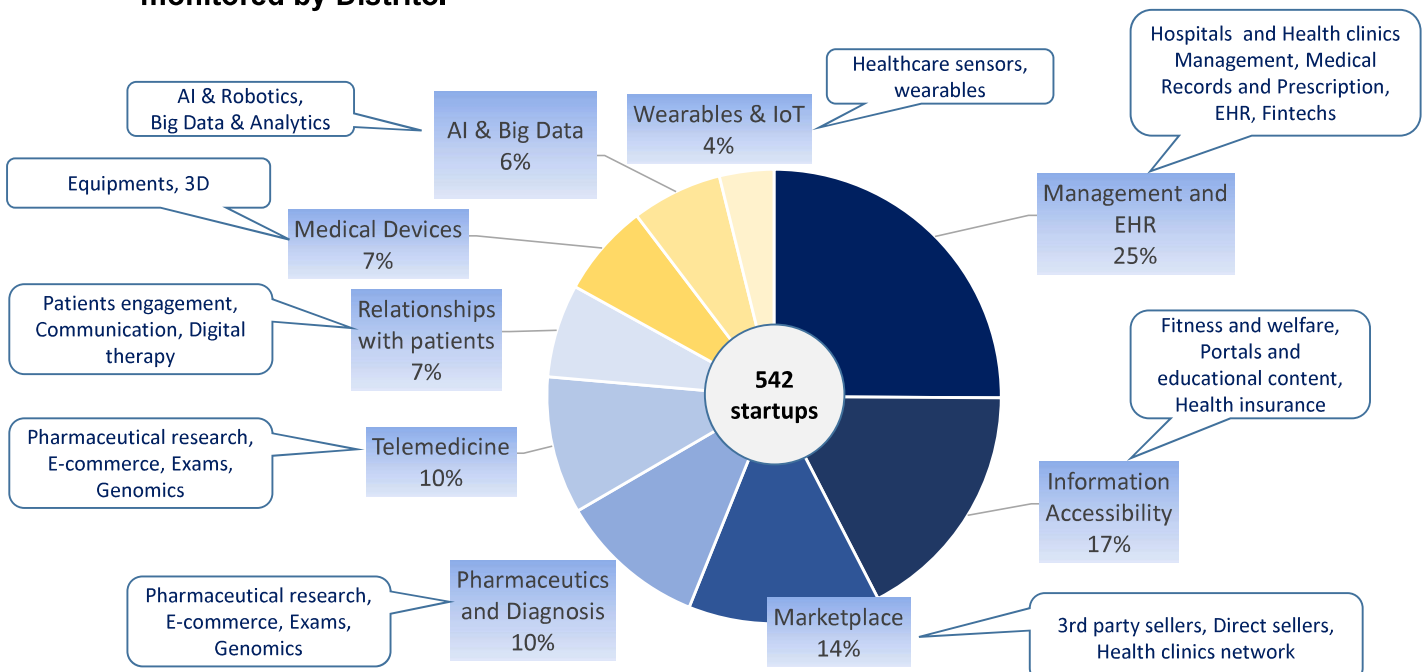


Sources: Distrito

1. Healthcare

1.3 Statistics by segment

- Management and EHR (Electronic Health Records) account for 25% of 542 Health techs monitored by Distrito.



Sources: Distrito

1. Healthcare

1.4 Top 10 Startups*

Segment	Startup
Marketplace	Dr Consulta
	SIM
Management and EHR	cmtecnologia
	ConsultaJá
	memed
	VITTA
Telemedicine	vittude
Medical Devices	MAGNAMED
Information Accessibility	SANAR
Pharmaceuticals and Diagnosis	labi

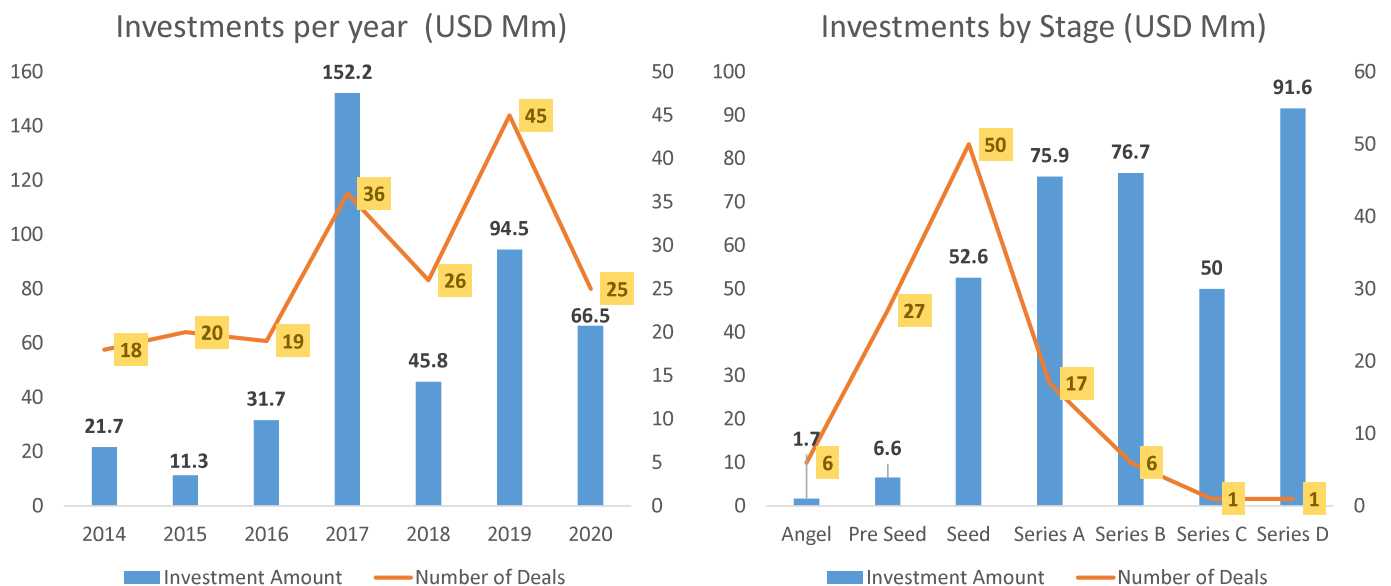
*According to Distrito methodology, considering number of employees, estimated revenue and growth rate.

Sources: Distrito

1. Healthcare

1.5 Statistics by Total Investments

- **2017 was the year with the highest amount of investments, as Dr Consulta received Series C and Series D investments that year.**



Sources: Distrito

1. Healthcare

1.6 Major Investment Rounds

Startup	Amount in USD	Year	Round	Investors
Dr. Consulta	91,6M	2017	Series D	Endeavor Catalyst, Kaszek Ventures, Madrone Capital Partners, Omidyar Network
Dr. Consulta	50M	2017	Series C	Belfer Management, Endeavor Catalyst, Kaszek Ventures, Madrone Capital Partners, Omidyar Network
Dr. Consulta	25,9M	2016	Series B	Kaszek Ventures
KenSci	22M	2019	Series B	Mindset Ventures, OUP, Polaris Partners, UL Ventures
Pixeon	21,5M	2013	Series A	Riverwood Capital
Dr. Consulta	14M	2014	Series A	LGT Capital Partners
Alice	12,5M	2020	Series A	Maya Capital, Canary, Kaszek
Sanar	11,7M	2020	Series B	DNA Capital, Valor Capital Group, Vox Capital, e.Bricks Ventures
Feegow	5,1M	2018	Series A	DNA Capital

Sources: Distrito

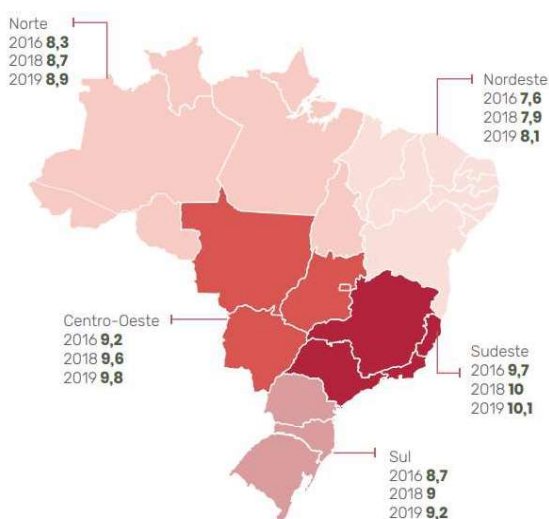
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2. Education

2.1 Social Issues

- Education sector can benefit from the ongoing digital transformation. In Brazil, 70% of the population has Internet access, well above the world average (57%).

Average years of study per region



- 56.4 million people attended school in 2019
- Among young people between age 14-29, 20.2% (50 million) have not graduated High School.
- During the pandemic, the percentage of young people age 20-24 neither working nor studying (“nem-nem”) increased from 28.6% to 35.2%.
- Average years of study are lowest in the Northeast region, and among black male people.
- Between 2009 and 2019, the number of applications for distance (online) learning universities grew 378.9%.

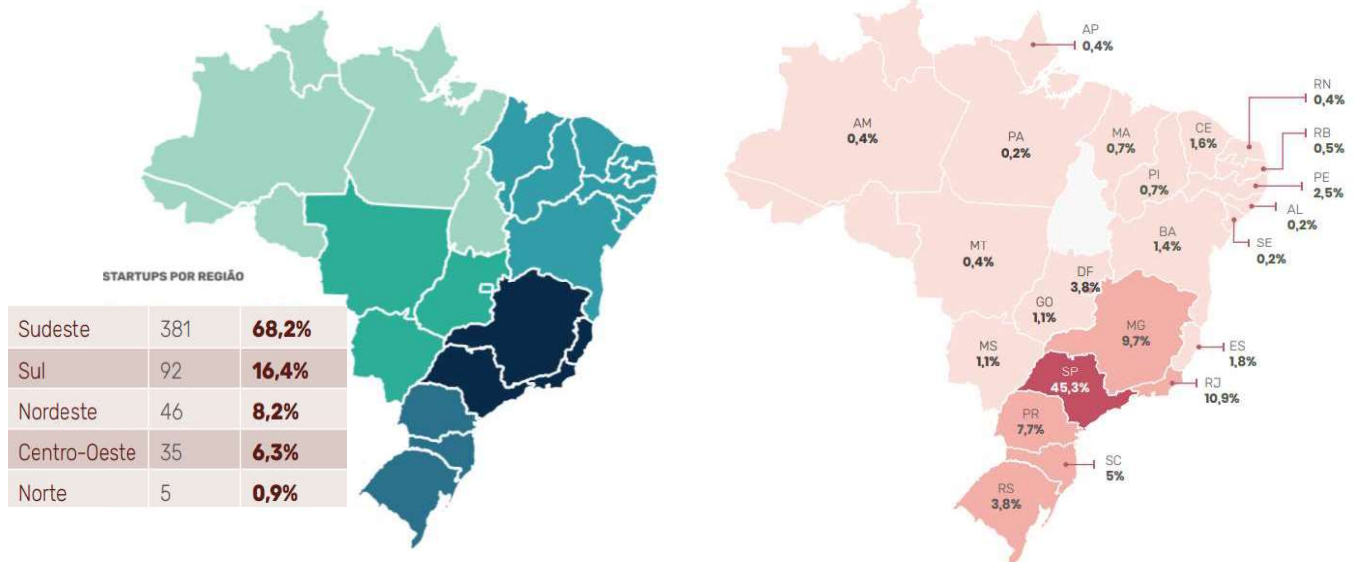
Sources: Distrito

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2. Education

2.2 Statistics by Region/State

- Southeast Region concentrates 68.2% of edtechs, with São Paulo State accounting for 45.3%, followed by Rio de Janeiro (10.9%) and Minas Gerais (9.7%).
- The regions with the lowest average years of study (North and Northeast) also have low concentration of edtechs.

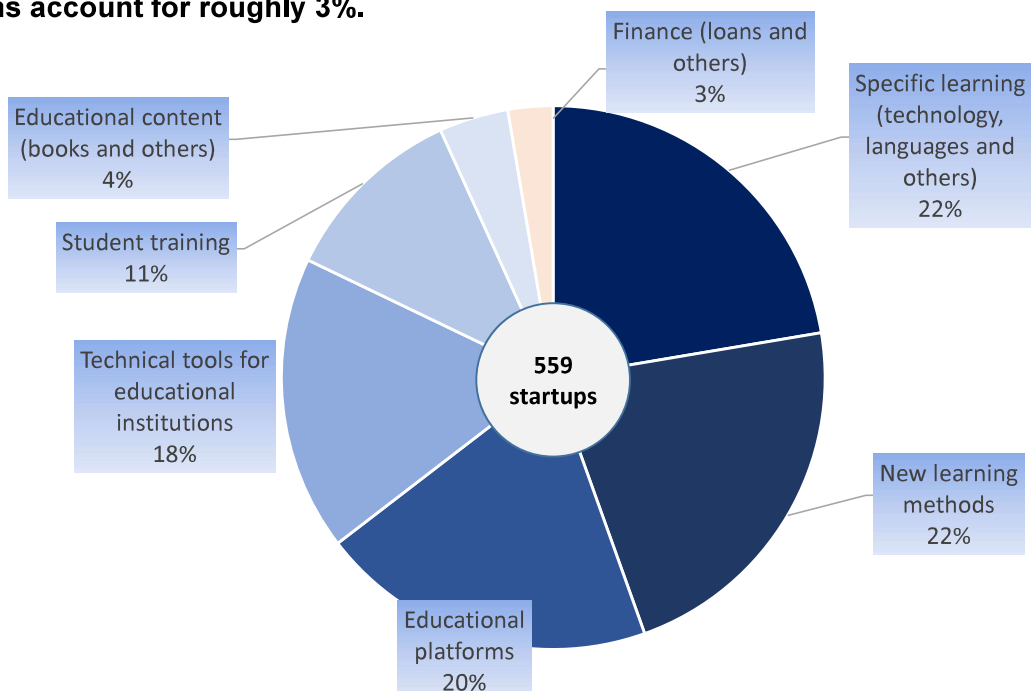


Sources: Distrito

2. Education

2.3 Statistics by segment

- Even though socioeconomic inequality is a huge bottleneck for education in Brazil, finance solutions account for roughly 3%.



Sources: Distrito

2. Education

2.4 Statistics by segment – Breakdown by Educational Stage

➤ Most solutions are headed towards Lifelong Learning and Multiple Stages.

559 Startups	Pre-school	Elementary to High School	Higher Education	Lifelong Learning	More than 1 stage	Total
Educational content	7	4	1	5	6	23
Specific learning	8	14	6	72	25	125
Technical tools for educational institutions	7	22	10	1	58	98
Finance	0	5	6	1	3	15
Student training	2	21	11	20	8	62
New learning methods	15	21	2	41	45	124
Educational Platforms	2	11	2	49	48	112

Higher Education students lack access to updated materials at affordable prices. As these students have higher income than other categories, promotion of educational content can be an opportunity.

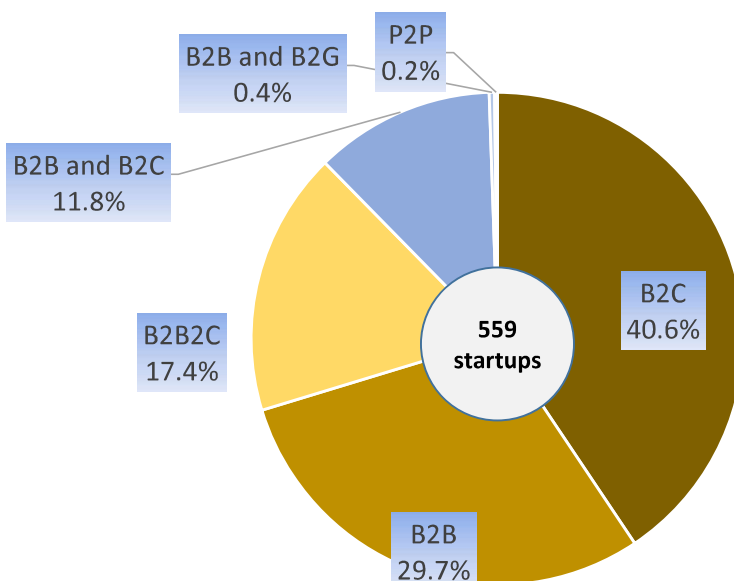
There are no Finance solutions for Pre-schoolers, probably due to lack of investment return. In addition to that, low offer of kindergarten vacancies make it difficult for low income women to join the labor market, contributing to the poverty cycle.

Sources: Distrito

2. Education

2.5 Statistics by business model

➤ Self-learning solutions take the lead.



- More than 40% are B2C solutions, showing the strong presence of self-learning solutions, such as online courses, digital institutions, etc.
- B2B solutions account for almost 30%, indicating the demand of digital solutions for business institutions such as schools, universities and corporations.
- However, the amount of educational solutions for governmental institutions (B2B and B2G) is almost zero, reflecting the lack of public-private partnerships in the education sector.

Sources: Distrito

2. Education

2.6 Top 10 Startups*

Segment	Startup
Specific Learning	Alura
New Learning Methods	Trybe
Educational Platforms	Hotmart
	Descomplica
	Portal Educação
Technical Tools for Institutions	Arco
	Geekie
Student Training	Passei Direto
Finance	EducaMais Brasil
Finance	Editora SANAR

*According to Distrito methodology, considering number of employees, estimated revenue and social media followers.

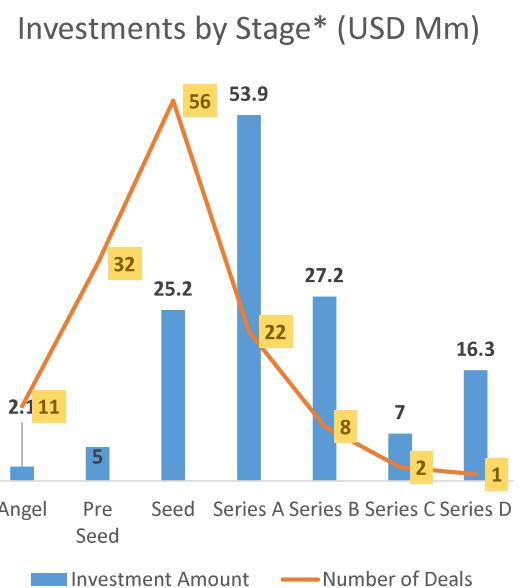
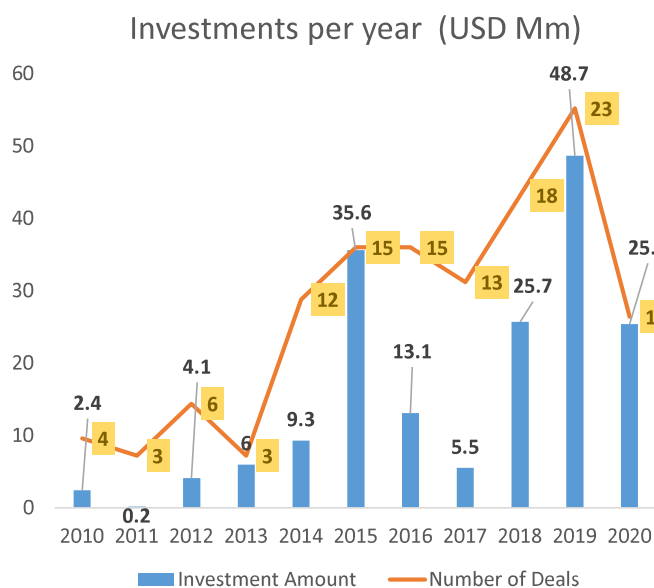
Sources: Distrito

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2. Education

2.7 Statistics by Total Investments

➤ From 2010 to 2020, edtechs received USD 175.5 million in total investment.



Sources: Distrito

*does not include Private Equity

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2. Education

2.8 Major Investment Rounds

Rank	Startup	Year	Stage	Investors	Amount in USD MM
1	 Estratégia CONCURSOS	2019	Private Equity	Axxon	24,10
2	 descomplica	2018	Series D	Amadeus Capital Partners, Valor Capital Group, Invus Opportunities, Social Capital Partnership	16,34
3	 SANAR editora	2020	Series B	DNA Capital, Valor Capital Group, Vox Capital, e.Bricks Ventures	11,74
4	 TRYBE	2020	Series A	Atlantico, Canary, Global Founders Capital, e.Bricks Ventures, MAYA Capital, Norte	9,93
5	 descomplica	2015	Series C	Amadeus Capital Partners, Daniel Curran, Digital Prosperity Fund, Social Capital, Valar Ventures, Valor Capital Group, ZenStone Venture Capital	7,00
5	 GEEKIE	2015	Series A	Arco Educação, Gera Venture, Mitsui & Co, Omidyar Network	7,00
6	 passeidireto	2016	Series B	Crescera, Grupo Xango, Redpoint eventures, Valor Capital Group, eVentures	6,30
7	 MELHOR ESCOLA	2019	Series A	Quero Educação	5,01
8	 descomplica	2014	Series B	500 Startups, Kevin Breay, Lex Liao, Social Capital, Valar Ventures, Valor Capital Group	5,00
9	 ALICERCE EDUCAÇÃO	2019	Series A	Canary, Valor Capital Group	4,82

Sources: Distrito

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3. Transportation (Logistics)

3.1 Social economic Issues

- **In Brazil, logistics costs account for 12.3% of GDP, or BRL 811 billion (USD 157.06 billion), according to ABDI (Federal Government Agency of Industrial Development). In comparison, logistic costs in the United States are less than 8% of GDP. As a result, Brazil ranks only at number 56 out of 160 countries in the 2018 World Bank Logistics Performance Index.**
- **The above costs are divided into Transport (60%), Inventory (31%), Storage (5%) and Management (4%).**
- **Brazil transportation system is highly dependent on highways (61.1%), increasing its costs. Other transportation methods include railway (20.7%), waterway (13.6%), pipeline (4.2%) and airway (0.4%).**
- **Despite the huge investments in the Delivery segment, due to the unicorn startups Ifood and Loggi, the ecosystem also receives several investments in innovative solutions B2B to the supply chain, in order to improve transportation costs and facilitate freight connections, in an effort to overcome the infrastructure challenges.**

Sources: Distrito, ABDI, World Bank

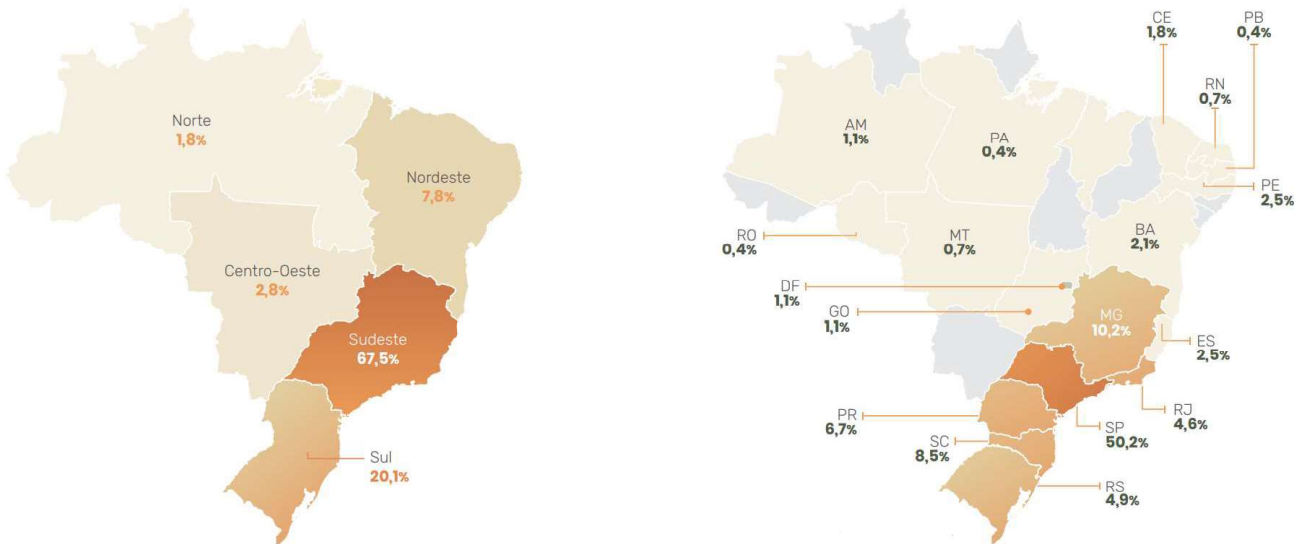
Exchange Rate 1 USD = BRL 5.16

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3. Transportation (Logistics)

3.2 Statistics by Region/State

- Southeast and South Regions hold almost 90% of Brazil logtechs.
- São Paulo State accounts for 50.2%, followed by Minas Gerais (10.2%), Santa Catarina (8.5%) and Paraná (6.7%).

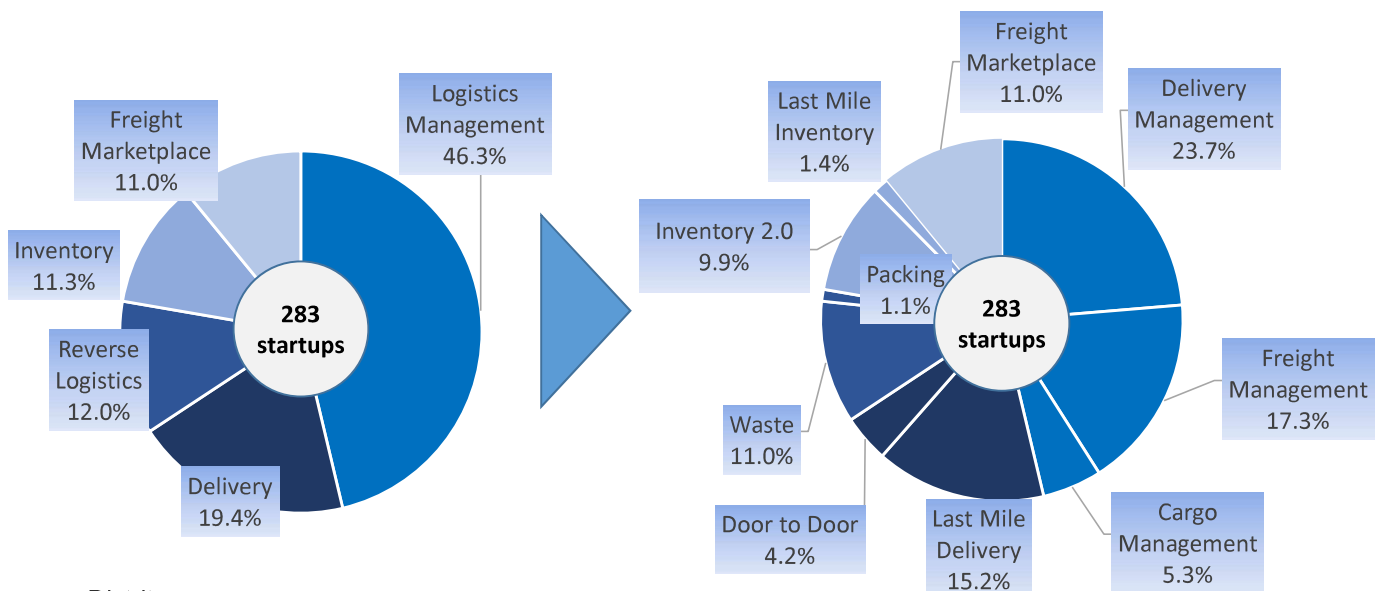


Sources: Distrito

3. Transportation (Logistics)

3.3 Statistics by segment and subsegments

- Supply Chain Management Solutions accounts for 46% of total solutions.
- The segment of Last Mile Inventory or “microfulfillment” adopted by global players such as Amazon and Walmart is still small in Brazil (1.4%)



Sources: Distrito

3. Transportation (Logistics)

3.4 Top 10 Startups*

Segment	Startup
Logistics Management	Mandaê
	Cobli
Delivery	Ifood
	Loggi
	deliverycenter
Freight Marketplace	Clique Retire
	FreteBras
	Cargo
	MODERN Logistics
	Truckpad

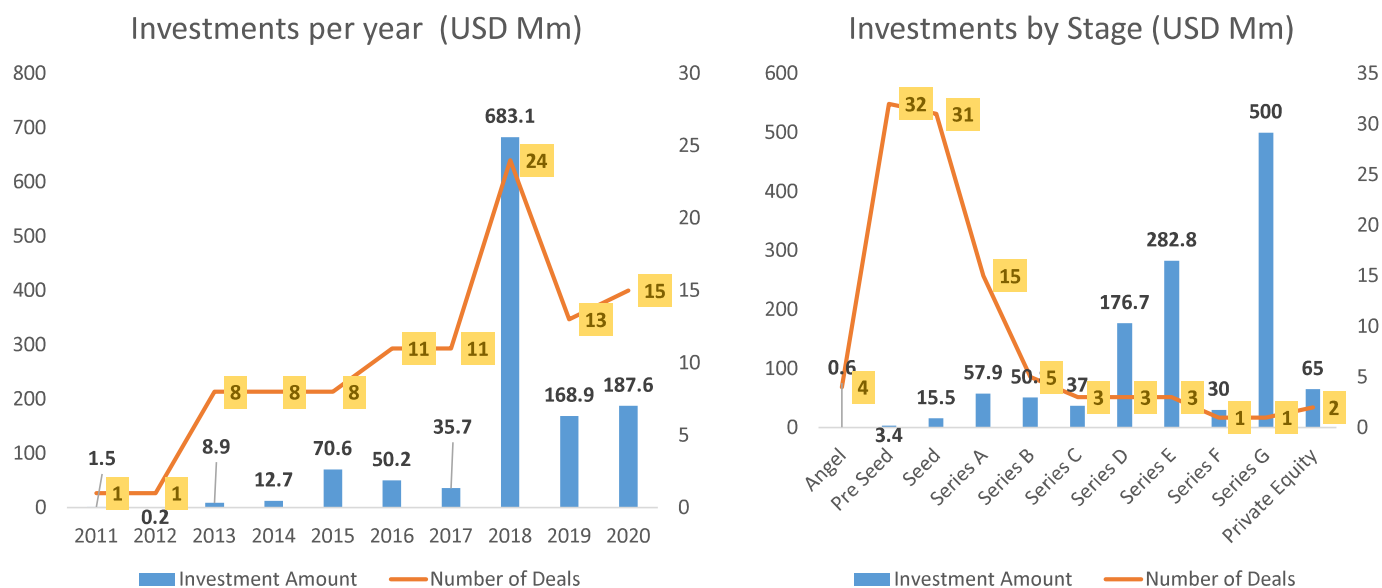
*According to Distrito methodology, considering number of employees, estimated revenue and social media followers.

Sources: Distrito

3. Transportation (Logistics)

3.5 Statistics by Total Investments

- 2018 was the peak year, due to the investments in Ifood and Loggi.
- The high amount of investment in later rounds indicates the sector is already mature.



