State of Latam Health Ecosystem 2025

Frisson capital
THE THRILL OF CHANGING THE WORLD

FUMEC
Fundación México-Estados Unidos para la Ciencia
The United States-Mexico Foundation for Science

LAFAMILIA FOUNDATION

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The Thrill of Changing the World

Letter from the Managing Partner

> Dear Visionaries, Misfits, and Fellow Travelers,
>
> Success is not an accident; it is a mindset, a lifestyle, and a relentless sequence of plan and action.

As we present this second edition of the **State of the Latam Health Ecosystem 2025**, I am moved by a profound sense of pride—not just in what we have mapped, but in the people behind the numbers. We are witnessing a region that has stopped asking for permission to innovate and has started architecting the future of human well-being with its own science, its own grit, and its own heart.

When we incorporated **FrissOn Capital** in 2022, we did so to fill a critical gap. We saw a Latin American "Knowledge Economy" rich in world-class science but starved for the specialized financial and strategic scaffolding required to scale. We chose to trailblaze, dedicating ourselves exclusively to the health vertical because we believed then—as we do now—that **health is the ultimate infrastructure for prosperity**. Since then, we have been cultivating an ecosystem that recognizes our scientists not just as researchers, but as **"sciencepreneurs"** capable of solving the world's most pressing challenges.

This report is the evolution of the movement we documented in our 2024 inaugural baseline. That first report showed the world a region that didn't just survive a "funding winter" but rebounded with a **156% increase in activity**. To ground our vision in reality, this edition serves as a forensic benchmark: we have meticulously screened thousands of entities to validate a curated vanguard of **+1,000 high-impact startups** and **+350 support organizations** across the region.

This sophisticated coordination is driven by five specialized regional hubs that define our competitiveness: **Argentina** as our scientific lab for Deep Tech; **Brazil** as the scaling powerhouse for B2B models; **Mexico** and **Colombia** as the primary gateways for patient access; and **Chile** as our high-efficiency regulatory sandbox. The 2025 data confirms that we are moving past survival into a state of professionalized operational reality.

True transformation, however, requires more than capital; it requires specialized engines. We have committed ourselves to fostering the catalyzers that allow our "outliers"—those misfits who defy risk to inspire genius—to reach their full potential:

- **Origo BioFoundry** & **HealthHub LATAM:** Since beginning operations in 2025, these entities have become vital sanctuaries for biological sovereignty and collaborative innovation. They are functioning and growing, and for those visionaries who believe they can add significant value and are truly aligned with our purpose, we invite you to join us in scaling these regional pillars.
- **Nexus:** Looking toward the Autumn of 2026, we are preparing the first edition of nexus. This will be the physical connective tissue designed to dissolve the silos that have traditionally stifled our progress. We are currently in the design and launch phase, and we are looking for the right partners—those who have proven they are here for the right reasons—to help us launch this milestone.

Ultimately, this report is designed to serve as the definitive compass for the three architects of our future: for **Investors**, it acts as a guide to identifying 'Deep Value' and M&A readiness in a recalibrated market; for **Founders**, it provides the 'evidence-first' mandate required to scale and survive the 'Fundraising Cliff'; and for **Health Systems** and **Corporates**, it offers a strategic roadmap to move beyond 'innovation theater' toward systemic, autonomous infrastructure.

> The future of Latin America is being built today. Let this report be your compass for a future where disease is optional and human potential is infinite.
>
> **Pedro López Sela**
> Managing Partner
> FrissOn Capital

From Promise to Proof
Ecosystem Insights

Leading voices from across the Latin American health innovation ecosystem share their perspectives on the Great Recalibration.

"A masterclass in resilience and scientific defiance, this report serves as the definitive compass for a Latin America that has stopped asking for permission and is now architecting the future of human well-being with its own science, grit, and heart. The document highlights the pivot from "patient-facing" interfaces (like simple telemedicine apps) to invisible bedrock infrastructure. Investment is now pouring into the "guts" of the system: automation of clinical documentation, revenue cycle management, and data interoperability."

Eugenio Marin Aguilar
Executive Director
FUMEC

FUMEC
Fundación México-Estados Unidos para la Ciencia
The United States-Mexico Foundation for Science

"This is a unified outlook of healthcare in Latin America that not only showcases the true power of our community but also gives hope in a time that requires it. LaFamilia is excited to support both Latino founders and investors, who are both needed to execute a better future for all of us."

Cheryl Campos
Co-Founder & CEO
LaFamilia Foundation

LAFAMILIA FOUNDATION

The New Architecture of Health in Latin America
Chapter 1: Executive Summary

FROM GROWTH TO MATURITY

This opening chapter provides a strategic synthesis of the structural transformation that has characterized the Latin American health ecosystem during the current cycle. The industry has decisively transitioned from an era of pandemic-induced exuberance toward a **disciplined, evidence-based architecture** rooted in operational sustainability and clinical validation.

1.1 Panoramic Vision: The Great Recalibration

The 2025-2026 biennium marks the end of the "hypergrowth" era and the beginning of the **Great Reset or Great Recalibration**. After a necessary period of Darwinian correction, the health innovation landscape in Latin America has emerged with a more robust, professionalized framework. The previous narrative of expansion at any cost has been replaced by an urgent imperative for **operational efficiency and verifiable clinical evidence**.

This ecosystem is now defined as a professionalized, multi-stakeholder network comprising a meticulously curated cohort of **+1,000 high-impact startups** and more than **350 specialized support organizations**. Health innovation is no longer viewed as an experimental vertical but has established itself as the **"bedrock infrastructure"** of the regional healthcare system, where the market no longer rewards mere technological promises, but demands systemic integration and immediate return on investment (ROI).

25.22%

Infrastructure Leadership

254 startups

41.2%

Deep Tech in Argentina

of all Deep Tech startups

45%

Core AI adoption

455 startups

1.2 Key Findings: 10 Pillars of the Ecosystem

The strategic pillars identified in this report are the result of a multi-layered synthesis conducted through our **Unified Validation Rubric**. These pillars represent the intersection of four critical dimensions:

Quantitative Density

statistical concentration within our curated startups

Technological DNA

classification into Deep Tech, Tech-Based, and Tech-Enabled

Geopolitical Specialization

the distinct identities of the regional hubs

Institutional Sentiment

derived from our expert network of VCs and healthcare executives

Critical findings include: the ecosystem has achieved a critical scale surpassing **1,000 professionalized startups**; Infrastructure Leadership accounts for **25.22% (254 startups)**; Argentina has solidified its role as the scientific engine, accounting for **41.2% of all Deep Tech startups**; and **45% (455 startups)** incorporate Core AI, migrating toward Agentic AI capable of executing autonomous clinical workflows.

1,000+

High-impact startups

350+

Support organizations

Financial Vital Signs & The Tale of Two Markets

1.2 KEY DATA | 1.3 MARKET CONCENTRATION

Indicator	2024	2025	%	Global Benchmark
VC Total LATAM Health	$1.47B	$1.81B	+10.2%	US: $14.2B (Rock Health)
Early-Stage Rounds (<$5M)	214	189	-11.70%	14% of VC LATAM total
Avg Ticket Series A	$4.1M	$4.8M	+17%	US: $15M+
Exits/MA Healthtech	8	12	+50%	Global: 127 (Galen Growth)
Top 3 VC Countries	Bra 42%, Mex 31%, Arg 14%	Bra 34.9%, Mex 29.5%, Col 13.4%	↓ Bra, ↑ Col	—

Sources: LAVCA Q4 2025, Cuántico Healthtech Report, FrissOn Capital

Key Insight: Healthtech in LATAM captured 14% of VC funding regionally, compared to 22% globally in digital health. Infra Ops leads with 42% of B2B rounds. Source: LAVCA Q4 2025, Cuántico Healthtech Report, FrissOn Capital.

1.3 A "Tale of Two Markets": Concentration and Resilience

The research identifies an **extreme bifurcation** within the regional market. On one hand, an elite group of "Winners" or "Goliaths" continues to capture the vast majority of Mega-Deals (rounds exceeding $100M). On the other, a significant "long tail" of startups faces a highly restricted liquidity environment, often resorting to unlabeled rounds to avoid valuation resets and extend their operational runway toward profitability.

This competitive dynamic has forced a necessary cleanup of the ecosystem: the startups that survive today are those that have demonstrated **superior clinical robustness** and an ability to integrate into the complex value chains of the broader health industry. Therefore, as we move through 2026, the Latin American health industry has transitioned from a mere technological promise into a **professionalized, resilient, and operational reality**.

From Promise to Proof

Ecosystem Insights

EXPERT VOICES

"The healthcare ecosystem in Latin America is entering a healthy phase: the **Era of Proof**. We've come from a cycle where a narrative alone was enough; today, the projects that will survive and scale will be those that demonstrate clinical evidence, genuine integration with providers, and measurable operational efficiency. The 'Great Recalibration' does not mean less innovation, but rather **better innovation**—Deep Tech and agentic AI applied to clinical workflows, with data governance, security, and compliance as standard."

Eugenio Cantuarias R. — AceleraLatam, Partner

"Health innovation in Latin America is no longer defined by potential, but by **execution**. Through stronger public-private partnerships, more effective regulatory pathways, and the accelerated adoption of transformative technologies, our collective task is to build systems that reward evidence, enable scale, and ensure that innovation translates into tangible improvements in access, quality, and patient outcomes."

Pedro Casas Alatriste Loperena — American Chamber of Commerce of Mexico (AmCham/Mexico), Executive Vice President & CEO

"The 'State of Latam Health Ecosystem 2025' reflects a more disciplined approach, in which real-world evidence, precision, resource optimization, sustainable models, and stakeholder integration are essential. **Value is no longer optional; it is the standard** for transforming access, quality, and efficiency in healthcare, with a genuine patient-centered focus."

Karla Báez Angeles — AMIIF, Director of Innovation Access & Strategic Projects

"Latam has a unique opportunity: the world is finally recognizing the convergence of world-class talent and low regulatory hurdles. This is slowly bringing the capital needed to catalyze our health startups, making them viable. This will impact the global health industry, enabling solutions not just for the tip of the pyramid but to really **improve the quality of life for normal people**."

Luis Stein — Andes VC, Managing Partner

"I see Latin America entering a defining moment where health innovation is driven by **validated impact**. The winners will be those who combine scientific rigor with real-world implementation. From Chile, we have a unique opportunity to act as a regulatory and validation hub, accelerating solutions that can scale globally while addressing urgent regional needs."

