

LATIN AMERICAN STARTUP ALLIANCE / ANNUAL LEADERS SUMMIT

ALAS LEADERS COMMUNIQUÉ 2026

OFFICIAL COMMUNIQUÉ | REGIONAL RECOMMENDATIONS FOR 2027

FROM NATURE TO INNOVATION: LATIN AMERICA UNITED

Santa Cruz de la Sierra, Bolivia | ALAS Leaders Summit, 4–7 November 2026

Issued under the authority of the ALAS Executive Presidency on 3 November 2026, to inform regional dialogue during the Summit.

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EXECUTIVE SUMMARY / REGIONAL POLICY COMMUNIQUÉ

Three priorities for Latin American cooperation in 2027

A focused institutional position built on the Curitiba 2025 agenda and the contributions of the 2026 ALAS Task Forces.

Latin America combines entrepreneurial talent, productive diversity, research capacity and growing technology adoption. Yet firms still encounter fragmented market-entry rules, uneven business education and difficult access to customers and venture financing. ALAS proposes three connected priorities to help turn regional relationships into practical opportunities. [R1–R6]

NATURE OF THIS COMMUNIQUÉ The three strategic priorities and the associated recommendations are approved ALAS institutional positions. They express policy recommendations, invitations to cooperation and proposals for further development in 2027. ALAS may lead its own education, research and convening activities; any decisions reserved to MERCOSUR bodies, governments, funders or commercial parties remain with those institutions. The present text is issued ahead of the Santa Cruz Summit and may be supplemented by a later record of Summit conclusions.

AXIS	POLICY PRIORITY	INSTITUTIONAL PURPOSE
I | Government & Regulation	Coordinate dialogue on business formation, digital transactions, contracting, procurement and venture-capital rules.	Turn observed cross-border frictions into informed recommendations for competent authorities.
II | The Next Gen Builder	Deliver an AI-native entrepreneurship education programme for Latin American founders.	Expand access to applied entrepreneurial capabilities and collaboration across ecosystems.
III | MERCOSUR Startups & VC	ALAS proposes that competent MERCOSUR authorities consider a dedicated Working Group, supported by the Startup Regulatory Corridor concept, softlanding and venture-capital analysis.	Make market-entry and investment cooperation more understandable and actionable for startups.

2027 horizon. *The strategic plan, final programme methodology and operational arrangements will be presented at the January 2027 Kick-off. The only fixed programme deadline in this Communiqué is completion of a 100% AI-native edition of The Next Gen Builder by* ***31 December 2027****.*

An invitation to six institutional communities

PUBLIC	INVITATION TO COOPERATE
Governments and regulators	Contribute evidence and policy dialogue on avoidable startup-related regulatory frictions.
MERCOSUR institutions	Examine a technically grounded proposal for a Startups & Venture Capital Working Group through competent procedures.
Corporations	Explore demand-driven challenges, fair contracting routes and paid startup pilots.

PUBLIC	INVITATION TO COOPERATE
Funds and investors	Share evidence on capital access, investment vehicles and cross-border transaction barriers.
Universities and incubators	Connect entrepreneurial education, AI expertise, mentors and regional market-entry support.
Development institutions	Provide technical feedback and explore cooperation consistent with their own mandates.

MESSAGE FROM THE EXECUTIVE PRESIDENCY

Innovation is diplomacy.

From regional connection to substantive collaboration.

Latin America has no shortage of entrepreneurs, creative ideas or innovation assets. What remains uneven is our capacity to move across borders: to find customers, navigate institutions, attract suitable capital and share knowledge. These challenges cannot be solved by a single programme or declaration. They call for a consistent regional conversation grounded in real business conditions.

Our 2025 Curitiba Communiqué brought together a broad set of recommendations. This 2026 edition makes a deliberate institutional choice: three priorities for the coming cycle, accompanied by contributions from the Task Forces and a record of the earlier agenda. Focus is a way to give continuity, not to disregard the collective work already done.

ALAS is committed to acting as a bridge. We will engage constructively with governments, collaborate with educators and founders, and bring investors and businesses into dialogue. We believe that Latin American integration will gain meaning when entrepreneurs can transform cooperation into learning, customers, financing and responsible growth.

As we meet in Santa Cruz de la Sierra under the theme “From Nature to Innovation: Latin America United”, we reaffirm a simple conviction: relationships matter when they generate real opportunity.

Junior Rodrigues | Executive President, Latin American Startup Alliance (ALAS)

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01 / PREAMBLE & SHARED PRINCIPLES

A common framework for regional innovation

Regional cooperation, global relevance and respect for institutional mandates.