Sources: Distrito

3. Transportation (Logistics)

3.6 Major Investment Rounds

Startup	Amount in USD	Stage	Year	Investors
iFood	500,0M	Series G	2018	Innova Capital, Movile, Naspers
Loggi	150,0M	Series E	2019	SoftBank, Velt Partners, GGV Capital, Fifth Wall Ventures
Loggi	111,0M	Series D	2018	Kaszek Ventures, SoftBank
CargoX	82,8M	Series E	2020	LGT Capital Partners, Goldman Sachs, Valor Capital Group, Farallon Capital, Pattac Empreendimentos e Participações S/A
Modern Logistic	65,0M	Private Equity	2020	HIG Capital
CargoX	60,0M	Series D	2018	Blackstone Group, Goldman Sachs, Oscar Salazar, Qualcomm Ventures, Soros Fund Management
iFood	50,0M	Series E	2015	Just Eat, Movile
iFood	30,0M	Series F	2016	Just Eat, Movile
CargoX	20,0M	Series C	2017	Agility, Goldman Sachs, Oscar Salazar, Qualcomm Ventures, Soros Fund Management, Valor Capital Group
Frete Brás	17,9 M	Series A	2020	BID Invest

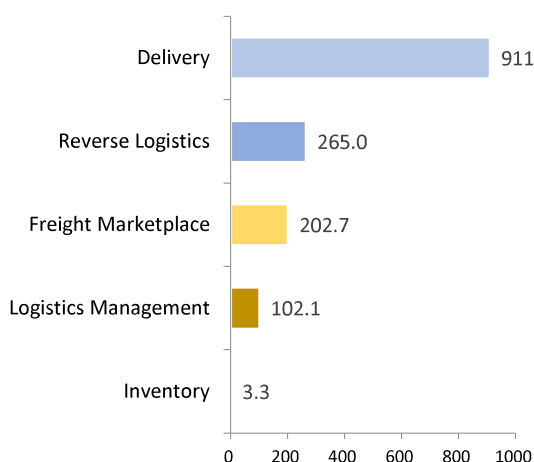
Sources: Distrito

3. Transportation (Logistics)

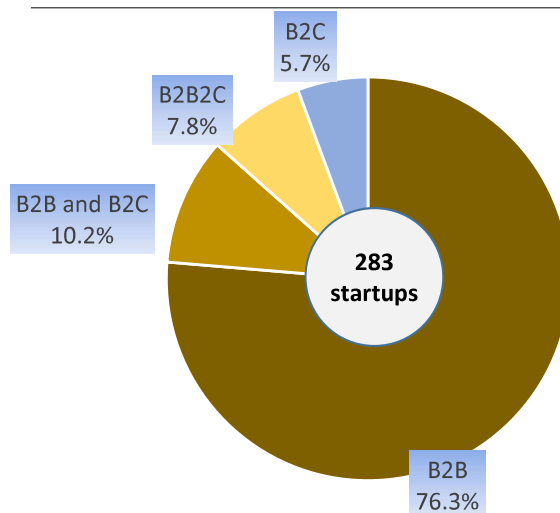
3.4 Statistics by investments and business model

- Looking at the investments per segment in recent years, Delivery logtechs received the highest amount. However, this is due to the huge investment rounds in B2C startups Ifood and Loggi; in a scenario without those 2 companies, the investment breakdown by segment is much more even. The overall number of startups in the B2B model is the highest (76.3%).

Investments per segment (USD Mm)



Number of startups per business model



Sources: Distrito

4. Agriculture

4.1 Social economic Issues

- According to IBGE, in 2020 Brazil GDP contracted 4.1%, and agriculture was the only sector with positive growth (+2.0%). This was due to the growth in production and productivity gains in the activity, specially soybeans and coffee, which offset the weak performance of Livestock and Fisheries.
- Brazil Ministry of Agriculture, Livestock and Food Supply (MAPA) projections for 2030 indicate the products with major growth potential will be pork meat, soybeans, raw cotton, wood pulp, maize, chicken meat and sugar. In addition to that, among fruits production, mango, melon and apple are most likely to increase.
- According to ABStartups, there are several small rural producers in the agriculture sector, without access to the latest technologies, due to low levels of education, high costs of implementation, and lack of access to information and to the Internet. In 2018, the Ministry of Science, Technology and Innovation of Brazil (MCTI) launched the project “Internet para Todos” (Internet to Everyone), in order to promote high-speed internet access in small towns and rural areas without connectivity. However, the project partners did not reach an agreement over legal and tax issues, and as a consequence, the project has been temporarily suspended since 2019.

Sources: IBGE (Brazil Institute of Geography and Statistics), EMBRAPA (Brazilian Public Agricultural Research Corporation), ABStartups (Brazilian Startups Association)

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4. Agriculture

4.2 Social economic Issues – Covid-19 pandemic and countermeasures

- Since the covid-19 pandemic started, government policies to ensure steady food supply were implemented. On March 27th, 2020, MAPA published the Portaria (Ordinance) n°. 116, specifying essential products, services and activities, in order to ensure the food supply to domestic and international markets during the pandemic.
- Other measures included the coordination between the Ministry and the State Agriculture Secretaries to ensure food supply on a State level; the implementation of a Crisis Committee to analyze and minimize the impacts of the coronavirus on the production and supply; development of activities to promote commercial partnerships in the agricultural sector.
- Implementation of technology has been widely used to support these measures, such as digital platforms and apps to expand connection between supply and demand of agricultural and food products; digitization of contracts, payments and financial operations; government communication channels to report supply problems and livestock contamination.
- Some of most impacted sectors during the pandemic have been the hospitality industry, that includes hotels, restaurants, coffee shops, bars, events, thematic parks, transport services; as many of these establishments shut down, the demand for products such as beverages and flowers shrank. However, while the food consumption was also affected, their demand was partially supplied by digital marketplaces and other delivery services.

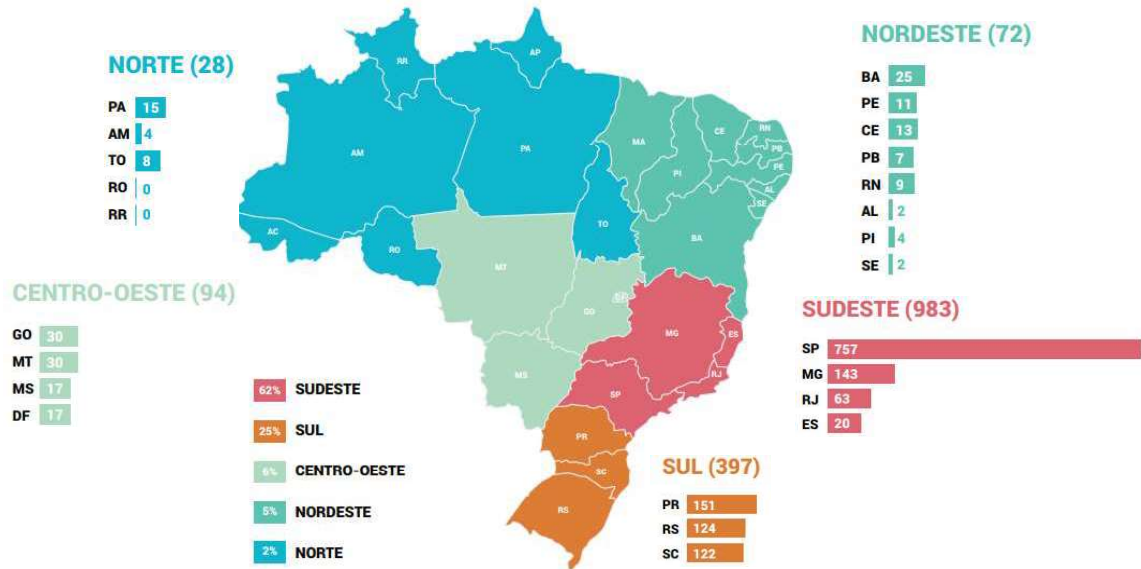
Sources: EMBRAPA

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4. Agriculture

4.3 Statistics by Region/State

- EMBRAPA monitored 1574 agtechs, of which almost 90% are in the South and Southeast regions.
- São Paulo State accounts for 48.1%, with 757 startups.



Sources: EMBRAPA

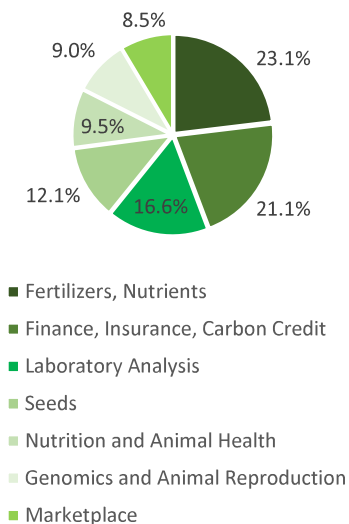
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4. Agriculture

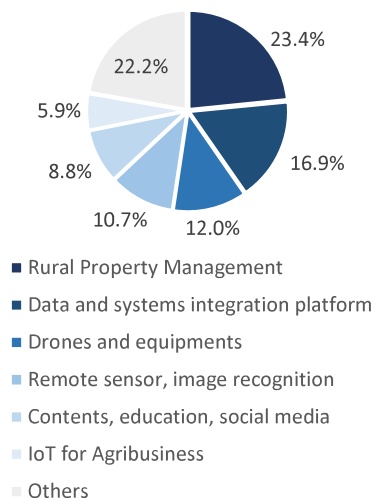
4.4 Statistics by supply chain segment

- Among agtechs, startups in the “innovative food and new eating trends” (also called “foodtechs”) subsegment are very relevant, holding almost 20% of the total 1574 agtechs.

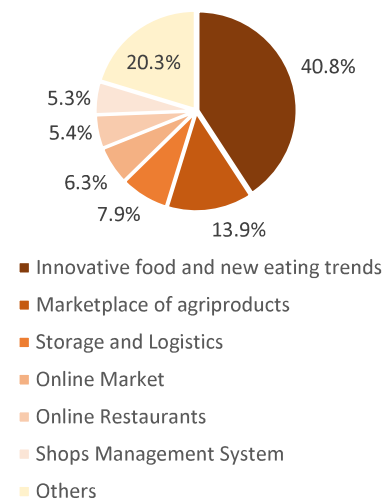
Before the Farm Gate (Upstream)
199 Startups (12.6%)



Inside the Farm Gate (Midstream)
657 Startups (41.7%)



After the Farm Gate (Downstream)
718 Startups (45.6%)



Sources: EMBRAPA

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4. Agriculture

4.5 Top 5 Startups*

Supply Chain	Subsegment	Startup
Inside the Farm Gate (Midstream)	Monitoring and Management Solutions for Rural Properties	Solinftec
	Real Time Harvest Monitoring	Agrosmart
	Biotechnology solutions	SoluBio
	Drones and Equipments	Xmobots
After the Farm Gate (Downstream)	Bionenergy and Renewals	GlobalYeast

*According to Distrito methodology, considering number of employees, estimated revenue and social media followers.

Sources: Distrito

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5. Sanitation

5.1 Social economic Issues

- **Brazil has a population of 210.1 million people, highly urbanized (178 million, 84.72%)**
- **Even though the water, sewer and waste treatment coverage has expanded in the last 10 years (2010-19), there is a huge gap between the services provided for urban and rural areas.**

	2010		2019	
	Total Population	Urban Population	Total Population	Urban Population
Water Supply	81.1%	92.5%	83.7%	92.9%
Sewer Supply	46.2%	53.5%	54.1%	61.9%
Solid Waste Collection	93.4%	97.2%	92.1%	98.8%

- **Each of these services presents several challenges:**
 - Water supply: wasted drinking water during distribution**
 - Sewer supply: total coverage of only half the population (54.1%)**
 - Solid Waste collection: low percentage of selective collection (recycled waste)**

Sources: SNIS (National Sanitation Information System)

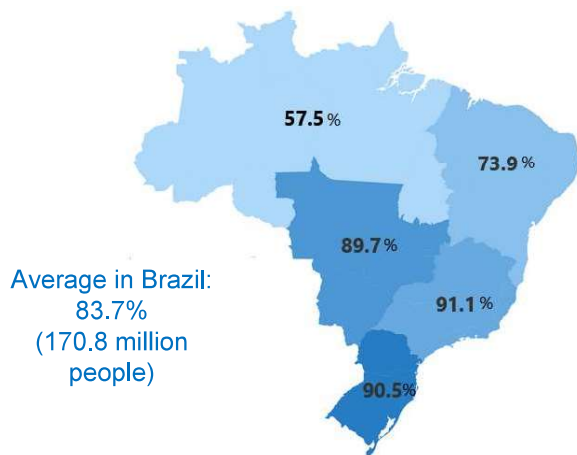
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5. Sanitation

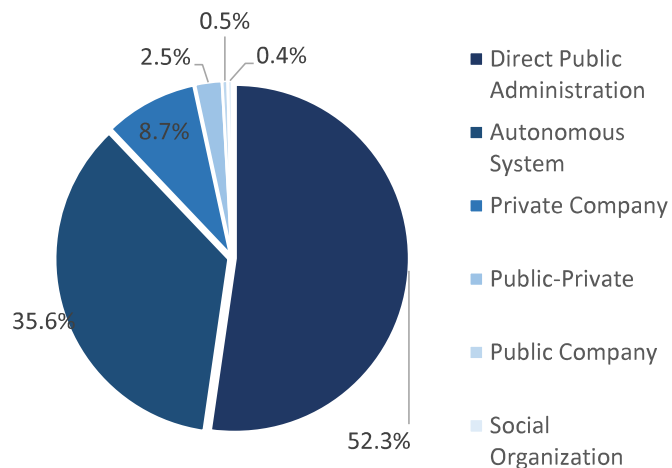
5.2 Water Supply – Statistics and Issues (as of 2019)

- Average consumption per capita is 153.9 liters/day, in 59.1 million households.
- BRL 5.76 billion (around USD 1.12 billion) of investments per year in water systems.
- 39.2% of all drinking water collected is wasted during distribution, not reaching the consumer.

Percentage of Population with Water Supply



Service Provider



Sources: SNIS database, monitoring 5,191 cities, 97.1% of total population.

Exchange Rate 1 USD = BRL 5.16

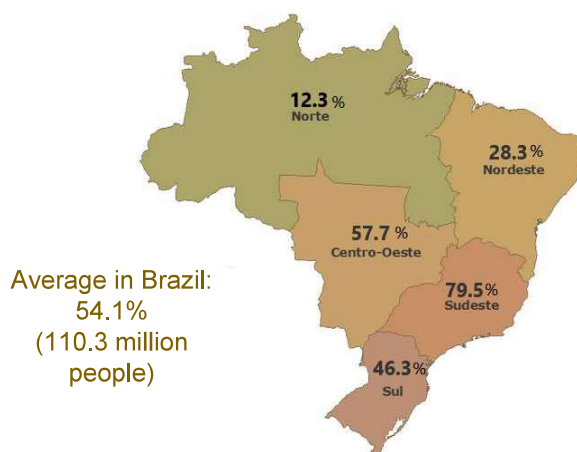
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5. Sanitation

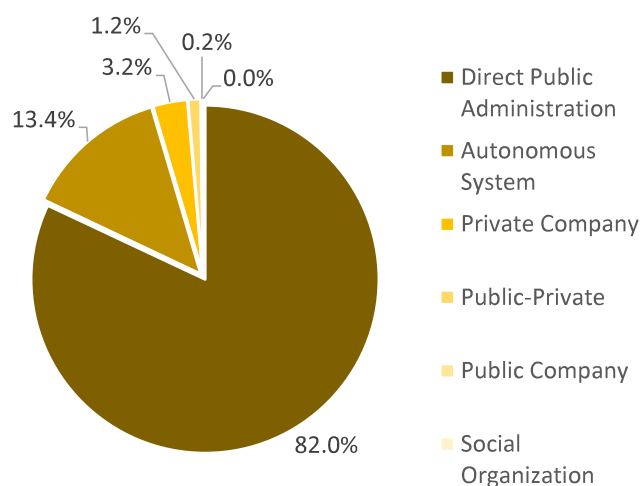
5.3 Sewer Supply – Statistics and Issues (as of 2019)

- Service provided to 34.6 million households.
- BRL 5.33 billion (around USD 1.03 billion) of investments during 2019 in sewer systems.
- Out of the collected sewer, 49.1% received treatment.

Percentage of Population with Sewer Supply



Service Provider



Sources: SNIS database, monitoring 4,226 cities, 89.9% of total population.

Exchange Rate 1 USD = BRL 5.16

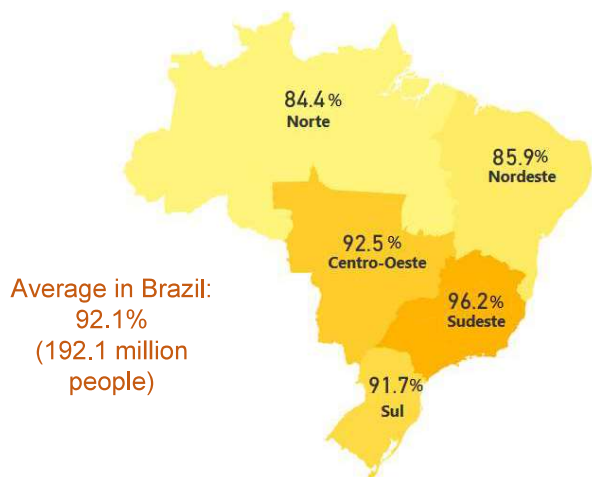
30

5. Sanitation

5.4 Solid Wastes – Statistics and Issues (as of 2019)

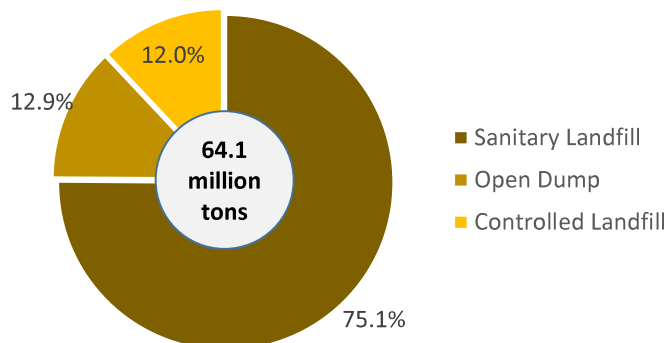
- The estimated total collected waste is 65.1 million tons/year (0.99 kg/person/day)
- However, only 1.61 million tons collected are recyclable waste (3.74% of total), indicating the low level of selective waste collection is a challenge.

Percentage of Population with Household Waste Collected



Final Disposal Destination

- Open dumps and controlled landfills account for almost 25% of total disposal destinations



Sources: SNIS database, monitoring 3,712 cities, 82.7% of total population.

5. Sanitation

5.5 Identified Startups

- Startups selected from BrazilLab* portfolio

Segment	Startup	Solution
Solid Wastes	Reverse	B2G solution for municipalities to integrate waste management data
Water Supply	OnCase	AI solution to analyze Water Meters failures, and identify replacement

- Startups selected in Sabesp public call (PitchSabesp) on innovative solutions for sanitation

Segment	Startup	Solution
Water Supply	Utilis Israel	Identify water distribution waste through satellite
	Advizzo	Platform to maximize water savings
	City Taps	Smart water meter solution
	E-Wally	Water bill payments platform

*Innovation Hub connecting innovative solutions and the public government

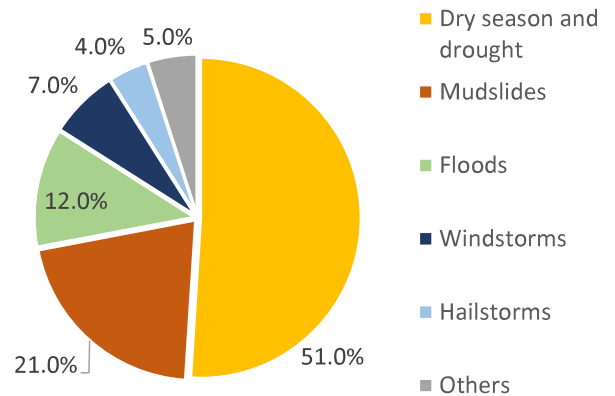
Sources: BrazilLab, Sabesp (São Paulo State Base Sanitation Company)

6. Disaster Prevention

6.1 Social economic Issues

- **Most natural disasters in Brazil are consequences of both water excess (mudslides, floods, etc.) and water shortage (collapse of harvests and water supply systems due to drought, mainly in Northeast region).**
- **Urbanization process in Brazil was not followed by public policies that could provide housing to all the population. As a consequence, the lower income population occupied less sought after lands, in high slopes and closer to river banks, prone to mudslides and floods. According to SNIS, 3.5% of households in Brazil have risk of flooding.**
- **Other than that, in rural areas the gradual change of vegetation due to human activities has caused modification of water supply dynamics and hydrologic cycles, affecting quality and quantity of river waters.**

Natural Disaster Events in Brazil (1991-2012)



Sources: CEMADEN (National Center for Natural Disasters Monitoring), SNIS (National Sanitation Information System)

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6. Disaster Prevention

6.2 Identified Startups

- **Startups selected from BrazilLab* portfolio**

Segment	Startup	Solution
Natural Disasters Prevention (Overall)	Sipremo	AI system monitoring natural disasters location and timing within several hours in advance.
Fire Prevention	Sintecsys	Camera system network monitoring and detecting fires in forests and in plantations

*Innovation Hub for innovative solutions to the public sector

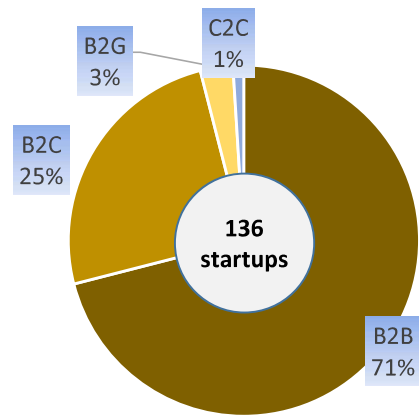
Sources: BrazilLab

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7. Environment

7.1 Statistics by Region/State and Business Model

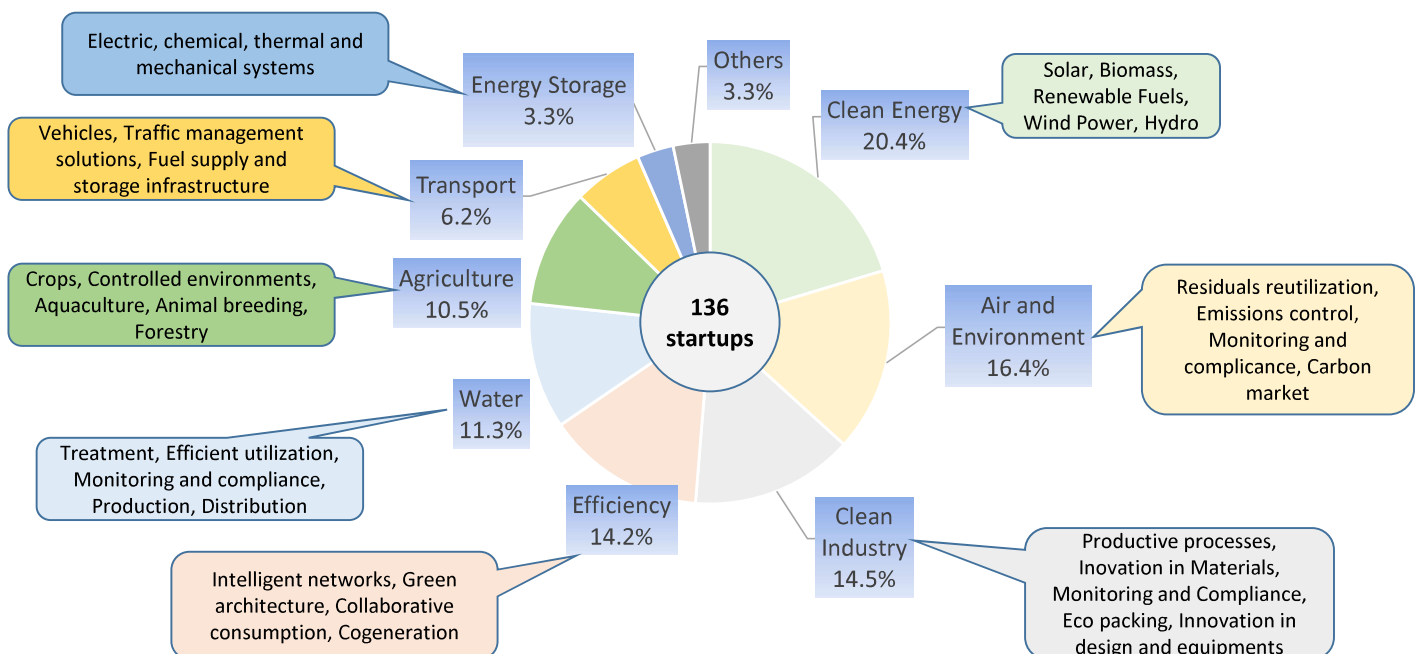
- In 2019, a joint study coordinated by Getulio Vargas Foundation identified 136 startups that use clean technologies (cleantechs). São Paulo state has 58 startups (43%), followed by Rio de Janeiro and Minas Gerais, each with 17 startups (12%).
- 96% of cleantechs are either in the B2B or B2C business model.



Sources: 2019 Brazil Cleantech Startups Ecosystem Mapping (Joint study of FGV (Getulio Vargas Foundation), EDP, ABStartups (Brazilian Startups Association), Copper UFRJ (Rio de Janeiro Federal University Engineering Research Institute))

7. Environment

7.2 Statistics by Segment/Subsegments



Sources: 2019 Brazil Cleantech Startups Ecosystem Mapping

7. Environment

7.3 Identified Startups

- **Out of the 136 cleantechs featured in the Ecosystem Mapping, 2 of them were ranked among the top 10 Cleantechs Ranking organized by the 100 Open Startups Platform***

Segment	Startup	Solution
Water	Status4	Provides AI and IoT technologies to identify water leaks in pipelines, reducing distribution waste
Clean Industry	Polen	Marketplace platform connecting residuals producers with industry players that use residuals as raw materials

*Open Innovation Platform

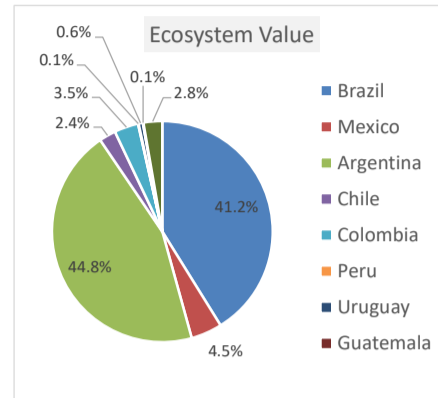
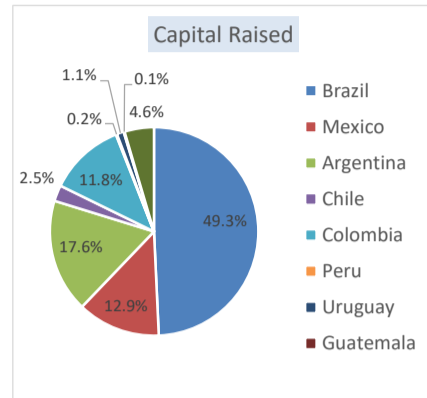
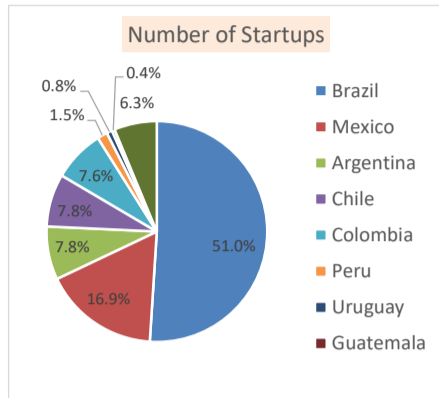
Sources: 2019 Brazil Cleantech Startups Ecosystem Mapping, 100 Open Startups

Table 01 – Number of Startups*

Source: IDB-LAB Tecnolatinas 2021

*Technology-based companies born in Latin America and the Caribbean and owned by founders from the region, that raised more than \$1 million of capital and with an estimated value of \$6 million or more. (Tecnolatinas 2021 report, page 9)

Country	2020					
	Number of Startups		Capital Raised (USD Bi)		Ecosystem Value (USD Bi)	
	Amount	%	Amount	%	Amount	%
Brazil	513	51.0%	13.80	49.3%	91.0	41.2%
Mexico	170	16.9%	3.60	12.9%	10.0	4.5%
Argentina	78	7.8%	4.93	17.6%	99.0	44.8%
Chile	78	7.8%	0.70	2.5%	5.4	2.4%
Colombia	76	7.6%	3.30	11.8%	7.8	3.5%
Peru	15	1.5%	0.05	0.2%	0.2	0.1%
Uruguay	8	0.8%	0.30	1.1%	1.3	0.6%
Guatemala	4	0.4%	0.04	0.1%	0.2	0.1%
Others	63	6.3%	1.28	4.6%	6.1	2.8%
Total	1005	100.0%	28.00	100.0%	221.0	100.0%

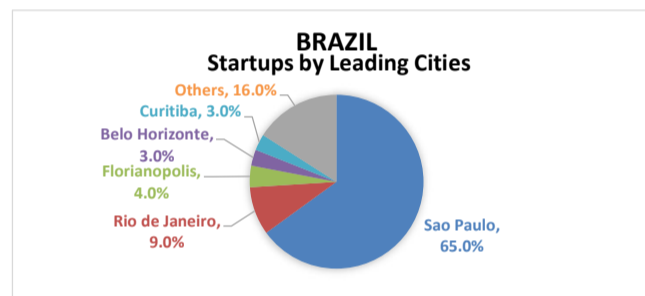


Startups in Brazil by Sectors and Cities

Brazil	
Startups by Sector	
Leading Sectors	%
Fintech	16.0%
Healthcare/Life Sciences	10.0%
E-commerce	10.0%
SaaS	10.0%
Edtech	6.0%
PropTech	4.0%
Mobility	4.0%
Adtech & Marketing	4.0%
Others	36.0%
Total	100.0%



Brazil	
Startups by City	
Leading Cities	%
Sao Paulo	65.0%
Rio de Janeiro	9.0%
Florianopolis	4.0%
Belo Horizonte	3.0%
Curitiba	3.0%
Others	16.0%
Total	100.0%



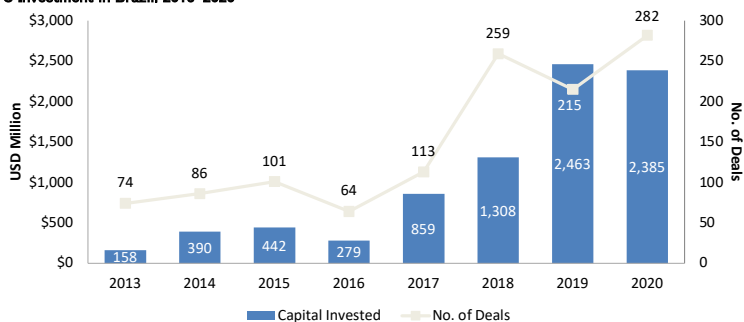
<https://publications.iadb.org/en/tecnolatinas-2021-lac-startup-ecosystem-comes-age>

Table 02 – VC Investments

Source: LAVCA

VC fund managers closed a record number of deals in Brazil in 2020

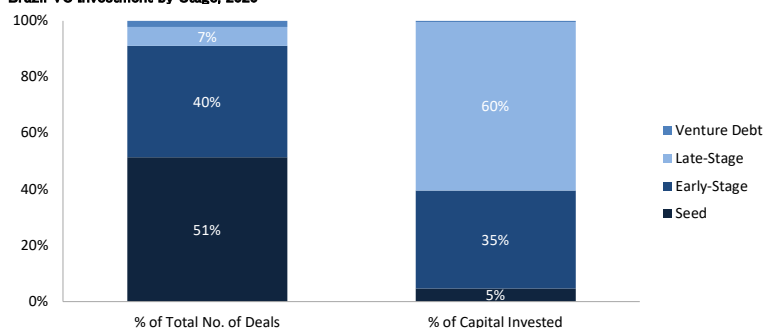
VC Investment in Brazil, 2013–2020



	2013	2014	2015	2016	2017	2018	2019	2020
Capital Invested	158.3	390.0	441.7	278.5	858.9	1,307.5	2,463.4	2,385.0
No. of Deals	74	86	101	64	113	259	215	282

Early-stage VC investment accounted for 40% of deals and 35% of VC capital deployed in Brazil