Alex Parnas Hausmann — Centro de Innovación UC Anacleto Angelini, Director of Entrepreneurship

"LATAM oscillates between the exotic and opportunity. Whereas we were once defined solely by the former, we are now moving toward the latter. **Biotechnology and AI are at the forefront of the global stage**, offering areas in which Latin America is well-positioned to compete."

Leandro Seguro — CITES, Principal

Macroeconomic Context & Regional Challenges
Chapter 2

NAVIGATING THE "GATHERING STORM"

To understand the current drivers of health innovation in the region, it is important to analyze the structural pressures characterizing the 2025-2026 period. The ecosystem is not operating in a vacuum. Rather, it is shaped by a confluence of global financial shifts and regional operational constraints.

2.1 The Global Backdrop: From Exuberance to Discipline

The global healthcare sector has entered a transformative phase widely identified as the **"Great Reset,"** marking the definitive conclusion of pandemic-era financial exuberance. Between 2024 and 2026, the industry has transitioned from rapid expansion toward an imperative mandate for **operational sustainability and clinical proof**. Although global funding showed a modest recovery in 2025—increasing by approximately **9% globally** and as much as **35% in the United States**—this growth may be viewed as deceptive alongside the "Fundraising Cliff." Venture capital raised for future investment has reached a **decade-low**, signaling that "dry powder" available today might not be easily replenished. Global figures were cross-referenced across: **Galen Growth** ($28.8B invested globally), **Rock Health** ($14.2B raised by U.S.-based entities), and **Bain & Co.**

2.2 Gathering Storm 2.0: The Operational Pressure Cooker

Latin American health systems face a confluence of systemic pressures described by McKinsey & Company as the **"Gathering Storm 2.0"**—a structural compression of margins driven by converging factors. Supply chain inflation has pressured hospital margins by a range of **2% to 13%**. The workforce crisis—a chronic shortage of physicians and nurses—has transitioned from an acute issue into a **permanent operational constraint**. Approximately **70% of healthcare executives** now indicate a preference for solutions that prioritize operational efficiency over traditional market expansion. Latin American payers and providers are seeking radical efficiencies as a matter of **institutional survival** rather than for growth alone.

2.3 The Latam Opportunity: "Leapfrogging" through Fragility

Structural barriers paradoxically drive innovation, enabling Latin America to use technology to **"leapfrog"** traditional physical infrastructure. Approximately **62% of Latin Americans** reported delaying medical care due to access barriers or costs. Trust in digital channels is soaring: **26% of Latin American consumers** now use social media and apps as their main source of health information, while **81% are interested in wellness apps**—notably higher than several developed markets. The ecosystem is shifting away from D2C models toward **digital insurance (InsurTech) and employee benefit platforms**.

2.4 The Transition to "Invisible" Healthcare

The most significant trend of the 2025-2026 period was the shift in investment focus from the "patient-facing" interface to **invisible infrastructure**. While the 2020 cycle focused heavily on teleconsultations, the current biennium emphasizes the "bedrock" of the system: automation of clinical documentation, revenue cycle management (RCM), and the critical push for data interoperability. Additionally, the lines between digital health and life sciences are becoming increasingly blurred—the **"TechBio Convergence"**—reflecting a significant shift toward engineering-based drug discovery and high-margin intellectual property.

2.5 Summary of the Narrative Contrast

2020-2021 Narrative	2025-2026 Reality
"Hypergrowth" at any cost	Sustainability and path to profitability
Focus on Telemedicine access	Focus on Operational Efficiency and workflow
Hype-driven AI applications	Agentic AI integrated into clinical workflow
Capital abundance for all	Capital concentration in "Winners"

The Architecture of Trust

Chapter 3: Methodology

A FORENSIC BENCHMARK OF HEALTH INNOVATION

To create the most comprehensive map of health innovation in Latin America, we developed a methodology that reconciles rigorous global technological standards with the region's unique operational and economic characteristics. This framework is more than a simple census of active entities. It is a **"Sanity Check"** for an industry in transition—moving beyond merely counting startups to validate the institutional readiness and clinical potential of a curated vanguard of over **1,000 high-impact leaders**.

3.1 Framework Architecture: Global Standards, Regional Context

Our analytical framework synthesizes the "technological purism" often found in the Global North with the "ecosystemic vision" necessary for achieving scale in emerging markets. It integrates methodologies from leading global intelligence firms, each contributing a specific dimension to our **Unified Validation Rubric**:

Rock Health

Technological Purism — binary inclusion criteria distinguishing proprietary technology from digital tools for traditional services

Galen Growth

TechBio & Ecosystemic Vision — integrating concepts of computational biology and blurred lines between lab research and software engineering

HolonIQ

Impact-Driven Taxonomy — categorizing the market into functional clusters

CB Insights

Momentum & Management Signals — founding team experience as predictors of institutional success

3.2 The Data Engine: Triangulating Sources of Truth

The integrity of this benchmark is founded upon the rigorous triangulation of data across three distinct layers:

1. **Investment Platforms:** Crunchbase, Pitchbook, and TTR (Transaction Track Record) to monitor capital flows, financing rounds, and cap table movements.
2. **Regulatory Records:** Public records from ANVISA (Brazil), COFEPRIS (Mexico), and the FDA (USA), alongside peer-reviewed scientific publications to validate clinical evidence.
3. **FrissOn Capital Internal Intelligence:** Continuous deal-flow monitoring and direct market interaction since 2022, providing a "ground-truth" perspective on the region's operational reality.

3.3 Human Intelligence: Our Expert Network

Quantitative data must be contrasted with the insights of those who actively architect the ecosystem. Our analysts engaged with:

- **Founders & Sciencepreneurs:** To verify technical feasibility and the specific resilience required to scale in fragmented regional markets.
- **Venture Capital & Accelerators:** To gauge current investment sentiment and the overall quality of the regional pipeline.
- **Institutional Leaders:** Hospital executives and corporate health leaders to ensure mapped startups are perceived as solving systemic healthcare challenges.

3.4 The Curation Funnel:
From Thousands to the Elite 1,000+

3.4 CURATION PROCESS | 3.5 DATA TIERING

Out of the thousands of entities currently active in the region, we applied a series of strict **"Kill Criteria"** to isolate a professionalized cohort of leaders. This selection process focused on three fundamental filters:

1 2 3

1. Technological Core

Excluded traditional services, gym chains, and marketing agencies that appeared to lack a proprietary, scalable technological or scientific core

2. Operational Recency

Required a functional digital footprint and documented operational milestones within the last 24 months to avoid "zombie entities"

3. Geographic Focus

Entities only included if headquartered in or primarily serving the Latin American population, ensuring regional relevance

Curation Thresholds — Quantified Kill Criteria

Filter	Minimum Criteria	Excluded	Startups	Rejection Rate
Tech Core	Prop tech OR >$500K funding	2,847	—	72.5%
Operational Recency	Milestone <24 months	678	—	17.5%
Geographic Focus	HQ LATAM + 60% revenue LATAM	213	—	.55%
Data Tier	Tier 1-2 (Gold/Silver)	156	—	4.5%
TOTAL	**1,000 curated startups**	**3,894**	**1,000**	**91%**

Data Tiers Distribution: Gold 23% (n=234) — Verified | Silver 41% (n=412) — Validated | Bronze 36% (n=354) — Observation

3.5 Sophistication, Evidence, and Data Tiering

Every startup in this curated selection was categorized by its level of technological "hardness"—**Deep Tech, Tech-Based, or Tech-Enabled**. For high-stakes sectors, we integrated a **Clinical Robustness Score (CRS)** and an Evidence Signal to monitor registered trials and regulatory filings. Our Signal Strength tiering system provides full transparency on data quality, ranging from Tier 1 (Gold - Verified) for companies with complete financial data to Tier 3 (Bronze - Observation) for emerging entities included primarily for volume analysis.

Mapping a Thousand-Player Ecosystem

Chapter 4: The Startup Landscape

A FORENSIC BENCHMARK OF HEALTH INNOVATION

The Latin American health landscape has moved significantly beyond its initial phase of early experimentation and fragmented growth. This current cycle is defined by a new benchmark of maturity, represented by a critical mass of **over 1,000 curated and professionalized entities** that have survived a rigorous "Darwinian cleanup" within the regional market.

4.1 The Scale of Innovation: A New Benchmark

The transition from the initial findings documented in our 2024 baseline toward the current state of the ecosystem suggests a radical shift in the industry's fundamental DNA. While the 2020 cycle was largely defined by a rapid "telemedicine boom," the **+1,000 high-impact startups** identified in this report represent a more sophisticated cohort focused on deep infrastructure, scientific intellectual property, and autonomous clinical innovation. By reaching this critical mass of high-impact players, the region demonstrates a level of institutional readiness and global maturity that was previously unseen.

4.2 The Five Strategic Pillars: Ranking and Weight

254

Infrastructure & Operations

25.22% — The largest pillar, driven by Administrative Software and EHRs

250

Consumer Health & Wellness

24.83% — Post-pandemic focus on preventative care and mental health

200

Care Delivery & Management

19.86% — Front line of patient interaction via Telemedicine

181

Bio-Innovation & Diagnosis

17.97% — Scientific core creating high-value IP in Biotech & Genomics

122

MedTech & Pharma Supply

12.12% — Physical and logistics layer for supply chain resilience

Key Insight: "Infrastructure & Operations" is now the #1 category, proving that Latam is focusing on fixing the 'pipes' of healthcare. The neck-and-neck race between Wellness (119) and Admin Software (116) perfectly illustrates the duality of the market: Consumer Experience vs. Institutional Efficiency.

4.3 The Strategic Pivot: Business Model Evolution

One of the most defining trends of the 2025-2026 biennium is the perceived path toward **B2B sustainability**. As regional out-of-pocket spending remains under pressure from inflationary forces, startups are increasingly gravitating toward institutional models where corporations and insurers assume the financial responsibility. In sectors such as Bio-Innovation and Infrastructure, the B2B model has established itself as the standard, offering more stable cash flows and deeper institutional integration. Simultaneously, many startups in Care Delivery and Mental Health are aggressively adopting **B2B2C models**, utilizing employee benefit platforms to reach mass audiences more efficiently.