On the occasion of the ALAS Leaders Summit 2026, scheduled for 4–7 November in Santa Cruz de la Sierra, Bolivia, the Latin American Startup Alliance issues this Communiqué as its institutional statement of recommendations and proposals for the 2027 cycle. The Summit provides a forum for dialogue around these priorities; its deliberations may be reflected in subsequent official communications.

“From Nature to Innovation: Latin America United” expresses a regional ambition: connect Latin America’s natural and productive strengths to scientific knowledge, entrepreneurship, technology and access to new markets. Innovation should generate value not only for established centres but also for emerging cities, underserved communities and underrepresented founders.

1.1 Guiding principles

- Regional integration — favour practical cooperation that helps enterprises operate and grow across markets.
- Economic inclusion — encourage participation across geographies, sectors and backgrounds, including women-led ventures.
- Responsible innovation — support human capability, lawful data use and responsible adoption of artificial intelligence.
- Institutional autonomy — distinguish what ALAS can recommend and convene from public decisions or private contractual commitments.
- Evidence and continuity — use identifiable sources, document proposals and preserve the institutional history of previous ALAS recommendations.

1.2 Nature and status of the recommendations

The three strategic axes presented below have been approved as ALAS recommendations for 2027. They express institutional positions for regional cooperation rather than fully specified project plans. The strategic plan, final programme methodology and operational arrangements will be presented at the January 2027 Kick-off. Decisions on MERCOSUR bodies, public regulation and third-party investment or sponsorship remain within the respective authorities of those institutions.

02 / REGIONAL CONTEXT & EVIDENCE

Why regional coordination remains necessary

A short evidence-based context for policy dialogue—not a prediction of startup performance.

2.1 Productivity and productive transformation

The Latin American Economic Outlook 2025 reports average annual labour-productivity growth of 0.9% in Latin America and the Caribbean during 1991–2024, compared with 1.2% across OECD countries. The report also records a 55.1% informal-employment rate in 2023. These are economy-wide indicators, not startup performance statistics; they illustrate the scale of the challenge in translating productive potential into formal, higher-value economic activity. [R1]

ECLAC emphasises the coordination of productive-development policies, science, technology and territorial capabilities. For startups, the practical question is how institutions can make business formation, commercial experimentation, capital access and internationalisation less fragmented. [R2]

2.2 Venture financing and commercial readiness

LAVCA documents USD 4.5 billion invested in Latin American venture capital across 751 transactions in 2024. Its 2026 Trends in Tech overview reports USD 2.2 billion of early-stage investment in 2025, equivalent to approximately 52% of the cited total venture-investment value by dollars, not 52% of transactions. These figures frame a selective funding environment, but they do not substitute for evaluating individual venture readiness or business demand. [R3–R4]

Funding instruments serve different company needs. Regional policy should therefore address both investor conditions and the capacity of startups to prove customer demand, negotiate commercial contracts and build sustainable businesses.

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2.3 Artificial intelligence and entrepreneurial capability

IDB Lab's Startups x AI research examines the use of AI among startups that were not necessarily AI-native. A UNESCO IESALC/UNU-IAS survey of 200 higher-education institutions in 19 countries found some use of AI in 87% of those surveyed, while 26% reported a formal AI strategy. These findings describe AI adoption and institutional preparedness; they do not estimate demand for AI-native founders. They nevertheless support a policy interest in applied entrepreneurial education and responsible technological capacity. [R5–R6]

2.4 Why cross-border rules matter

Startups seeking new markets must understand company registration, digital invoicing, contractual enforcement, procurement, privacy and investment rules. Differences are legitimate features of sovereign legal systems, but poor visibility and fragmented information create avoidable uncertainty. A cooperation agenda can begin with comparative evidence and referrals, while respecting domestic law and the powers of competent public authorities. [I1, I4, I6, R7]

> *Evidence note: figures are period-specific and relate to different populations. They are used for regional context, not as forecasts of the effects of ALAS recommendations.*

03 / INSTITUTIONAL CONTINUITY

From Curitiba 2025 to Santa Cruz 2026

Curitiba 2025 created a broad regional recommendations framework covering cross-border investment, entrepreneurial education and softlanding, corporate innovation, regulatory harmonisation, access to capital and women's entrepreneurship. The historical record contains 24 thematic recommendations and five follow-up institutional commitments. [I1–I2]

The 2026–2027 cycle concentrates ALAS's institutional agenda on three strategic axes. The previous recommendations are preserved as historical and technical references while their proactive implementation is placed on strategic hold. Relevant ideas remain available to inform research, dialogue and cooperation whenever conditions permit.