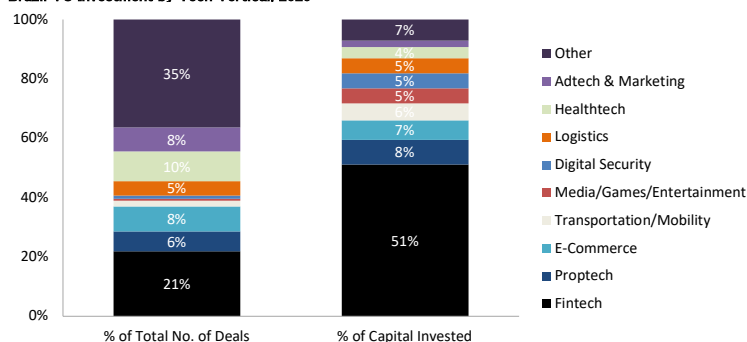
Brazil VC Investment by Stage, 2020



Stage	2019				2020				Y-o-Y Change			
	Total No. of Deals		Total Capital Invested (USDm)		Total No. of Deals		Total Capital Invested (USDm)		Total No. of Deals		Total Capital Invested (USDm)	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Seed	98	45.6%	77.1	3.1%	145	51.4%	110.2	4.6%	47	48.0%	33.1	43.0%
Early-Stage	94	43.7%	755.5	30.7%	112	39.7%	833.4	34.9%	18	19.1%	77.9	10.3%
Late-Stage	23	10.7%	1,630.9	66.2%	19	6.7%	1,431.5	60.0%	-4	-17.4%	-199.4	-12.2%
Venture Debt	-	-	-	-	6	2.1%	9.9	0.4%	6	N/A	9.9	N/A
Total	215	100.0%	2,463.4	100.0%	282	100.0%	2,385.0	100.0%	67	31.2%	-78.4	-3.2%

Fintech companies attracted over half of VC dollars invested in Brazil in 2020

Brazil VC Investment by Tech Vertical, 2020



Tech Vertical	2019				2020				Y-o-Y Change			
	Total No. of Deals		Total Capital Invested (USDm)		Total No. of Deals		Total Capital Invested (USDm)		Total No. of Deals		Total Capital Invested (USDm)	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Fintech	46	21.4%	827.2	33.6%	59	20.9%	1,205.8	50.6%	13	28.3%	378.6	45.8%
Proptech	11	5.1%	342.4	13.9%	18	6.4%	197.4	8.3%	7	63.6%	-145.1	-42.4%
E-Commerce	20	9.3%	216.5	8.8%	23	8.2%	156.0	6.5%	3	15.0%	-60.5	-27.9%
Transportation/Mobility	3	1.4%	41.1	1.7%	5	1.8%	134.9	5.7%	2	66.7%	93.8	228.2%
Media/ Games/Entertainment	4	1.9%	65.2	2.6%	2	0.7%	120.2	5.0%	-2	-50.0%	55.0	84.4%
Digital Security	4	1.9%	30.4	1.2%	3	1.1%	120.1	5.0%	-1	-25.0%	89.7	295.0%
Logistics	7	3.3%	161.4	6.6%	13	4.6%	119.1	5.0%	6	85.7%	-42.3	-26.2%
Healthtech	16	7.4%	39.8	1.6%	27	9.6%	89.6	3.8%	11	68.8%	49.7	124.9%
Adtech & Marketing	12	5.6%	89.0	3.6%	22	7.8%	50.5	2.1%	10	83.3%	-38.5	-43.2%
HRtech	11	5.1%	342.2	13.9%	12	4.3%	23.9	1.0%	1	9.1%	-318.3	-93.0%
Other	81	37.7%	308.3	12.5%	98	34.8%	167.7	7.0%	17	21.0%	-140.6	-45.6%
Total	215	100.0%	2,463.4	100.0%	282	100.0%	2,385.0	100.0%	67	31.2%	-78.4	-3.2%

Table 03 – Public VC Investments
Source: LAVCA

Publicly Disclosed VC Investments in Brazil, 2020

Investor(s)	Startup	Country	Sector	VC Vertical	Investment Type	Total Transaction Value (USD)	Investment Date
Sequoia Capital, Ribbit Capital, Kaszek, Dragoner Investment Group	Nubank	Brazil	Banks	Fintech	Late-Stage	300.0	Jun-20
Vulcan Capital, Propel Venture Partners, PayPal Ventures, monashees, General Atlantic, Flourish Ventures, Endeavor Global, BlackRock	Neon Pagamentos	Brazil	Banks	Fintech	Late-Stage	300.0	Sep-20
Wellington Management, Vostok Emerging Finance, Tarsada Capital, SoftBank Group, LGT Lightstone, Kaszek, e.ventures, Amadeus Capital Partners, Advent International	Creditas	Brazil	Consumer Finance	Fintech	Late-Stage	255.0	Dec-20
Vulcan Capital, Valor Capital Group, Thrive Capital, OED Investors, monashees, Jaguar Ventures, Fifth Wall Ventures, Andreessen Horowitz	Loft	Brazil	Real Estate Services	Proptech	Late-Stage	175.0	Jan-20
Vulcan Capital, Human Capital	Wildlife Studios	Brazil	Electronic Entertainment	Media/Games/Entertainment	Early-Stage	120.0	Aug-20
SoftBank Group, General Atlantic	Unico (formerly Acesso Digital)	Brazil	Software	Digital Security	Early-Stage	108.0	Sep-20
XP Investimentos, BTG Pactual, Bossa Nova Investimentos, BMG UpTech	Vai.Car	Brazil	Misc. Consumer Services	Transportation/Mobility	Early-Stage	84.7	Feb-20
Valor Capital Group, LGT Lightstone, Goldman Sachs Merchant Banking Division (MBD), Farallon Capital Management	CargoX	Brazil	Logistics & Delivery Services	Logistics	Late-Stage	80.0	Apr-20
VELT Partners, Valor Capital Group, SoftBank Group, Peninsula Participações, Kevin Efrusy, FJ Labs	Olist	Brazil	Software	E-Commerce Solutions	Late-Stage	57.8	Nov-20
SoftBank Group	PetLove	Brazil	General & Specialty Retail	E-Commerce Platforms and Marketplaces	Late-Stage	47.3	Apr-20
Valor Capital Group, Redpoint events, Joa Investimentos, International Finance Corporation (IFC)	tembiçó	Brazil	Travel & Leisure	Transportation/Mobility	Early-Stage	47.0	Jun-20
Riverwood Capital	Intelipost	Brazil	Software	Logistics	Late-Stage	31.8	Feb-20
SoftBank Group, Riverwood Capital, Endeavor Global	Cortex	Brazil	Software	Adtech & Marketing	Early-Stage	29.9	Oct-20
Luiz Fraga, Igar Ventures (formerly e.Bricks Ventures), Guilherme Fraga, General Atlantic	Conexa Saúde	Brazil	Healthcare Providers	Healthtech	Early-Stage	26.2	Jun-20
L. Catterton	PetLove	Brazil	General & Specialty Retail	E-Commerce Platforms and Marketplaces	Late-Stage	23.9	Jun-20
Smart Money Ventures, Indicator Capital, Goldman Sachs Merchant Banking Division (MBD)	iugu	Brazil	Payments	Fintech	Early-Stage	22.6	Sep-20
Ribbit Capital, OED Investors, Kaszek, Chromo Invest	Warren	Brazil	Investment Services	Fintech	Early-Stage	22.4	Apr-20
Turim MFO, monashees, Go4it Capital, ENFIN Investments, BTG Pactual	Fazenda Futuro	Brazil	Food & Beverage	Foodtech	Early-Stage	21.3	Sep-20
Valor Capital Group, monashees	Sami	Brazil	Healthcare Providers	Healthtech	Early-Stage	15.3	Oct-20
Quona Capital, Oikocredit, monashees, MercadoLibre, DEG, Chromo Invest, 42K Investimentos	BizCapital	Brazil	Non-Bank Lending & Specialty Finance	Fintech	Early-Stage	15.2	Oct-20
Kaszek, Itaú Unibanco, Coastue Management, ZbCapital	Quanto	Brazil	Software	Fintech	Early-Stage	15.0	Sep-20
monashees, MercadoLibre, Canary, BTG Pactual	Pier	Brazil	Insurance	Fintech	Early-Stage	14.5	Nov-20
Valor Capital Group, OP Investments	Central de Recebíveis (Cerc)	Brazil	Non-Bank Lending & Specialty Finance	Fintech	Early-Stage	12.8	Aug-20
Vostok Emerging Finance, Redpoint events	Magnesis	Brazil	Investment Services	Fintech	Early-Stage	11.6	Jul-20
Vox Capital, Valor Capital Group, Igar Ventures (formerly e.Bricks Ventures), DNA Capital	Sanar Saúde (Editora Sanar)	Brazil	Education	Edtech	Early-Stage	11.0	Apr-20
Kaszek, Global Founders Capital, Canary	SouSmile	Brazil	Personal Products	Healthtech	Early-Stage	10.0	Mar-20
Qualcomm Ventures, Positivo Tecnologia, Peninsula Participações, monashees, Endeavor Global	Hlab	Brazil	Medical Equipment	Healthtech	Early-Stage	10.0	Nov-20
Igar Ventures (formerly e.Bricks Ventures)	Unico (formerly Acesso Digital)	Brazil	Software	Digital Security	Early-Stage	9.6	Jan-20
Norte Ventures, Maya Capital, Igar Ventures (formerly e.Bricks Ventures), Global Founders Capital, Canary, Atlantico Partners	Trybe	Brazil	Education	Edtech	Early-Stage	8.4	Feb-20
Wayra, Valor Capital Group, ONEVC, Kaszek, Canary	Docket	Brazil	Software	Legaltech	Early-Stage	8.0	Feb-20
Valor Capital Group, Oria Capital, Maya Capital	Gupy	Brazil	Software	HRtech	Early-Stage	7.8	Apr-20
Oria Capital	Knewin	Brazil	Software	Adtech & Marketing	Late-Stage	7.5	Dec-20
Iporanga Ventures, Igar Ventures (formerly e.Bricks Ventures), FundersClub, FJ Labs	BlxBlue	Brazil	Consumer Finance	Fintech	Early-Stage	6.6	May-20
Parallax Ventures, ZbCapital	AssaS	Brazil	Software	Fintech	Late-Stage	6.6	Oct-20
Redpoint events, HDI Seguros	Accountify	Brazil	Software	Fintech	Early-Stage	6.5	Mar-20
MSW Capital, Banco Votorantim (BV)	Otvia	Brazil	Consumer Digital Services	Fintech	Seed	6.0	Jan-20
monashees	Nomad	Brazil	Non-Bank Lending & Specialty Finance	Fintech	Seed	5.9	Dec-20
Wayra, Bulb Capital, Barn Investments	Trocafone	Brazil	General & Specialty Retail	E-Commerce Platforms and Marketplaces	Late-Stage	5.8	Dec-20
Shift Capital, Norte Ventures, monashees	The Coffee	Brazil	Restaurants & Bars	Food/Grocery Delivery, Restaurants, & Cloud Kitchens	Early-Stage	5.3	Dec-20
Redpoint events	Cyberlabs	Brazil	Software	AI and Machine Learning	Early-Stage	5.0	Aug-20
Y Combinator, ONEVC, monashees	Facio	Brazil	Consumer Finance	Fintech	Early-Stage	4.8	Jul-20
Astella Investimentos	Kenoby	Brazil	Business/Professional Services	HRtech	Early-Stage	4.8	Feb-20
Valor Capital Group	Quasar Flash	Brazil	Non-Bank Lending & Specialty Finance	Fintech	Early-Stage	4.6	Sep-20
Redpoint events, DNA Capital	Memed	Brazil	Pharmacies	Healthtech	Early-Stage	4.5	Feb-20
Vox Capital, BTG Pactual	Celcoin	Brazil	Software	Fintech	Early-Stage	4.1	Oct-20
Valor Capital Group	Sofacil	Brazil	Consumer Finance	Fintech	Seed	4.0	Jul-20
Capital Indigo	BeeJobs	Brazil	Software	HRtech	Early-Stage	3.8	Aug-20
Portcapital	Kryptus	Brazil	IT Networks & Services	IT Services, Cloud Computing, & Data Management	Early-Stage	3.8	Jul-20
Kaszek, Honey Island Capital, GoDz Capital	OmniChat	Brazil	Software	CRM/Sales	Early-Stage	3.6	Dec-20
Pear Ventures, Next Billion Ventures, monashees, MercadoLibre, Caravela Capital	EmCasa	Brazil	Real Estate Services	Proptech	Early-Stage	3.6	Sep-20
PME Investimentos, Indico Capital Partners, All Iron Ventures	Zenklub	Brazil	Healthcare Providers	Healthtech	Early-Stage	3.3	Jun-20
Y Combinator, Ribbit Capital, Maya Capital, Hugo Barra, Global Founders Capital	Alude	Brazil	Real Estate Services	Proptech	Seed	3.3	Sep-20
Soma Capital, Rhombuz, Patrick Sigris, ONEVC, Hustle Fund, Guilherme Bonifacio, Global Founders Capital, Flourish Ventures, Canary, Brad Flora, Ariel Lambrecht, a.b.seed Ventures	SWAP	Brazil	Software	Fintech	Seed	3.3	Jun-20
Península Participações, Kaszek, Jorge Paulo Lemann	Cuidas	Brazil	Healthcare Providers	Healthtech	Early-Stage	3.0	Oct-20
Canary	Kestraa	Brazil	Software	Logistics	Seed	2.7	Jun-20
Quartz, Pedro Engert, Marcelo Maisonnave, FJ Labs, Fabrice Grinda, Eduardo Glitz, DOMO Invest, Big Bets, a.b.seed Ventures	Conta Simples	Brazil	Non-Bank Lending & Specialty Finance	Fintech	Seed	2.5	Dec-20
Techstars Ventures, SP Ventures, Bread & Butter Ventures	Traive	Brazil	Software	Fintech	Early-Stage	2.5	Nov-20
Norte Ventures, Kaszek, Iporanga Ventures, Global Founders Capital	Legiti	Brazil	Software	Digital Security	Seed	2.5	Nov-20
Valor Capital Group, Caravela Capital, Canary, Ariel Lambrecht	Caju	Brazil	Consumer Finance	HRtech	Seed	2.5	Aug-20
Redpoint events, Plug and Play Ventures, Intango Ventures, Incubate Fund	Arena	Brazil	Media & Entertainment	Adtech & Marketing	Seed	2.3	Jun-20
DOMO Invest	MEU TUDO	Brazil	Consumer Finance	Fintech	Early-Stage	2.3	Apr-20
Valor Capital Group, Provence Capital, Norte Ventures, Global Founders Capital	Dolado	Brazil	Software	CRM/Sales	Seed	2.2	Dec-20
Kevin Efrusy, Kaszek, Investo, Big Bets	ChatPay	Brazil	Software	CRM/Sales	Seed	2.1	Oct-20
ALIVE – Acumen LatAm Impact Ventures	LEVÉE	Brazil	Software	HRtech	Early-Stage	2.0	Feb-20
Fundacao Estudiar Alumni Partners (FEAP), Caravela Capital, Alievo Capital	Mottu	Brazil	Misc. Consumer Services	Transportation/Mobility	Seed	2.0	Jul-20
SP Ventures, Radicle Growth, Cultivan Sandbox Ventures	Leaf Agriculture	Brazil	Software	Agtech	Seed	2.0	Sep-20
ONEVC, Maya Capital, Accion	TerraMagna	Brazil	Non-Bank Lending & Specialty Finance	Fintech	Seed	2.0	Nov-20
DOMO Invest	100 Open Startups	Brazil	Consumer Digital Services	Other	Seed	2.0	Apr-20
KPTL	Syos	Brazil	Software	Other	Early-Stage	1.8	Jul-20
KPTL	Pneámbulo Tech	Brazil	Software	Legaltech	Early-Stage	1.8	Oct-20
Redpoint events	Repassa	Brazil	General & Specialty Retail	E-Commerce Platforms and Marketplaces	Early-Stage	1.7	Mar-20
Maya Capital, FJ Labs	Oico	Brazil	General & Specialty Retail	E-Commerce Platforms and Marketplaces	Seed	1.5	Feb-20
Astella Investimentos	Gove	Brazil	Software	Other	Seed	1.4	Nov-20
Redpoint events, MIT Alumni Angels Brazil, Astella Investimentos	BossaBox	Brazil	Software	IT Services, Cloud Computing, & Data Management	Early-Stage	1.4	Nov-20
DOMO Invest	Alfy	Brazil	Software	HRtech	Seed	1.4	May-20
Renato Freitas, Canary, Bruno Nardon, Big Bets, Atlantico Partners, Andre Narciso	Festab	Brazil	Consumer Digital Services	Event Management	Early-Stage	1.3	May-20
NXTP Labs, Americo Pereira Filho	Kangu	Brazil	Logistics & Delivery Services	Logistics	Seed	1.3	Mar-20
Indicator Capital, DOMO Invest, Devas Invest	IOUU	Brazil	Consumer Finance	Fintech	Seed	1.3	Mar-20
SP Ventures	Ambar	Brazil	Home Construction	Proptech	Venture Debt	1.1	Jun-20
Norte Ventures, igniteXL, Igar Ventures (formerly e.Bricks Ventures), Astella Investimentos	Dr. Jones	Brazil	Personal Products	E-Commerce Platforms and Marketplaces	Early-Stage	1.1	Oct-20
Terracotta Ventures, Invisto, DOMO Invest	Rede Victorias	Brazil	Real Estate Services	Proptech	Early-Stage	1.1	Sep-20
Norte Ventures, Julian Tonioli, Canary, Brian Reaugh	Hent	Brazil	Software	Proptech	Seed	1.0	Jun-20
Iporanga Ventures	Stark Bank	Brazil	Software	Fintech	Early-Stage	1.0	Jan-20
Mario Pinheiro, Iporanga Ventures, Eduardo Wurzmann, Canary	Classpert	Brazil	Education	Edtech	Seed	1.0	Jun-20
Canary	Genial Care	Brazil	Healthcare Providers	Healthtech	Seed	1.0	Jun-20
DOMO Invest	88i	Brazil	Insurance	Fintech	Seed	1.0	Dec-20
DOMO Invest	FindUp	Brazil	Software	IT Services, Cloud Computing, & Data Management	Seed	1.0	Jun-20
Norte Ventures, Canary	Rapicare	Brazil	Medical Supplies	Healthtech	Seed	0.9	Jun-20
Norte Ventures, Canary	Mobees	Brazil	Media & Entertainment	Adtech & Marketing	Seed	0.9	Jul-20
Reinaldo Carvalho, DOMO Invest, Arjos do Brasil	Speedbird Aero	Brazil	Logistics & Delivery Services	Logistics	Seed	0.9	Aug-20
Canary, Almorés Investimentos	Vida	Brazil	Healthcare Providers	Healthtech	Seed	0.9	Feb-20
KPTL	Alright Adtech Company	Brazil	Media & Entertainment	Adtech & Marketing	Early-Stage	0.9	Oct-20
Victor Noda, Norte Ventures, Mario Fernandes, Equitas Investimentos, Cotaminas, Canary	RZU	Brazil	Software	E-Commerce Solutions	Early-Stage	0.8	Nov-20
KPTL	AEVO	Brazil	Software	Other	Early-Stage	0.8	Sep-20
SP Ventures	Kenoby	Brazil	Business/Professional Services	HRtech	Venture Debt	0.8	Feb-20
KPTL, Invest Tech, GvAngels, Garan Ventures, Cedro Capital	Configr	Brazil	IT Networks & Services	IT Services, Cloud Computing, & Data Management	Early-Stage	0.7	Oct-20
DOMO Invest	Even3	Brazil	Software	Event Management	Seed	0.7	Oct-20
Iporanga Ventures	FLOKI Technologies	Brazil	Software	AI and Machine Learning	Seed	0.7	Dec-20
Wayra, Iporanga Ventures	VOLL	Brazil	Software	Transportation/Mobility	Early-Stage	0.7	May-20
DOMO Invest	Bloxs Investimentos	Brazil	Investment Services	Fintech	Early-Stage	0.7	Feb-20
Redpoint events	Peerdustry	Brazil	Machinery	Other	Seed	0.6	Dec-20
Cedro Capital	Portal de Compras Publicas	Brazil	Software	Other	Early-Stage	0.6	Feb-20
Canary, Ariel Lambrecht	Boomerang	Brazil	Misc. Consumer Services	E-Commerce Platforms and Marketplaces	Seed	0.6	Mar-20
Fundacao Estudiar Alumni Partners (FEAP), EDP Ventures, Canary	Clarke Energia	Brazil	Renewable Power	Cleantech & Renewable Energy	Seed	0.6	May-20
Invest Tech, Caravela Capital	LogComes	Brazil	Software	Logistics	Seed	0.6	Apr-20
SP Ventures	SmartMEI	Brazil	Software	Fintech	Venture Debt	0.5	Jun-20
Honey Island Capital, GoDz Capital, Curitiba Angels Investimentos, Bossa Nova Investimentos	Transfeera	Brazil	Payments	Fintech	Seed	0.5	Oct-20

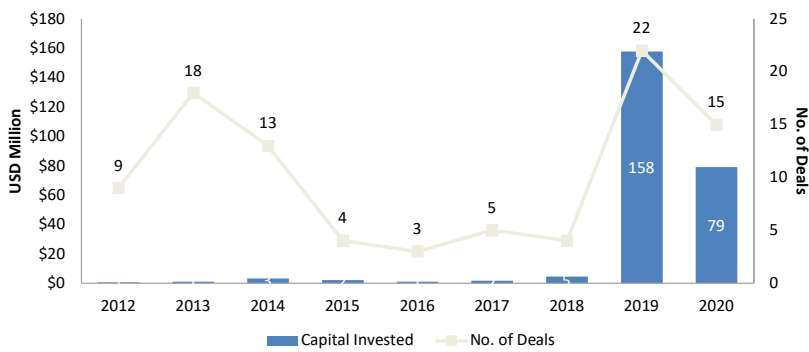
Cedro Capital, BR Angels Smart Network, Bossa Nova Investimentos	Nvoip	Brazil	Software	CRM/Sales	Seed	0.5	Oct-20
Fuse Capital	PinK	Brazil	Software	CRM/Sales	Seed	0.5	Oct-20
PPA Capital, MOR Capital, Eretz.bio, ACE Startups	Salvus	Brazil	Healthcare Providers	Healthtech	Seed	0.5	Jun-20
Victor Noda, Mario Fernandes, Canary	CombuData	Brazil	Software	Other	Seed	0.5	May-20
Invisto, Caravela Capital	PhoneTrack	Brazil	Software	CRM/Sales	Early-Stage	0.5	Feb-20
DOMO Invest	Posher	Brazil	Software	Fitness/Wellness	Seed	0.5	May-20
DOMO Invest	Credero	Brazil	Software	CRM/Sales	Seed	0.4	Aug-20
DOMO Invest	Gavea Marketplace	Brazil	Investment Services	Fintech	Seed	0.4	Sep-20
Green Rock, DOMO Invest	Closecare	Brazil	Healthcare Providers	Healthtech	Seed	0.4	Aug-20
Caravela Capital	PhoneTrack	Brazil	Software	CRM/Sales	Early-Stage	0.4	May-20
Caravela Capital	Ocean Drop	Brazil	Food & Beverage	Foodtech	Early-Stage	0.4	Sep-20
SP Ventures	Legume	Brazil	Food & Beverage	Food/Grocery Delivery, Restaurants, & Cloud Kitchens	Venture Debt	0.4	Jun-20
Fuse Capital	AJO Educação	Brazil	Software	Edtech	Seed	0.4	Oct-20
Renato Freitas, Paulo Silveira, Fundacao Estudar Alumni Partners (FEAP), Canary	Jestor	Brazil	Software	Enterprise Resource Planning (ERP)	Seed	0.3	Aug-20
DOMO Invest	Conta Ágil	Brazil	Software	Fintech	Seed	0.3	Dec-20
DOMO Invest	Mutuus	Brazil	Insurance	Fintech	Seed	0.3	Dec-20
DOMO Invest	Zeeng	Brazil	Software	Adtech & Marketing	Seed	0.3	Dec-20
DOMO Invest	Sensix	Brazil	Software	Agtech	Seed	0.3	Sep-20
DOMO Invest	Trocados	Brazil	Consumer Finance	Fintech	Seed	0.3	Nov-20
DOMO Invest	Pin People	Brazil	Software	HRtech	Seed	0.3	Aug-20
SP Ventures	Goomer	Brazil	Software	Food/Grocery Delivery, Restaurants, & Cloud Kitchens	Venture Debt	0.3	May-20
Trivella Investimentos, Sergio Cochele, Philipp Povel, Malte Huffmann, Invisto	GoFind Online	Brazil	Software	CRM/Sales	Early-Stage	0.3	Aug-20
DOMO Invest	Pix Mida	Brazil	Software	Adtech & Marketing	Seed	0.3	Nov-20
DOMO Invest	Fin-x	Brazil	Software	Healthtech	Seed	0.3	Sep-20
Cedro Capital	DataPolicy	Brazil	Software	Legaltech	Early-Stage	0.3	Oct-20
DOMO Invest	Jovens Glnios	Brazil	Education	Edtech	Seed	0.3	Oct-20
DOMO Invest	Arbo Moveis	Brazil	Real Estate Services	Proptech	Seed	0.2	Aug-20
DOMO Invest	Enjoy.it	Brazil	Software	Other	Seed	0.2	Mar-20
DOMO Invest	QR Capital	Brazil	Investment Services	Fintech	Seed	0.2	Jun-20
Trivella Investimentos	AgroPro	Brazil	Software	Agtech	Seed	0.2	Apr-20
DOMO Invest	Open Startups	Brazil	Software	Other	Seed	0.2	Apr-20
Iporanga Ventures	Fieldink	Brazil	Software	CRM/Sales	Seed	0.2	Mar-20
DOMO Invest	RadarFit	Brazil	Electronic Entertainment	Fitness/Wellness	Seed	0.2	Jun-20
Invisto	Equilibrium	Brazil	Logistics & Delivery Services	Logistics	Seed	0.2	Aug-20
DOMO Invest	7 Waves	Brazil	Software	Other	Seed	0.2	Jun-20
Y Combinator, DOMO Invest, Big Bets	Conta Simples	Brazil	Non-Bank Lending & Specialty Finance	Fintech	Seed	0.2	Jun-20
Y Combinator	Aparto	Brazil	Real Estate Services	Travel	Seed	0.2	Mar-20
Y Combinator	Carupi	Brazil	General & Specialty Retail	E-Commerce Platforms and Marketplaces	Seed	0.2	Mar-20
Y Combinator	Hent	Brazil	Software	Proptech	Seed	0.2	Mar-20
Y Combinator	Linkana	Brazil	Software	Logistics	Seed	0.2	Mar-20
Y Combinator, Foundation Capital	Stark Bank	Brazil	Software	Fintech	Early-Stage	0.2	Mar-20
Y Combinator	ChatPay	Brazil	Software	CRM/Sales	Seed	0.2	Aug-20
Y Combinator	Oco	Brazil	General & Specialty Retail	E-Commerce Platforms and Marketplaces	Seed	0.2	Aug-20
TheVentureCity	Trakto	Brazil	Software	Adtech & Marketing	Seed	0.1	Sep-20
GvAngels, Curitiba Angels Investimentos, Bossa Nova Investimentos, Angels4Impact	O Polan	Brazil	Software	Adtech & Marketing	Seed	0.1	Feb-20
Bossa Nova Investimentos	Communry	Brazil	Software	Proptech	Seed	0.1	Oct-20
Canary	Gabriel	Brazil	Business/Professional Services	Other	Seed	N/A	Jan-20
Canary	Kivo	Brazil	Healthcare Providers	Healthtech	Seed	N/A	Jan-20
KPTL	Conecta do Brasil	Brazil	Software	IT Services, Cloud Computing, & Data Management	Early-Stage	N/A	Jan-20
KPTL	Knewin	Brazil	Software	Adtech & Marketing	Late-Stage	N/A	Feb-20
Igah Ventures (formerly e.Bricks Ventures)	Avenue Securities	Brazil	Investment Services	Fintech	Early-Stage	N/A	Feb-20
KPTL	VarejOnline	Brazil	Software	Enterprise Resource Planning (ERP)	Early-Stage	N/A	Feb-20
Fisher Venture Builder, Distrito Ventures	ATTA	Brazil	Real Estate Services	Proptech	Seed	N/A	Feb-20
Plug and Play Ventures, Distrito Ventures	BLU385	Brazil	Consumer Finance	Fintech	Early-Stage	N/A	Feb-20
Distrito Ventures	SuperSim	Brazil	Consumer Finance	Fintech	Seed	N/A	Feb-20
Igah Ventures (formerly e.Bricks Ventures)	Conexa Saúde	Brazil	Healthcare Providers	Healthtech	Seed	N/A	Feb-20
Renato Fairbanks Ribeiro, Kaszek, Arbor Capital, Andre Jereissati	Olga Ri	Brazil	Misc. Consumer Services	Food/Grocery Delivery, Restaurants, & Cloud Kitchens	Seed	N/A	Feb-20
Igah Ventures (formerly e.Bricks Ventures)	3.2.1 Beauty	Brazil	Misc. Consumer Services	Fitness/Wellness	Seed	N/A	Mar-20
Maya Capital	EmCasa	Brazil	Real Estate Services	Proptech	Early-Stage	N/A	Mar-20
Barn Investments	Smlink	Brazil	Personal Products	Healthtech	Early-Stage	N/A	Mar-20
Iporanga Ventures	Aspito	Brazil	Software	Fitness/Wellness	Seed	N/A	Mar-20
Canary	Real2U	Brazil	Software	Other	Seed	N/A	Mar-20
Maya Capital	Z1	Brazil	Consumer Finance	Fintech	Seed	N/A	Mar-20
ZbCapital	Beep Saúde	Brazil	Healthcare Providers	Healthtech	Early-Stage	N/A	Mar-20
Canary	Estoca	Brazil	Logistics & Delivery Services	Logistics	Seed	N/A	Mar-20
KPTL	JUSTTO	Brazil	Software	Legaltech	Early-Stage	N/A	Apr-20
Iporanga Ventures	Quero Meus Direitos	Brazil	IT Networks & Services	Legaltech	Seed	N/A	Apr-20
KPTL	RankMyApp	Brazil	Software	Adtech & Marketing	Early-Stage	N/A	Apr-20
KPTL	Agrotools	Brazil	Software	Agtech	Early-Stage	N/A	Apr-20
Maya Capital, Canary	Nilo	Brazil	Healthcare Providers	Healthtech	Seed	N/A	Apr-20
Canary	Clubb	Brazil	Software	Logistics	Seed	N/A	Apr-20
KPTL	Gestão Agropecuária	Brazil	Software	Agtech	Early-Stage	N/A	May-20
Canary	Mimic	Brazil	Restaurants & Bars	Food/Grocery Delivery, Restaurants, & Cloud Kitchens	Early-Stage	N/A	May-20
ZbCapital	4intelligence	Brazil	Software	AI and Machine Learning	Early-Stage	N/A	May-20
KPTL	Carenet	Brazil	Software	Healthtech	Seed	N/A	May-20
Canary	Aliceora Educação	Brazil	Education	Edtech	Early-Stage	N/A	May-20
Quartz, FJ Labs	Shopper	Brazil	General & Specialty Retail	E-Commerce Platforms and Marketplaces	Early-Stage	N/A	May-20
ONEVC, monashees, Kaszek, David Velez	Pipo Saúde	Brazil	Software	Healthtech	Seed	N/A	Jun-20
Kevin Efrusy, Kaszek, Bewater Ventures	BeeTech (Remessa Online)	Brazil	Payments	Fintech	Early-Stage	N/A	Jun-20
Astella Investimentos	Birdie	Brazil	Software	Adtech & Marketing	Early-Stage	N/A	Jun-20
Mandi Ventures	Gaiwara	Brazil	Software	Agtech	Early-Stage	N/A	Jul-20
Astella Investimentos	Livance	Brazil	Healthcare Providers	Healthtech	Early-Stage	N/A	Jul-20
SoftBank Group	iClinic	Brazil	Software	Healthtech	Early-Stage	N/A	Jul-20
Barn Investments	Origem	Brazil	Automobiles & Parts	Automotive/EV/AV	Seed	N/A	Jul-20
Antera Gestao de Recursos	Sem Processo	Brazil	Software	Legaltech	Seed	N/A	Aug-20
Bossa Nova Investimentos	Certus	Brazil	Software	Enterprise Resource Planning (ERP)	Seed	N/A	Aug-20
Maya Capital	Unbox	Brazil	Software	E-Commerce Solutions	Seed	N/A	Aug-20
Caravela Capital, Canary	Zax	Brazil	General & Specialty Retail	E-Commerce Platforms and Marketplaces	Seed	N/A	Aug-20
Astella Investimentos	Skore	Brazil	Software	Edtech	Early-Stage	N/A	Sep-20
Canary	Lexter	Brazil	Software	Legaltech	Seed	N/A	Sep-20
KPTL	Carenet	Brazil	Software	Healthtech	Early-Stage	N/A	Sep-20
TreeCorp, Squadra Ventures	WBX	Brazil	Investment Services	Fintech	Seed	N/A	Oct-20
Maya Capital	Alive	Brazil	Consumer Digital Services	E-Commerce Platforms and Marketplaces	Seed	N/A	Oct-20
Wayra, KPTL	ATIVA Soluções	Brazil	Telecommunications Equipment	Internet of Things (IoT)	Early-Stage	N/A	Oct-20
Canary	180° Insurance	Brazil	Software	Fintech	Seed	N/A	Oct-20
Maya Capital, Mariana Ramos Dias, Luciana Caletti, Felipe Afonso, Ariel Lambrecht, Ann Williams	SafeSpace	Brazil	Software	HRtech	Seed	N/A	Oct-20
Astella Investimentos	BomLogic	Brazil	Software	Adtech & Marketing	Early-Stage	N/A	Nov-20
KPTL	Selbie	Brazil	Software	CRM/Sales	Early-Stage	N/A	Nov-20
KPTL	NeuroUP	Brazil	Medical Equipment	Biotech, Medical Devices, & Diagnostics	Early-Stage	N/A	Nov-20
Qualcomm Ventures, monashees	Azion	Brazil	IT Networks & Services	Internet of Things (IoT)	Early-Stage	N/A	Nov-20
KPTL	Gestão Agropecuária	Brazil	Software	Agtech	Early-Stage	N/A	Nov-20
Oressera Capital	Convenia	Brazil	Software	HRtech	Early-Stage	N/A	Nov-20
KPTL	RankMyApp	Brazil	Software	Adtech & Marketing	Early-Stage	N/A	Dec-20
Igah Ventures (formerly e.Bricks Ventures)	Avenue Securities	Brazil	Investment Services	Fintech	Early-Stage	N/A	Dec-20
Canary	cloud humans	Brazil	Business/Professional Services	HRtech	Seed	N/A	Dec-20
Canary	Oya Care	Brazil	Healthcare Providers	Healthtech	Seed	N/A	Dec-20
Advent International	Nubank	Brazil	Banks	Fintech	Late-Stage	N/A	Dec-20
Canary	Civi	Brazil	Consumer Digital Services	Other	Seed	N/A	Dec-20