From Promise to Proof

Ecosystem Insights

EXPERT VOICES

"Latin America's health innovation ecosystem has transitioned from hype to **execution**. Accelerated digital adoption, shifting demographics, and persistent access gaps are converging to create a massive opportunity for scalable solutions capable of transforming healthcare across the region."

colaborativo

Alfredo Montoya — Colaborativo, Partner

"This report captures a defining shift: **Latin America's health ecosystem has moved from promise to proof**. From CFM, we see the USMCA review as a once-in-a-generation opportunity to convert North America's shared pharmaceutical vulnerability into collective resilience—positioning Mexico as a strategic manufacturing hub."

consejo cfm farmacéutico mexicano

Alejandro Sanders Villa — Consejo Farmacéutico Mexicano (CFM), Executive Director and Director of Evidence & Social Impact

"Any global VC player must understand: Latin America is not a homogeneous market — **it's a region full of untapped opportunities**. Most companies still run-on WhatsApp, Excel, and Gmail, revealing massive inefficiencies and value-creation potential. As the fastest-aging region on the planet, it unlocks a blue ocean in healthcare and the Silver Economy. Within a decade, the most valuable companies here will be the startups being built today — backed by investors who recognized early the importance of a **660M+ people market**."

cuantico VP

Jose Kont — Cuantico VP, Director

"The opportunity to disrupt health in Latin America has never been better. Driven by the rise of Agentic AI, regional innovators are moving beyond local success to become global leaders. By leveraging these new technologies and its R&D capacity, **Latin American startups can scale globally faster than ever**, exporting high-impact, world-class solutions that transform human well-being."

DALUS CAPITAL

Christian Aguirre — Dalus Capital, Partner

"The health tech environment in Latam has changed a lot in the past years, from individual efforts to becoming part of the LS&HC ecosystem. To continue growing, a more mature financial support is needed (specialized and knowledgeable), the evolution of the regulation to address the privacy, transparency and health equity concerns and a more integrated and collaborative approach between the incumbents and the innovators."

Deloitte.

Alexandro Arias — Deloitte, Lead R&D Partner for LS&HC Innovation

"From our perspective at Draper Startup House, the most promising shift in Latin America's health ecosystem is **the rise of early-stage founders building with greater discipline from day one**. We are seeing stronger teams focused not only on bold vision, but on clinical validation, real market need, and scalable execution. That combination is what will define the next generation of impactful health startups in the region."

DRAPER STARTUP HOUSE

Ignacio Campo — Draper House Americas, Director

Technology at the Core

Chapter 5: AI Infusion and the Deep Tech Resurgence

Technology is not merely perceived as a supportive tool; it is seen as the **fundamental architecture of modern healthcare delivery**. This chapter decodes the "Technology DNA" of our curated cohort. Data indicates that approximately **66% of startups now operate within high-tech categories** such as Deep Tech and Tech-Based industries.

This significant concentration suggests a regional shift away from simple digital interfaces and toward autonomous systems, marking a **"Sputnik moment"** in the convergence of TechBio. In this new era, the design of biology and software converges to create high-margin intellectual property, establishing a foundation where **clinical robustness and data integrity** are considered non-negotiable requirements for institutional success.

~66%

of startups operate in high-tech categories (Deep Tech & Tech-Based)

455 Entities

have integrated Core AI as their primary value driver (45% of cohort)

165 Startups

focused on Hard Science Deep Tech (16.4% of the ecosystem)

TechBio

convergence of software engineering and laboratory science is the defining trend of 2025–2026

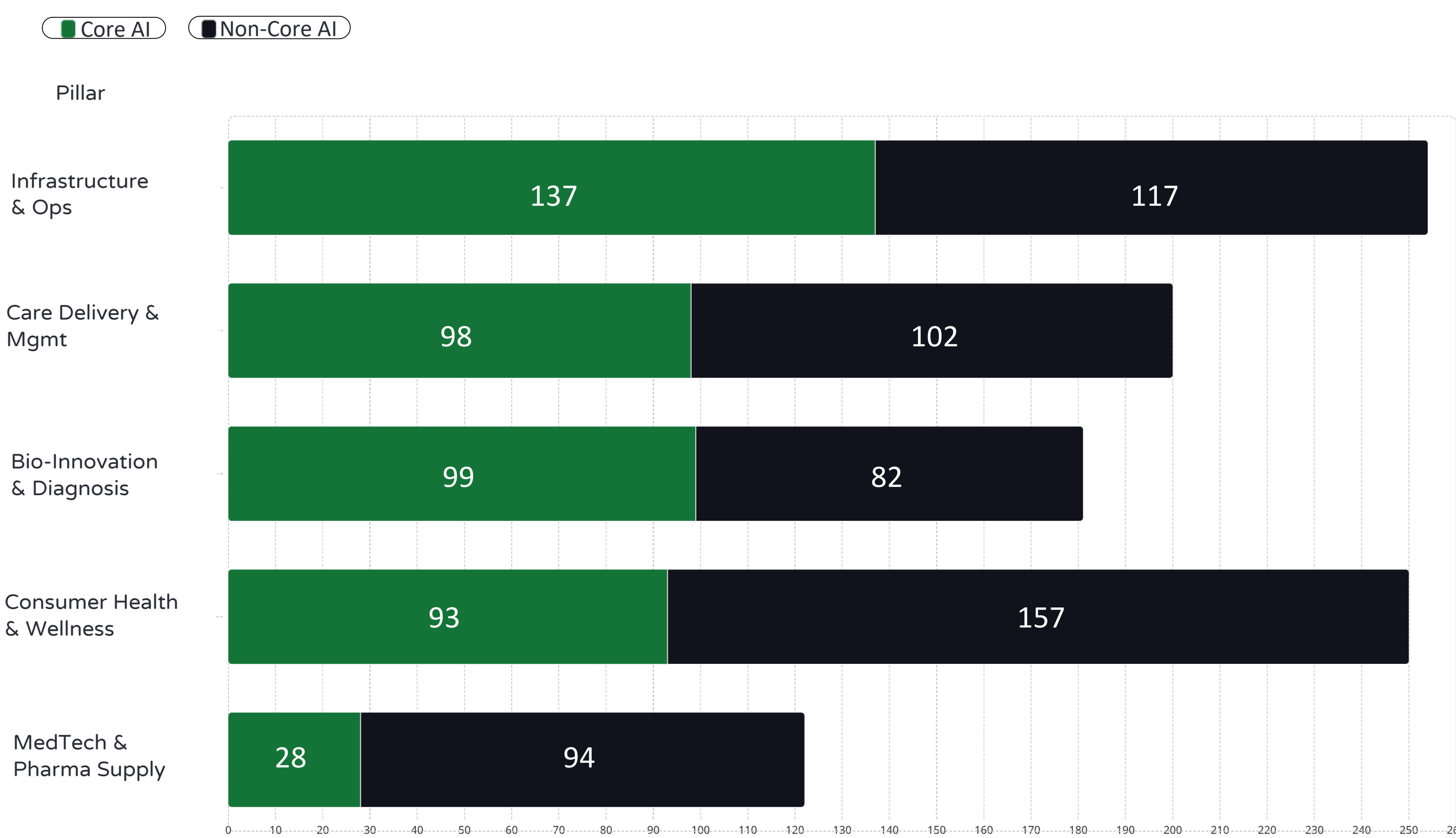
5.1 The AI Shift: From Co-pilots to Autonomous Workflows

The mapping of the +1,000 curated startups reveals that **455 entities (45%) have integrated Core AI as their primary value driver and fundamental architecture.** However, the perceived qualitative shift is perhaps more significant than the volume itself: the region appears to be moving beyond simple predictive algorithms toward the adoption of **Agentic AI**. These systems are engineered as goal-driven "digital teammates" capable of perceiving context, planning, and executing complex clinical and administrative tasks with minimal human intervention.

> This transition suggests a move from **"chatting with data"** to **"acting on data"**—from automated triage to autonomous revenue cycle management.

As AI assumes more initiative, **"Transparency as a Feature"** has emerged as a critical requirement; healthcare providers are increasingly prioritizing **"White Box" AI models** where clinical logic is auditable and seamlessly integrated into the EHR workflow.

Chart 5 — AI Infusion by Pillar (Core AI vs. Non-Core AI)



Sources: FrissOn Capital curation

5.2 The Deep Tech "Sputnik Moment"

The Tipping Point

Deep Tech—defined by high-complexity science and long development cycles—appears to have reached a tipping point within the Latin American landscape. With **165 startups (16.4%) focused on Hard Science**, the region is perceived to be transitioning from a mere consumer of global technology to a **producer of original Intellectual Property (IP)**.

This "Sputnik moment" is particularly visible in the **Bio-Innovation vertical**, which stands as the "purest" tech sector, with **76.7% of its startups classified as Deep Tech**.

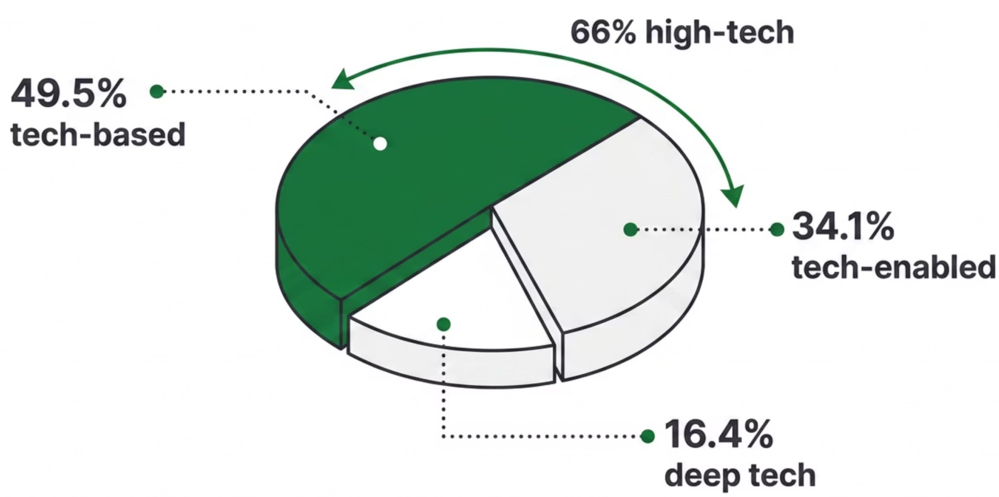
The Southern Cone Engine

Geopolitically, the data indicates a unique concentration of this activity in the Southern Cone. **Argentina acts as the primary regional engine** for this category, concentrating **41.2% of all Deep Tech startups in Latin America**, particularly in the fields of Biotechnology and Genomics.