3.1 Continuity across policy domains

CURITIBA 2025 FIELD	RELEVANCE FOR 2027
Cross-border investment	Venture capital structures, regulatory dialogue and regional market access.
Entrepreneurship & softlanding	The Next Gen Builder, education networks and MERCOSUR market-entry cooperation.
Corporate open innovation	Demand-led pilots, startup procurement and responsible contracting.
Regulatory harmonisation	The government and regulation strategic axis.
Access to capital	Investment readiness, cross-border vehicles and investor collaboration.
Women's entrepreneurship	A cross-cutting inclusion commitment and participation in capacity-building.

3.2 ALAS activity in 2026

ALAS reports more than 20 activations during 2026, including in-person initiatives in Brazil, Uruguay, Colombia, Chile, Costa Rica, Panama, Ecuador and Bolivia. Internal monitoring has also indicated more than 1,000 startups

reached and 1,300 active community participants across 32 countries. These achievements give context to the Alliance's regional convening role and its capacity to bring diverse voices into policy conversations. [I8]

> *ALAS community and activation figures are provisional internal reporting indicators and may be updated in the consolidated year-end institutional report.*

04 / STRATEGIC RECOMMENDATIONS FOR 2027

Three axes for the 2027 regional agenda

A concentrated agenda endorsed by ALAS, with complementary technical contributions from the Task Forces.

AXIS	APPROVED ALAS POSITION	NATURE OF REGIONAL ENGAGEMENT
I · Government & Regulation	ALAS as an articulator for government dialogue on regulatory matters relevant to startups, innovation and capital.	Dialogue, comparative evidence and non-binding policy recommendations.
II · The Next Gen Builder	Complete a free, equity-free, 100% AI-native entrepreneurial education edition by 31 December 2027.	ALAS-managed education with voluntary partners and appropriate resources.
III · MERCOSUR Startups & VC	ALAS proposes that competent MERCOSUR authorities consider a Startups & Venture Capital Working Group and associated technical cooperation on softlanding and the Startup Regulatory Corridor.	Institutional proposal for MERCOSUR consideration; technical collaboration with national counterparts.



4.1 Shared logic across the three axes

Government dialogue helps explain and prioritise real regulatory frictions. Entrepreneurship education prepares founders to respond to customer and market opportunities. MERCOSUR-focused cooperation considers how such knowledge can support market-entry and investment pathways. Findings from one axis can inform the others without creating new programmes or obligations by default.

KNOWLEDGE GENERATED	POTENTIAL USE
Axis I — comparative map of regulatory frictions	Supports better market-entry information and regulatory dialogue under Axis III.
Axis II — founders, learning cases and mentors	Enriches practical policy discussion and market-access knowledge in Axes I and III.
Axis III — commercial and investment evidence	Informs government dialogue and applied entrepreneurial education.

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05 / STRATEGIC AXIS I

Government & Regulatory Articulation

Making regulatory challenges visible and cooperation possible.

5.1 Policy context

Latin American startups increasingly deliver software, digital services and intellectual property across borders, yet their operational conditions remain jurisdiction-specific. Business registration, invoices, commercial contracts, procurement rules and investment structures can be unfamiliar even when neighbouring countries share customer needs. Greater regulatory understanding is a prerequisite for more predictable regional business development.

ALAS can serve as a regional articulator by bringing startup experience into structured dialogue with ministries, regulators, innovation agencies and other authorised institutions. The aim is to develop a shared evidence base and practical recommendations rather than to replace or pre-empt sovereign policy decisions.

5.2 Institutional recommendations

- Encourage recurrent dialogue among competent public institutions, associations and startups on regulatory issues affecting entrepreneurial growth.
- Prioritise an initial technical agenda covering digital/software invoicing, company incorporation, cross-border contracts, venture-capital structures and public innovation procurement.
- Promote comparative legal and administrative information, including documented good practices, proportional compliance and local adaptation.
- Support evidence-based recommendations that can be formally shared with governments and regional institutions.
- Encourage procurement and commercial processes that permit responsible experimentation with startups, with clear contractual standards.

5.3 Contribution expected from cooperation

An ALAS-led dialogue can make business obstacles more legible, create avenues for expert discussion and identify opportunities for technical collaboration. Progress can be described through substantive institutional engagement, documented research and recommendations transmitted to the appropriate public bodies. Decisions to alter rules or adopt new public mechanisms belong to those bodies.

06 / STRATEGIC AXIS II

The Next Gen Builder — 100% AI Native

Entrepreneurial education for the generation building businesses with artificial intelligence at their core.