Table 04 – CVC Investments

Source: Distrito

2019 was the peak year in investments

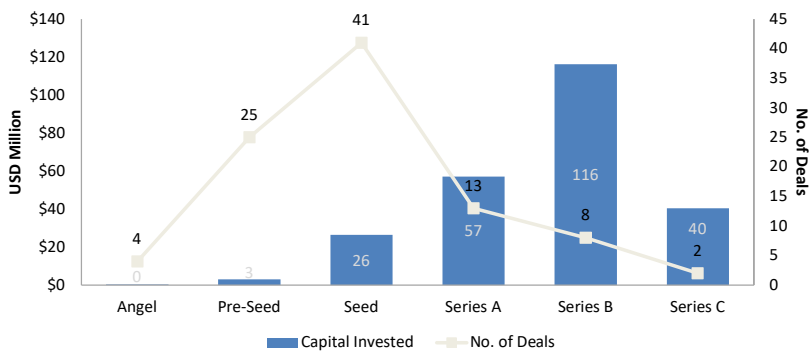
CVC Investment in Brazil, 2013–2020



	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Capital Invested		0.52	1.13	3.26	2.13	0.90	1.75	4.50	157.87	79.00
No. of Deals		9	18	13	4	3	5	4	22	15

Series B is the stage with the top amount of investments and Seed stage has the most number of deals

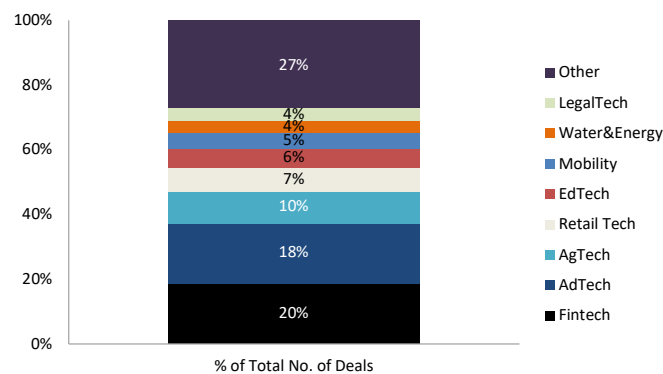
Accumulated CVC Investment in Brazil, 2012–2020



	Angel	Pre-Seed	Seed	Series A	Series B	Series C
Capital Invested	0.24	2.95	26.42	57.10	116.19	40.39
No. of Deals	4	25	41	13	8	2

Fintech companies are the top destination in number of deals during 2012–2020

Brazil CVC Investment by Tech Vertical, 2012–2020



Tech Vertical	2012–2020	
	Amount	%
Fintech	16	19.5%
AdTech	15	18.3%
AgTech	8	9.8%
Retail Tech	6	7.3%
EdTech	5	6.1%
Mobility	4	4.9%
Water&Energy	3	3.7%
LegalTech	3	3.7%
Other	22	26.8%
Total	82	100.0%

Table 05 – Public CVC Investments

Source: Distrito Corporate Venture Capital Report 2020 and others (detailed at the end)

Major CVC Investments in Brazil, 2019–2020

Corporation (Sector)	Investor(s)	Startup	Sector	Investment Type	Disclosed Transaction Value (BRLm)	BRL/USD Rate**	Transaction Value in USDm	Investment Date
Banco Votorantim (Banking)	General Atlantic, Mabi, Monashees, Omidyar Network, Propel, Quona Capital	Neon Pagamentos	Fintech	Series B	472.0	4.2	112.2	Nov-19
Grupo Globo (Media Conglomerate)	Canary, Monashees, SoftBank, Valor Capital Group, Norte	Buser	Transport/Mobility	Series B	N/A		N/A	Oct-19
Grupo Globo (Media Conglomerate)	Endurance, Rival	Ingresso	Payments/Entertainment	Series C	90.0	4.2	21.5	Dec-19
Banco Votorantim (Banking)	Banco Votorantim	Weel	Payments	Series C	80.0	4.1	19.4	Jan-20
BR Malls, Multiplan (Shopping Malls Management)	BR Malls, Multiplan	Delivery Center	Logistics & Delivery Services	Series B	69.0	4.2	16.4	Jan-20
CCR (Transport)	CCR	Quicko	Transport/Mobility	Series A			10.0	Sep-19
Grupo Globo (Media Conglomerate), Qualcomm Ventures (Telecom)	Canary, Monashees, ONEVC	idwall	Digital Security	Series B	40.0	4.1	9.8	Oct-19
Grupo Globo (Media Conglomerate)	Grupo Globo	BomPraCrédito	Payments	Series B	35.0	4.2	8.4	Sep-19
Wayra (Tech Innovation Hub)	Canary, Kaszek Ventures, ONEVC, Valor Capital Group	Docket	Legaltech	Series A	35.0	4.3	8.1	Feb-20
Inovabra Ventures (Tech Innovation Hub)	Itaú, Inovabra Ventures, Coatue, Kaszek Ventures	Quanto	Fintech	Seed	15.0	5.3	2.8	Sep-20

**Conversion Rates at each Investment date according to Brazil Central Bank

Sources:

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<https://contxto.com/en/brazil/docket-raised-8-million-kaszek-onevc-valor-capital-canary-wayra/>

Table 05.1 – CVC Investors

Source: Data compiled from Crunchbase

Organization/Person Name	Investor Type	Number of Investments	Number of Exits	Country
Darwin Startups	Accelerator, Corporate Venture Capital, Venture Capital	50	3	Brazil
Triaxis Capital	Corporate Venture Capital	9		Brazil
Construtech Ventures	Corporate Venture Capital	6		Brazil
Paris Ventures	Corporate Venture Capital	5		Brazil
BR Startups	Corporate Venture Capital	4		Brazil
Randon Ventures	Corporate Venture Capital	3		Brazil
WE Ventures	Corporate Venture Capital, Venture Capital	3		Brazil
Varejo Ventures	Angel Group, Corporate Venture Capital, Venture Capital	3		Brazil
Fundacao Estudat Alumni Partners	Corporate Venture Capital	2		Brazil
2A Investimentos	Corporate Venture Capital	1		Brazil
FCJ Venture Builder	Accelerator, Angel Group, Corporate Venture Capital, Incubator			Brazil
NovoAgro Ventures	Accelerator, Corporate Venture Capital, Incubator, Venture Capital			Brazil
Farma Ventures	Corporate Venture Capital, Venture Capital			Brazil
Woli Ventures	Corporate Venture Capital			Brazil
XP Ventures	Corporate Venture Capital			Brazil
Axon Ventures	Corporate Venture Capital			Brazil
Aleve LegalTech Ventures	Corporate Venture Capital			Brazil

Table 08 – Mergers and Acquisitions of Tech Companies
 Source: Data compiled from Crunchbase
 Time Period: Jan 1st, 2020 – Aug 16th, 2021

Announced Date	Acquisition Type	Acquiree Name	Acquirer Name	Acquiree Description	Acquiree Industries	Acquiree HQ Location
2021/8/15	Acquisition	M4U	Bemobi	M4U is a virtual top-up integrator and solution provider in Brazil, working as white-label for different carriers.	Information Technology, Internet, Internet of Things, Mobile Payments, Payments, Robotics	Brazil
2021/8/3	Acquisition	Zee.Dog	Petz	Zee.Dog is a lifestyle brand connecting dogs and people by providing premium and design-oriented pet products.	E-Commerce, Lifestyle, Pet, Retail, Sales	Brazil
2021/7/26	Acquisition	Volanty	Creditas	Volanty is a digital used car marketplace that digital second-hand car mall for pre-owned cars.	Automotive, Internet, Marketplace, Peer to Peer	Brazil
2021/7/23	Acquisition	Guiabolso	PicPay	Guiabolso offers both financial management and marketplace app (B2C), and Open Banking SaaS solution (B2B).	Consumer Lending, Credit, Data Mining, Financial Services, FinTech, Personal Finance	Brazil
2021/7/15	Acquisition	Kabum	Luiza Labs	Kabum is a Latin America based e-commerce company that provides electronics goods.	Consumer Goods, Drones, E-Commerce, Electronics	Brazil
2021/7/13	Acquisition	Bagy	Locaweb	Bagy is a management application that offers solutions to online stores using mobile phones.	E-Commerce, Information Technology, Sales, Sales Automation, Software	Brazil
2021/6/28	Acquisition	Elo7	Etsy	Elo7 is a Brazilian online marketplace that allows its users to buy and sell handmade products.	E-Commerce, Handmade, Internet, Made to Order, Marketplace	Brazil
2021/6/22	Acquisition	Plus Delivery	Aigfome	Plus Delivery have access to several restaurants to place your order without complications and with that naughty discount.	E-Commerce, Restaurants	Brazil
2021/6/7	Acquisition	WEEL	BS2	Weel specializes in providing the key to growth for Brazilian SMEs.	Finance, Financial Services, FinTech, Information Technology, Software	Brazil
2021/5/27	Acquisition	Redacao Nota 1000	Somos Educac	Redacao Nota 1000 is an online writing correction platform that provides a structured and detailed evaluation of each text.	EdTech, Education, Innovation Management, Internet, Personal Development, Skill Assessment	Brazil
2021/5/17	Acquisition	Gold Solucoes	Grupo Nexxera	Gold Solucoes is a fintech company their service based on the card payments and security services.	FinTech	Brazil
2021/5/13	Acquisition	Eyemobile Technologies	Getnet	Eyemobile is a cloud-based open business and mobile payment company that aims to simplify commerce through technology.	Finance, FinTech, Mobile Payments, Payments, Point of Sale	Brazil
2021/5/13	Acquisition	Promobit	M79liuz	Promobit is where people collaborate sharing offers, discounts and coupons, mapping the best offers of the internet, on trustable stores.	E-Commerce, Internet	Brazil
2021/5/4	Acquisition	ioasys	Alpargatas	Ioasys is a technology startup that develops solutions for mobile platforms.	Android, Apps, Enterprise Software, iOS, Mobile, Software	Brazil
2021/4/30	Acquisition	ONCLICK	nuvini	OnClick is a software development market that produces Business Management Systems for small and medium-sized companies.	Consulting, Information Technology, Intelligent Systems, Software	Brazil
2021/4/9	Acquisition	SmartHint	Magazine Luiza	SmartHint is a service based on machine learning that recommends products from a store according to the browsing profile.	Artificial Intelligence, E-Commerce, Information Technology, Machine Learning, Personalization, Software	Brazil
2021/4/7	Acquisition	Shipp	Supermercado	Shipp is a digital application platform for the delivery and operating logistics.	Apps, Delivery, Logistics, Retail	Brazil
2021/4/6	Acquisition	Oraex Cloud Consulting	Memora Proce	Oraex Cloud Consulting offers cloud computing, artificial intelligence, backup, database and oracle infrastructure services.	Artificial Intelligence, Cloud Computing, Database	Brazil
2021/3/31	Acquisition	Tonolucro Delivery	Magalu	Tonolucro Delivery is a food delivery app that features varied establishments and menus.	Apps, Food Delivery, Marketing	Brazil
2021/3/31	Acquisition	GrandChef	Magalu	GrandChef is a food delivery application platform.	Food Delivery, Mobile Apps	Brazil
2021/3/25	Acquisition	Medicinae Solutions	Afya	Medicinae Solutions is a financial management solutions firm that offers receipt and remote payment services for the health-care industry.	Financial Services, Health Care, Mobile Payments, Payments	Brazil
2021/3/25	Acquisition	D1	Zenvia	D1 enables digital transformation process to build engagement journeys when sending multiple communications between companies and clients	Big Data, Cloud Computing, Enterprise Software, Marketing Automation, SaaS, Software	Brazil
2021/3/24	Acquisition	BrScan	Serasa Experia	BrScan Tecnologia offers personal identification document verification services through machine learning and facial biometrics technologies.	Facial Recognition, Machine Learning, Risk Management	Brazil
2021/3/23	Acquisition	Walmart Brazil	Carrefour	Walmart Brazil is a food retailer that owns and operates supermarkets and hypermarkets.	E-Commerce, Grocery, Retail, Retail Technology	Brazil
2021/3/19	Acquisition	Passei Direto	Ciatech	The largest study platform in Brazil with more than 18 million users and the mission of connecting students and their knowledge.	EdTech, Education, Information Services, Information Technology	Brazil
2021/3/19	Acquisition	Frenet	Sequoia Logisti	Frenet is a platform for last mile digital transport solution for B2C market.	B2C, E-Commerce, E-Commerce Platforms, Last Mile Transportation, Transportation	Brazil
2021/3/17	Acquisition	Steal the Look	Magalu	Steal the Look is a digital fashion and beauty platform for women.	Beauty, E-Commerce, Fashion	Brazil
2021/3/17	Acquisition	Kinvo	BTG Pactual	Kinvo offers an investment software and application that help investors to extract metrics on the health of their investments.	Angel Investment, Apps, Finance, Software	Brazil
2021/3/12	Acquisition	Konduto	Boa Vista	Konduto is an online service that enables online retailers to reduce fraud in e-commerce by analyzing consumer behavior.	E-Commerce, Fraud Detection, Information Technology, Payments	Brazil
2021/3/11	Acquisition	Me Salva!	Arco Educacao	Me Salva! is an educational platform focused on high-performance didactic content for students.	EdTech, Education, Service Industry	Brazil
2021/3/10	Acquisition	Effecti Tecnologia para L	nuvini	Effecti is a company born with the purpose of simplifying processes to improve people's lives.	B2B, Big Data, GovTech, SaaS, Software	Brazil
2021/3/9	Acquisition	RD Station	TOTVS	RD Station helps customers build, execute, and measure digital marketing strategies.	CRM, Digital Marketing, Enterprise Software, Information Technology, Lead Management, Marketing Automation, SaaS, Software	Brazil
2021/3/9	Acquisition	Klink	Connectcom	Klink is a developer and provider of machine learning and artificial intelligence solutions for e-commerce and logistics companies.	Artificial Intelligence, Machine Learning, Software	Brazil
2021/3/3	Acquisition	VipCommerce	Magazine Luiza	VipCommerce enables existing grocery retailers to move online fast and efficiently with a low initial investment.	E-Commerce, E-Commerce Platforms, Food Delivery, Grocery, Logistics, Marketplace	Brazil
2021/2/18	Acquisition	Dooca Commerce	Locaweb	Dooca Commerce is an easy-to-use, modern e-commerce platform with advanced design.	E-Commerce, Software	Brazil
2021/2/10	Acquisition	ITB360	Cortex	ITB360 offers intelligence and accuracy of data to our customers in real-time.	Analytics, Information and Communications Technology (ICT), Intelligent Systems	Brazil
2021/2/4	Acquisition	Pegaki	Intelpost	Pegaki is a network of withdrawal points for products purchased over the internet.	E-Commerce, Information Technology, Logistics, Retail, Retail Technology, Supply Chain Management	Brazil
2021/2/1	Acquisition	LinkApi	Semantix	LinkApi is a complete integration solution for business to connect their whole ecosystem. Integrations and APIs made simple	Data Integration, Developer APIs, E-Commerce, Enterprise Applications, PaaS, SaaS, Software	Brazil
2021/1/29	Merger	E-Create	LEO Learning	E-Create specialized in virtual learning platforms.	E-Learning, EdTech	Brazil
2021/1/13	Acquisition	Verios	Easynvest	Verios automates all the operational aspects of managing individual portfolios and simplifies investment.	Asset Management, Finance, Financial Services, FinTech, Impact Investing, SaaS, Software	Brazil
2021/1/5	Acquisition	Bcredi	Creditas	Bcredi is a financial services company that provides investments, property warranty credit, and real estate financing.	Financial Services, FinTech, Real Estate	Brazil
2020/11/24	Acquisition	Todo Cartoes	InComm	Todo Cartoes offers a complete solution for the administration of present and prepaid cards for retail.	Credit Cards, E-Commerce, Gift Card, Information Technology, Retail	Brazil
2020/11/13	Acquisition	Mercadapp	Linx Retail	Mercadapp is a Brazilian app for grocery shopping where users can purchase by swiping items and add it to their cart.	Apps, E-Commerce, Mobile Apps, Shopping	Brazil
2020/11/5	Acquisition	MedPhone	Afya	MedPhone is a company that emerged from the sum of the experiences of its creators in the areas of Medicine and Software Development.	Apps, Health Care, Software	Brazil
2020/10/29	Acquisition	Vindi	Locaweb	Vindi is an online payment platform (PCI certified) that focuses on subscription and recurring billing.	Billing, E-Commerce, Financial Services, FinTech, Payments, SaaS, Subscription Service	Brazil
2020/10/7	Acquisition	Reamp	Jellyfish	Reamp offers programmatic marketing across Brazil.	Advertising, Digital Marketing, Digital Media, Marketing	Brazil
2020/9/29	Acquisition	Toro Investimentos	Banco Santand	Toro Investimentos is a fintech investment company that helps its clients to find the best opportunities in the market and invest.	Finance, Financial Services, FinTech, Venture Capital	Brazil
2020/9/18	Acquisition	SiteMercado	iFood	SiteMercado is a platform that helps grocery stores digitize their operations to work as an e-commerce business.	E-Commerce, Information Technology	Brazil
2020/9/18	Acquisition	Agenda Edu	Eleva Educaca	Agenda Edu offers a SaaS communication management and engagement in educational environments assisting educators, caregivers and students.	EdTech, Education, Knowledge Management, Mobile Apps, SaaS, Software	Brazil
2020/9/11	Acquisition	Easynvest	Nubank	Easynvest is an online platform with no complications.	Financial Services, FinTech, Real Estate Investment	Brazil
2020/9/4	Acquisition	Vetus	PetLove	Vetus is a management platform for a pet shop, veterinary clinic, and veterinary hospital.	E-Commerce Platforms, Information Technology, Pet, Veterinary	Brazil
2020/8/20	Acquisition	Koin	Despegar	Koin gives instant credit and installments payment options for your online purchase.	E-Commerce, Internet, Online Portals	Brazil
2020/7/23	Acquisition	Adianta	Liber Capital	Adianta is a financial service company that offers a platform for clients to grant working capital for small and medium businesses.	B2B, Finance, Financial Services, FinTech, Information Technology, Small and Medium Businesses, Software	Brazil
2020/7/8	Acquisition	Rapidoo	One7	Rapidoo provides financing services for small and medium-sized businesses through invoice factoring.	Credit, Finance, Financial Services, FinTech, Payments, Small and Medium Businesses	Brazil
2020/7/8	Acquisition	WDG Automation	IBM	WDG Automation designs and develops robotic process automation (RPA), intelligent virtual agents (IVA) and artificial intelligence software.	Artificial Intelligence, Enterprise Software, Information Technology, Software	Brazil
2020/7/3	Acquisition	CSC BRASIL	Qintess	CSC BRASIL is a company focused on technology management in the areas of infrastructure management and automation.	Business Intelligence, Consulting, Infrastructure	Brazil
2020/7/1	Acquisition	Meerkat Computer Visior unico IDtech		Meerkat is a tech startup focused on advancing computer vision and image analysis for process automation.	Artificial Intelligence, B2B, Image Recognition, Machine Learning, Software	Brazil
2020/6/30	Acquisition	Antecipa	XP Inc	Antecipa is a receivable prepayment solution that enables smart use of your cash, anticipating receivables from your own vendors.	B2B, Business Intelligence, Financial Services, FinTech, Payments	Brazil
2020/6/23	Acquisition	MVisia	Weg SA	MVisia is an application developing firm that offers services for machine learning, computer vision applications, AI and vision system.	Apps, Artificial Intelligence, Computer Vision, Machine Learning	Brazil
2020/6/8	Acquisition	Fliper	XP Inc	Fliper is a financial self-management app that allows users track investments in an automated and intelligent way.	Apps, Big Data, Financial Services, FinTech, Information Technology	Brazil
2020/5/21	Acquisition	dLieve	VTEX	dLieve is an automated, personalized system that allows users to create efficient route plans while monitoring drivers.	Apps, E-Commerce, Internet, iOS, Logistics, Mobile Apps, Social Media, Software, Transportation	Brazil
2020/4/29	Acquisition	Biggy	VTEX	Biggy offer technology that personalizes your store for each user, delivering more relevant results that improve the shopping experience.	Big Data, E-Commerce, Internet	Brazil
2020/4/13	Acquisition	Kurier	Vela Software	Kurier offers a data analytics platform so legal firms can monitor all the happenings going on within the Brazilian justice system.	Analytics, Legal, Legal Tech, Software	Brazil
2020/4/3	Acquisition	Laborclin	Solabia Group	Laborclin produces ready-to-use microbiology culture plates.	Biotechnology	Brazil
2020/3/9	Acquisition	Zoly	Mutant	Zoly is a digital marketing agency fully focused on intelligence and data application.	Analytics, Digital Marketing, Marketing, Social Media	Brazil
2020/3/5	Acquisition	ACCT – Acupula Consult Cadastra		Software house and e-commerce consulting that builds and transform technology into added value to business.	E-Commerce, Information Technology, Internet, Software	Brazil
2020/1/20	Acquisition	aftersale (Formerly Send – ClearSale		aftersale has a complete customer loyalty/retention solution for the return of products.	Customer Service, E-Commerce, Information Technology, Internet, Loyalty Programs, Retail, Retail Technology	Brazil
2020/1/1	Acquisition	Bidu	Compareemcas	Bidu is an online recommendation, comparison and marketplace portal for insurance and financial services.	E-Commerce, Financial Services, FinTech, Insurance, Marketplace	Brazil

Table 06.1 – Major Merger and Acquisition Operations (2014–2021)

Sources: LAVCA

<https://lavca.org/2019/11/11/latin-american-companies-that-have-been-acquired/listed>

Company	Year of Acquisition/ Merger	Acquirer	Country (HQ)	Investor(s)
RD Station	2021	TOTVS	Brazil	Redpoint eventures, Riverwood Capital, Astella Investimentos, DGF Investimentos, TPG Growth, Endeavor Catalyst
VivaReal/Grupo ZAP	2020	OLX Brazil	Brazil	monashees, KaszeK Ventures, Spark Capital, Lead Edge Capital, FJ Labs, Valiant Capital Partners
Antecipa	2020	XP	Brazil	Redpoint eventures
Creditoo	2019	Creditas	Brazil	Global Founders Capital, Canary
Netshoes	2019	Magazine Luiza	Brazil	Tiger Global Management, IFC, Sierra Capital
Yellow	2019	Grow Mobility (merger)	Brazil	monashees, GGV Capital, Grishin Robotics, Base10 Partners, Class 5
99	2018	Didi Chuxing	Brazil	Qualcomm Ventures, Tiger Global Management, monashees, Riverwood Capital, Didi Chuxing, SoftBank
Ezcommerce	2018	LINX	Brazil	Bozano Investimentos
Hiper	2018	LINX	Brazil	Cventures
Navita	2018	<i>undisclosed</i>	Brazil	Intel Capital, InvestTech
Oppa Design	2018	Meu Móvel de Madeira	Brazil	Valar Ventures, monashees, KaszeK Ventures, Thrive Capital
Strider	2018	Syngenta	Brazil	monashees, Qualcomm Ventures, Barn Investimentos
AppProva	2017	Somos Educação	Brazil	e.Bricks Ventures
Easy	2017	Cabify (Merger)	Brazil	Rocket Internet, Tiger Global, Phenomen Ventures, Tengelmann Ventures, Africa Internet Holding
Axado	2016	Mercado Libre	Brazil	FIR Capital BZ Plan
LoveMondays	2016	GlassDoor	Brazil	KaszeK Ventures
Boo-box	2015	FTPI Digital	Brazil	monashees, Intel Capital
eÓtica	2015	Essilor	Brazil	KaszeK Ventures, e.Bricks Ventures
Printi	2014	Vista Print	Brazil	Greenoaks Capital

Table 07 – IPOs
Source: LAVCA

Notable Tech Exits and IPOs in Brazil, 2020

Company	Country	Sector	Investor(s)	Year(s) of Investment	Capital Invested (USDm)	Exit Date	Exit and Return Detail
Méliuz	Brazil	Consumer Digital Services	Social Capital, monashees, Lumia Capital, Graph Ventures, FJ Labs, Endeavor Global	2015–2017	N/A	Dec–20	IPO on the B3 stock exchange raised BRL629m (USD123m), including a secondary offering that returned BRL105m (USD20.5m) to fund managers
Enjoei	Brazil	General & Specialty Retail	monashees, Bessemer Venture Partners	2013–2014	9.7	Dec–20	IPO on the B3 stock exchange raised BRL987m (USD193m), including a secondary offering that returned BRL309m (USD60.5m) to fund managers
Arco Educação (SAS)	Brazil	Software	General Atlantic	2014–2017	27.2	Jun–20	Secondary public offering of 5.6m Class A common shares on the Nasdaq stock exchange returning USD260m

Survey Questionnaire Information (Chile)

JICA - LAC Entrepreneurial Ecosystem Research

Content

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3. Startups Overview - Quantitative information on start-up eco-system	4
4. Startups Overview - Start-ups that expand their business to LAC from other countries	4
5. Case Study - Successful cases (case study of Japanese startups).....	6
6. Regulations.....	6
7. Policy - Government funding.....	8
8. Policy - Policies which support start-up from other regions/countries to expand into Chile.....	9
9. Other donors – Funding by donors	9
10. Other donors – Supporting programs by donors	10
11. Other donors - Cooperation among donors / between donors and private sectors	11

1. Overview of the startup ecosystem

a. Macro Economy (data as of 2020)

- Chile has been one of Latin America's fastest growing economies in the last decades
- Total population: 19 million (62nd in the world)
- GDP: US\$253B (44th in the world, 5th in Latin America)
- GDP per capita: US\$13.2K (2th in South America, behind Uruguay)
- Inflation rate well controlled: below 5% in the last 10 years, 3% in 2020
- Official language: Spanish
- Capital: Santiago (Most populated city: 6.8 million)

b. Venture Capital Market

- Chile VC ecosystem has a strong support from government, with many subsidies and funding programs.
- Startup investment grew more than 10 times between 2016 and 2019 to US\$46M.
- The number of investments has doubled from 2018 to 2019.
- 2020 had considerably fewer deals (31), but the total amount in USD was driven up by one investment holding more than half of total (US\$85M invested in NotCo, out of total US\$136M invested)
- According to LAVCA, from all capital invested in LAC region in 2020, Chile has a share of 3.3% (Brazil has 58%, Colombia 11.5% and Argentina 5.4%).
- Startup investment per GDP: 0.05% ratio. Brazil has a 0.25% and Colombia a 0.18% ratio.

c. Startups

- Despite having only 3% of Latin America population, the country has 8% of technology companies valued above US\$6M (IDB-LAB).
- 32 startups per million inhabitants, much higher than the region average.
- Fintech, Saas and E-commerce companies account for 35% of startups number. Regarding VC investment, Fintechs alone held more than half of total amount in 2019.
- Crystal Lagoons is the only startup valued at more than US\$1B.
- 14 Exits in the last 12 years.

d. Ecosystem main players

- ACVC is the Chilean Association of Venture Capital, connecting the main players of the ecosystem.
- Chile Government provides significant support for VC investment and entrepreneurship, through Startup Chile and CORFO (Production Development Corporation) initiatives.
- Chile is one of the countries in the region with the most VC funds, due to credit lines provided by CORFO to Venture capital firms (according to ACVC, up to 2019 more than 60 VC funds had received financing from CORFO). Most of these funds focus in seed and early stage investments.
- Several international funds have invested in Chilean startups, such as Cornershop (last-mile delivery, acquired by Uber) and NotCo (foodtech), both contenders to unicorn status.