This **"Deep Tech Alpha"** suggests that the presence of mature company builders and a long-standing scientific-entrepreneurial culture has created a **"flywheel effect"** for original regional IP.

5.3 Decoding the "Technology DNA"

To understand the potential scalability and valuation of the ecosystem, it is necessary to categorize the cohort by its level of technological "hardness." The resulting **"Sophistication Indicator"** shows a region that is surprisingly advanced: **66% of the market now operates within High-Tech categories.** This distribution marks the perceived conclusion of the "low-tech service" era, as two-thirds of the ecosystem now relies on proprietary software or hard science for its value proposition.



Sources: FrissOn Capital curation

The dominance of **Tech-Based solutions (49.5%)** indicates a focus on scalable software products, such as SaaS for hospital management and AI-driven diagnostics. Meanwhile, **Tech-Enabled platforms (34.1%)** continue to play a vital role in utilizing technology to democratize access to traditional human-intensive services, such as telemedicine marketplaces.

Key Insight: Two-thirds of the Latam ecosystem now relies on proprietary software or hard science, marking the end of the "low-tech service" era.

5.4 Archetypes of Innovation: Humanizing the Technology DNA

To provide a more nuanced understanding of how technology reshapes health outcomes, we have identified **three fundamental archetypes** within our cohort. These "Profiles of Innovation" move beyond abstract labels to illustrate the specific narratives, problematics, and strategic challenges faced by founders in the current **"Era of Proof."**

The Deep Tech Archetype

"Science as Intellectual Property" — Innovation occurs primarily in the laboratory. Biology and engineering meet to create original IP. Accounts for **16.4%** of the market.

The Tech-Based Archetype

"The Data Efficiency Engine" — Proprietary software products functioning as the central nervous system of healthcare providers. The **dominant category at 49.5%** of the cohort.

The Tech-Enabled Archetype

"The Democratization of Access" — Utilizing existing digital infrastructure to bridge the gap between traditional medical services and the underserved patient. Represents **34.1%** of the ecosystem.

Shaping Global Health Together

Strategic Synergy

Deep Tech

Tech-Based

Tech-Enabled

Science as Intellectual Property

Archetype 1: Evidence in the Field

The Deep Tech Archetype

In this category, innovation occurs primarily in the laboratory rather than on a screen. It represents the regional "Sputnik moment," where biology and engineering meet to create original IP.

- **The Narrative:** A scientific team identifies a novel molecular target or a breakthrough in genomic sequencing. Their primary goal is not immediate user acquisition, but the creation of defensible patents.
- **The Problematic:** Addressing complex, chronic diseases that traditional medicine has struggled to resolve or that currently rely on expensive pharmaceutical imports from the Global North.
- **The Strategic Challenge:** Managing extensive R&D cycles (5–10 years) and high capital intensity before reaching commercial viability. Value is stored in the exclusivity and robustness of the science.
- **Ecosystem Impact:** Accounting for 16.4% of the market, this archetype is the cornerstone of the Bio-Innovation vertical.

Dharma Bioscience

Traditional surgery for tissue repair is inherently invasive and carries significant recovery risks. This biotech firm addresses the problematic of surgical trauma by developing **biomedical solutions that facilitate tissue regeneration without the need for surgery.** Their primary challenge lies in the clinical validation required to prove that regenerative outcomes can match or exceed traditional surgical standards.

Kinzbio

The emergence of resistant pathogens poses a critical threat to global health and food safety. Kinzbio utilizes **AI and genomics to develop phage-based solutions** for health and food challenges. Their strategic challenge involves scaling these biological tools within highly regulated environments where safety standards are non-negotiable.

Data Efficiency & Democratization of Access

Archetypes 2 & 3

TECH-BASED — 49.5%

"The Data Efficiency Engine"

A clinical institution is burdened by fragmented data and manual processes. This software digitizes every interaction—from scheduling to clinical outcomes—enabling AI to generate real-time operational insights.

- **Problematic:** Chronic operational waste and "data blindness" that inflate healthcare costs and compromise patient safety.
- **Strategic Challenge:** Interoperability with legacy systems (HL7/FHIR).

AVaTAR MedTech: Developed devices to standardize valve reconstruction using the patient's own autologous tissue. Challenge: convincing diverse surgical teams to adopt a standardized hardware-led protocol.

Brainmart: Provides a secure platform to track clinical trials and patient data with full documentation. Strategic hurdle: ensuring absolute data integrity where any breach can halt years of research.

TECH-ENABLED — 34.1%

"The Democratization of Access"

A patient in a remote area or from a lower-income segment lacks access to specialists. This platform utilizes mobile technology to bring the doctor directly to the patient's pocket, bypassing physical infrastructure barriers.

- **Problematic:** Geographical and economic fragmentation preventing equitable healthcare delivery.
- **Strategic Challenge:** Scalability and Unit Economics — managing high volumes while maintaining low CAC.

EasyMD: Provides centralized digital health solutions as a single entry point for patient care. Challenge: maintaining high patient engagement in a "red ocean" market.

Healf: Provides a financial solution for patients with major medical insurance to manage high costs. Challenge: integrating financial services with clinical providers so patients can access care without financial ruin.

5.5 The TechBio Convergence: Blurring the Lines

Perhaps the most significant trend characterizing the **2025–2026 period** is the convergence of software engineering and laboratory science, commonly referred to as **TechBio**. We are observing a new generation of startups where digital diagnostics meet wet labs and AI is utilized for the design of biopharmaceuticals. This layer is where some of the **highest valuation multiples** are being recorded, as companies shift away from traditional healthcare services toward high-margin intellectual property.

> This shift is perceived as a move toward **engineering-based drug discovery and diagnostic tools.** It reflects sophisticated coordination where molecular design and high-performance computing converge.

For investors, the convergence of TechBio represents a significant tailwind, especially as **global pharmaceutical giants seek to diversify their portfolios** by investing in Latin American biotech companies in anticipation of upcoming **"patent cliffs."**

5.6 Cybersecurity: The Non-Negotiable Foundation

As **45% of the ecosystem adopts Core AI**, data security and cybersecurity have become primary operational risks. In the current market, the concept of **"Clinical Robustness"** is understood to include not only medical efficacy but also **Data Integrity**. Startups that fail to demonstrate high levels of encryption and standardized interoperability (HL7/FHIR) face the risk of being excluded from the procurement cycles of large hospital groups and insurers.

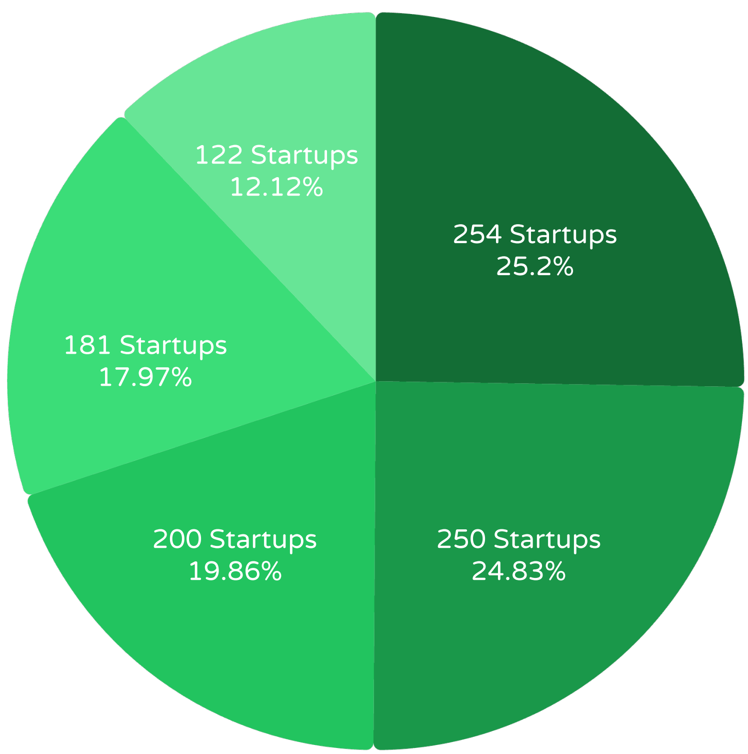
⚠ Cybersecurity is no longer perceived as a secondary IT issue, but as a **non-negotiable clinical safety and leadership priority.**

Deep Dive by Strategic Pillars

Chapter 6: Analyzing the 5 Foundations of the Ecosystem

To move beyond general market labels, this chapter provides a **granular forensic analysis of the five strategic pillars** that are perceived to form the bedrock of regional health innovation. Each segment is evaluated based on its dominant business models, technological profiles, and the primary market theses that drive its growth.

From the administrative efficiencies found in the Infrastructure & Operations pillar to the scientific "Hard Science" core that defines Bio-Innovation, these categories represent the **functional building blocks of the recalibrated Latin American healthcare landscape.**



Sources: FrissOn Capital curation

6.1 & 6.2: Infrastructure & Care Delivery Pillars

PILLAR 1

Infrastructure & Operations — 25.2% | 254 Startups

This vertical is widely considered the **"backbone" of the modern healthcare system**, focusing primarily on the digitization of the administrative and clinical core. Currently representing the **largest individual pillar** in our cohort, its dominance is driven by a massive push for Administrative Software (116 startups) and Electronic Health Records (42 startups).

The technological profile is characterized by a **high density of Core AI (137 entities)**, where Agentic AI is most prevalent in automating revenue cycle management and patient scheduling.

The prevailing market thesis is centered on **efficiency as a vital survival strategy.** This is the most institutionalized pillar, with **112 startups operating under a B2B model**, offering the highest stability for long-term contracts.