6.1 Programme purpose and beneficiaries

The Next Gen Builder is a free, equity-free entrepreneurial education initiative designed for participants across Latin America. It is intended for aspiring entrepreneurs, students, researchers, professionals, solo founders and early-stage teams or founders seeking to pivot toward an AI-native business proposition. Its purpose is business creation and validation, not simply software development or code generation. [I3]

For programme purposes, AI-native describes a venture in which artificial intelligence is central to the value proposition, product or repeatable operating advantage. The routine use of AI for content drafting, back-office tasks or conventional software development is not, by itself, sufficient to make a business AI-native. The final eligibility and selection methodology will be presented at the January 2027 Kick-off.

6.2 Educational recommendation

ALAS recommends accessible learning pathways connecting entrepreneurship fundamentals with AI application, customer discovery, business-model validation, responsible technology use, go-to-market practices and practical interaction with mentors and ecosystem partners.

The proposed educational approach includes four complementary stages — EMPOWER, KEYS ON, HANDS ON and DEMO DAY. The final methodology will be presented at the January 2027 Kick-off. Cross-border peer exchange, potential co-founder matching and partnerships with universities and incubators are intended to strengthen knowledge-sharing among countries.

6.3 Programme commitment and scope of future design

ALAS's approved institutional commitment is to complete an edition focused 100% on AI-native entrepreneurship **by 31 December 2027**. The programme format, calendar, admission capacity, participating partners, languages and funding arrangements will be defined at the January 2027 Kick-off. This is the only fixed programme deadline; operational choices will follow the strategic purpose and recommendations expressed in this Communiqué.

The adoption evidence cited in Section 2 explains growing interest in AI capabilities, not a measured regional demand for AI-native founders. The programme therefore emphasises learning, experimentation and validation, with results to be assessed on their own merits rather than presumed from adoption statistics.

6.4 Contribution of educational partners

Universities, incubators, researchers, mentors, corporations and investors can contribute knowledge and connections according to their capacity and interests. The Task Force proposal for sharing institutional capabilities is a relevant complementary pathway, especially for emerging ecosystems without local access to specialised networks.

07 / STRATEGIC AXIS III

MERCOSUR — Startups & Venture Capital

A technical agenda for regional market entry and cross-border investment dialogue.

7.1 Regional rationale and the initial geographic focus

MERCOSUR offers a recognised intergovernmental setting in which to examine market-entry constraints that affect startups and funds. An initial focus on this bloc allows technical comparisons to begin within a defined institutional framework. The approach can later inform cooperation with interested ecosystems outside the bloc, including Mexico, Colombia, Chile and other Latin American markets, without presuming their participation in any MERCOSUR mechanism.

7.2 Recommendation: dedicated Startups & Venture Capital Working Group

ALAS proposes that competent MERCOSUR authorities consider establishing a dedicated Startups & Venture Capital Working Group (Grupo de Trabajo). Its purpose would be to provide technical exchange on startup

mobility, entrepreneurial policy and venture investment. A State Party's formal sponsorship and approval by the competent MERCOSUR forum would be required for an official intergovernmental mechanism.

The ALAS Council is the Alliance's internal governing body. The MERCOSUR Common Market Council (CMC) is a separate intergovernmental decision-making body; the Common Market Group (GMC) is part of MERCOSUR's institutional framework. These names should not be conflated. [R7]

7.3 Recommendation: regional softlanding cooperation

Softlanding refers to practical support that helps a startup understand, enter and operate in another market: local information, institutional connections, customer discovery and navigation of relevant compliance requirements. ALAS recommends exploring a regional reference framework that would help founders identify credible points of support and compare requirements by country.

7.4 Recommendation: Startup Regulatory Corridor

ALAS proposes the **Startup Regulatory Corridor** as a concept for cross-border technical cooperation: clearer market-entry information, coordinated referral services, exchange of good practices and possible administrative simplification through lawful channels. The term replaces the earlier "free-market zone for startups" wording, which could incorrectly suggest new customs, tax or market-access rights.

The Corridor is an area for technical consideration. Any government recognition, legal privilege or binding administrative arrangement must follow the procedures of the relevant public authorities.

7.5 Recommendation: venture capital integration

The venture-capital dimension should include comparison of investment vehicles, formation and operating costs, syndication conditions, documentation requirements and cross-border capital frictions. Such comparative evidence may help investors and policymakers identify opportunities for cooperation without implying harmonised investment rules or guaranteed capital allocation.

7.6 Institutional pathways and continuity

ALAS may present technical recommendations to authorised national interlocutors and, through the appropriate procedures, to MERCOSUR institutions. If a formal Working Group is not created, voluntary technical exchange, bilateral cooperation, shared guidance and research with interested innovation agencies remain possible. The policy recommendation is therefore broader than any single administrative decision.