Public Programs

**START-UP
CHILE**

- STARTUP CHILE – Main public acceleration program in Latin America
- Investment Ticket: US\$40K – US\$80K range

CORFO

- CORFO – Chile Government Production Development Corporation, promotes innovation through investment in VC funds

Angel Investors

**CHILE GLOBAL
ANGELS FCH**

- Chile Global Angels
- Investment Ticket: US\$25K – US\$600K range

DADNEO

- Angel Investors Network of VC fund Dadneo
- Over 70 active investors, each apportioning US\$5K – US\$25K

Venture Capital

- Red Angel Venture Capital
- Candidate startups required to have at least US\$20K in previous investments

Accelerators

**imagine⁺
- o » Δ lab**

Magical

**platanus
ventures**

UDD Ventures

Chilean VC Funds

**ALAYA VC
CAPITAL**

- Focus in solutions for healthcare, education, mining and energy sectors.
- Average ticket: US\$300K – 500K

**ENDURANCE
INVESTMENTS**

- Focus in mining, agriculture, biotech, health, SaaS
- Ticket: US\$300K – 400K

arpeggio

- Focus in food, agriculture, logistics
- Late Seed and Series A

DADNEO

- Focus in supply chain, fintech, edtech, insurtech, IoT
- Ticket: US\$300K – 1.2M

australcapital

- Focus in B2B solutions for retail, banking and healthcare

Genesis Ventures

- Focus in technology, services, retail, trade industry
- Early Stage

beagle'ventures

- Focus in SaaS solutions
- Early Stage and Seed

**MAGMA
PARTNERS**

- Focus in fintech, insurtech, blockchain
- Ticket: US\$25K – 500K

CHILE VENTURES

- Focus in early stage startups
- Ticket: US\$100K – 700K

**MANUTARA
VENTURES**

- Focus in software, e-commerce, fintech
- Ticket: US\$500K – 1M

**CHILE GLOBAL
FUNDS FCH**

- Focus in sustainability (water, energy, smart cities), mining, agroindustry
- Ticket: US\$200K – 1M

**scale
capital**

- Focus in AI/Big Data, Enterprise software
- Post-seed, Series A, Series B

{ } devlabs

- Focus in software, agriculture, renewables
- Ticket: US\$25K – 300K

**SUDAMERIK
ADMINISTRADORA DE FONDOS**

- Focus in startups with social and environmental impact

**EQUITAS
CAPITAL**

- Focus in environmental services, natural resources
- Early Stage

**TARAM
CAPITAL**

- Focus in e-commerce, fintech, data driven solutions
- Seed and Post-seed

**Fen⁺
Ventures.**

- Focus in biotech, fintech, SaaS solutions
- Early Stage

**Zeus Capital
ADMINISTRADORA DE FONDOS**

- Focus in mining

International Funds	Corporate Venture Capital Funds
<p> MEXICO CITY 500 Startups - Mexico HQ, invested in Portal Terreno, Addshop, Etiner</p> <p> VENTURE LAB USA HQ, invested in Destacame</p> <p> Mexico HQ, invested in CitySense</p> <p> Mexico HQ, invested in Comershop and Fintual</p>	<p> USA HQ, invested in NotCo</p> <p> USA HQ, invested in Jooycar</p> <p> USA HQ, invested in Comershop</p> <p> VENTURES Argentina HQ, invested in NotCo</p> <p> USA HQ, invested in Fintual</p>
	<p> Ventures</p> <ul style="list-style-type: none"> • Focus in cleantech, IoT, smart home, smart cities, robotics, SaaS, etc. • Fund size: US\$3M / year <p></p> <ul style="list-style-type: none"> • Focus in cleantech, IoT, Smart Cities, SaaS, etc. • Offices in Mexico, France, Singapore • Fund size: US\$10M / year <p></p> <ul style="list-style-type: none"> • CVC of wooden panels manufacturer MASISA • Focus in solutions for design, architecture and construction • Fund size: US\$1M / year <p></p> <ul style="list-style-type: none"> • Focus in AI/Big Data, Enterprise Software, Fintech and SaaS • Ticket: US\$50K – 150K <p></p> <ul style="list-style-type: none"> • Energy company COPEC investment arm • Focus in energy, retail and mobility • Average Ticket: US\$1M – 10M

2. Startups Overview - Social issues and needs in the LAC region

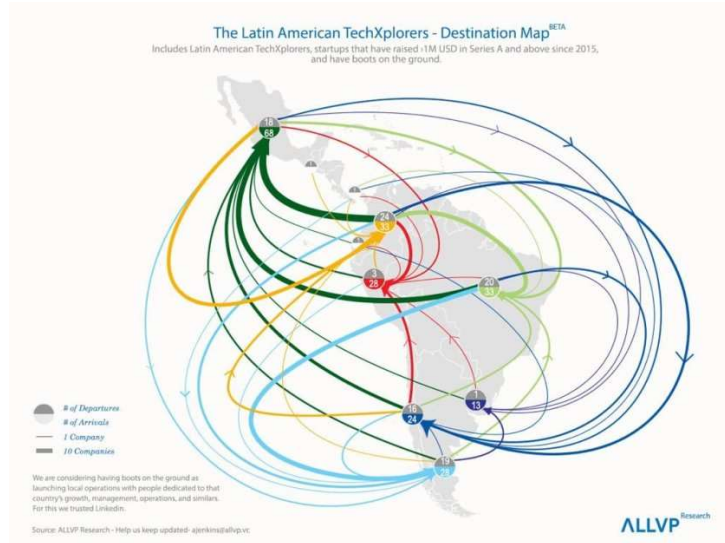
View: Social Issues Report (Excel)

3. Startups Overview - Quantitative information on start-up eco-system

View: Survey Questionnaire (Excel)

4. Startups Overview - Start-ups that expand their business to LAC from other countries

- In 2011, Chile, Colombia, Mexico and Peru created the Pacific Alliance, a free trade bloc. Since then, Chile has strengthened economic ties with those countries, which became the destination of most of its international startups.
- Global startups from the Delivery and E-commerce sectors have expanded to Chile. Moreover, the main unicorns of the region, such as Despegar, Mercado Libre, Gympass and Rappi have operations in the country.
- The ALLVP startup destination map shows that Chile attracts a fair number of Latin American startups, mainly from Argentina, Brazil, Colombia and Mexico.



The map shows how LAC startups that have raised series A (more that USD 1M) depart or enter in/from other countries. The circle in each country shows the number of startups that departure in the upper half, and the number of arrivals in the lower half. And the arrows show to which country they are expanding.

Source: ALLVP Research. Beta Version of a Latin America TechXplorers – Destination Map. Data: 2015 to 2020

List of successful startups that have expanded operations to Chile:

Source: Crunchbase

Name	Country of Origin	Sector	US\$ M Raised
Afluenta	Argentina	Fintech	25
Despegar	Argentina	E-commerce	551
Globant	Argentina	Software Services	109
Mercado Libre	Argentina	E-commerce	2000
Ebanx	Brazil	Fintech	460
Shippify	Brazil	Last Mile - Delivery	1
RecargaPay	Brazil	Fintech	98.6
MapLink	Brazil	Logistics	15
Gympass	Brazil	Fitness	520
Pythian	Canada	Software Services	21
Omni Latam	Colombia	Fintech	202
Rappi	Colombia	Last Mile - Delivery	2200
Beat	Greece	Mobility	6.9
Linio	Mexico	E-commerce	230
99 Minutos	Mexico	Last Mile - Delivery	47
OLX Group	Netherlands	E-commerce	
Chazki	Peru	Last Mile - Delivery	7.9
Cabify	Spain	Mobility	477

Lana	Spain	Fintech	12.5
MySphera	Spain	HealthCare	4.1
Uber	USA	Mobility	25000
WeWork	USA	PropTech	
Thoughtworks	USA	Software Services	748
Yubico	USA	Cyber Security	55
Pedidos Ya (Delivery Hero)	Uruguay	Last Mile - Delivery	328

5. Case Study - Successful cases (case study of Japanese startups)

In December of 2019, Japanese data analysis company **Datasection** acquired the Chilean startup **Jach Technology**, specialized in real-time camera image analysis in retail segment, for an undisclosed amount.

Source: <https://www.datasection.co.jp/news/pressrelease-2019111401>

6. Regulations

- **Corporate Regulations**

The main corporation types in Chile used by foreigners and foreign entities are the following:

- **Individual Limited Liability Company (EIRL)** - Law 19.857/2003: Constituted by one natural person; commonly used by microfirms.
- **Limited Liability Company (Limitada)** - Law 3.918: Constituted by two or more natural persons or legal entities; commonly used by family companies, professional partnerships.
- **Corporation (S.A.)**, public or closed - Law 18.046: Constituted by two or more natural persons or legal entities; commonly used by businesses requiring large amounts of capital.
- **Stock Company (SpA)** - Commercial Code, Article 424 onwards: Constituted by one or more natural persons or legal entities; commonly used by enterprises seeking to attract venture capital.

- **Tu Empresa en un Dia (Your Company in One Day)**

Since 2013, the procedures for establishing a company in Chile have been simplified through the implementation of an online portal (<https://www.registrodeempresasysociedades.cl/>).

Currently, this procedure is available to Individual Limited Liability companies (EIRL), Limited Liability companies (Limitada) and Stock companies (SpA).

- **Tax Regulations**

The principal incentives to encourage foreign capital contributions are statutory guarantees covering the repatriation of capital, remittance of profits, non-discrimination toward foreign investment, and access to the foreign exchange market for remittance purposes. In general, foreign investors are subject to the same legislation as national investors.

Income Tax:

1 st Category Tax	2020-2022	2023
General Taxation Regime	27%	27%
Fully Integrated Regime (for SMEs)	10%	25%
Tax Transparency Regime (for SMEs under certain requirements)	0%	0%
2nd Category Tax (for workers)		
Self Employed persons	0 - 40%	
Employees	0 - 40%	
Global Complementary Tax (resident individuals)	0 - 40%	
Additional Tax (non-resident individuals and non-individual legal entities)	35%	

Vat Rate: 19%

Bilateral Treaties - Chile has a broad network of double tax conventions with several countries:

Argentina, Australia, Austria, Belgium, Brazil, Canada, China, Colombia, Korea, Croatia, Denmark, Ecuador, Spain, France, Ireland, Italy, Japan, Malaysia, Mexico, Norway, New Zealand, Paraguay, Peru, Poland, Portugal, United Kingdom, and Northern Ireland, Czech Republic, Russia, South Africa, Sweden, Switzerland, Thailand and Uruguay.

Tax Incentives:

- R&D Tax Incentive

It allows a reduction in the Income Tax of 35% of the investment in R&D, by tax credit (maximum of US\$ 1 million). It also allows to consider the remaining 65% of R&D investment, as required expenses to deduct Income Tax.

Sources:

<https://investchile.gob.cl/key-industries/venture-capital/>

<https://www.registrodeempresasysociedades.cl/>

<https://www2.deloitte.com/content/dam/Deloitte/cl/Documents/about-deloitte/cl-doing-business-in-chile.pdf>

<https://taxsummaries.pwc.com/chile>

<https://investchile.gob.cl/programs-and-incentives-for-investment/>

7. Policy - Government funding

Start-Up Chile and CORFO are the main instruments for government funding in Chile.

- **Start-Up Chile:** public business accelerator program created by the Chilean Government for high-potential entrepreneurs to bootstrap their startups using Chile as a platform to go global. Start-Up Chile has a large portfolio, receiving up to 180 startups per year. Currently, this flow is represented by 3 distinct programs based on the stage of the startup:
 - **Buid:** 4-month pre-acceleration program, funding up to \$15 Million Chilean pesos (approx. US\$19K). Two calls per year, up to 50 startups each. Formerly called “The S Factory” program.
 - **Ignite:** 4-month acceleration program, funding up to \$50 Million Chilean Pesos (approx. US\$64K). Two calls per year, up to 30 startups each. Formerly called “Seed” program.
 - **Growth:** 12-month acceleration program, funding up to \$75 Million Chilean Pesos (approx. US\$95K). Two calls per year, up to 10-15 startups each.
- **CORFO** is the Government institution in charge of promoting and developing the venture capital industry. CORFO finances funds that invest in start-ups, but it also provides long-term lines of credit to fund managers. It currently runs three programs that support VC funds:
 - **The Early-Stage Fund (FT)** is designed to expand the creation of new investment funds that provide financing to high-growth SMEs. The investment fund’s management team acquires a stake in SMEs and becomes involved in their operations. To be eligible for funding, SMEs must have a concrete early-stage business project (which is innovative and shows high-growth potential), have difficulty or be incapable of implementing the project by themselves due to insufficient capital, have low levels of management skills or other needs that necessitate the expertise of fund managers to enhance their growth.
 - **The Development and Growth Fund (FC)** programme aims to expand the creation of investment funds focused on high-growth potential, expansion-stage firms.
 - **The Technology Early-Stage Fund (FET)** programme provides lines of credit and subsidies for the early stage funds that function as business accelerators. It also invests in technology-oriented start-ups. CORFO subsidises the operational expenses of fund managers to accelerate and scale their business projects.

Sources:

<https://www.oecd-ilibrary.org/sites/2bc5fd4d-en/index.html?itemId=/content/component/2bc5fd4d-en>

<https://www.corfo.cl/sites/cpp/convocatorias-start-up-chile>

<https://www.fondos.gob.cl/buscador/emprendimiento-e-innovaci%c3%b3n/>

https://www.corfo.cl/sites/cpp/convocatorias/movil/fondo_etapas_tempranas

https://www.corfo.cl/sites/cpp/convocatorias/fondo_de_desarrollo_crecimiento_perfil_empresa

https://www.corfo.cl/sites/cpp/convocatorias/fondo_etapas_tempranas_tecnologicas_perfil_empresas

<https://www.startupchile.org/apply/>

8. Policy - Policies which support start-up from other regions/countries to expand into Chile

CORFO is the main institution providing incentives for foreign companies. These incentives take the form of the following grants:

- **PRAP – Program of Support for Projects at the Pre-Investment Stage:** support for implementation of pre-investment studies aiming to invest in new projects or for expansion of current investments. Funding up to 70% of studies cost, maximum of US\$250K grant for investments of US\$2M or higher.
- **IFI – Integrated Promotion Initiatives:** support to implement new technological investment projects or to expand current projects. Funding up to 30% in the first 2 years for projects valued at US\$2M – 5M range. Other than that, it finances training of specialized human capital, activities to develop suppliers and technological assets expenditure.

The grant application can be done through CORFO website (www.corfo.cl).

Start-Up Chile also provides to overseas startups the same acceleration programs offered to local companies (see Section 8).

Sources:

<https://investchile.gob.cl/key-industries/venture-capital/>

<https://www.corfo.cl/sites/cpp/movil/webingles>

9. Other donors – Funding by donors

International Institutions:

- **IDB MIF (Multilateral Investment Fund of IDB):** One of Latin America’s biggest investors in microfinance and venture capital funds for small businesses. Financing usually takes the form of grants (\$2 million per project), long-term loans (up to \$1 million) and equity investments (up to \$5 million).
- **IFC (World Bank Group):** Portfolio of investments in Agrotechs, e-Logistics/e-Mobility, Consumer Technology, EdTech, Enterprise Technology, Health Tech, Climate Tech/Smart Cities, and VC Funds.

Sources:

<https://www.iadb.org/en/resources-businesses/resources-businesses-2>

https://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/Venture+Capital/Portfolio/

10. Other donors – Supporting programs by donors

Acceleration Programs provided by VC funds and other donors:

- **Imagine Lab** – Target sectors: Innovation in general
Supported by Microsoft, provides mentorship and workshops in financing, finance management, legal issues, branding and technology themes, and business network.
Investment ticket: US\$100K
Website: <https://grupo-imagine.com/>
- **Magical Startups** – Target Sectors: Tourism / Games / Music Industry / Sustainability
Accelerator focused on the digital industry, promotes business development, international expansion, capital raising.
Investment ticket: US\$130K.
Website: <https://magicalstartups.com/>
- **Platanus Ventures** – Target Sectors: Innovation in general
Promoted by Chilean software company Platanus.
Investment ticket: US\$50K
Website: <https://ventures.platan.us/>
- **UDD Ventures** – Target Sectors: Innovation in general
Promoted by Chilean private institution University for Development (UDD).
Track record of support for over 260 startups, focus in Pre-Seed investment..
Website: <https://uddventures.udd.cl/>

Sources:

<https://startupeable.com/directorio/explora/?type=venture-capital&sort=a-z>

11. Other donors - Cooperation among donors / between donors and private sectors

ACVC (Chilean Association of Venture Capital) has alliances and partnerships with several international tech companies and VC associations: LAVCA (Latin America VC Association), Abvcap (Brazil), IDB, France Invest, PECAP (Peru), ColCapital (Colombia PE), Iati (Israel), CIC (Cambridge Innovation Center), Ascri (Spain), Amexcap (Mexico), LPEA (Luxemburgo), AIFI (Italy), ARCAP (Argentina).

Currently, it has promoted three co-investment events in Latin America with other local associations, bringing together startups and VC funds.

Sources:

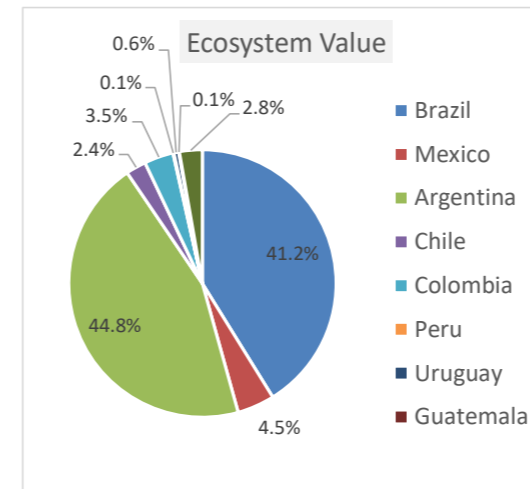
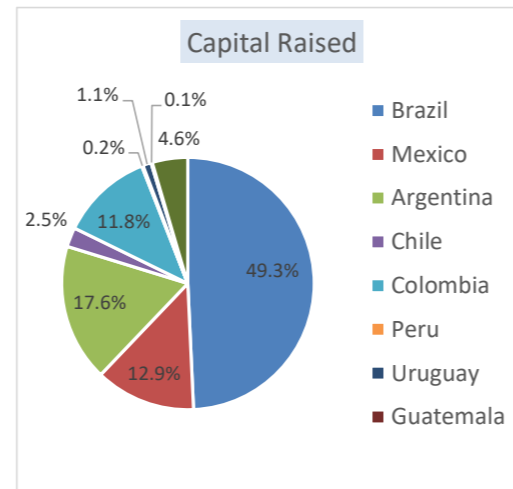
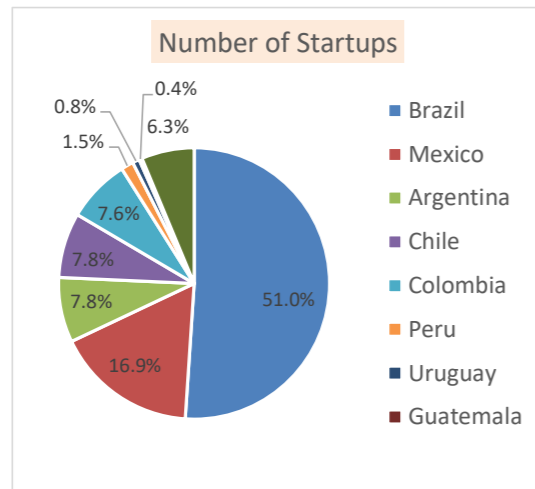
<https://acvc.cl/en/partners-alianzas/>

<https://acvc.cl/en/gran-interes-en-la-tercera-version-del-co-investment-latam-series/>

Table 01 – Number of Startups*
Source: IDB-LAB Tecnolatinas 2021

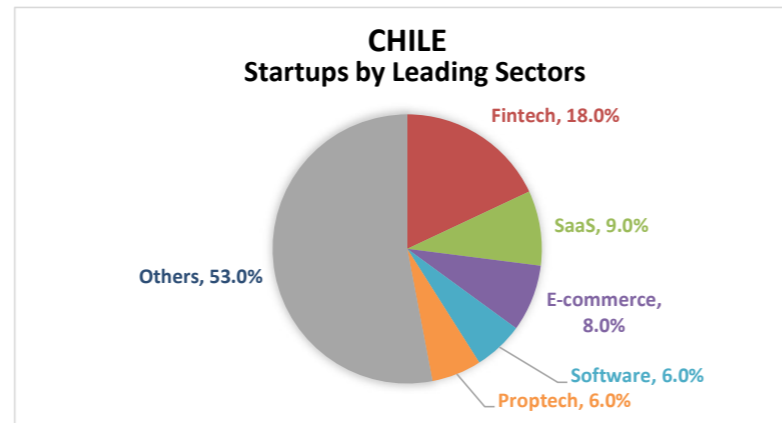
*Technology-based companies born in Latin America and the Caribbean and owned by founders from the region, that raised more than \$1 million of capital and with an estimated value of \$6 million or more. (Tecnolatinas 2021 report, page 9)

Country	2020					
	Number of Startups		Capital Raised (USD Bi)		Ecosystem Value (USD Bi)	
	Amount	%	Amount	%	Amount	%
Brazil	513	51.0%	13.80	49.3%	91.0	41.2%
Mexico	170	16.9%	3.60	12.9%	10.0	4.5%
Argentina	78	7.8%	4.93	17.6%	99.0	44.8%
Chile	78	7.8%	0.70	2.5%	5.4	2.4%
Colombia	76	7.6%	3.30	11.8%	7.8	3.5%
Peru	15	1.5%	0.05	0.2%	0.2	0.1%
Uruguay	8	0.8%	0.30	1.1%	1.3	0.6%
Guatemala	4	0.4%	0.04	0.1%	0.2	0.1%
Others	63	6.3%	1.28	4.6%	6.1	2.8%
Total	1005	100.0%	28.00	100.0%	221.0	100.0%



Startups in Chile by Sectors and Cities

Chile	
Startups by Sector	
Leading Sectors	%
Fintech	18.0%
SaaS	9.0%
E-commerce	8.0%
Software	6.0%
Proptech	6.0%
Others	53.0%
Total	100.0%



Chile	
Startups by City	
Leading Cities	%
Santiago	86.0%
Los Condes	3.0%
Others	11.0%
Total	100.0%

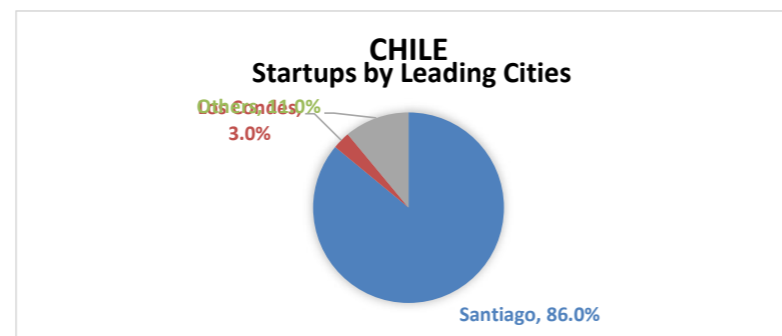


Table 02 – VC Investments

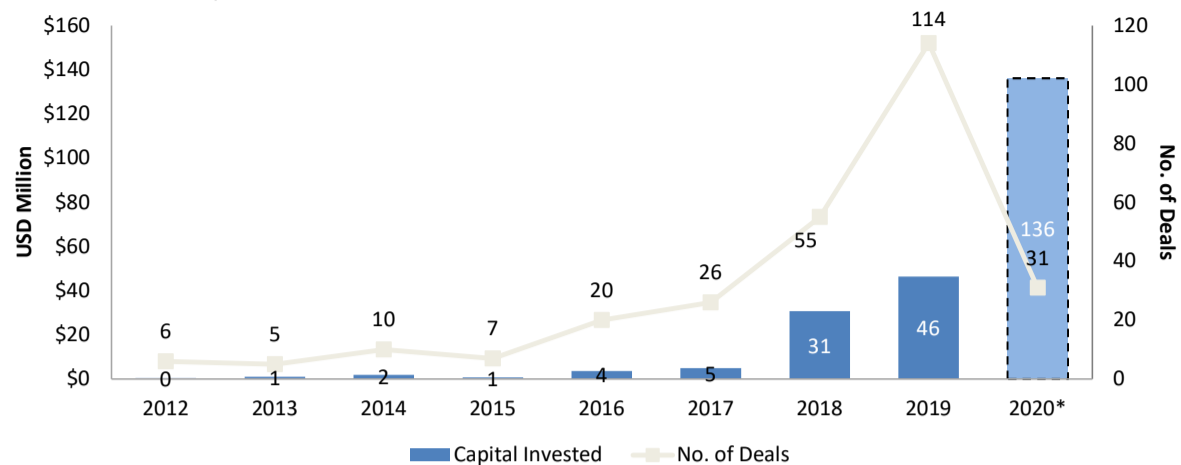
Source: ACVC (Chile Venture Capital Association)

<https://acvc.cl/en/la-acvc-presenta-el-primer-estudio-de-la-evolucion-del-venture-capital-en-chile/>

*2020 data – LAVCA

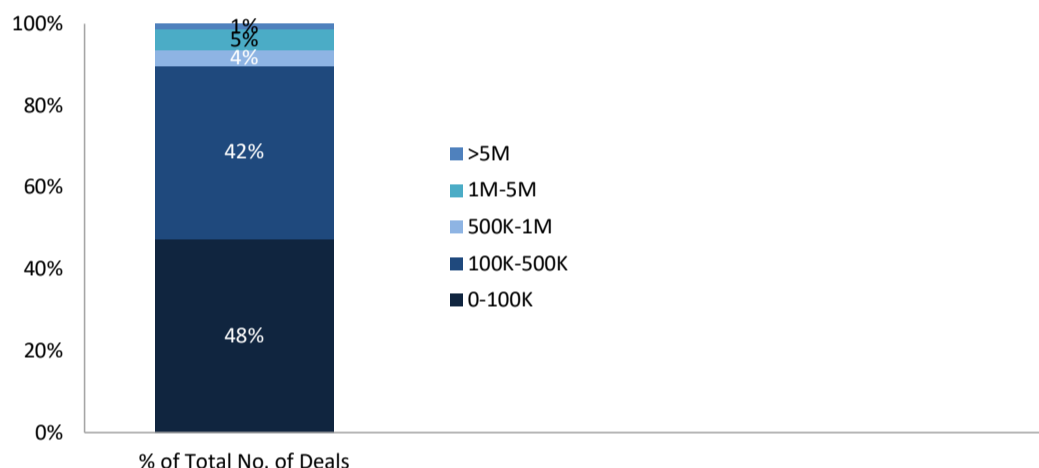
<https://lavca.org/industry-data/lavcas-2021-review-of-tech-investment-in-latin-america/>

VC Investment in Chile, 2012–2019



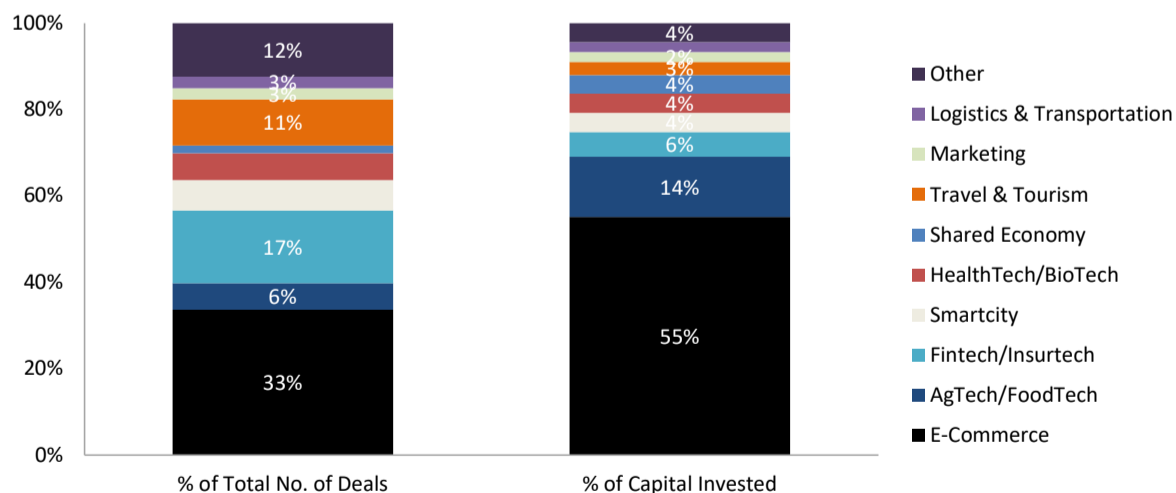
	2012	2013	2014	2015	2016	2017	2018	2019	2020*
Capital Invested	0.4	1.1	2.0	0.7	3.6	5.0	30.8	46.3	136.1
No. of Deals	6	5	10	7	20	26	55	114	31

Chile Accumulated VC Investment by Round, 2012–2019



Round	2012–2019		Average Ticket (Thousand USD)
	Total No. of Deals	%	
0–100K	116	48.0%	51
100K–500K	102	42.0%	271
500K–1M	10	4.0%	788
1M–5M	13	5.0%	2328
>5M	2	1.0%	9052
Total	243	100.0%	

Chile VC Investment by Tech Vertical, 2019



Tech Vertical	2018				2019				Y-o-Y Change			
	Total No. of Deals	%	Total Capital Invested (USDm)	%	Total No. of Deals	%	Total Capital Invested (USDm)	%	Total No. of Deals	%	Total Capital Invested (USDm)	%
E-Commerce	17	30.9%	5.9	19.3%	38	33.3%	25.3	54.5%	21	123.5%	19.3	326.0%
AgTech/FoodTech	2	3.6%	1.9	6.2%	7	6.1%	6.4	13.8%	5	250.0%	4.5	233.3%
Fintech/Insurtech	3	5.5%	0.3	1.1%	19	16.7%	2.6	5.7%	16	533.3%	2.3	670.6%
Smartcity	0	0.0%	0.0	0.0%	8	7.0%	2.0	4.4%	8	#DIV/0!	2.0	#DIV/0!
HealthTech/BioTech	5	9.1%	5.5	17.8%	7	6.1%	2.0	4.3%	2	40.0%	-3.5	-63.3%
Shared Economy	2	3.6%	5.1	16.5%	2	1.8%	2.0	4.3%	0	0.0%	-3.1	-60.7%
Travel & Tourism	0	0.0%	0.0	0.0%	12	10.5%	1.4	2.9%	12	#DIV/0!	1.4	#DIV/0!
Marketing	3	5.5%	2.3	7.5%	3	2.6%	1.1	2.3%	0	0.0%	-1.3	-54.3%
Logistics & Transportation	4	7.3%	0.9	3.1%	3	2.6%	1.1	2.3%	-1	-25.0%	0.1	12.8%
EdTech	6	10.9%	1.5	5.0%	1	0.9%	0.5	1.1%	-5	-83.3%	-1.0	-67.3%
Other	13	23.6%	7.2	23.5%	14	12.3%	2.0	4.4%	1	7.7%	-5.2	-72.1%
Total	55	100.0%	30.8	100.0%	114	100.0%	46.3	100.0%	59	107.3%	15.6	50.5%

Table 03 – Public VC Investments

Source: LAVCA

<https://lavca.org/industry-data/lavcas-2021-review-of-tech-investment-in-latin-america/>

Publicly Disclosed VC Investments in Chile, 2020

Investor(s)	Startup	Country	Sector	VC Vertical	Investment Type	Total Transaction Value (USDm)	Investment Date
The Craftory, SOSV, Maya Capital, L Catterton, Kaszek, Humboldt Capital, General Catalyst Partners, Future Positive, Endeavor Global, Bezos Expeditions	The Not Company (NotCo)	Chile	Food & Beverage	Foodtech	Late-Stage	85.0	Sep-20
QED Investors, Grupo Prisma, Albatross Capital	Betterfly (formerly Burn to Give)	Chile	Insurance	HRtech	Early-Stage	17.5	Jul-20
SOSV, Sofinnova Partners	Protera	Chile	Food & Beverage	Foodtech	Early-Stage	5.6	Jun-20
TheVentureCity	SimpliRoute	Chile	Software	Logistics	Early-Stage	3.0	Apr-20
Uskar njerlsson, Manuara Ventures, Ignacio Canals, Ideas Impact, FJ Labs, Diego Fleischmann, Daniel Hernandez	Xepelin	Chile	Banks	Fintech	Seed	2.5	Oct-20
Liquid 2 Ventures, Jaguar Ventures, Investo	Justo	Chile	Software	E-Commerce Solutions	Early-Stage	2.3	Dec-20
Clout Capital	ComunidadFeliz	Chile	Real Estate Services	Proptech	Early-Stage	2.0	Jul-20
Sudamerik, ChileGlobal Ventures	ReStudio	Chile	Software	IT Services, Cloud Computing, & Data Management	Early-Stage	1.4	Sep-20
Magma Partners, Fen Ventures, Endurance Investments	Houm	Chile	Real Estate Services	Proptech	Early-Stage	1.3	May-20
Endurance Investments	The Live Green Co	Chile	Food & Beverage	Foodtech	Seed	1.0	Jun-20
ChileGlobal Ventures	AgroUrbana	Chile	Agribusiness	Agtech	Early-Stage	1.0	Jun-20
The Yield Lab, Endurance Investments, ChileGlobal Ventures	PolyNatural	Chile	Chemicals	Agtech	Seed	0.8	Feb-20
HCS Capital	Jooycar	Chile	Software	Internet of Things (IoT)	Early-Stage	0.7	Jun-20
Alaya Capital Partners	46 Degrees Technologies (Pago46)	Chile	Payments	Fintech	Early-Stage	0.5	Dec-20
Manutara Ventures	Iwana	Chile	Consumer Digital Services	E-Commerce Platforms and Marketplaces	Seed	0.3	Jun-20
Alaya Capital Partners	Houm	Chile	Real Estate Services	Proptech	Early-Stage	0.3	Dec-20
Devlabs Ventures	GoFeels	Chile	Software	Travel	Seed	N/A	Feb-20
ALLVP	Fintual	Chile	Investment Services	Fintech	Early-Stage	N/A	Jul-20
500 Startups	Agrapp	Chile	Software	Agtech	Seed	N/A	Jul-20
500 Startups	Chipax	Chile	Software	Enterprise Resource Planning (ERP)	Seed	N/A	Jul-20
500 Startups	ComoQuiero	Chile	Food Retailers & Wholesalers	Other	Seed	N/A	Jul-20
Aurus	Copptech	Chile	Industrial Materials	Advanced Materials	Early-Stage	N/A	Jul-20
Manutara Ventures	ETPay	Chile	Payments	Fintech	Seed	N/A	Sep-20
NXTP Labs	Spline	Chile	Software	Other	Early-Stage	N/A	Oct-20