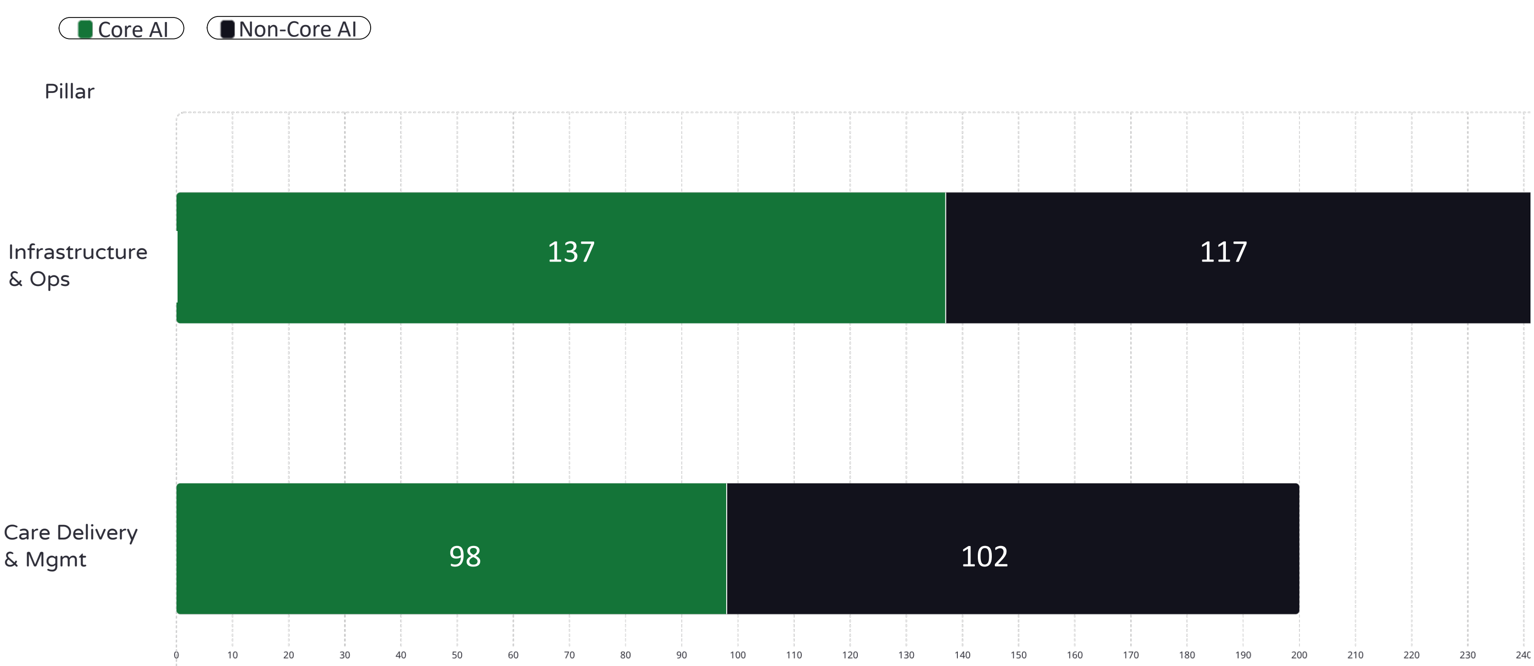
PILLAR 2

Care Delivery & Management — 19.8% | 200 Startups

Positioned at the **"front-line" of patient interaction**, this pillar appears to be undergoing a transition from providing simple digital access to facilitating complex management of health conditions. The sector is led by **Telemedicine (83 startups)** and Healthcare Assistance (69 startups), maintaining a balanced technological profile between Core AI (98) and Non-Core AI (102) applications.

The current market thesis suggests a shift from episodic **"video calls" toward continuous "chronic management."** The market is moving toward specialized platforms for high-stakes conditions such as **Oncology (13)** and **Diabetes (11)**, offering ongoing monitoring rather than isolated consultations.

Pillar Breakdown: Startup Count & AI Profile



Sources: FrissOn Capital curation

6.3 & 6.4: Bio-Innovation & Consumer Health Pillars

PILLAR 3

Bio-Innovation & Diagnosis — 17.9% | 181 Startups

Bio-Innovation is perceived as the **scientific core and the primary frontier for Deep Tech** in Latin America. Driven by Biotechnology (94 startups) and Genetics (24), this pillar serves as the regional stronghold for "Hard Science," concentrating the majority of the **165 Deep Tech startups** found in the broader ecosystem. It also demonstrates the **highest "AI Sophistication" ratio** within our cohort.

The market thesis here is defined by the **"TechBio moment."** These companies are understood to be moving beyond traditional service provision toward the creation of **high-value Intellectual Property (IP) intended for global licensing.**

PILLAR 4

Consumer Health & Wellness — 24.8% | 250 Startups

As the most active entry point for consumers, this pillar acts as the **"preventative gateway" of the ecosystem.** Dominated by Wellness (119 startups) and Mental Health (61), its technological profile remains predominantly **Tech-Enabled (53%)**, relying heavily on user experience and behavioral science to drive engagement.

The primary market thesis is **democratization through the B2B2C model.** While many of these entities began as direct-to-consumer (D2C) applications, they appear to have pivoted toward corporate benefits to find a more sustainable path to scale. Despite its high volume, preventative health remains a highly competitive **"Red Ocean"** in the region.

Pillar Breakdown: Startup Count & AI Profile

Sources: FrissOn Capital curation

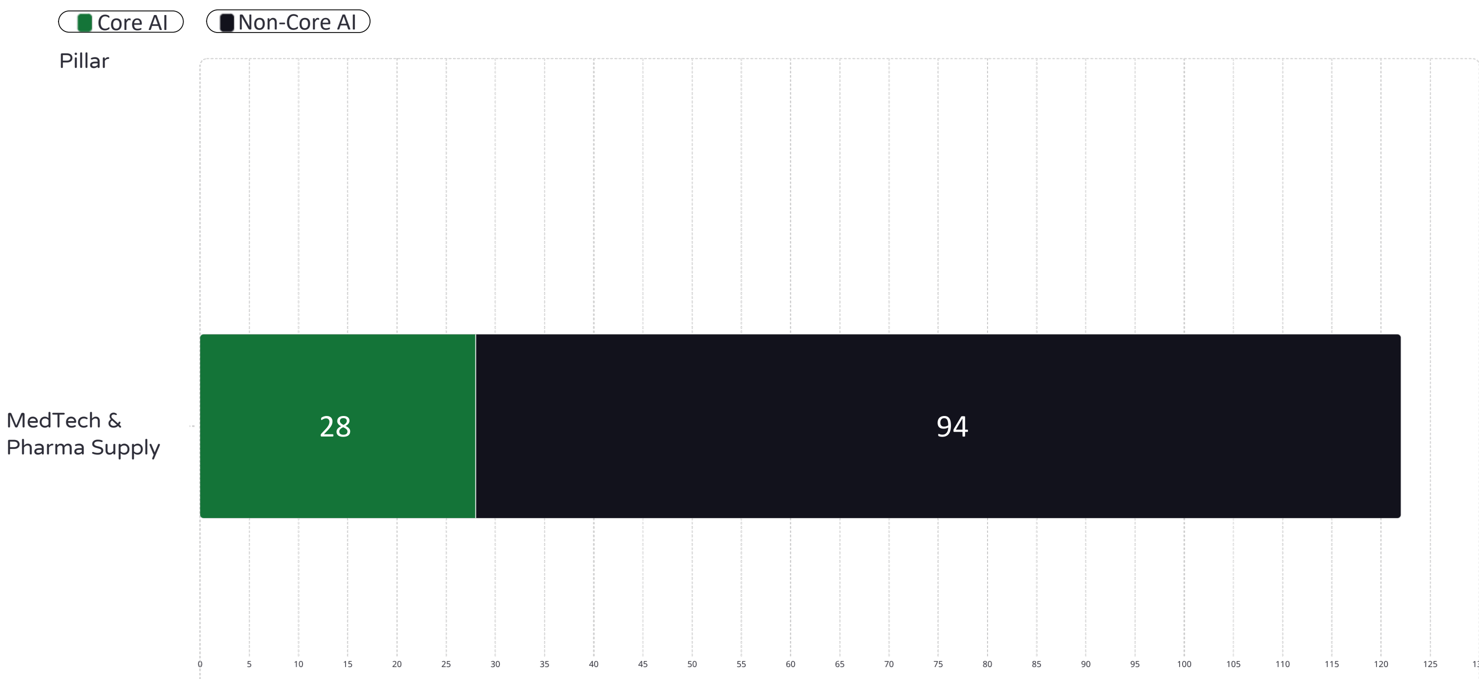
6.5 MedTech & Pharma Supply + Pillar Vital Signs Summary

PILLAR 5

MedTech & Pharma Supply — 12.1% | 122 Startups

This **"physical layer"** manages the hardware and logistics of the healthcare system, focusing on Medical Devices (87) and Pharmaceutical Retail (18). Interestingly, this pillar shows the **lowest Core AI adoption (23%)**, which many analysts perceive as a significant opportunity for the future integration of **"Smart Hardware" and Internet of Things (IoT)** technologies. The market thesis is centered on **supply chain resilience**, solving the "last mile" of medicine delivery and providing high-quality medical equipment to underserved clinics.

Pillar Breakdown: Startup Count & AI Profile



Sources: FrissOn Capital curation

Summary Table: Pillar Vital Signs

Pillar	Dominant Model	Primary Tech Level	Innovation Focus
Infra & Ops	B2B	Tech-Based	Administrative Efficiency
Care Delivery	B2C/B2B2C	Tech-Enabled	Specialized Management
Bio-Innovation	B2B	Deep Tech	Original IP / TechBio
Wellness	B2C/B2B2C	Tech-Enabled	Mental Health & Prevention
MedTech/Supply	B2B/B2C	Tech-Based	Hardware & Logistics

Strategic Implications of the Recalibrated Landscape

The convergence of these five pillars suggests a fundamental shift in what many describe as the regional **"Darwinian cleanup."** The ecosystem appears to have moved from an early "trial-and-error" phase toward a **professionalized operational reality.**

Beyond User Acquisition

A primary implication of this shift is that success in 2026 is no longer defined solely by user acquisition, but by a startup's perceived ability to integrate into the **"Invisible Bedrock" of healthcare**—solving for margin compression and workforce shortages through high-tech infrastructure.

From Consumer to Producer

The hardening of the region's technological DNA—with **66% of the cohort operating in Deep Tech or Tech-Based categories**—supports the conclusion that Latin America is transitioning from a consumer of global solutions to a **producer of original, high-margin intellectual property.**

The Quality Filter

For stakeholders, the current **"Fundraising Cliff" acts as a definitive quality filter**, leaving behind a resilient vanguard of leaders that are institutionally ready to export innovation to the global stage.