08 / TASK FORCE CONTRIBUTIONS

A regional contribution from the ALAS Task Forces 2026

Specialised input strengthens each axis while preserving a common, focused institutional agenda.

The Task Forces bring together approved delegates and ecosystem participants to discuss opportunities, obstacles and proposals across Latin America. Their work has contributed sector-specific recommendations on entrepreneurship, universities and talent, innovation procurement, investment and government relations. The leadership structure is recorded in Annex C. [I4–I7, I9]

8.1 Entrepreneurship Task Force

The Entrepreneurship Task Force recommends closer attention to founders' first customers, stage-appropriate business readiness, paid pilots, sector market-access routes and the practical challenges of operating across jurisdictions. Commercial validation should connect startups to concrete demand rather than rely only on event participation.

8.2 Universities, talent and incubators

The Universities, Talent & Incubators Task Force advances the idea of a regional capacity-sharing network, expressed as "I Offer – I Need – I Connect". Universities and support organisations can exchange mentoring, laboratories, knowledge and local connections. The proposed pathway spans idea, prototype, incubation, acceleration and eventual market entry.

8.3 Capital and investment

The Capital & Investment Task Force identifies three complementary issues: regulatory barriers to cross-border investment; entrepreneurial preparation for global commercial and capital opportunities; and comparative analysis of investment vehicles, including emerging financing structures. These proposals reinforce the first and third strategic axes, while broader global-market initiatives can be evaluated separately.

8.4 Corporates and open innovation

The Corporates & Open Innovation Task Force recommends demand-led collaboration: define business problems, make pilot conditions and contracts clearer, support paid validation where feasible and measure conversion to customers. The proposed "ALAS Conecta — Corporate Challenges + Startups" initiative is an opportunity for subsequent study and partnership, not a fourth strategic axis.

8.5 Government relations and women's entrepreneurship

Government Relations & Regulation provides an institutional channel to discuss the regulatory priorities described under Axis I. Latin Women Entrepreneurship contributes an inclusion perspective that should inform access to networks, learning, mentoring and capital across the wider agenda. Both reinforce the horizontal principles of dialogue, equal opportunity and responsible reporting.

09 / INSTITUTIONAL COOPERATION

Roles, dialogue and responsible communication

The Alliance encourages institutions to engage with the recommendations according to their own mandates. ALAS can organise regional conversations, consolidate technical input, publish non-binding analysis, offer entrepreneurial education and convene partnerships. Public authorities determine public policy and official regional structures; universities, corporations, funds and development institutions determine their own participation and financial commitments.

9.1 Principles for engagement

- Begin with a shared problem and an identifiable benefit for startups or ecosystem development.
- Respect national laws, institutional mandates and the independence of each participant.
- Distinguish recommendations and expressions of interest from approved programmes or legal instruments.
- Promote inclusion, fair participation and responsible use of data and technology.

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- Document substantive cooperation and report verified outcomes when available.

9.2 How the Task Forces and external institutions contribute

The Task Forces offer technical perspectives; national and thematic partners can provide local context; public and development institutions may offer policy or research insight; and companies and investors may identify commercial opportunities. ALAS's role is to connect these contributions without assigning third parties responsibilities they have not independently accepted.

10 / SANTA CRUZ DECLARATION & CALL TO COOPERATION

A common invitation for 2027

In presenting the ALAS Leaders Communiqué 2026, the Alliance calls upon the region to strengthen practical dialogue on business-enabling regulation, invest in the entrepreneurial capabilities required for responsible artificial intelligence, and examine mechanisms for startup and venture-capital integration in MERCOSUR.

10.1 Recommendations addressed to regional partners

AUDIENCE	RECOMMENDED COOPERATION
Governments and regulators	Share experiences and evidence on regulatory frictions; assess technical proposals through competent institutional processes.
MERCOSUR institutions and States Parties	Consider the proposed Startups & Venture Capital Working Group and the technical cooperation opportunities associated with softlanding.
Corporations	Advance challenge-based innovation, fair contracting and commercial pilots connected to real buyers.
Funds and investors	Contribute experience on venture vehicles, costs, capital access and investor preparation.
Universities and incubators	Support AI-native entrepreneurial learning, mentorship and exchange of regional capacities.
Development institutions	Explore research, knowledge-sharing and cooperation consistent with institutional mandates.

10.2 Closing declaration

Latin America will advance when innovation is matched by institutions that understand entrepreneurs and when regional connections give rise to knowledge, customers, responsible investment and stronger businesses. ALAS invites its network and institutional partners to give substantive consideration to the recommendations in this document during 2027.

The three priorities form one vision: more effective government dialogue, a new generation of AI-native entrepreneurs, and more accessible pathways for startups and venture capital within MERCOSUR. Additional proposals from the Task Forces remain a valuable source of regional learning and future cooperation.