Table 05.1 – CVC Investors

Source: Data compiled from Crunchbase

Organization/Person Name	Investor Type	Number of Investments	Number of Exits	Country
Engie Factory	Corporate Venture Capital, Venture Capital	7		Chile
guil Mobility Ventures	Corporate Venture Capital, Entrepreneurship Program			Chile

Table 06 – Mergers and Acquisitions of Tech Companies

Source: Data compiled from Crunchbase

Time Period: Jan 1st, 2020 – Aug 16th, 2021

Announced Date	Acquisition Type	Acquiree Name	Acquirer Name	Acquiree Description	Acquiree Industries	Acquiree HQ Location
2021/6/3	Acquisition	Pago Facil	EVO Payments International	Pago Fcil is an e-commerce platform that provides easy payment services.	E-Commerce, E-Commerce Platforms, Financial Services, Internet	Chile
2021/5/3	Acquisition	Acepta –Digital Enablement Business	Sovos	Acepta providers of e-invoicing, e-receipts, e-documents and digital certificate solutions.	Biometrics, Document Management	Chile
2021/2/25	Acquisition	Yapo	Frontier Digital Ventures	Yapo.cl is a safe and free trade site for Chileans who want to buy and sell anything in a safe and easy way.	Classifieds, E-Commerce	Chile
2021/2/25	Acquisition	Mitocondria	CoreBiz	Mitocondria is a provider of technology and user experience services in e-commerce.	Digital Marketing, E-Commerce	Chile
2020/12/20	Acquisition	Odd Industries	ARAUCO	Odd builds Lemu, and atlas of the biosphere that uses satellites and AI to help revert the environmental crisis.	Artificial Intelligence, Computer Vision, Environmental Engineering, Life Science, Machine Learning, Software	Chile
2020/5/1	Acquisition	TodoVa	Chazki	TodoVa is a technological platform that allows to make dispatches of all kinds of products in a fast, efficient and comfortable way.	Collaborative Consumption, Delivery Service, E-Commerce, Logistics, Software, Transportation	Chile
2020/3/2	Acquisition	MuvPass	ClassPass	Subscription services that allows it's users unlimited access to fitness classes in the best gyms and studios in Latin America.	Apps, Fitness, Lifestyle, Sharing Economy, Wellness	Chile

Table 07 – IPOs
 Source: LAVCA

Major Tech Exits and IPOs in Chile, 2020

Company	Country	Sector	Investor(s)	Year(s) of Investment	Capital Invested (USDm)	Exit Date	Exit and Return Detail
Cornershop	Latin America Regional	Consumer Digital Services	Jackson Square Ventures, Creandum, ALLVP, Accel Partners	2015-2017	27.7	Jul-20	Uber acquired Cornershop's operations in Latin America (excluding Mexico, which lacked regulatory approval) for a total consideration of USD379m

Table 08 – Exits
Source: Compiled from Crunchbase database

Organization Name	Organization Name URL	Full Description	Industries	Headquarters Location	Founded Date	Exit Date	Total Funding Amount (USD)	Last Funding Date	Top 5 Investors
Cornershop	https://www.crunchbase.com	Cornershop is an on-demand grocery delivery service for the Latin American market. Founded simultaneously in Santiago, Chile, and Mexico City in 2015, we now operate in 8 countries across the Americas. In July 2020, Uber acquired a majority stake in the company. This provided an important injection of capital and allows the company to access more resources to continue building and improving its service over the upcoming years. Cornershop Mexico was not part of the transaction and will continue to operate independently while waiting for approval from the Mexican antitrust authorities (COFECE).	E-Commerce, Grocery, Internet, Mobile, Shopping	Las Condes, Region Metropolitana, Chile	2015/3/10	2019/10/11	31650000	2017/5/4	Accel, Creandum, Jackson Square Ventures, ALLVP, Endeavor Catalyst
Ticketbis	https://www.crunchbase.com	Ticketbis enables users to purchase and sell tickets for concerts, festivals, theater plays, sporting events, and more. It has more than one million customers worldwide. Ticketbis was launched by Jon Uriarte and Ander Michelena in December 2009 and its main operations are based in Madrid, Spain with presence in other countries such as Italy, Portugal, United Kingdom, Brazil, Mexico, Argentina, India, Japan, New Zealand, and more.	E-Commerce, Events, Internet, Ticketing	Santiago, Region Metropolitana, Chile	2009/1/1	2016/5/24	26014233	2015/4/14	FJ Labs, Fabrice Grinda, Nelstone Ventures, Daniel Curran, Marc Bell Ventures
Odd Industries	https://www.crunchbase.com	Odd builds Lemu, an atlas of the biosphere that uses the most advanced technology available to identify, measure and understand the value that ecosystems generate each day. We want to turn conservation and ecosystem restoration from a philanthropic activity into the best investment possible. Our "space to soil" strategy combines satellite, hyperspectral and LIDAR imagery, from our own, open and crowdsourced data, all the way down to water and soil samples using environmental DNA, which is then analyzed by our algorithms to represent the value of our planet's natural capital. Odd Industries was featured in 2019 by the Google AI team as one of the global leaders using machine learning to improve efficiency and sustainability. Google for Startups selected Odd Industries for its accelerator program in 2020. We're a global team based in 9 cities on 3 continents, a mix of computer and environmental scientists. Our goal is to help improve our world by bringing nature online.	Artificial Intelligence, Computer Vision, Environmental Engineering, Life Science, Machine Learning, Software	Santiago, Region Metropolitana, Chile	2018/3/6	2020/12/20	6150000	2020/12/20	Google Launchpad Accelerator, Google for Startups
FancyBox	https://www.crunchbase.com	Launched in May 2012, Fancybox is the first and leading beauty e-commerce in Latin America. Operating in Argentina, Chile, Colombia and Mexico. Fancybox offers consumers the chance to live a complete beauty experience, from discovering new products that they can try before buying, to be informed of all the new trends and must haves. All this, of course, around a complete online beauty store offering more than 6.000 products from over 175 of the most well known brands, and at the best price. Also, a local celebrity is the co-founder and brand ambassador of the brand in each country. http://www.youtube.com/watch?v=bqHt1Zmdo Fancybox is a complete beauty universe just one click away. www.fancybox.com	Beauty, Digital Media, E-Commerce	Santiago, Region Metropolitana, Chile	2012/4/5	2016/1/5	2195038	2015/1/9	Cabiedes & Partners, Antai Venture Builder, Cometa (Variv Capital), Signatures Capital, ESADE BAN
Needish	https://www.crunchbase.com	Needish is a marketplace for services integrated as a social network that enables people to find solutions to their needs. Friends and interested users are notified of Needs. Company claims law of attraction is one reason for posting Needs, as the API permits sharing those Needs all over the place.	Communities, Information Technology, Internet, Internet of Things, Marketplace, Social Media, Web Development	Las Condes, Region Metropolitana, Chile	2007/7/1	2010/6/24	500000	2007/12/15	
MuvPass	https://www.crunchbase.com	MuvPass is a monthly subscription service that grants its users access to unlimited workouts in the best gyms and fitness studios in the region. 77 Have you ever paid a whole year gym subscription and barely used it? More than 80% of traditional gym subscribers drop their training after four months...Why? Three main factors explain this: (i) it is boring to do the same workout always, (ii) because of inflexible class schedules and, (iii) because of budget. That is why we created MuvPass: A subscription service with which you can train whatever you WANT, wherever you ARE, and whenever you CAN, at a reasonable price. We built the widest fitness network in Chile, and offer our clients plans that allow them to book online, have unlimited workouts, and train in all the associated venues. You can have a yoga class, a gym workout and a crossfit training in the same week 77 or even in the same day. On the other hand, we pay our venues for each booking we process, resulting in generating marginal income for them while making use of their excess capacity.	Apps, Fitness, Lifestyle, Sharing Economy, Wellness	Las Condes, Region Metropolitana, Chile	2016/7/1	2020/3/2	100000	2016/12/26	
Flipter	https://www.crunchbase.com	Flipter conveniently enables users to socially tap into public insight on any topic. Questions are packaged with pre-defined answers, with options to embed images, video and links. Votes are tracked in real-time and broken down according to statistical data, allowing users and the public to identify trends, preferences, public perception and market patterns. On September 15th, 2014 1World Online, Inc has acquired Flipter.	Big Data, Market Research, Social Media	Santiago, Region Metropolitana, Chile	2010/1/1	2014/9/15	60000	2013/9/1	Start-Up Chile, NXTP Ventures, Naranya Labs
Clouli	https://www.crunchbase.com	Clouli, founded in September 2011, only launched in private beta in July 2012. Clouli is an online platform which will allow educational institutions, teachers, experts and people interested in having updated knowledge, are linked, learn and teach what interests them, through a community of questions and answers, and the transaction resource education in a global marketplace.	Education	Temuco, Araucania, Chile	2011/1/1	2012/9/1	25000	2011/9/1	
QVO	https://www.crunchbase.com	QVO is a platform that gives SMEs access to online payment solutions.	Payments	Santiago, Region Metropolitana, Chile	1997/1/1	2019/8/8		2018/9/1	Magma Partners, devlabs, Imagine Lab
Lemontech	https://www.crunchbase.com	Lemontech is a SaaS based company specialized in making software for lawyers, being the main provider of technological solutions for the legal industry in Latin America.	SaaS	Las Condes, Region Metropolitana, Chile	2013/1/1	2019/7/18		2019/1/1	Accel-KKR
Paperless	https://www.crunchbase.com	Paperless is an electronic receipts and electronic document management company in Latin America, processing over two billion documents per year for global enterprise businesses.	Accounting, Electronics, Finance, Information Services, Information Technology, Software	Santiago, Region Metropolitana, Chile	2002/1/1	2017/8/2		2008/4/10	Austral Capital
Atakama Labs	https://www.crunchbase.com	Atakama Labs is a developer, publisher and operator of social games, focused on meaningful games. They are making games that will make the world a better place, while entertaining and surprising their players. Their games tend to be free to play so that everyone can enjoy them. They develop primarily in Chile and publish their products across the globe, both directly and together with partners, depending on the platform and territory. Atakama is backed by Austral Capital and the COPEC-UC Fund, two venture capital funds.	Casual Games, Developer Platform, Gaming	Santiago, Region Metropolitana, Chile	2009/1/1	2011/10/4		2009/8/1	Austral Capital, Fondo de Inversión Privado Copec-UC
Zappedy	https://www.crunchbase.com	Until being acquired by [Group]/[organization/group] in July 2011, Zappedy provided services to enable local businesses to market themselves online as well as reach their customers and track their offline purchases.	E-Commerce, Local Business, Retail	Santiago, Region Metropolitana, Chile	2010/1/1	2011/7/17		2010/8/16	Innovation Endeavors, Aurus
Magenta Computac7	https://www.crunchbase.com	Magenta is focused on services, which contribute to long-term recurring revenues; is a unified communications leader and has extensive experience in complex network integration projects. Magenta boasts more than 22 years of experience providing technology solutions to more than 500 clients. The company has extensive expertise in network integration, security and unified communications. In addition, Magenta offers professional and managed services, including consulting, installation, diagnostics, maintenance and monitoring. Magenta is a Cisco Silver Certified Partner and has strong partnerships with other key technology players.	Enterprise Software, Health Diagnostics	Quilpu7, Valparaiso, Chile		2010/4/7		2010/4/7	SanDisk

Survey Questionnaire Information (Colombia)

JICA - LAC Entrepreneurial Ecosystem Research

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1. Overview of the startup ecosystem

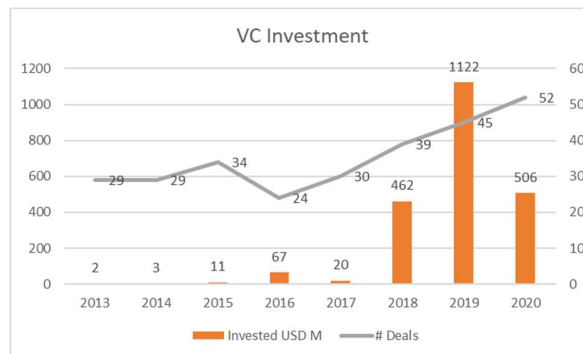
a. Macro Economy

- Colombia is mid-size country in Latin America located in the north of South America, it has a strategic location due to its access to the Caribbean Sea and to the Pacific Ocean, and midpoint between north and south America.
- Different from its neighbors, Colombia has a decentralized economy, while Bogotá, is the capital and most populated city (7 million), other important business poles are Medellín (2,5 million) and Cali (2,5 million).
- Total population: 51 million (29st in the world)
- Official language: Spanish
- It has the 4th biggest economy in the LAC region with a GDP: US\$289B (31th in the world) / GDP per capita: US\$6.4K (83th in the world)
- Colombia has grown steadily in the last 10 years: 37.2% accumulated growth 2010 – 2020.
- GDP has grown 3.7% per year (average 2010-2020), except for 2020 with pandemic impact (-16% decrease in nominal GDP), it has already recover 5% on the first half of 2021.
- Inflation rate and interest rate have been well controlled for the last decade. With an average of 3% and 1.61% in 2020.
- However, the Colombian Peso has devaluated during the last decade, especially during the Covid crisis, reaching all-time lows. It has devaluated approximately 30% against the US dollar in the last 5 years (2016 – 2021).

b. Venture Capital Market

- It's the 3rd country in Latin America in total investment in startups – US\$494M invested accumulated, plus the amount invested in the Colombian unicorn Rappi (US\$1.4B).
- Colombia has a share of 9% of the total invested in the region (Brazil has 50%, Chile and Argentina 6% each).
- Colombia has still a small ecosystem value (USD 7.8B) (compared to Brazil USD 91B), only 84 startups have raised more than USD 1M, and only one unicorn: Rappi.
- It also has an above average startup investment per GDP: 0.18% ratio. (Brazil has a 0.25%)
- Since 2016, investment in venture capital has grown significantly. However, USD \$ 1,200 of the almost USD \$ 1,400 million invested, during 2018 and 2019, were in Rappi. Discounting the Rappi effect, VC's investment was \$ 134M in 2018 and \$ 90M in 2019.
- Rappi has been the cradle for much of Colombia's startup talent. In particular, Truora, Frubana and Tributi are startups founded by former key Rappi workers and they managed to enter Y Combinator, the best business accelerator in the world.
- Rappi's success has drawn attention to the Colombian startup ecosystem and it has attracted more international capital with its new wave of Series A and B, while local capital is looking to catch up.
- Bigger international funds like SoftBank, have had special interest in Colombian Startups, funding Rappi (last mile), Habi (PropTech), Frubana (e-commerce, delivery) and Ayenda (hospitality). Also funds from other LAC countries, like Kaszek (Argentina), which has invested in La Haus, Chipper, Ayenda.

- However, there is still a need of seed capital, as more than half of the countries startups are in this particular stage.



*source: Startupeable, Pitchbook, LAVCA

c. Startups

- The number of startups per capita is still below average compared to other countries in LAC. (28 startups per million inhabitants, compared to 82 in Chile or 68 in Brazil).
- However, it has the highest percentage of startups that have managed to raise more than 1 million dollars: 5.1% from total startups, compared to Brazil's 3.6%
- Colombia has its own unicorn, the last mile Rappi, which has raised more than USD1.4B accumulated, from investor like SoftBank, DeliveryHero, YCombinator and more.
- After Mexico (20), Colombia has the most companies invested by Y Combinator (14).(as of 2020)
- Delivery and Logistics (23% of capital raised) play an important role in the ecosystem, besides Rappi, other delivery startups have found their place on the economy. Also Fintech and Healthtech have a relevant share of the capital raised (15% each sector).
- In 2020 there were 6 exits, making Colombia the 3rd country with more exits in the region (after Brazil and Mexico).

Some of the most relevant Startups from Colombia in terms of raised capital:


Name of startup	Sector	USD Raised M
Rappi	Last mile / Delivery	2,100
LaHaus	Proptech	158
Finsocial	Fintech	145
Finaktiva	Fintech	120
Habi	Proptech	115
Frubana	E-commerce / FoodTech	102
Addi	Fintech	96
Avista	Fintech	95
Merqueo	Delivery	66
Tul	E-Commerce	54
Lifit	Logistics	39
RobinFood	FoodTech	36

d. Ecosystem main players

Venture Capital Funds

There is a considerable number of relevant international funds that are actively investing in Colombian startups, such as: SoftBank (Japan), Magma Partners (Chile), Kaszek (Argentina), Tiger Global Management (USA), Sequoia Capital (USA), Andreessen Horowitz (USA), monashees (Brazil), FundersClub (USA), among others.

Also some impact and institutional funds: like IDB Invest and Acumen Latam have a share of investment.

	Acumen LatAm Capital Partners (ALCP): With offices in Colombia, ALCP is an impact investment fund, focused on the early growth stage. Its investment focus is companies that have a high social impact, in sectors such as agribusiness, education or energy in Colombia, Peru and Central America.
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Here are some of the most active Venture capital funds with local presence:



Family Offices:



Corporate Venture:

According to a study by Wayra, only in 2019 Colombian corporations invested USD \$ 50M in startups (almost 50% of everything invested in venture capital). Unlike other countries, in Colombia, corporations are willing to invest in startups and not only collaborate with them through commercial alliances.



Incubators and Accelerations programs

The government plays an important role promoting entrepreneurship and innovation, some of the most relevant programs are funded by regional and central government. INNpulsa Colombia is the governments innovation and entrepreneurship agency, which has its acceleration program and also supports other programs.

However, there are few local programs with world-level content for entrepreneurs. Growing startups must seek programs outside Colombia. Many startups try to enter international acceleration programs like Startup Chile, 500 startups Mexico or Y Combinator from USA.

Government		Private	
	Entrepreneurship and innovation agency of the National Government.		Accelerator and venture capital fund of Dutch origin with offices in Colombia. Invests a total of USD \$ 65 thousand (35 thousand in cash + the value of the program) for an 8% participation in the company's equity. His investment focus is on promising technologies like AI, Blockchain, and sensors.
	Created by the city of Medellín to promote the development of innovative technology-based businesses.		Integrates acceleration, academia, teamwork and investment, has helped boost more than 100 Colombian startups.
	It is the initiative of the ICT Ministry to promote businesses based on the use of information and communication technologies.		Business incubator created private and government institutions, which offers entrepreneurship programs and models for the incorporation of companies. It operates in 80 municipalities.
	It is an accelerator for the development projects in Telecommunications, Virtual Technologies, Nanotechnology Biotechnology. It is run by the SENA program.		International organization operating since 2006. Has contributed to programs such as Empeñe País, Wayra and the CCB's Investor Mentor Program. Endeavor works with support from Ruta N and iNNpulsa.
	It is a network of 30 companies and organizations and 24 universities that work together to make Bogotá a leading city in science, technology and innovation. His work is focused on entrepreneurship, capacity building, articulation and connection, and technology transfer.		It is an extensive network of allies that promote the creation and development of business. It articulates the public, social and private sectors. It has acceleration, financing, training programs in alliance with Government iNNpulsa and IDB that rewards the most innovative and sustainable projects.

Organizations

- ColCapital: The Colombian venture capital association, organizes events and activities to boost the ecosystem. It also works together with the VC association from other countries of the region to foster more integration between ecosystems. <https://colcapital.org/>
- Colombia Digital: It is an organization made up of universities, companies and public institutions dedicated to promoting the use of ICTs in the country. Its tasks are related to strengthening the adoption and use of ICTs, promoting the competitiveness of companies, public and private organizations and supporting the formulation, implementation and appropriation of ICT policies.
- Colombia FinTech, created and supported by fintech entrepreneurs. <http://colombiafintech.co/>

2. Startups Overview - Social issues and needs in the LAC region

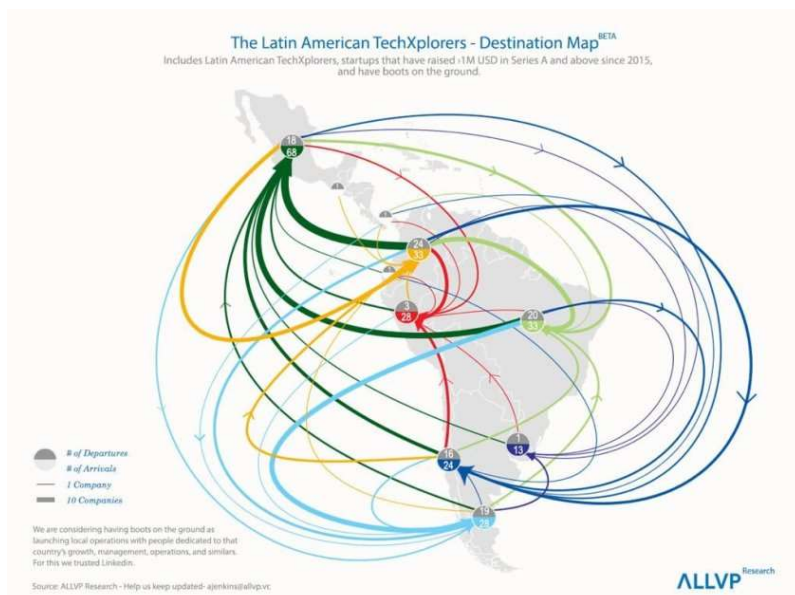
View: Social Issues Report (Excel)

3. Startups Overview - Quantitative information on start-up eco-system

View: Survey Questionnaire (Excel)

4. Startups Overview - Start-ups that expand their business to Colombia from other countries

- There is a big mobility of startups between the Latin American Spanish speaking countries.
- The LAC ecosystem is well connected, startups can expand easily to other countries in the region, and is usual for startups from one country to participate in acceleration program from other countries. Finally, VC Funds usually invest in the region as a whole.
- Colombia is part of the Pacific Alliance (Chile, Peru and Mexico), so a number of startups from Peru and Chile have plans to enter Colombia as a next step into international markets.
- Mexico, Brazil and Colombia are positioned as the main Latin American destinations for foreign Fintech startups from Europe and the United States. The segments of Payments and Remittances, Loans, Points, Identity and Fraud and Business Technologies for Financial Institutions lead the foreign offer of Fintech in the region.
- Some of the main global startups operate in Colombia, like Uber, Didi, Airbnb, WeWork.
- Most LAC startups decide to go international in the short term in order to gain scale and draw attention from bigger VC funds. Colombia is the 2nd preferred destination among LAC startups, next to Brazil and below Mexico.



The map shows how LAC startups that have raised series A enter in other countries. The circle in each country shows the number of startups that departure in the upper half, and the number of arrivals in the lower half. And the arrows show to which country they are expanding. Mexico seems to have the most arriving startups.

Source: ALLVP Research. Beta Version of a Latin America TechXplorers – Destination Map. Data: 2015 to 2020.

<https://www.allvp.com/>

- The Fintech Radar Study from Finnovista* for Foreign Fintech Startups in Latam, identified a total of 86 foreign Fintech startups that offer their services in Latin America.
 - 65% of them come from Europe,
 - 31% of the total come from the United States and Canada,
 - 4% of come from Asia, specifically Singapore and the Philippines.
 - **35% of the total identified startups have entered Colombia.**

*Source: Finnovista <https://www.finnovista.com/informe/finnovista-fintech-radar-startups-extranjeras-america-latina/>

List of successful startups that have expanded operations to Colombia:

Name of startup	Country of Origin	Sector	US\$ M Raised*
Justo	Chile	Delivery SaaS	2.6
Chazki	Peru	Last Mile -Delivery	7.9
Jokr	USA	Delivery	170
BeFit	Uruguay	Wellness	0.26
Nubox	Chile	ERP SaaS	
Mercado Libre	Argentina	e-commerce	2000
Despegar	Argentina	e-commerce	551
Xertica	Mexico	SaaS	8
Selina	UK	Hospitality	395
Uber	USA	Mobility	25000
WeWork	USA	PropTech	
InDriver	USA	Mobility	15
Pedidos Ya	Uruguay	Last Mile - Delivery	328
Crehana	Peru	EdTech	90

Source:Crunchbase

5. Case Study - Successful cases (case study of Japanese startups)

No successful Japanese startups operating in Colombia.

6. Regulations

Colombian government's agenda focuses to encourage foreign investors and entrepreneurs into the country, institutional support to start a business in Colombia is strong.

In 2020, a new Entrepreneurship Law (Law 2069) was passed, which establish a regulatory framework that encourages entrepreneurship, creation, consolidation of new businesses in the country, and seeks to reduce costs for entrepreneurs and micro-entrepreneurs, here are some examples:

- Reduced times and costs to open a business, making Colombia one of the most agile in South America when it comes to starting a business.
- Implementation of an exploratory mechanism for regulation for innovative models (SANDBOX).
- Tax incentive to promote donations to the ecosystem through iNNpulsa.
- Some Tax exemptions like: renewable energy are exempt from VAT, income tax for early stage tech startups.
- Creation of the Woman Entrepreneur Fund.

Other business incentive laws:

- Currently there is an income Tax exemption for technological businesses among others, that aims to promote the creation of startups. But it comes with some limits, this exception will last for 7 years and it only applies for the first USD 2.8 million of taxable income.
- Through the National Development Plan 2018-2020, it created a stock market for small and medium-sized companies, to which investors and issuers concur to carry out primary and secondary purchase and sale operations.
- Youth Entrepreneurship Law: grants exemption of the business registration payment before the Chamber of Commerce and its first-year renewal to companies whom partners or shareholders have between 18 and 35 years old.

Value Added Tax (VAT or IVA)

19%, and should be declared and paid 2 or 4 times a year.

Corporate Income Tax and Dividend Tax

Colombia is one of the countries within the OECD members that has the highest income tax rate to companies, while in 2020 the rate paid in Colombia was 32%, the average in the OECD was 22% and in regional pairs, such as Chile and Mexico, they had rates of 25% and 30% respectively.

The current dividends tax is 10%. Although, the government currently is analyzing a new tax reform, in case this reform is approved the dividend tax should rise to 15%, and it would include the creation of bracket for the income tax, going from 24% to 31%.

The Industry and Commerce Tax (ICA)

Municipal tax of the Capital District of Bogotá. It varies from 4% to 13%, applied each two-month period to the net income.

Wealth tax

1% taxes of Total Net Assets of companies that had a liquid equity of at least USD\$ 5,000 million.

Tax on financial transactions

0.4% on financial transactions, by disposing of the money deposited in checking accounts, savings.

Costs and documents to open a business

1. Public deed: Cost: 0.27% of the share capital. Value added tax (VAT) must be added to this value at a rate of 16%.
2. Registration at the chamber of commerce: Registration taxes: 0.7% of the capital value of the company.
3. Registration with the National Tax and Customs Directorate (“DIAN”) and to obtain the Tax Registry (“RUT”): free of charge.

Other documents, like registration forms and books: USD 10

7. Policy - Government funding

- **iNNpulsas programs:**

Aldea Program: community of entrepreneurs that connect with experts, mentors, investment advisors and credit institutions. In one year, it has supported 178 startups with a total investment of US\$ 6,300 million

It also has an alliance with Bancolombia (main Colombian Bank) that has offered in \$ 34,611 million in loans for early-stage companies.

- **Emprender Fund**

The Emprender Fund is a Seed Capital fund that is constituted as an independent and special account, attached to the National Learning Service (SENA) with the sole purpose of financing the projects and initiatives of Colombian entrepreneurs who university students.

<https://www.fondoemprender.com>

- **Angels Investor Network**

Promoted by Creame and the Chamber of Commerce of the city of Medellín.

<https://angelesinversionistas.com.co/web/>

- **Pacific Alliance Fund**

In 2021 the Pacific Alliance (AP) Fund for entrepreneurs from Mexico, Colombia, Peru and Chile began to operate. It has institutional resources of about US\$ 40 million and the expectation is that it will grow to US\$ 120 million.

This fund offers the possibility of supporting Colombian initiatives that seek an ally in another PA country and that can join together to grow in both territories. The Pacific Alliance fund will especially support projects in fintech, health, biotechnology, consumer and commerce, agricultural businesses with a technology and communications and technology component.

8. Policy - Policies which support start-up from other regions/countries to expand into Colombia

- **Pacific Alliance**

The promotion entities of the Pacific Alliance are in charge of promoting and expanding exports, attracting foreign direct investment, promoting the internationalization of national companies and promoting the arrival of tourists to member countries. The promotion entities rotate the presidency pro tempore alphabetically.

- **The Pacific Alliance Entrepreneurship and Innovation Forum LAB 4+.**

The LAB4+ forum is 100% virtual and seeks to position the Pacific Alliance (Chile, Colombia, Mexico and Peru) as a regional integration block that promotes entrepreneurship, innovation and trade in services among its members, as well as exploring business opportunities with third markets.

Most startups born in any of the 4 countries of the Pacific Alliance have intentions to enter the other member countries. As said before, specially Mexico due to its size.

<https://alianzapacifico.net/>

9. Other donors – Funding by donors

- **BID Lab** is the innovation laboratory of the IDB Group. They invest in venture capital funds in Latin America and the Caribbean. Currently, there is a preference for funds that invest in emerging ecosystems and/or with a focus on diversity and inclusion. Within ecosystems Emerging countries are: Central America, the Caribbean and selected markets in South America such as Peru, Ecuador, Paraguay, Uruguay and Bolivia.
- **IFC** mainly makes direct investments in companies in sectors such as eHealth, clean tech, consumer internet, edtech and fintech. Eventually, they could invest in venture capital funds to extend their reach in the ecosystem.

10. Other donors – Supporting programs by donors

- **Seedstars Competition**
Backed by the Swiss government, offers up to US\$500k grant for the winning startups in the regional and global summit. The program runs in several developing countries.
<https://www.seedstars.com/>

11. Other donors - Cooperation among donors / between donors and private sectors

- **500 Startups (USA) + CEmprende Barranquilla**

CEmprende, a government-led campus for startup innovation in Colombia, has a partnership with 500 Startups, one of the most prominent accelerator programs in Silicon Valley. CEmprende is the largest hub for entrepreneurship and innovation in the country. Through this partnership 30 accelerators in the country will be strengthened to promote entrepreneurship in Colombia.

- **Seedstars (Switzerland) + Apps.co (Ministry of Technology and Communications)**

Created the International Expansion program for digital initiatives focused on supporting Colombian startups in their plan to reach an international market. The chosen ventures will have the opportunity to explore in depth softlanding, which will facilitate their entry into new markets. Each startup chose the country they would like to expand to, and they include: Mexico, Peru and the United States (specifically Florida).

- **Corporación Ventures + Innpulsa and Pacific Alliance**

ALDEA Program: Corporación Ventures (accelerator) is working with national innovation agency iNNpulsa to offer the program ALDEA, as mention before.

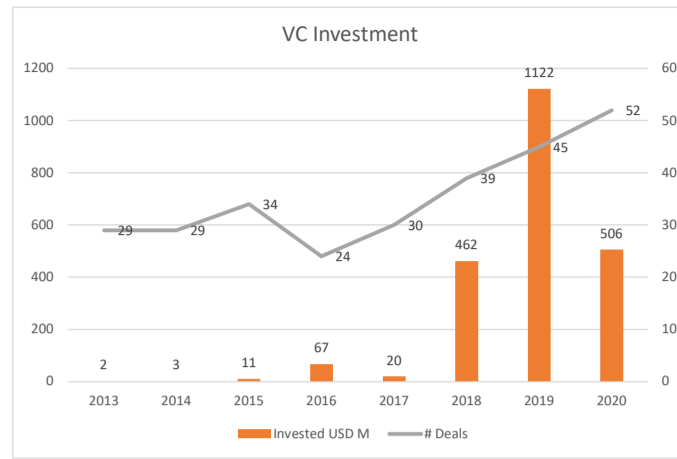
ACELERAP Program: Corporacion Ventures and the Pacific Alliance, backed by IDB. AcelerAP is an international acceleration program that aims to promote scaling of high-impact companies in countries belonging to the Pacific Alliance.