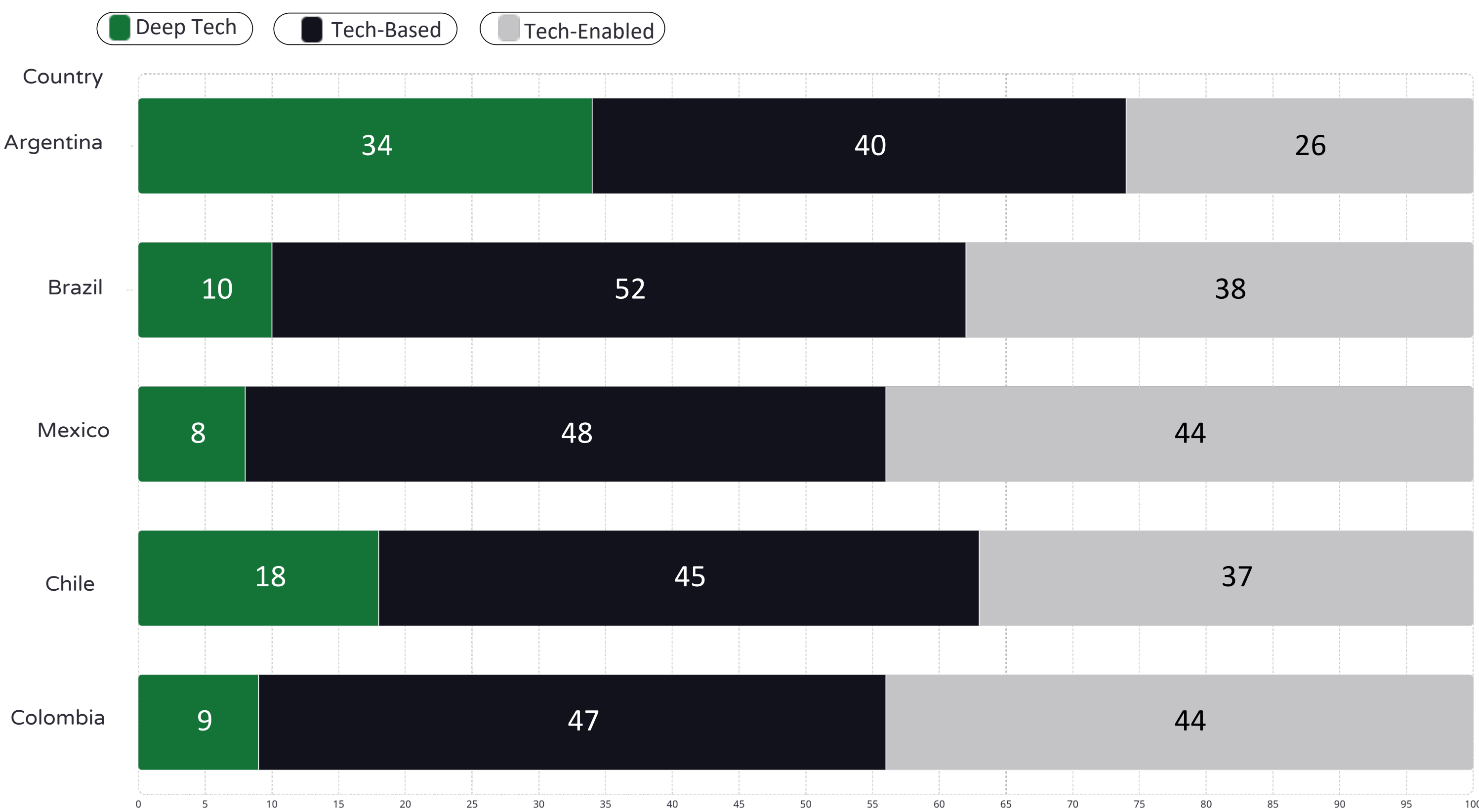
The Geopolitics of Innovation

Chapter 7: Regional Hubs and Technological DNA

Innovation within the Latin American health sector is perceived not as a monolith, but as a **coordinated network of specialized hubs**, each possessing its own distinct technological identity. This chapter analyzes the emerging division of labor between regional markets, highlighting how specific national strengths—ranging from Argentina's scientific depth to Brazil's industrial scale—interact to form a cohesive ecosystem.

Regional innovation appears to be concentrating into **five primary hubs** that collectively represent over 90% of the ecosystem's total activity. A clear division of labor is observed where certain countries act as the **"Lab" for original science**, while others function as the **"Platform" for continental scale.**

Chart 7 — Regional Tech DNA by Country (%)



Sources: FrissOn Capital curation

7.2–7.5: Country Profiles — The Specialized Hubs

🇦🇷 Argentina: The Scientific Engine of the South

Argentina accounts for **41.2% (68 out of 165) of all Deep Tech startups** in the curated Latin American cohort. This "Deep Tech Alpha" is particularly visible in Biotechnology and Genomics, driven by a "flywheel effect" along the **Buenos Aires–Rosario corridor.** For global partners, Argentina represents a primary source of original IP intended for international licensing.

🇧🇷 Brazil: The Scaling Giant

Brazil is perceived as the most mature market for Tech-Based solutions. With **218 Tech-Based startups**, Brazil owns nearly 44% of the regional software-product market. The prevailing B2B standard is driven by the country's massive private healthcare system, incentivizing high-end SaaS for hospital management and AI-driven diagnostics.

🇲🇽🇨🇴 Mexico & Colombia: The Access Gateways

Mexico and Colombia exhibit remarkably similar profiles, with a strategic focus on Tech-Enabled solutions. In Mexico, **41.3% of startups are Tech-Enabled**; in Colombia, **42.3%.** These hubs lead the region in "Leapfrogging" traditional infrastructure through Pharmacy Delivery, Telemedicine Marketplaces, and Primary Care Platforms.

🇨🇱 Chile: The Regional Efficiency Hub

Chile punches well above its weight in Deep Tech and MedTech. Its **advanced regulatory framework and openness to international collaboration** make it an ideal "Regulatory Sandbox" for high-tech health solutions, allowing startups to validate products under stable conditions before scaling into larger markets.

Total Counts by Country

Regional Vital Signs

Country	Startups	Deep Tech	VC 2025	Care Gap (BID)	Early-Stage Deal Flow (rounds)	Primary Identity
🇧🇷 Brazil	352	12.50%	$632M	58%	78	The Scaling Platform
🇲🇽 México	191	18.20%	$534M	49%	62	The Access Gateway
🇦🇷 Argentina	201	41.20%	$229M	67%	29	The Scientific Lab
🇨🇴 Colombia	85	22.40%	$243M	61%	28	The Delivery Hub
🇨🇱 Chile	106	27.80%	$89M	53%	12	The Efficiency Sandbox
🇵🇪 Perú	28	14.30%	$47M	72%	9	—
🌎 CenAm	44	9.10%	$38M	78%	7	—
TOTAL	**1,007**	**16.40%**	**$1,812M**	—	**225**	—

Sources: LAVCA 2025 VC by country, BID Lab Care Gap, FrissOn Capital curation

From Promise to Proof
Ecosystem Insights

Leading voices from across the Latin American health innovation ecosystem share their perspectives on the Great Recalibration.

"We are seeing a bifurcation in the ecosystem: a small group of companies that have built real technological and clinical depth, and a larger group struggling to weather the burden of proof. In health, scale is no longer driven by growth alone, but by the ability to create and measure value sufficient enough to outweigh the significant operational and cultural barriers of a complex, heavily regulated and resource-constrained health system."

Vincent Speranza — Endeavor México, Managing Director

"The 1,000+ startups curated here don't emerge from a vacuum, they are the output of a maturing institutional stack. From our vantage point as an institutional investor, the real signal in this Great Recalibration is structural: specialized GP networks, disciplined underwriting, and a long-tail liquidity crunch that rewards patient, thesis-driven capital. Latin America's health ecosystem is not just scaling — it is professionalizing."

Rodrigo Sanchez Lerma — Fondo de Fondos, Vice-president of Venture Capital and Impact Investing

"Health innovation in Latin America isn't just about technology - it's about building systems that reach the 600 million people who've historically been underserved. At Impacta VC, we've seen firsthand how founders combining deep clinical insight with scalable business models are transforming access to healthcare across the region. The next decade belongs to those who solve real problems, not just digitize existing ones."

David Alvo — Impacta VC, Founder & Managing Partner

"In Latin America, healthcare remains one of the greatest opportunities for impact investment. The region faces major gaps in access, quality, and affordability, but we are seeing a growing ecosystem of innovators in digital health, primary care, and health financing. The challenge now is not only capital — it is building strong pipelines, blended finance structures, and cross-sector partnerships to scale solutions that truly improve lives."

Shantidevi Galvan — Latimpacto, Country Manager Mexico

"Health tech is the fundamental architecture of operational efficiency. Strategic alliances with health systems are the critical engine to solve the equation of scarce resources. Our North Star remains expanding access with a relentless focus on patients."

Hector E. Orellana Brun — VP North LATAM, Medtronic

"We recognize a rare equation in LATAM: deep tech scientific rigor plus accelerating digitization, fueled by populations who treat quality of life as non-negotiable. That demand creates pull — and pull beats infrastructure every time."

Oscar Ramos Moreno — Managing General Partner, Orbit Ventures

The Support Ecosystem

Chapter 8: Capital, Mentorship, and the Machinery of Growth

Behind the individual success of the region's startups lies an intricate and increasingly sophisticated machinery comprising over 350 support organizations that provide the liquidity and methodology required for sustainable growth. This chapter explores the critical geopolitical relationship between global capital—primarily fueled by the United States—and the foundational local structures in hubs like Mexico, Chile, and Argentina.

This ecosystem is perceived as a **dual engine where financing and methodology must operate in tandem** to ensure that high-potential innovation can survive the rigorous transition from the laboratory to the institutional market.

60.4% — Financing

215 organizations providing the necessary liquidity to scale. Early-Stage VCs represent **68.8%** of financing organizations.

39.6% — Support

141 organizations providing the methodology required to survive — accelerators, incubators, and venture studios.

1:2 Ratio

Approximately **one dedicated support organization for every five startups** in the region — a healthy indicator of ecosystemic density.

49.3% U.S.-Based

106 of the identified financing organizations are headquartered in the U.S., reflecting the maturity of the North-South investment corridor.