Proudly Latin. Fearlessly Global. | One Region. Infinite Opportunities.

ANNEX A / CONSOLIDATED RECOMMENDATIONS

2027 thematic recommendations index

A summary of policy and programme proposals—not an approved execution schedule.

This index preserves the substance of the fourteen approved recommendation subjects across the three axes. The strategic plan, final programme methodology and detailed implementation options — including specific responsibilities, resources and sequencing — will be presented at the January 2027 Kick-off. Each recommendation expresses an ALAS position without pre-empting decisions of external institutions.

AXIS	REF.	RECOMMENDATION
I	A01	Identify public bodies and technical interlocutors concerned with startup-related regulation.
I	A02	Define a limited common agenda of the most consequential and documentable cross-border frictions.
I	A03	Encourage technical government dialogue and exchange of sound regulatory practices.
I	A04	Consolidate and communicate evidence-based regional policy recommendations.
II	A05	Preserve a 100% AI-native entrepreneurial education concept rooted in business validation.
II	A06	Engage educational, mentoring and ecosystem partners in a regional learning experience.
II	A07	Promote accessible participation by eligible Latin American founders and emerging teams.
II	A08	Complete an AI-native edition of The Next Gen Builder by 31 December 2027 and document learning.
III	A09	Propose that competent MERCOSUR authorities consider a Startups & Venture Capital Working Group.
III	A10	Consult competent national and MERCOSUR institutions on the relevant procedural route.
III	A11	Present technical recommendations for consideration through authorised channels.
III	A12	Explore a regional softlanding reference framework informed by national requirements.
III	A13	Examine the Startup Regulatory Corridor as a lawful technical-cooperation proposal.
III	A14	Compare investment vehicles, operating costs and capital frictions relevant to MERCOSUR startups.

ANNEX B / CURITIBA 2025 CONTINUITY

Historical register: 24 recommendations and five commitments

Preserving the institutional work of Curitiba while concentrating 2027 policy priorities.

The following record summarises the original Curitiba 2025 recommendations and five follow-up commitments as historical references. Their proactive implementation remains on strategic hold within ALAS's 2027 priority selection; the subjects may inform relevant policy work and partner dialogue. [I1–I2]

B.1 Cross-border investment & financial integration

ID	CURITIBA 2025 RECOMMENDATION / COMMITMENT
PRES-01	Develop a regional regulatory sandbox protocol for fintech, venture capital and digital assets.
PRES-02	Explore a 30-year regional innovation and development fund with development finance institutions (BNDES, CAF, IDB Invest).
PRES-03	Build a regional foresight function covering 10-, 20- and 30-year horizons.
PRES-04	Facilitate cross-border investment dialogue and co-investment opportunities.

B.2 Entrepreneurship & startup collaboration

ID	CURITIBA 2025 RECOMMENDATION / COMMITMENT
ENT-05	Harmonize market-entry guidance on tax, intellectual property, legal and operational requirements.
ENT-06	Create two-month regional learning and capability-building cycles.
ENT-07	Connect entrepreneurial immersion hubs in São Paulo, Bogotá, Santiago, Mexico City and Buenos Aires.
ENT-08	Explore financial support for international mobility of entrepreneurs, mentors and technical talent.

B.3 Corporations & open innovation

ID	CURITIBA 2025 RECOMMENDATION / COMMITMENT
COR-09	Map regional corporate innovation initiatives and collaboration opportunities.
COR-10	Provide guidance on procurement, security, intellectual property and compliance for startup-corporate partnerships.
COR-11	Standardize corporate innovation theses and partnership models.
COR-12	Bring corporations and startups together to foster cross-border open innovation.

B.4 Regulatory harmonisation

ID	CURITIBA 2025 RECOMMENDATION / COMMITMENT
REG-13	Convene a government committee on a semiannual basis.
REG-14	Explore regulatory experimentation for regional payments and currency-related use cases.
REG-15	Compile a comparative overview of relevant regulatory environments.
REG-16	Collect transferable regulatory good practices and policy approaches.

B.5 Venture capital & investor education

ID	CURITIBA 2025 RECOMMENDATION / COMMITMENT
CAP-17	Test mechanisms for cross-border venture capital regulatory cooperation.

ID	CURITIBA 2025 RECOMMENDATION / COMMITMENT
CAP-18	Create a regional compendium of investment opportunities.
CAP-19	Develop regional training for investors.
CAP-20	Connect LPs, GPs and corporations to explore syndication.