Quantitative information on start-up eco-system

Total Investment in Venture Capital

Year	Invested USD M	# Deals
2013	2	29
2014	3	29
2015	11	34
2016	67	24
2017	20	30
2018	462	39
2019	1122	45
2020	506	52

source: Startupeable, Pitchbook, LAVCA



Investment in startups in 2021

	2021 (1S)
# of startups that raised capital	54
Total Amount invested	USD 979 M
Total Amount invested (ex Rappi)	USD 479 M

	2021 (1S)*		
By Sector	US\$ M Invested	% invested	# startups
E-Commerce	13	3%	10
EdTech	5	1%	2
FinTech	101	21%	14
HealthTech	19	4%	4
Logistics, Delivery	119	25%	5
Other	22	5%	14
PropTech	201	42%	4
Total	479	100%	53

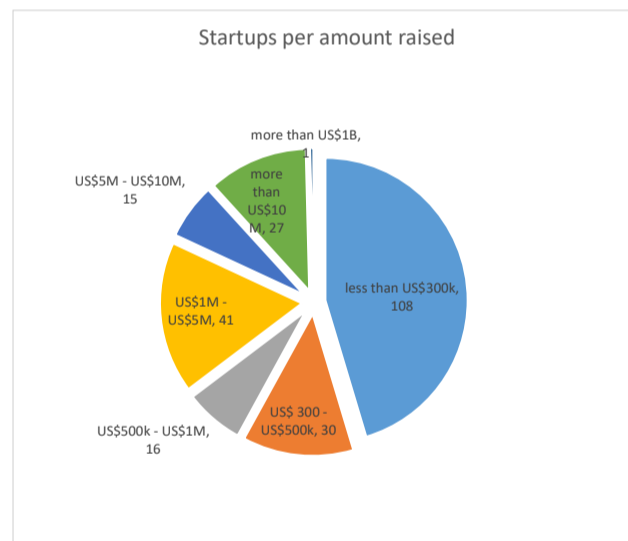
*Ex-Rappi

Total Number of startups (as of July 2021) per amount raised Accumulated

Invested	238	16%
Non Invested	1244	84%
Total	1482	100%

Amount raised	# of startups	% of startups
less than US\$300k	108	45%
US\$ 300 - US\$500k	30	13%
US\$500k - US\$1M	16	7%
US\$1M - US\$5M	41	17%
US\$5M - US\$10M	15	6%
more than US\$10M	27	11%
more than US\$1B	1	0%
Total	238	100%

Source: Crunchbase



Total Number funding rounds (as of July 2021)

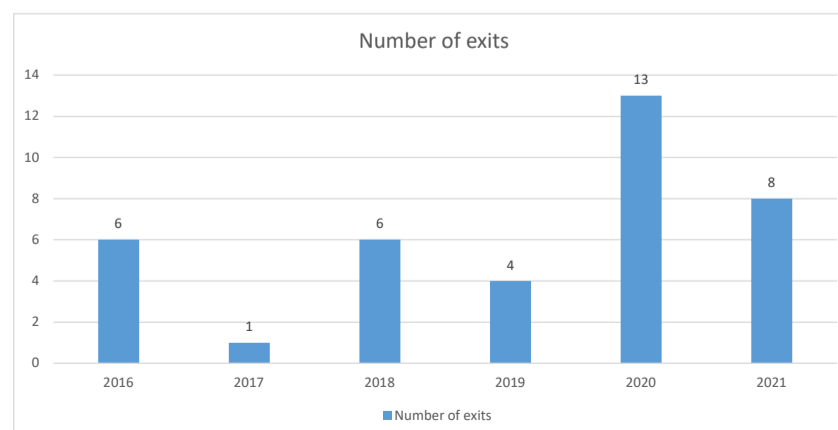
Rounds	# of startups	% of startups
1	110	46%
2	56	24%
3	24	10%
4	16	7%
5	19	8%
6	4	2%
7	2	1%
8	2	1%
9	2	1%
10	1	0%
11	1	0%
12	1	0%
Total	238	100%

Source: Crunchbase

Number of exits per year (only M&A, there were no IPOs)

Year	Number of exits
2016	6
2017	1
2018	6
2019	4
2020	13
2021	8
Total	56

Source: Crunchbase



Start-ups that expand their business to COLOMBIA from other countries

**Source: Crunchbase*

Name of startup	Country of Origin	Sector	US\$ M Raised*
Justo	Chile	Delivery	2.6
Chazki	Peru	Delivery	7.9
Jokr	USA	Delivery	170
BeFit	Uruguay	Wellness	0.26
Nubox	Chile	SaaS	
Mercado Libre	Argentina	e-commerce	2000
Despegar	Argentina	e-commerce	551
Xertica	Mexico	SaaS	8
Selina	UK	Hospitality	395
Uber	USA	Mobility	25000
WeWork	USA	PropTech	
InDriver	USA	Mobility	15
Pedidos Ya	Uruguay	Last Mile - Delivery	328
Airbnb	USA	Hospitality	

Survey Questionnaire Information (Peru)

JICA - LAC Entrepreneurial Ecosystem Research

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1. Overview of the startup ecosystem

a. Macro Economy of Peru (data as of 2020)

- Peru is mid-size country in Latin America located in the center of the continent
- Capital: Lima (Most populated city: 10million)
- Total population: 33 million (41st in the world)
- Official language: Spanish
- GDP: US\$204B (50th in the world) / GDP per capita: US\$6.2K (105th in the world)
- Peru is the 6th economy by GDP in Latin America with similar GDP per capita as Brazil.
- Peru have grown steadily in the last 10 years: 38% accumulated growth 2010 - 2020
- Peruvian GDP has grown 4.8% per year, except for 2020 with pandemic impact (-10% decrease).
- Inflation rate, interest rate and exchange rate have been well controlled. (Inflation 2020: 2%)

b. Venture Capital Market

- Startup Investment in Peru is still small compared to other countries in the region – with US\$46M invested.
- From all capital invested in LAC region, Peru has a share of 1% (Brazil has 50%, Colombia 6% and Chile 6%).
- Among mid-large LAC countries, Peru has smaller startup investment per GDP: 0.02% ratio. Brazil has a 0.25% and Colombia a 0.18% ratio.
- Startup investment in Peru has more than doubled in 2020, it went from USD21M in 2019 to USD46M in 2020.
- Since the VC market is small, a few big deals have big impact on the VC landscape. In 2020 a Edtech startup (Crehana) raised USD18M, which represented 37% of the total invested in startups in 2020.
- The government is pushing for more in 2021. COFIDE (national development bank) has created a US\$19M Fund to fund local investors in 2021.
- Most investments are made by international Funds (76% in 2020), and not from local funds or investors. However, the total amount by local investor has significantly grown in the last couple of years.

c. Startups

- The number of startups per capita is still low in Peru, compared to other countries in LAC. (18 startups per million inhabitants)
- Only few startups in Peru manage to raise more that 1million dollars (2.6% from total startups), below the average of the LAC region.
- Average investment per startup: USD 2.2M in 2020
- No Peruvian unicorns, or no startup has raised USD1B.
- Ed-tech and E-Commerce grew the most in 2020, with a share of 40% and 27% respectively from total investment in 2020.
- Total of 12 exists in the past 10 years.

d. Ecosystem main players

Venture Capital Funds, have still limited presence in Peru.
















Map with some of investors participating on the Peruvian ecosystem:

International Fund	Peruvian Fund	Angel Group
 • HQ Argentina  • HQ Spain • Ticket EUR100-150K  • HQ Mexico  • HQ Colombia Acumen LatAm Impact Ventures  • CVC of Roche • Healthtech	 • Venture Capital  • Family Office  • Financial consulting  • CVC EdVentures - Grupo Hochschild • Edtech • US\$500k-10M  • CVC of Credicorop • Fintech • US\$500k-10M	 Universidad del Pacifico  Red de Inversionistas Angeles 

Incubators and Accelerations programs

StartupPeru is the flagship program in Peru; Government backed up program from Startup Peru plays a very important role, it has offered more than 160 grants in the past years.

All universities must have (by law) an entrepreneurship program, so they have been also very relevant to the ecosystem, as well as other independent institutions.

Public Programs	Independent Programs
 Annual program. In 8 years, invested US\$15M on 160 startups as grant.	 Telefonica's global acceleration arm  Financial consulting firm  IT company's program  Global NPO  Award oriented program (HQ in EU)
University Programs	
         METI(ATOS)'s grant may be applicable	

Only a few organizations are leading Peruvian ecosystem

- PECAP: The Peruvian venture capital association, organizes events and activities to boost the ecosystem.
- Innovate: Government agency that runs the Startup Peru program.
- Private associations like Asedi and FinTechPeru, created and supported by entrepreneurs.

2. Startups Overview - Social issues and needs in the LAC region

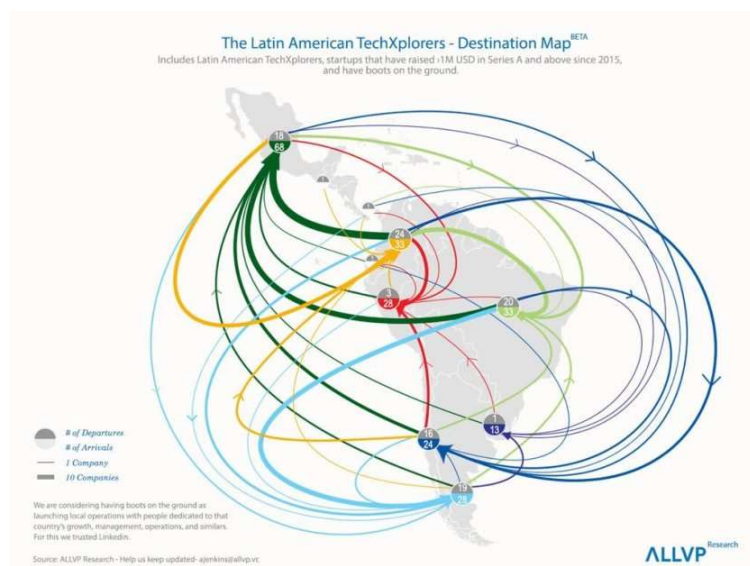
Excel

3. Startups Overview - Quantitative information on start-up eco-system

Excel

4. Startups Overview - Start-ups that expand their business to LAC from other countries

- The LAC ecosystem is well connected, entrepreneurs, VC funds and Accelerators can expand easily among countries.
- There is a number of foreign and LAC startups entering and operating in Peru, a big portion of them come from Chile and Colombia, mainly due to the Pacific Alliance Agreement, which facilitates the operation of foreign companies from some LAC countries (Mexico, Colombia, Chile and Peru).
- There are some global startups operating in Peru which are boosting the local ecosystem and generating a considerable number of new jobs opportunities, mainly for the sharing economy, like Uber and Rappi.
- Their operations are concentrated only in capital city Lima, due to a lack of digitalization outside Lima, smaller cities with lower density and informal economy.
- Most LAC startups decide to go international in the short term in order to gain scale and draw attention from bigger VC funds, mainly from the US. Most of them target Mexico, because is the second biggest market in LAC, and it has a stronger connection to the US.
- So most Global and LAC startups prioritize entering Mexico, over Peru and other LAC countries.



The map shows how LAC startups that have raised series A move or enter in other countries. The circle in each country shows the number of startups that departure in the upper half, and the number of arrivals in the lower half. And the arrows show to which country they are expanding. Mexico seems to have the most

arriving startups. Peru is at the same level as Argentina, above Chile and below Colombia, as a startup receptor.

Brazil has a lower number of arrivals, probably due to language barrier, and having a slightly different business and general culture as the rest of LAC.

Source: ALLVP Research. Beta Version of a Latin America TechXplorers – Destination Map. Data: 2015 to 2020

<https://www.allvp.com/>

List of successful startups that have expanded operations to Peru:

Name	Country of Origin	Sector	US\$ M Raised*
Rappi	Colombia	Last Mile - Delivery	2200
Taximo	Colombia	Fintech - Mobility	13.9
Mercado Libre	Argentina	e-commerce	2000
Afluenta	Argentina	Fintech	25
Despegar	Argentina	e-commerce	551
Facturedo	Mexico	Fintech	0.5
Poliglota	Chile	EdTech	2.8
Xertica	Mexico	SaaS	8
Selina	UK	Hospitality	395
Uber	USA	Mobility	25000
WeWork	USA	PropTech	
Movo	Spain	Mobility	18
InDriver	USA	Mobility	15
Pedidos Ya	Uruguay	Last Mile - Delivery	328
Beat	Greece	Mobility	6.9
Linio	Mexico	e-commerce	230
Cornershop	Chile	e-commerce	31
Justo	Chile	Last Mile - Delivery	2.5
Liftit	Colombia	Lat Mile - Trucks	39
Airbnb	USA	Hospitality	

5. Case Study - Successful cases (case study of Japanese startups)

No successful Japanese startups operating in Peru.

However, the Japanese crowdfunding company “Securite” in partnership with IDB Lab started to operate in Peru in 2019, they aim to launch a platform to help SMEs and startups to raise capital through crowdfunding. Local regulation is still in process.

<https://www.musicsecurities.com/>

6. Regulations

For businesses and entrepreneurs:

The government policies aim to attract foreign investment, so the same rules apply for local and foreign companies and also for local and foreign entrepreneurs.

Incorporation

Foreigners can open a company in Peru and can also partners in a Peruvian company. The capital can also be 100% foreign. In this sense, the participation of at least one Peruvian partner in companies established with capital from foreign sources is not a special requirement. Different is the case of the legal representative of the company, who must prove that they have residence in Peru if they are a foreigner.

In case none of the partners resides in Peru, it is necessary to have a legal representative residing in Peru. This persona can be foreign, but must have a residing permit in Peru, and must be registered at the incorporation of the company.

In case the foreign partner is outside Peru at the time of incorporation: In this case, you must grant power of attorney in favor of a representative who in Peru will be in charge of signing the incorporation document in your name.

Incorporation procedures

Steps to open a new business:

- (i) Name search and reservation
- (ii) Elaboration of the Constitutive Act (Minute)
- (iii) Capital and asset payment
- (iv) Public Deed
- (v) Registration

Approximated total cost: US\$ 200.00 (for regular companies)

Registration to the RUC for Legal Entities Time: 10 to 25 days

Source: <https://www.gob.pe/269-registrar-o-constituir-una-empresa>

Taxes

When a foreign company decides to establish a company in Peru, it has (2) options: Form a local business or a foreign branch. Both local companies and branches are subject to a 30% tax rate on net income.

When a local company is established, there are a variety of legal entities. And in the case of a branch, it must be managed and represented by a permanent legal representative residing in Peru.

Companies are subject to an additional rate of 4.1% on dividends in favor of their shareholders (ie. When transferring dividends to foreign shareholders, either persons or businesses).

Non-resident companies are taxed at the 30% rate on their Peruvian source income, except in the specific cases provided for in the Income Tax Law ("LIR").

General Sales Tax VAT ("IGV")

Rate: 18%

- The tax paid on the purchase of goods or services (i.e. tax credit) can be deducted from the tax that the company must pay for its sales (i.e. tax debit).
- Is determined and paid monthly.

- The export of goods and services, which meet the requirements established in the Law, is not subject to VAT.

Applied to:

- (i) the sale of property in the country
- (ii) the provision or use of services in the country
- (iii) construction contracts
- (iv) the first sale of real estate by the builder
- (v) the importation of goods.

Main promotional tax regimes

- Investment in the Amazon (Income Tax 5% and 10%, and even tax exemption depending on the type of industry or activity; as well as VAT exemption in certain cases).
- Agriculture and agribusiness (Income Tax 15% rate).
- Investment in high Andean areas (Income Tax and VAT exemption on imports).
- Investment in Special Development Zones "ZED" (Border) (Income Tax and VAT exemption)

Foreign workers

Employers can hire foreign personnel complying with the following limitations:

- (i) The number of foreign workers cannot exceed 20% of the total number of workers
- (ii) Foreign workers should not receive an amount greater than 30% of the total amount of wages paid to workers.
- (iii) Some foreigners (Spain, Argentina, Colombia, Chile, Paraguay, Uruguay, Brazil, Ecuador and Bolivia) are exempt from the aforementioned limitations.
- (iv) Foreigners may not start the provision of services without having the qualifying immigration status (eg work visa, designated worker visa) and must sign a work contract with the employer.

For Investors

Peruvian legislation establishes equal legal treatment for national and foreign investments.

Article 7 guarantees the right of foreign investors to transfer freely convertible currencies abroad without prior authorization from any authority. In this sense, the foreign investor may remit, at any time, the full amount of their capital, including the sale of shares, participations or rights, capital reduction or partial or total liquidation of companies, the entire dividends or the verified net profits. from your investment.

Most Peruvian (and LAC) startups decide to open a company in the US (LLC) in order to raise capital from US funds. So in these cases, US regulation should apply.

Agreements to avoid double taxation

Peru has signed bilateral treaties to avoid double taxation, currently in force, with Brazil, Canada, Chile, Mexico, Portugal, South Korea and Switzerland.

In addition, Peru is a member of the Andean Community (which includes Bolivia, Colombia, and Ecuador); the same one that has a multilateral treaty to avoid double taxation (i.e. Decision 578).

Recently, Peru has consolidated a CDI with Japan. However, its entry into force is still pending.

Sources:

<https://abogadosempresariales.pe/como-puedo-crear-una-empresa-en-el-peru-siendo-extranjero/>

https://www.garrigues.com/es_ES/guias/guia-para-hacer-negocios-en-peru

<https://dimensionmercantil.pe/2021/03/21/startups-en-el-peru-y-las-formas-de-financiamiento/>

7. Policy - Government funding

In the last years, the country has made progress in various initiatives dedicated to startups and has channeled part of the resources of the innovation fund to support them.

- **Innovate Peru** is Peruvian government agency in charge of increasing business productivity by strengthening the actors of the ecosystem (companies, entrepreneurs and entities) and facilitating relationships between them. Also in charge of running the StartUp Peru Program.
- The **Start Up Peru** program has been expanded and currently offers seed capital and fosters the creation of angel investor networks. Aimed exclusively at early stage entrepreneurs through programs that offer from US\$10k to US\$15k.
- **Open Innovation Contest:** Innovate Peru has established a new contest since 2019 in order to promote collaborative innovation. The objective of the contest is to develop innovative technological solutions that involve obtaining new (or substantially improved) products (goods or services), processes, method of organization or marketing, which are aimed at their successful introduction in the market through the articulation of groups of companies for common work in innovation activities.
- **CONCYTEC:** Promotes the creation of scientific research startups through its program.
- **COFIDE (National Development bank):** On December 2020 the regulation of the Capital Fund for Innovative Entrepreneurship (FCEI) was approved, creating a US\$20 million fund to fund local VC funds and international funds which intent to invest in Peruvian startups.

8. Policy - Policies which support start-up from other regions/countries to expand into Peru

Pacific Alliance

The promotion entities of the Pacific Alliance are in charge of promoting and expanding exports, attracting foreign direct investment, promoting the internationalization of national companies and promoting the arrival of tourists to member countries. The promotion entities rotate the presidency pro tempore alphabetically.

The Pacific Alliance Entrepreneurship and Innovation Forum LAB 4+.

The LAB4+ forum is 100% virtual and seeks to position the Pacific Alliance (Chile, Colombia, Mexico and Peru) as a regional integration block that promotes entrepreneurship, innovation and trade in services among its members, as well as exploring business opportunities with third markets.

Most startups born in any of the 4 countries of the Pacific Alliance have intentions to enter the other member countries. As said before, specially Mexico due to its size.

<https://alianzapacifico.net/>

9. Other donors – Funding by donors

- **BID Lab** is the innovation laboratory of the IDB Group. They invest in venture capital funds in Latin America and the Caribbean. Currently, there is a preference for funds that invest in emerging ecosystems and/or with a focus on diversity and inclusion. Within ecosystems Emerging countries are: Central America, the Caribbean and selected markets in South America such as Peru, Ecuador, Paraguay, Uruguay and Bolivia.
- **IFC** mainly makes direct investments in companies in sectors such as eHealth, clean tech, consumer internet, edtech and fintech. Eventually, they could invest in venture capital funds to extend their reach in the ecosystem.

The Peruvian VC Association (PECAP) is trying to connect VC funds which operate in Peru with bigger and global VC funds, here are a couple of them:

- Capria brings venture capital innovation and global best practices to local venture capital, private equity and innovative debt funds, managed by local investment experts.
- Plexo Capital: It is a fund of institutional investors in venture capital funds and companies with a diversity lens that seeks to promote the participation of women and ethnic minorities.

10. Other donors – Supporting programs by donors

- **Swiss Ep:** The *Swiss Entrepreneurship Program* facilitates the strengthening of emerging entrepreneurial ecosystems to create a more equitable world. Embedded in the ecosystems of seven emerging countries since 2015, works jointly with local incubators, accelerators, co-working spaces, angel networks, VC funds, governments and entrepreneurs to build capacities, connections, share knowledge across sectors and nurture the growth and sustainability of these entrepreneurial communities.

- The Women Entrepreneurs Week from Swiss EP brings together the most inspiring female founders, mentors, and investors from the 7 countries we support for a week of connection, collaboration, motivation, business and personal growth.
- **Seedstars Competition**
Backed by the Swiss government, offers up to US\$500k grant for the winning startups in the regional and global summit. The program runs in several developing countries.
<https://www.seedstars.com/>
- **CVC Programs:** Most of them are focused on searching new ideas and innovating in their own sector.

Program Name	Corporation	Sector
Brein	Rimac	Insurance
Digital Factory	Scotiabank	Banking
LaBentana	Interbank	Banking
Krealo	BCP	Banking
Open Talent	BBVA	Banking
Wayra	Telefonica	Telco
La Positiva Lab	La Positiva	Insurance
La Chakra	Pacifico	Insurance
Nodica	Roche Labs	HealthTech
EdVentures	Hoschild Mining	EdTech

11. Other donors - Cooperation among donors / between donors and private sectors

Pacasmayo + Endeavor: La Cantera Program

- Endeavor offers acceleration and mentoring program in several countries, and Pacasmayo is an industrial concrete producer in Peru. With the help of Endeavor, Pacasmayo offers a program called “La Cantera”. Which is a laboratory for innovation and digital transformation.
- <https://www.lacantera.pe/>

500Startups + InnovatePeru: ACELERA Peru

- 500 Startups, an accelerator and private equity fund from Silicon Valley, has announced its association with the government program Innovate Peru in order to create an “exponential impact on the startup ecosystem” of the country.
- On April 29, 2021, the fully virtual program ACELERA Peru by 500 Startups was launched and will host up to 50 participants to the two-week Growth bootcamp. The top 20 startups in the bootcamp will go on to receive an additional six weeks of programming and training before presenting their ventures on one of the 'Digital Demo Days'.
- <https://ecosystems.500.co/es/acceleraperu>

ProChile + Seedstars + ESAN University: BizMatch Program 2021

- ProChile: Chile's Government agency that promotes innovation and business between Chile and other countries. Seedstars, a Swiss institution specialized in entrepreneurship and technology in emerging markets at a global level, and ESAN University, the program aims to connect Chilean startups with important local Peruvian companies.
- The program, called BizMatch, offers softlanding and virtual acceleration for business pilots: so that up to 5 companies from the Fintech, Edtech, HR, Agro, Logistics and PropTech sectors with a technological base in Chile establish business relationships in the Peruvian market.
- Through the implementation of the solution for a trial period, which allows the startup to carry out both commercial and technical validation of the technology it develops, in the target market.
- Lisa, Lobby Control, Edipro, Kapptek, and YOY are the five selected companies that are part of the program, which offer solutions for different industries such as insurance (Insuretech), technology in the real estate sector (PropTech), technology for the education sector (Edtech) and finally, technology in the mining industry (Mintech).
- <https://www.prochile.gob.cl/actividades/detalle-actividades/programa-bizmatch-2021-per%C3%BA>

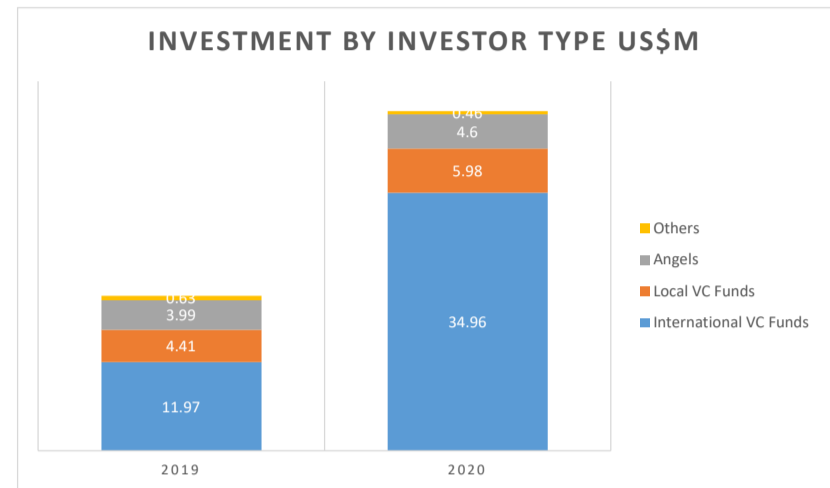
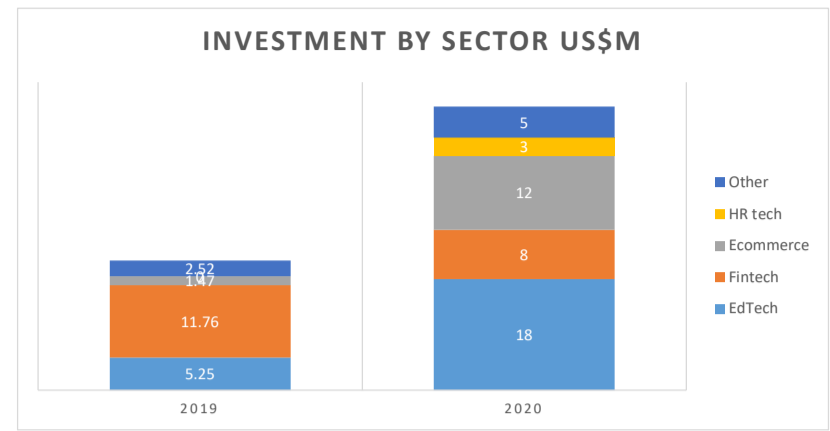
Quantitative information on start-up eco-system

Investment in startups per per sector and per investor type

	2019	2020
# of startups that	63	21
Investment per	0.3	2.2

By Sector	2019		2020	
	US\$ M Invested	% invested	US\$ M Invested	% invested
EdTech	5.25	25%	18	39%
Fintech	11.76	56%	8	17%
Ecommerce	1.47	7%	12	26%
HR tech	0	0%	3	7%
Other	2.52	12%	5	11%
Total	21	100%	46	100%

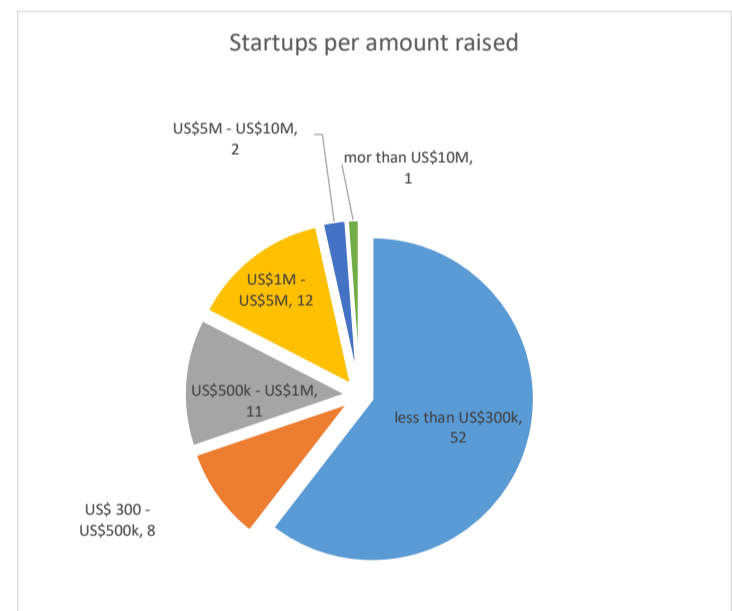
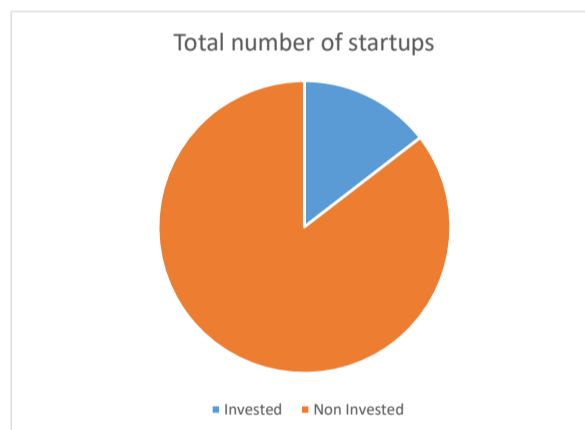
By Investor Type	2019		2020	
	US\$ M Invested	% invested	US\$ M Invested	% invested
International VC Funds	11.97	57%	34.96	76%
Local VC Funds	4.41	21%	5.98	13%
Angels	3.99	19%	4.6	10%
Others	0.63	3%	0.46	1%
Total	21	100%	46	100%



Total Number of startups (as of June 2021) per amount raised Accumulated

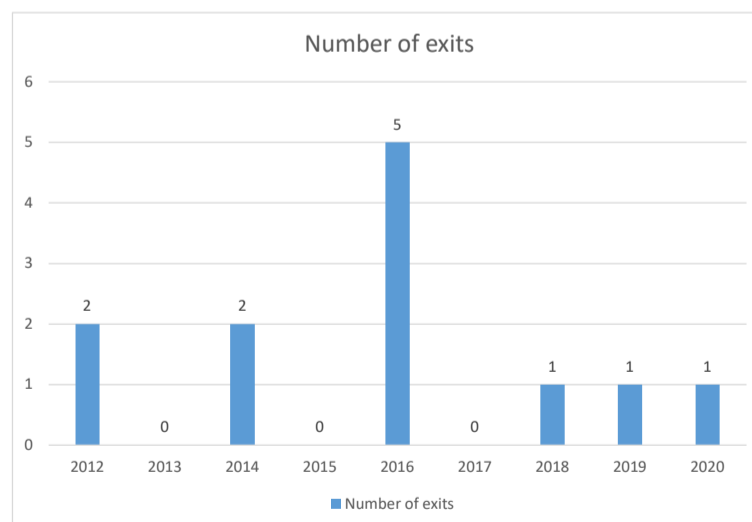
Invested	86
Non Invested	506
Total	592

Amount raised	# of startups
less than US\$300k	52
US\$ 300 - US\$500k	8
US\$500k - US\$1M	11
US\$1M - US\$5M	12
US\$5M - US\$10M	2
mor than US\$10M	1
Total	86



Number of exits per year (only M&A, there were no IPOs)

Year	Number of exits
2012	2
2013	0
2014	2
2015	0
2016	5
2017	0
2018	1
2019	1
2020	1
Total	12



Start-ups that expand their business to PERU from other countries

**Source: Crunchbase*

Name of startup	Country of Origin	Sector	US\$ M Raised*
Rappi	Colombia	Last Mile - Delivery	2200
Taximo	Colombia	Fintech - Mobility	13.9
Mercado Libre	Argentina	e-commerce	2000
Afluenta	Argentina	Fintech	25
Despegar	Argentina	e-commerce	551
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Poliglota	Chile	EdTech	2.8
Xertica	Mexico	SaaS	8
Selina	UK	Hospitality	395
Uber	USA	Mobility	25000
WeWork	USA	PropTech	
Movo	Spain	Mobility	18
InDriver	USA	Mobility	15
Pedidos Ya	Uruguay	Last Mile - Delivery	328
Beat	Global - Greece	Mobility	6.9
Linio	Mexico	e-commerce	230
Cornershop	Chile	e-commerce	31
Justo	Chile	Last Mile - Delivery	2.5
Liftit	Colombia	Lat Mile - Trucks	39
Airbnb	USA	Hospitality	

Appendix 2

Meeting Minutes of Meetings with Plus Organizations

Meeting Minutes

Date and place	2021/7/14 11:00-12:00 @ Teams
Attendees	NEDO: Kondo, Sato, Okuda, Yamamoto JICA: Kashiwagi, Nagano Study Team: Yamaguchi, Takahashi, Kawasaki
Documents	Summary document (Word)

1. Introduction

- Background of this project (Kashiwagi)
- Briefing (Takahashi)

2. Exchange of Questions and Opinions

- What do you envision as the exit strategy after the completion of this study? (NEDO)
 - We will consider providing support through JICA's existing support menu (SME support, SDGs business support, etc.). We are also considering the formation of a fund, which would require cooperation with various related organizations (Kashiwagi).
- In the process of formulating JICA project, there is an image of connecting to JBIC and ODA after the F/S. What is the position of support through this study within JICA? (NEDO)
 - ◇ The overseas investment and loan scheme was revived in 2011, and the amount of approval is about 100 billion yen per year. The concept of forming a fund through this study has also been shared with the Private Sector Partnership Division, which is in charge of overseas investment and lending. In terms of the relationship with JBIC, there used to be a process of consulting with JBIC at a certain stage when a consultation came to JICA. Recently, however, the demarcation process has been reviewed to ensure that projects can proceed smoothly (Kashiwagi).
 - ◇ It is important to develop financial support measures in the exit strategy, and it would be good if there are measures to ensure that participating firms can be assured of financial support after the completion of the study, so that the F/S support does not end with a foothold. As a blueprint, the formation of a fund, which was mentioned, should be a major issue from the beginning (NEDO).
 - ◇ The difficulty lies in the fact that compared to Africa and Southeast Asia, there is not a high level of attention to the Latin American region. However, we are aware that the

IDB, which we are collaborating with this time, may be able to provide financial support depending on the content of the project. The IDB seems to have some issues in finding Japanese SUs, so we would like to make a good connection with them (Kashiwagi).