While the capital is predominantly global, the **"boots on the ground" infrastructure remains fundamentally local.** Local champions in Brazil (44 orgs) and Chile (12 orgs) typically provide the initial checks and early-stage support that allow startups to reach a level of institutional readiness attractive to global VCs.

8.3–8.4: Early-Stage Growth & The Missing Links

The Pillars of Early-Stage Growth

The current hierarchy of support indicates an ecosystem still very much in a **"building phase,"** characterized by a massive concentration of activity in early-stage financing and acceleration.

- **Early-Stage VCs (148):** Sovereigns of the current landscape, representing 68.8% of financing organizations
- **Incubators/Accelerators (82):** Providing methodology and product-market fit
- **Angel Syndicates (26):** Early conviction capital
- **Venture Studios (19):** IP creation and company building
- **Late-Stage VCs (11):** Relative scarcity pointing to the "Fundraising Cliff"
- **Tech Transfer Offices (4):** Critical shortage representing a key bottleneck

The Missing Links: CVC and Tech Transfer

Our analysis identifies two significant **"blind spots"** considered the next frontiers for the maturation of health innovation in the region.

Corporate Venture Capital (CVC) shows a notable lag in participation from regional pharmaceutical and hospital giants compared to benchmarks in the U.S. or Europe. This limited presence suggests that many regional incumbents are still in the early stages of integrating external innovation into their core growth strategies — representing a **massive opportunity for traditional players to de-risk their R&D** by partnering with curated startups.

The critical shortage of specialized **Technology Transfer Offices (TTOs)** means that a significant portion of high-potential Deep Tech innovation remains "trapped" within university corridors. Addressing this bottleneck is considered essential for the region to fully capitalize on its world-class science and transition toward a truly sovereign **"Knowledge Economy."**

Summary Table: Support DNA

Type	Lead Country	Key Player Type	Function
Financing	USA / Brazil	Early Stage VC	Liquidity & Scaling
Support	Mexico / Chile	Accelerators	Methodology & Product-Market Fit
Deep Support	Argentina	Venture Studios	IP Creation & Company Building

Sources: FrissOn Capital, 2025

Future Outlook & 2026 Perspectives

CHAPTER 9: Beyond Interface: Era of Clinical & Operational ROI

9.1 The Death of the "Pilot": A Shift Toward Scalable Value

The period frequently described as the **"PowerPoint Era"**—a cycle characterized by the proliferation of endless pilot programs and startup valuations often driven more by market hype than by tangible operational performance—appears to be approaching a definitive conclusion within the regional context. As we move through 2026, the Latin American healthcare market is perceived to be undergoing a fundamental shift, now demanding a higher degree of clinical robustness and a clear, immediate pathway to ROI.

This shift is particularly visible among payers and providers, who are increasingly observed to be consolidating their technology portfolios and favoring those startups capable of demonstrating significant reductions in administrative waste or tangible improvements in patient outcomes within a concise operational window of **6 to 12 months**.

> Innovation is perceived to be moving away from the "patient-facing" front end toward the **"invisible" back end** of healthcare systems. The most successful entities of 2026 are expected to be those addressing the chronic workforce crisis—projected to result in a global shortfall of approximately **10 million workers by 2030**—through the implementation of extreme automation and workflow optimization.

This trend suggests that the market is prioritizing solutions that solve structural constraints over those that merely enhance the user interface.

9.2 The Agentic AI Revolution: From Assistants to Teammates

Digital teammates are moving from insight to execution across healthcare workflows.

40%

of enterprise health apps will use AI agents by 2026

40% of Enterprise Health Apps by End of 2026

Projections suggest that by the end of 2026, as much as 40% of enterprise health applications within the Latin American region will incorporate these task-specific AI agents as a core component of their value proposition.

From "Chatting with Data" to "Acting on Data"

This profound qualitative shift spans critical institutional functions from automated clinical triage to the autonomous management of revenue cycles.

"Transparency as a Feature"

As AI assumes a greater degree of initiative within these workflows, "Transparency as a Feature" has emerged as a non-negotiable requirement for institutional trust. Healthcare providers are prioritizing **"White Box" AI models**, where the underlying clinical logic remains fully auditable and is natively integrated into existing EHR infrastructure.

9.3 TechBio: The New Frontier for Regional Capital

Where Biology Meets Code — and Capital Follows

$88.11B

Latin American Biotech Market in 2025

13.1%

Projected CAGR through 2034

The TechBio Convergence

The convergence of software engineering and advanced laboratory biology, known as TechBio, is currently perceived as one of the most potent investment tailwinds for the 2026 cycle.

The Patent Cliff Opportunity

A significant driver of this momentum is the anticipated **"Patent Cliff"** for several major pharmaceutical products scheduled between 2026 and 2032, encouraging global pharmaceutical giants to explore partnerships with Latin American biotech companies as a means of achieving essential portfolio diversification.

Precision Therapeutics from Biodiversity

Additionally, the regional adoption of AI-driven drug discovery and molecular analysis is no longer seen as a privilege exclusive to the Global North. Latin America appears to be uniquely positioned to leverage its **immense biodiversity** and relatively lower R&D operational costs to lead in the development of **"Precision Therapeutics"** that are specifically tailored to the unique biological and genomic profiles of local populations.

From Service Provider to Global IP Producer — this evolution suggests that the region is rapidly transitioning into a global producer of high-value, original scientific intellectual property.

9.4 M&A Momentum: The Liquidity Rebound & Forecast 2027

9.4 M&A Momentum

Following a period of nearly two years defined by notable macroeconomic volatility, the environment for Mergers and Acquisitions (M&A) within the Latin American healthcare sector appears to be entering a phase of significant acceleration. Market advisors and industry analysts currently expect a potential **27.6% year-over-year (YOY) increase** in cross-border M&A activity for 2026, as international buyers increasingly pursue "nearshoring" opportunities in health-tech and pharma-services at valuations that are generally considered to be attractive.

This rebound in liquidity is also perceived to be driven by a broader process of **"Portfolio Reshaping"** among large regional hospital groups and long-established pharmaceutical players. These major incumbents are increasingly observed divesting their non-core assets in order to reallocate capital toward the acquisition of high-growth AI and MedTech startups. This strategic dynamic is perceived to be fostering the emergence of a new class of regional leaders, or **"Goliaths,"** who are better equipped to integrate fragmented services into professionalized operational realities.

9.5 Forecast 2027: Toward "Prescriptive" Health

As we look ahead toward 2027, the regional ecosystem is perceived to be transitioning from a primarily **predictive model**—focused on knowing what is likely to happen—toward a more advanced **prescriptive health model**, which is designed to automatically address and rectify identified issues.

Digital health technologies are expected to become so fundamentally integrated into the core of the system that the very term "Health Tech" may eventually become redundant, as technology becomes the inseparable and invisible backbone of all medical services.

Furthermore, the implementation of **hyper-personalized benefits and genomic-based wellness programs** is expected to expand beyond the "elite" consumer segment and reach a broader "mass market." This shift is expected to occur primarily through **B2B2C corporate wellness programs**, which have become a preferred method for reaching large populations.

Healthtech Forecast 2026–2027: 3 Scenarios

Scenario	VC 2026	VC 2027	CAGR	Main Driver
Floor	$1.85B	$2.1B	+13%	AI Infra + TechBio
Pessimist	$1.45B	$1.6B	+10.3%	VC Winter 2.0
Optimist	$2.3B	$2.9B	+25%	US-LATAM Corridor + M&A

Source: LAVCA 2025 baseline, Galen exits

Final Reflection for Investors & Founders

> The outlook for the Latin American health innovation landscape in 2026 is widely perceived as one defined by both resilience and reinvention. The structural challenges associated with the recent "Fundraising Cliff" appear to have acted as a rigorous quality filter, effectively removing more fragile business models and leaving behind a **"lean and mean" ecosystem** comprised of battle-tested survivors.

24 months

Window of Opportunity

Most significant window for value creation observed in a decade

For those stakeholders who have successfully mastered the delicate balance between original scientific intellectual property (Deep Tech) and a relentless focus on operational efficiency, the coming **24 months** are widely considered to represent the **most significant window for value creation observed in a decade**.

CHAPTER 10: Conclusions & Strategic Roadmap

From Ecosystem Mapping to Market Transformation

From Ecosystem Mapping...

The current trajectory of the Latin American health ecosystem suggests that the industry has successfully navigated its most rigorous **"stress test"** to date.

To Market Transformation

This final synthesis concludes that the region has reached a definitive point of maturity, shifting from a market that primarily consumes global technology toward one that is increasingly capable of **exporting original, scientifically-led solutions**.

The current trajectory of the Latin American health ecosystem suggests that the industry has successfully navigated its most rigorous **"stress test"** to date. This final synthesis concludes that the region has reached a definitive point of maturity, shifting from a market that primarily consumes global technology toward one that is increasingly capable of **exporting original, scientifically-led solutions**.

10.1 Final Synthesis: The Maturity Milestone

With a curated vanguard of over **1,000 high-impact startups**, the regional health innovation landscape appears to have reached a point of no return. In this new cycle, the term "Digital Health" is increasingly perceived as obsolete, as technology becomes the inseparable and invisible backbone of the entire industry rather than an elective vertical. This transition is particularly visible in the shift from simple Tech-Enabled services toward high-complexity **Deep Tech and Agentic AI**, a movement led by the scientific depth of Argentina and the scaling prowess of Brazil.

Geopolitically, the region is no longer viewed as a fragmented collection of markets, but as a **coordinated network of specialized hubs of excellence**. This sophisticated coordination confirms that Latin America is now a global producer of innovation, ready to export its scientific and technological solutions to the world stage.

10.2 The Strategic Roadmap: 2026–2027

🎯 For Investors: Seeking "Deep Value" and M&A Readiness

The investment landscape for 2026 is widely seen as being defined by **"Strategic Creativity,"** where investors are moving away from speculative bets to focus on de-risking and commercial viability. A primary opportunity lies in **"Strategic Pruning,"** where large corporations divest non-core assets to redeploy capital into high-growth segments such as Agentic AI and TechBio. Furthermore, **Argentina's scientific alpha** represents an undervalued opportunity, particularly as Deep Tech in the Southern Cone offers original IP potential that is highly competitive on a global scale. For those seeking stability, **Infrastructure & Operations** remains a perceived "safe haven," offering the most resilient and "recession-proof" B2B cash flows in the region.