B.6 Women's entrepreneurship

ID	CURITIBA 2025 RECOMMENDATION / COMMITMENT
WOM-21	Engage investors committed to improving gender equity in entrepreneurship financing.
WOM-22	Facilitate peer support and practical business clinics for women entrepreneurs.
WOM-23	Consider childcare support, flexible schedules and accessibility in program and event design.
WOM-24	Track funding, retention and leadership participation by gender.

B.7 Five institutional follow-up commitments

ID	CURITIBA 2025 RECOMMENDATION / COMMITMENT
COM-25	Advance the recommendations jointly with governments and private-sector stakeholders.
COM-26	Form thematic task forces to advance priority actions.
COM-27	Report progress at ALAS Summit 2026 and pursue a threefold increase in participation and cooperation agreements relative to 2025.
COM-28	Open a pathway for emerging cities to apply to host future summits.
COM-29	Monitor implementation and evaluation across recommendations.

ANNEX C / 2026 TASK FORCE CONTRIBUTIONS

Task Force contributions to the 2027 axes

The 2026 Task Force Chairs and Co-Chairs are recognised by name in Annex G. Their contributions help explain the connections between the three approved axes. [I9]

The Task Forces gather regional experience and submit analysis, recommendations and proposals that inform ALAS's institutional agenda. Their leadership is acknowledged in Annex G.

C.1 Contributions to the three axes

TASK FORCE	PRIMARY CONNECTION
Government Relations & Regulation	Axis I; legal and policy dialogue relevant to market access.
Entrepreneurship Task Force	Axis II educational readiness and Axis III commercial market-entry opportunities.

TASK FORCE	PRIMARY CONNECTION
Universities, Talent & Incubators	Axis II learning partnerships and Axis III local institutional links.
Capital & Investment	Axes I and III; policy dialogue, investment structures and cross-border capital.
Corporates & Open Innovation	Cross-cutting customer access, procurement and pilot-to-contract pathways.
Latin Women Entrepreneurship	Cross-cutting inclusion, access, mentorship and responsible representation.

ANNEX D / INSTITUTIONAL RESPONSIBILITY

Interpretation and follow-up principles

The purpose of this Communiqué is to establish shared priorities and invite constructive participation from interested institutions. Follow-up may include dialogue, research, education, future proposals and documented cooperation. The strategic plan and final programme methodology will be presented at the January 2027 Kick-off. Institutional decisions remain subject to the governance and legal framework of each participant.

TYPE OF ACTION	RESPONSIBLE DECISION SPHERE
ALAS institutional position, research or convening	ALAS Executive Presidency and internal governance, as applicable.
Educational programme design and delivery	ALAS and formally engaged educational or operating partners.
Creation of a MERCOSUR intergovernmental Working Group	Competent national representatives and MERCOSUR organs.
Public regulation, taxation, licensing or procurement policy	Competent authorities in each relevant jurisdiction.
Investment, sponsorship, paid pilots and commercial contracts	Relevant funds, corporations, financiers and contractual counterparties.

Future ALAS communications should distinguish policy dialogue, documented proposals, partner participation and confirmed outcomes. The January 2027 Kick-off will present the strategic plan and final programme methodology; any subsequent implementation reporting should reflect decisions and resources actually committed.

ANNEX E / DOCUMENTARY REFERENCES

Evidence and institutional record

Selected cited sources underpinning the regional context, historical continuity and 2026 recommendations.

E.1 Public regional evidence

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[R7] MERCOSUR. Institutional organisation and Common Market Council Decision 24/14. https://www.mercosur.int/acerca-del-mercosur/organigrama ; https://normas.mercosur.int/public/normativas/3039

E.2 ALAS institutional documentary record

[I1] ALAS Leaders Annual Matrix Recommendations — Curitiba 2025 (official Communiqué, October 2025).

[I2] ALAS 2025 Professional Recommendations Matrix (24 recommendations and five follow-up commitments).

[I3] ALAS 2026 Strategic Recommendations Matrix (three strategic priorities and 14 thematic work items).

[I4] 2026 Entrepreneurship Task Force recommendations and summary report.

[I5] 2026 Universities, Talent & Incubators Task Force proposal: regional capacity-sharing network.

[I6] 2026 Capital & Investment Task Force: proposed regulatory, capital and international market initiatives.

[I7] 2026 Corporates & Open Innovation Task Force: findings and ALAS Conecta concept.

[I8] ALAS 2026 institutional activity and leadership briefing (provisional participation and reach figures).

[I9] ALAS institutional governance presentation: Task Forces Leaders 2026 (one-page diagram).