- ◇ It would be good to involve the private sector in the platform so that it can provide support from various aspects, not to mention from the perspective of sustainability of funds. (NEDO)
- ◇ In addition to the private sector, we would like to propose a concept after this study that involves universities and research institutions (Kashiwagi)
- Is there a lot of Chinese investment in Latin America? (NEDO)
 - ◇ Investment from China is on the rise (Tencent, etc.)
 - ◇ It is necessary to look at each country from the perspective of relations with the US, but infrastructure investment by the IDB, World Bank, etc. is also taking place, so there is no single focus on China (Kashiwagi)
- The scope of the "Latin America region" is broad, so it would be easier for startups to understand if applications were targeted at the Central/South America or country level (NEDO).
 - ◇ We are currently focusing on six countries with relatively large investments in startups and will introduce them at the prior event to the open innovation challenge, but we will not limit the number of countries at the time of application. (Takahashi)
 - ◇ There are JICA bases in 23 countries in the region, and communication with embassies shows that there is a high level of interest in start-ups. The number of interested companies in the region is smaller than in other regions, so we are not limiting the number of countries. (Kashiwagi)
- Is it better to select startups that have an idea or established business to some extent? (NEDO)
 - ◇ We think that there are two main types of SUs: those that have generated a certain amount of revenue in Japan and are aiming to expand overseas, and those that are in the early stage and are considering what markets to expand into in the future. (Yamaguchi)
 - ◇ Is it correct to assume that all startups will compete in the open innovation challenge regardless of the stage? (NEDO)
 - ◇ It is possible to make final adjustments depending on the country/sector and stage, and the evaluation criteria will be discussed by JICA and the research team. (Yamaguchi)
- Do you envisage that accompaniment support and business matching will be provided locally? (NEDO)

- ✧ It depends on Corona, but at the moment, we are assuming that the Business Contest and accompaniment support will be held in Japan, and business matching will be held locally. (Takahashi)
- Will the communication be in English? (NEDO)
 - ✧ Spanish or Portuguese, but language support (including the use of local interpreters) is possible in the companionship phase. (Takahashi)
- What will be the cost burden for participating companies? (NEDO)
 - ✧ JICA will cover the travel costs, so the companies will have to spend their time preparing for and participating in the program (Kashiwagi)
- How serious would you like startups to be about applying? Is it OK to say that they are interested in the project even if they don't know if it will succeed? (NEDO)
 - ✧ As long as they have ambition and solutions, we will not ask them to delve deeply into local issues or to have knowledge of the country they are entering. (Kashiwagi)
- How is security in Latin America? (NEDO)
 - ✧ It depends on the country, but the overall impression is negative. However, we will ensure that safety measures are taken at the time of travel. (Kashiwagi)

3. Future Collaboration

- It is possible to identify companies in NEDO's network that might be interested in applying for a business competition. We will share detailed materials from JICA and the research team and communicate with them on a case-by-case basis in order to bring concrete discussions to the candidate companies.
- NEDO is willing to participate in discussions not only on the identification of candidate companies and the business contest, but also on the nature of collaboration under the PLUS framework.

Meeting Minutes

Date and place	2021/7/15 16:00-16:40 @ Teams
Attendees	National Institute of Advanced Industrial Science and Technology (AIST): Suzuki, Ukibe, Matsuzaki, Inui, Kataoka JICA: Kashiwagi, Nagano Study Team: Yamaguchi, Takahashi, Kawasaki
Documents	Summary document (Word)

1. Introduction

- Background of this project (Kashiwagi)
- Briefing (Takahashi)

2. Exchange of Questions and Opinions

- The Regional Cooperation Department mainly supports small and medium-sized domestic companies, and so far, we have no idea of any company that is thinking of expanding abroad. It is also difficult to introduce institutions that can act as pilots in the Latin American region. We can help with announcements of business conferences and other events through AIST's newsletter mailer. (AIST)
- What scale of companies are targeted in this survey? (AIST)
 - The survey targets SU companies. The target is startup companies, but not limited to any stage. (Yamaguchi)
- Does the survey include financial support after the selection of startup companies? (AIST)
 - The survey will provide support up to the business matching stage after the implementation of the accelerator. The availability of funding is not decided at the selection stage, but is a possibility after matching (Kashiwagi)
- What kind of information will be shared and by when we are looking for candidate companies and announcing the business competition? (AIST)
 - We will prepare a document on social issues to be shared in mid-August. (Takahashi)
- If we are able to introduce a candidate company, does that mean that AIST has endorsed it? (AIST)
 - It does not mean that there is an endorsement. We would like to share information in a franker manner rather than asking for recommendations as an institution. (Kashiwagi)

3. Future Collaboration

- AIST will share information from the Innovation Promotion Division to the Venture Development Center. Also, as soon as the content of the social issues and the outline of the business competition are finalized, we will ask them to announce it in the mail and identify the candidate companies.

Meeting Minutes

Date and place	2021/7/16 16:00-16:40 @ Teams
Attendees	Organization for Small and Medium Enterprises and Regional Innovation (SMRJ): Kurino, Hatakeyama JICA: Kashiwagi, Nagano Study Team: Yamaguchi, Takahashi, Kawasaki
Documents	Summary document (Word)

1. Introduction

- Background of this project (Kashiwagi)
- Briefing (Takahashi)

2. Exchange of Questions and Opinions

- Introduction of SME initiatives (SMRJ)
 - SMRJ provides support for start-ups in the formulation of business plans and the accelerator program "FASTAR" (<https://fastar.smrj.go.jp/>) to match them with investors. We also have incubation facilities in 29 countries throughout Japan, and in addition to providing locations, we also provide support through advisors
 - We also invest in funds. Japan Venture Awards, an event that recognizes startups with innovative technologies and businesses that contribute to solving social issues (for companies established within 15 years).
 - There is no specific support for start-ups to expand overseas, but SMEs are supported regardless of their industry, size, or the number of years they have been in business. Specifically, we provide support in the form of consultations, F/S surveys and field research.
 - While there are no projects in Latin America, the majority of projects are in ASEAN, East Asia, Europe, and the United States.
- What kind of activities do you envisage for the support? (SMRJ)
 - The details are yet to be decided, but we envisage connecting local pilots, including IDB, to their accelerator programs and support menus (Takahashi and Kashiwagi).
- There is a lot of potential for collaboration between JICA and SME, but we would like to know if you have any ideas on how we can work together more easily. (Takahashi)

- We are aware that SME has been able to build a system of cooperation with JICA (contact point: Ministry of Civil Affairs) by concluding business cooperation agreements, exchanging human resources, and providing support to individual companies. (SMRJ)
- In addition to the existing cooperation, we would like to promote cooperation focused on Latin America. We would like to promote collaboration focused on Latin America in addition to the existing collaboration. For example, connecting companies selected in this study to the SME scheme (Kashiwagi).
- In relation to this survey, we can cooperate with SME supporters and promote the business competition through exhibitions and other events. (SMRJ)
- Outside of this study, we would like to establish a mechanism to share information with JICA and PLUS and provide joint support when there is a consultation with SME about entering Latin America. We would like to discuss this further. (Kashiwagi)
- For example, if you want to hold an event focusing on Latin America, we can help you not only with the announcement, but also with the contents, and set up a consultation session with SME. (SMRJ)

3. Future Collaboration

- Regarding this survey, we will ask the SME network to announce the business competition. Also, after the survey, they will be able to discuss specific cooperation in Latin America.

Meeting Minutes

Date and place	2021/7/21 14:00-14:45 @ Teams
Attendees	JICA: Nakane, Hashimoto (Yokohama center), Kashiwagi, Nagano Study Team: Takahashi, Kawasaki
Documents	Summary document (Word)

1. Introduction

- Background of this project (Kashiwagi)
- Briefing (Takahashi)

2. Exchange of Questions and Opinions

- We had a meeting with Yokohama City Council members, and a member of the African Parliamentary Union asked us about NINJA. There is also the Inter-American Parliamentary Union, so it would be good if we could talk about Latin America there. (Nakane)
- While targeting Latin America in general, is there a possibility that the final selection will be biased towards Brazil and Peru? In the case of Latin America, it may be necessary to collaborate with conglomerates rather than connecting with SMEs whose identity is difficult to identify. The practicalities of this will be discussed in the future, but if we are going to involve local authorities, we will need to clear that up as well. (Hashimoto)
 - ◇ As a result, there is a possibility that the selected companies will be biased towards a particular country, but the entrance to the application process is open to a wide range of countries (Kashiwagi).
- It might be a good idea to consider collaboration with the local Japanese community and JICA local offices (Nakane).
- JICA and NEDO will hold a seminar for start-ups on 17 August, and NEDO has suggested that we could introduce this project for about two minutes at the seminar. (Hashimoto)

Meeting Minutes

Date and place	2021/7/27 14:00-14:50 @ Teams
Attendees	Japan Science and Technology Agency (JST): Morita, Asaga, Ishii JICA: Kashiwagi, Nagano Study Team: Nakayama, Yamaguchi, Takahashi, Kawasaki
Documents	Summary document (Word)

1. Introduction

- Background of this project (Kashiwagi)
- Briefing (Takahashi)

2. Exchange of Questions and Opinions

- Introduction of SME initiatives (SMRJ)
SMRJ provides support for start-ups in the formulation

3. Future Collaboration

- JICA and the research team will share information on the progress of the research activities, such as business competition announcement events, and ask for cooperation in spreading the information through the network within JST.
 - JST's approach is to provide seed support, not to present a social issue and ask SUs to apply for it, so we have not yet identified a point where we can cooperate. Does the scope of this survey include universities? (JST)
 - ◇ We are targeting all actors involved in the SU ecosystem. From the perspective of discovering Japanese startups, we would like JST's network of university-launched ventures to help us (Kashiwagi, Takahashi).
- Introduction of initiatives at JST
 - ① **SCORE、START** <https://www.jst.go.jp/start/score/> <https://www.jst.go.jp/start/>
 - SCORE provides up to 5 million yen to support PoC costs; START provides up to 50 million yen to support R&D with VC ("business promoters") and networking support. development while providing networking support.
 - SCORE offers two types of support: team and university, the former for JST-originated technologies and the latter for research technologies within each university. In the team

promotion type, researchers are paired with a commercialization producer (see attached document), who provides mentoring support once a week, and finally makes a presentation to the project promoter at the Demo Day (pitch). In the university promotion type, the activities described above in the team promotion type are carried out in the university.

- Four group training sessions are also held to cover basic and general topics such as finance, fundraising and how to build an organization.
- The flow of START is as follows: first, the researchers apply for the technology seeds, then the project promoter reviews the application, and then the selection committee of JST decides whether the project will be adopted. If the project is selected, JST will provide funding for the activity. (In principle, the business promoter is asked to invest in the project when the applicant actually starts the business.
- Business promoters are also selected by JST.
- International students from Japanese universities have been selected by SCORE (Vietnam, India, etc., but not Latin America). (Vietnam, India, etc., but not Latin America)

② **SUCCESS** <https://www.jst.go.jp/entre/>

- A program within the framework of JST's industry-academia collaboration, SUCCESS is a direct investment program for university-originated startups. So far, 589 companies have been established as JST ventures (as of the end of March 2008).
 - The target of investment is newly established companies or companies within 5 years of establishment that aim to commercialize the results of JST's research and development.
 - 2-5 investments are made per year, ranging from tens of millions to 100 million yen per investment.
 - The fund targets companies in the early stages of establishment, and not many of them are aiming to expand overseas from the outset, but some are considering doing so in the future, so we would like to exchange information with them as appropriate.
 - University funds are under the jurisdiction of a separate department. There are no restrictions on the nationality of the companies applying, but only R&D themes supported by JST are eligible.
- In the course of the activities of this research, information on social issues in the Latin American region will be made available to SUs in Japan, and we would like your cooperation

in outreach to SUCCESS participating companies. (Nagano)

- We would be grateful for opportunities to introduce overseas market conditions to potential applicants to JST programs and to start-up companies, and for individual support for those who wish to expand overseas. (JST)
- There are companies that are not necessarily targeting the Japanese market, but rather overseas markets, so it would be good if they could use this survey to keep a thin antenna on overseas market information. (Nakayama)
- Are there any start-ups in the agricultural sector among the companies participating in the JST program? There is a large market in Latin America, but the technology is not as developed as in other regions.
 - There are not many for SCORE and START, but we would like to cooperate in spreading the information. (JST)

<Documents shared with Plus organizations>

Outline of the Study

1. Background of the Survey

In recent years, the Latin American region has seen a rapid revitalization of its startup ecosystem, with the birth of several unicorn companies in 2018, and the total annual investment in startups by venture capitalists reaching \$1.14 billion and 249 deals in 2017. On the other hand, although Japanese companies are also expected to participate in the ecosystem of the Latin American region, the number of Japanese companies with a desire or interest to enter the region is relatively low compared to the interest in other regions.

The recent spread of a new coronavirus (COVID-19) With the spread of the new coronavirus (hereinafter referred to as "COVID-19"), economic activity is contracting worldwide, and the Latin American region is particularly exposed to its fury, and while the growth rate of the world as a whole is estimated to be -4.9% (IMF World Outlook Update, June 2020), the region's GDP growth rate for FY2020 is estimated to be -9.1% to 9.4% (UN-ECLAC/ECLAC/ECLAC). (UN-ECLAC/IMF). In addition, there is a growing need for innovative solutions to save lives, protect health, and support livelihoods and employment for the With and Post Corona societies.

JICA, as one of the nine governmental organizations, signed a partnership agreement on start-up support in July 2020 (Start-up Support Organization Partnership Agreement "Plus"), and is expected to contribute to the formation of a start-up ecosystem in Japan and to the resolution of economic and social issues in Japan and abroad, especially in developing countries.

Under these circumstances, we will investigate the status of the ecosystem surrounding start-ups in the countries of the Latin America and Caribbean region, which are changing in response to COVID-19, and conduct an information gathering survey with the aim of discovering companies that create innovative business models and technologies in the fields of healthcare, sanitation, disaster prevention, education, the environment, agriculture, and transportation, which are particularly important areas of cooperation in the region, and to examine the nature of support for entering the Latin America region.

2. Study Period

April 2021 - March 2022 (12 months)

3. Contents of the Study

(1) Understanding the start-up ecosystem in Latin America and the Caribbean (May-August 2021)

An overview of the startup ecosystem will be obtained in 23 countries where JICA has a base in Latin America and the Caribbean. Particularly in the six countries where start-up investment is active, Brazil, Mexico, Colombia, Argentina, Chile and Peru, issues and needs in the fields of healthcare, sanitation, disaster prevention, education, environment, agriculture, and transportation will be identified.

(2) Organizing a business contest (end of August 2021)

In order to discover companies with potential products that can be applied to development issues in Latin America, a pre-announcement event and a business contest will be held, and about 10 promising companies will be selected. While the six countries and seven sectors mentioned above will be the main targets, there will be no limit to the number of countries and sectors that can be selected.

(3) Support for business incubation and matching (September 2021 - January 2022)

For the selected promising companies, we will introduce them to institutions (incubators, accelerators, etc.) that will act as pilots in the countries where they wish to set up business operations, and provide accompaniment support for matching with local companies, etc. We will also organize local matching events.

(4) Report (January - February 2022)

After verifying the model for the series of initiatives and compiling the options for start-up support after the completion of the survey as a proposal for the LAC-Japan Innovation Platform concept (draft), the results of the survey will be reported to the relevant organizations.

4. Request for Cooperation

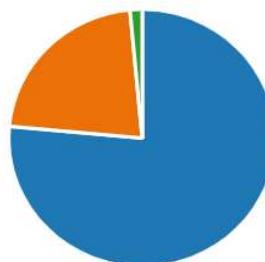
- Introduction of potential candidates for promising companies wishing to expand overseas (especially in Latin America)
- Announcement of business contests through mailing lists, etc.
- Introduction of institutions (incubators, accelerators, etc.) and local companies that can act as pilots in Latin America.

Appendix 3
Seminar Questionnaire Results

Questionnaire Results for Latin America and Caribbean Startup Seminar

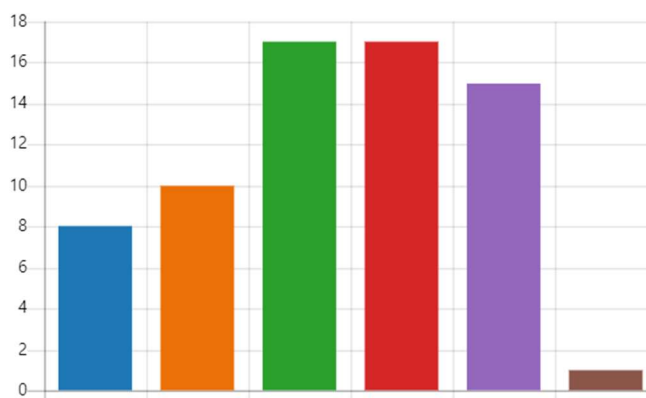
1. Gender

Male	52
Female	15
Other	1



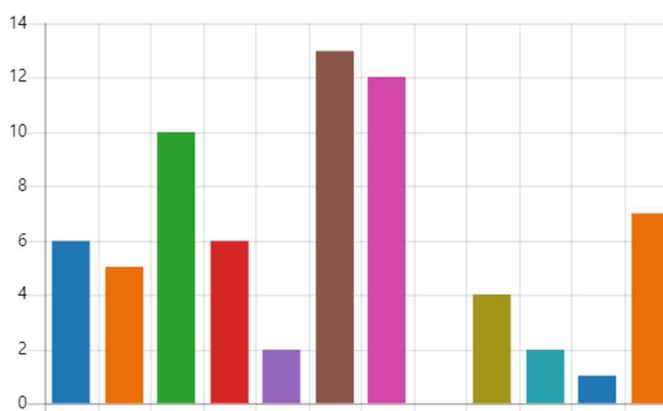
2. Age

20s	8
30s	10
40s	17
50s	17
60s	15
Do not want to answer	1



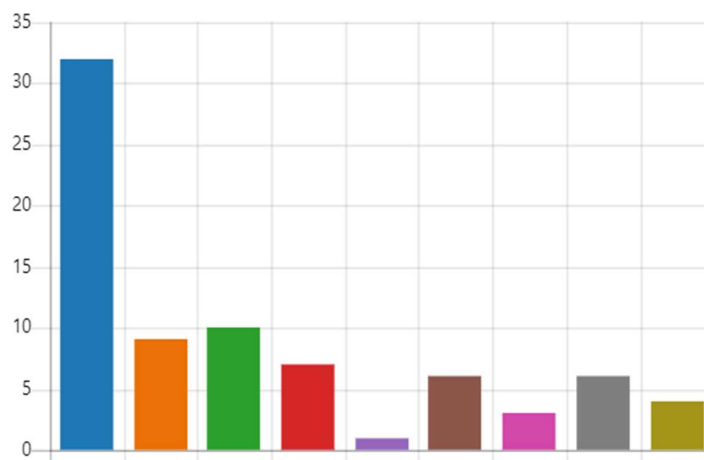
3. Please select all that apply to your occupation or place of work.

Startup (management)	6
Startup (non-management)	5
SME (management)	10
SME (non-management)	6
VC	2
Consulting firm	13
Government institution	12
Municipality	0
Large companies	4
University	2
NGO/NPO	1
Others	7



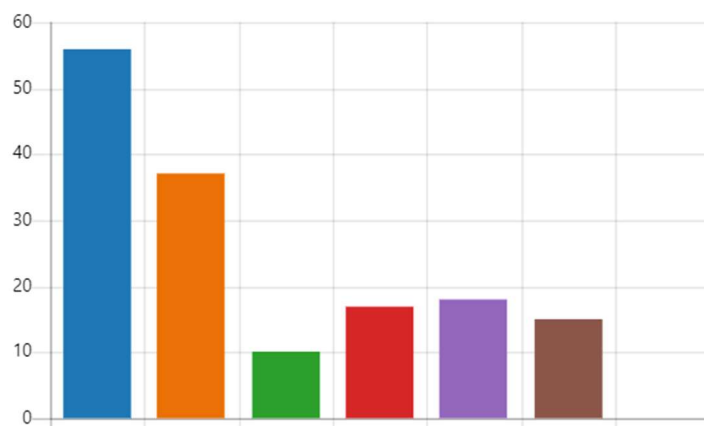
4. How did you hear about this seminar?

● Direct contact from JICA	32
● Information published by JICA	9
● Information from other governmental organizations	10
● Contact from speakers	7
● Direct contact from IDB Lab	1
● Direct contact from cooperating companies (PADECO/BVC/DI)	6
● Social media advertisement	3
● Family, friends, acquaintance	6
● Others	4



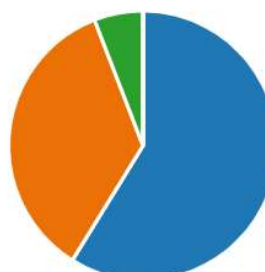
5. Please select one or more of the following reasons for your attendance at this seminar.

● Interested in LAC	56
● Interested in startups	37
● Interested in speakers	10
● Interested in JICA	17
● Interested in IDB Lab	18
● Interested in TUSBASA2021	15
● Others	0



6. Please select your level of satisfaction with this seminar as a whole.

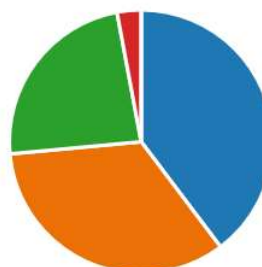
● Very satisfied	40
● Satisfied	24
● Normal	4
● Unsatisfied	0
● Very unsatisfied	0



7. Please select your level of satisfaction with each session.

Opening Remarks (JICA • IDB)

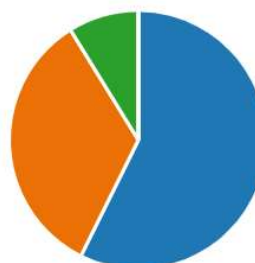
● Very satisfied	27
● Satisfied	23
● Normal	16
● Unsatisfied	2
● Very unsatisfied	0



8. Please select your level of satisfaction with each session.

Presentation: Social Issues in Latin America and Key Points for Startup Expansion" (BVC)

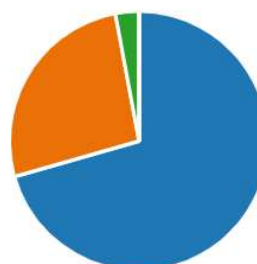
● Very satisfied	39
● Satisfied	23
● Normal	6
● Unsatisfied	0
● Very unsatisfied	0



9. Please select your level of satisfaction with each session.

Presentation: Why did Umitron expand to South America? (Umitron)

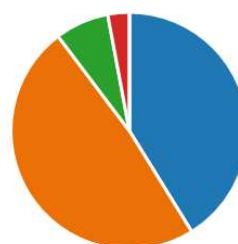
● Very satisfied	48
● Satisfied	18
● Normal	2
● Unsatisfied	0
● Very unsatisfied	0



10. Please select your level of satisfaction with each session.

Panel discussion: Global expansion of startups

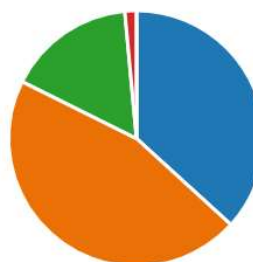
● Very satisfied	28
● Satisfied	33
● Normal	5
● Unsatisfied	2
● Very unsatisfied	0



11. Please select your level of satisfaction with each session.

Presentation: The Open Innovation Challenge TSUBASA2021

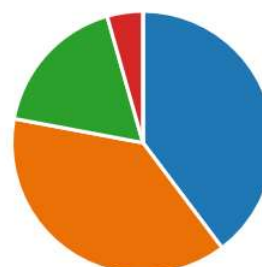
● Very satisfied	25
● Satisfied	31
● Normal	11
● Unsatisfied	1
● Very unsatisfied	0



12. Please select your level of satisfaction with each session.

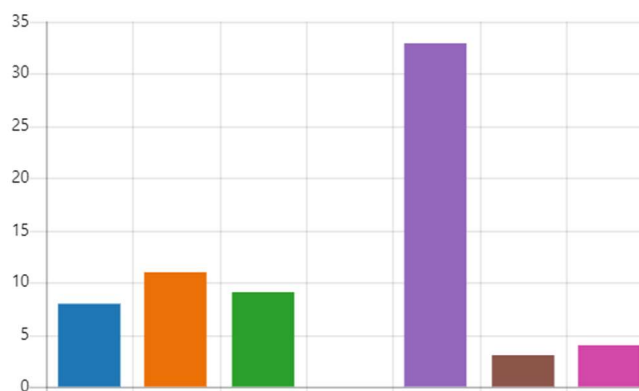
Closing Remarks (IDB Lab)

● Very satisfied	27
● Satisfied	26
● Normal	12
● Unsatisfied	3
● Very unsatisfied	0



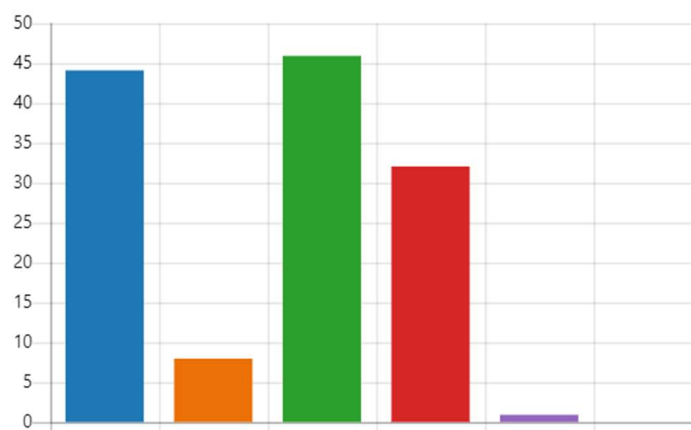
13. Please select all that apply to the Open Innovation Challenge.

● Would like to apply	8
● Would like to consider	11
● Not for this year	9
● Not interested	0
● Not eligible but interested	33
● Not eligible either interested	3
● Other	4



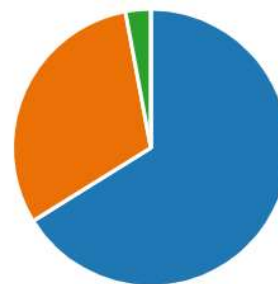
14. Please select all that apply to this seminar.

● Originally interested in LAC and got more interested	44
● Not interested before but now interested	8
● Interested in JICA/IDB Lab's initiatives	46
● Interested in the overseas expansion of startups	32
● Not interested	1
● Others	0



15. Would you like to participate in a seminar or other event with a similar theme (support for domestic start-ups to expand into LAC region) in the future?

● Strongly yes	45
● Yes	21
● No	2
● Strongly no	0



16. what topics would you like to see covered at JICA seminars in the future?

- The potential of each country or region. For example, using Paraguay as a foothold to expand into Brazil and Argentina.
- Similar initiatives in the Pacific
- What is needed to succeed for businesses in developing countries in the context of with-COVID and post-COVID?
- A session would be appreciated where we can have a comprehensive understanding of the ins and outs of partnering with local companies, and to be able to consult with the panelists at a later date if we want to know more.
- A lecture on the current status and prospects of carbon neutrality. (e.g., what kind of activities have been started in the field, and what kind of financial, human resources and technical support, participation and investment projects are available)
- Disparity issues in developing countries, characteristics and recent trends of overseas civil activities, and comparison with Japan
- Cooperation and collaboration between JICA technical cooperation projects and open innovation. A launch of a program to foster social entrepreneurship in Latin America.
- A wide range of weather-related themes, including problem-solving using weather forecast information (e.g., local weather forecasts).
- It would be great if there is a session that targets young doctors who are interested in overseas (especially young management doctors who have decision-making authority and are increasing recently).
- Organizing briefing sessions on issues for each industry and each organization

17. Please give us any comments or suggestions about this seminar (theme, timing, guests, management, etc.)

- It was very interesting and informative. I realized again that population size and future prospects are important data, and it was a fresh discovery that the culture of valuing wet relationships is actually good for startups. I was personally convinced that it is important for companies and organizations that are trying to solve social problems to be able to communicate their thoughts and sympathies to the bottom of their hearts. Thank you very much for this precious opportunity.

- As an insurance company in Brazil, we would like to support start-ups that are entering the market.
- I'm a development consultant but I'm interested in business. I don't plan to start my own business; however, I attended this seminar because I believe that in order to save Japan in the future, we need more young generation to start new businesses overseas.
- The talk on Southeast Asia, and Singapore in particular, was hardly helpful because the market is so different. In terms of the expansion to LAC, I felt that in addition to the barriers of distance, language and time, there are also significant social (cultural) barriers for Japanese companies, and I would have liked to see more focus on Latin America.
- Seminar on investment in the African region
- It would be great if the collaboration is promoted among JICA, IDB Lab and MAFF.
- Everyone was very enthusiastic, and I felt that I would like to work with local partners to achieve innovation. The length of the session was just right.
- It was very useful to know that JICA, IDB Lab and local VC are collaborating and there is a scheme to support Japanese companies. The 90 minutes flew by as it was a very interesting and concrete talk. As a company, we are not a start-up, so I think we are more on the support side than the target side, but I personally felt that we would be very happy if we could do this kind of initiative together. Thank you very much.
- I thought it would have been better to show the names of the participants to see what kind of people attended. As there was no such information, I felt a bit left out and the session was not open. It would have been nicer to know the number of participants at least.
- The time of the meeting should be adjusted with considering of the time difference with Latin America. I would like to see more human resource networking.
- I would like to participate in this kind of seminar again in the future.
- Mr. Okumura's talk was excellent.
- Until now, I have felt disappointed that there are few people around me who are interested in Latin America. Although I regularly check JICA's website, I would like to participate in any other similar seminars or events related to Latin America.
- It would have been nicer if the starting time was earlier.
- It would have been nicer if the starting time was later.
- It was very useful to get a sense of what it is like on the ground, based on actual experience of each speaker. It was great to know that all the people involved were very enthusiastic about the project.
- Improvement of the content and frequency of web-based information provision sessions