🚀 For Founders: The "Evidence-First" Mandate

For founders, the era frequently described as **"visibility over viability"** has effectively ended. To survive the current liquidity environment, it is considered essential to **quantify clinical and operational ROI**; it is no longer sufficient to show user engagement without demonstrating how a solution reduces workforce burnout or supply chain leakage. **Integration** has also become a mandatory requirement; in a market suffering from "pilot fatigue," technology must offer seamless interoperability—typically through **HL7/FHIR standards**—with existing hospital infrastructure. Finally, those in the Wellness or Mental Health sectors are increasingly encouraged to pursue a **B2B pivot** through insurance partnerships to secure sustainable lifetime value (LTV).

🏥 For Health Systems & Corporates: Avoiding the "Pilot Trap"

Regional health systems are currently facing a significant **"operational pressure cooker,"** which is believed to be driving a shift from "innovation theater" toward systemic upgrades. Embracing **agentic infrastructure** is seen as a priority, moving beyond simple chatbots to implement AI agents that can autonomously manage clinical scheduling and revenue cycles. **Cybersecurity** must also be elevated to a C-Suite priority, as the expanding digital perimeter requires audit-ready governance and evidence-based controls. Lastly, there is a perceived first-mover advantage for incumbents to activate **Corporate Venture Capital (CVC)**; with only **12 active CVCs** currently identified in the region, pharmaceutical and hospital groups have a unique opportunity to invest in and de-risk their own innovation supply chains.

INVESTOR TOOLKIT — Predictive Scoring (0–100)

Factor	Score	Indicator	Top Score Example
Clinical Robustness	30%	CRS + Trials	92/100 (Genomics AR)
Financial Momentum	25%	VC Raised + Burn	87/100 (Infra B2B MX)
Tech Hardness	20%	Deep Tech Tier	95/100 (TechBio)
Go-to-Market	15%	B2B LTV/CAC	88/100 (Wellness Corp)
Exit Readiness	10%	M&A Signals	76/100 (Scale-ups BR)

Sources: FrissOn Capital Rubric, LAVCA Momentum

10.3 Country-Specific Tactical Advice

Country-Specific Tactical Focus for 2026

Country	Tactical Focus for 2026
🇦🇷 Argentina	**Focus on TechBio Licensing.** Don't just build startups; build Intellectual Property for global Big Pharma.
🇧🇷 Brazil	**Master B2B SaaS Interoperability.** The market is huge but fragmented; the winner will be the one who connects the data silos.
🇲🇽 Mexico	**Capitalize on Nearshoring & Pharma Retail.** Use the 5G rollout to dominate the "last mile" of medicine delivery and virtual-first access.
🇨🇱 Chile	**Act as the Regional Sandbox.** Use the stable regulatory environment to run the clinical trials that Brazil and Mexico will eventually buy.

10.4 Closing Statement: The Year of Proof

> The Latin American health ecosystem has emerged from its most rigorous "stress test" yet, moving decisively beyond the label of a "promising market" to become a **professionalized, high-tech, and scientifically-led industry**.

This report serves as a definitive testament to that evolution, showcasing a meticulously curated selection of the **+1,000 most high-impact startups** from among the thousands currently active across the region. These entities represent the "vanguard" that survived a Darwinian correction, proving that resilience and clinical robustness are now the core characteristics of regional innovation.

The **"Great Recalibration" of 2025-2026** has permanently reshaped the industry's DNA. The era of "growth at any cost" has been replaced by a mandatory focus on efficiency, immediate return on investment, and undeniable clinical evidence. Furthermore, the restrictive silos of "digital health" are rapidly dissolving; technology is no longer an experimental vertical but the inseparable backbone of the entire healthcare system. We are witnessing a profound shift toward **TechBio convergence**, where molecular design, genomics, and Agentic AI are defining a new frontier of original intellectual property born in Latin America.

Geopolitically, the region has matured into specialized hubs of excellence. **Argentina** has solidified its role as the scientific engine, leading in Deep Tech and biotechnology, while **Brazil** acts as the scaling powerhouse for high-complexity B2B models. Meanwhile, **Mexico, Chile, and Colombia** have established themselves as gateways for access, utilizing technology to "leapfrog" traditional infrastructure barriers and democratize care. This sophisticated coordination confirms that the region is now a **global producer of innovation**, ready to export its scientific and technological solutions to the world.

As we move into the second half of 2026, the industry has transitioned from a "technological promise" to a **"professionalized operational reality."** For investors, the current landscape offers a unique "Deep Value" opportunity to capitalize on the survivors of the capital winter. For health systems and corporations, the imperative is a radical systemic upgrade; they must move past "pilot fatigue" and embrace the agentic infrastructure required to solve chronic workforce shortages and margin compression.

> Ultimately, the findings of this report indicate that the **future of human well-being is being architected in Latin America today**. The "misfits" and "sciencepreneurs" featured in these pages have proven they have the grit and vision to tackle the world's most pressing health challenges. The question is no longer whether Latin America can lead the global health transformation, but which stakeholders have the strategic foresight to align themselves with this new era of proof.

Final Ecosystem Insights

"Health tech is the fundamental architecture of operational efficiency. Technology must 'fix the pipes' through robust infrastructure, ensuring care reaches the underserved while respecting each region's operational maturity. This transition is the only viable path toward a sustainable and equitable healthcare future." — **Hector E. Orellana Brun, Medtronic, VP North LATAM**

Final Ecosystem Insights

"After a decade of ecosystem building, Latin American health tech is undergoing a necessary recalibration—from experimentation to validation. This is not a slowdown, but a **maturation moment**—where resilience, real-world outcomes, and scalable impact will define the region's enduring leaders." — **Markus Schreyer, The Ganesha Lab, Managing Partner**

From Promise to Proof

Ecosystem Insights

Leading voices from across the Latin American health innovation ecosystem share their perspectives on the Great Recalibration.

"Healthcare innovation in Latin America faces a dual challenge: closing the inequality gap and modernizing fragmented systems. The main issue isn't just developing technology but also making it's affordable and connected, especially in rural areas. The key is in public-private partnerships that turn existing infrastructure into a dynamic, fair ecosystem centered on patient well-being. The challenge isn't only inventing and protecting technology but also implementing scalable solutions, making health, digital health a universal right rather than a privilege.”

Marcela Castillo Figa — Instituto de Química UNAM / RED OTT, México — Director of Outreach/ President

"Biotechnology and SaaS-enabled health tech startups are increasingly standing out across the region, signaling that broader growth and scale are likely just ahead.”

Jesús Israel García Ballesteros — CEO & Co-founder, Startuplinks

"The report highlights the rise of 'sciencepreneurs' and the 'Evidence-First' mandate. Mexico is a key 'Access Gateway' — moving from innovation theater to clinical robustness and regional specialization.”

Joel Cano — Director of Technology Transfer & Scientific Entrepreneurship, Tecnológico de Monterrey

"Latin American health tech is undergoing a necessary recalibration — from experimentation to validation. Brazil stands out as a frontrunner. This is not a slowdown, but a maturation moment.”

Markus Schreyer — Managing Partner, The Ganesha Lab

"AI is not replacing healthcare workers — it is amplifying them. In the next 5–10 years, AI will expand the system, improving access and quality at scale. AI is the engine; data is the fuel — and patients must both protect and access it.”

Gustavo Ross Quaas — Director, Transform Health México

References & Technical Glossary

APPENDIX

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Technical Databases & Regulatory Sourcing

- **Capital Market Platforms:** Crunchbase, Pitchbook, LAVCA, and TTR (Transaction Track Record) for financing rounds and cap table validation.
- **Regulatory Authorities:** Public clinical trial registries and regulatory filings from ANVISA (Brazil), COFEPRIS (Mexico), and the FDA (USA).

Appendix: Technical Glossary

I. Technology & Artificial Intelligence

- **Agentic AI:** Goal-driven systems engineered to perceive context, plan complex tasks, and execute clinical or administrative workflows autonomously with minimal human intervention. Transitioning from a simple "assistant" to a "digital teammate."
- **Core AI:** Startups where proprietary artificial intelligence is not merely an elective feature, but the primary value driver and fundamental architecture of the solution.
- **Deep Tech:** Companies deriving value from scientific discovery or meaningful engineering innovation, involving high complexity and original IP — the engine behind the region's "Sputnik moment."
- **Tech-Based:** Scalable products where the software itself is the service (e.g., SaaS), characterized by high margins and rapid deployment capabilities.
- **Tech-Enabled:** Digital platforms that utilize technology to democratize access to traditional human-intensive services, such as telemedicine marketplaces.
- **Interoperability (HL7/FHIR):** Standardized frameworks allowing disparate health information systems to communicate and exchange data securely. A non-negotiable requirement for procurement by large hospital groups.
- **TechBio:** The convergence of software engineering and laboratory science, where biology is designed and engineered using high-performance computing and AI.

II. Business & Investment Models

- **B2B2C:** A strategic model where a startup sells its service to a corporation (insurer or employer), which then provides it as a benefit to the final end-user, lowering customer acquisition costs.
- **CAGR:** Compound Annual Growth Rate — the mean annual growth rate of an investment or market over a specified period longer than one year.
- **CVC (Corporate Venture Capital):** Investment funds managed by large corporations to invest in external startups that align with their strategic goals.
- **Down Round:** A funding event in which a company is valued at a lower price per share than in previous rounds.
- **Unlabeled Round:** A funding event where a company does not assign a specific series (like Series A or B), often used to avoid a valuation reset in volatile capital markets.

III. Regulatory & Clinical Validation

- **Clinical Robustness Score (CRS):** A proprietary metric utilized in this report to evaluate a startup's institutional readiness based on registered clinical trials, peer-reviewed publications, and regulatory certifications.
- **HCE / EHR (Electronic Health Record):** Digital versions of a patient's paper charts designed to be shared securely across different healthcare settings — the foundation of the "Infrastructure" pillar in the regional ecosystem.

"State of Latam Health Ecosystem 2025" (2026) by FrissOn Capital, FUMEC, and LaFamilia Foundation provides a roadmap for the "Great Recalibration" in health innovation. The report identifies Mexico as a key "Access Gateway" and underscores the shift toward Deep Tech and Agentic AI. It is a vital framework for scaling IP-led solutions, moving from "innovation theater" to clinical robustness and regional specialization.