E.3 Methodological note

Regional statistics use distinct methodologies, time periods and population groups. Economic productivity and labour informality describe broad regional conditions; venture-capital figures describe reported investments; education surveys describe the surveyed institutions. None independently establishes the number of AI-native entrepreneurs in Latin America. ALAS internal engagement figures are provisional, as stated in the relevant note.

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ANNEX F / GLOSSARY

Technical and institutional terminology

TERM	MEANING IN THIS COMMUNIQUÉ
AI-native startup	A venture in which AI is materially central to the business proposition, product or repeatable operating advantage.
AI adoption	Use of AI in tasks, systems or products; not automatically evidence of an AI-native business model.
Softlanding	Practical information, business connections and local support that facilitate entry into another market.
Startup Regulatory Corridor	Proposed framework for information sharing, market-entry referrals and potential administrative coordination; not a customs or tax regime.
Working Group / Grupo de Trabajo	A forum for technical dialogue; within MERCOSUR, official creation requires a decision through competent institutional channels.
Sponsor State	A MERCOSUR State Party whose authorised public representatives take up a proposal for institutional consideration.
ALAS Council	ALAS internal governing body, distinct from MERCOSUR institutions.
MERCOSUR Common Market Council (CMC)	Intergovernmental decision-making body within the MERCOSUR institutional structure.
Common Market Group (GMC)	MERCOSUR executive body within its institutional structure.
Venture capital	Equity or equity-linked investment in high-growth companies under relevant market and legal conditions.
Open innovation	Collaboration involving companies and external innovators, including startups, to address defined problems.
Paid pilot	An agreed trial with a commercial buyer, defined acceptance conditions and remuneration.
Development Finance Institution (DFI)	Institution with a development financing mandate and its own evaluation, approval and governance rules.
Regulatory sandbox	Controlled experimentation with innovative products or processes where authorised by the relevant regulator.

ANNEX G / THE ALAS COMMUNITY 2026

THE ALAS COMMUNITY 2026 — Acknowledgement of those who built ALAS in 2026

ALAS thanks the leaders, directors, ambassadors and collaborators who supported regional dialogue and cooperation during 2026. This annex also records individuals who expressed interest through the 2026 Open Call. Institutional roles and registration records are presented separately to distinguish appointed positions from applications.

2026 Open Call respondents (registration records)

This register reproduces names and self-declared countries from the 2026 community application form. Registration is recorded separately from formal approval or participation as an ALAS delegate.

Name	Country / Organisation
Adriana Bender	Brazil
Adriana Walter	Brazil
Agustina Paez	Argentina
Alberto Lecueder	Uruguay
Alberto Morking Neto	Brazil
Alejandra Tenelema	Ecuador
Alejandro carrano	Argentina
alejandro norberto lembo	Argentina
Alexandre Fonseca	Brazil
Alissa Resquin	Brazil
Alyne Costa	Brazil
Amanda Silva	Brazil
Ana Isabel Fiafilio Rodríguez	Peru
Ana Leonor Torrano Grecco Borges	Brazil
Ana Paula da Silva	Brazil
Ana Paula Schmiedel	Country not stated (entry: Para)
Ana Paula Zanetti Neves	Brazil
Analia Noemi Arguello	Paraguay
André Rodigues Silva	Brazil
Andrea Nicole Contreras Martinez	Chile
Andrea Vronik	Paraguay
Andreia Ribeiro de Souza	Brazil
Andres Cordoves	Venezuela
Andressa de Oliveira Seippel de Araujo	Brazil
Angeles Infante	Mexico
Angélica Rojas	Colombia
Angeliz Suckow	Brazil

Name	Country / Organisation
Aristóteles Terceiro Neto	Brazil
Augusto Carminati	Brazil
Axel Abulafia	Argentina
Bahia Carreira	Uruguay
Barbara Bezerra Lima Carvalho	Brazil
Ben-Hur Oliveira Morais	Brazil
Boris Daniel Lancheros	Colombia
Brenda dos Santos Nascimento	Brazil
Bruna Mariela Romero Melgar	Bolivia
Bruno Ayllon	Bolivia
Bruno Duarte de Souza Barbosa	Brazil
Bruno Ribeiro Ruy	Brazil
Caio Cavalcante Menezes de Araujo	Brazil
Camila Maestri	Argentina
Camilo E Correa	Mexico
Carlos Alejandro Rueda Angarita	Colombia / Brazil
Carlos Huertas Pérez	Uruguay
Carlos R. Cornejo Rojas	Peru
Carlos Victor Mendes	Brazil
Carolina Elizabeth Enebelo	Argentina
Caroline dos Anjos Vaez	Brazil
Caroline Gurski	Brazil
Caroline Salvati	Brazil
Caroline Takita Levy	Brazil
Celso Diniz	Brazil
Clara Cohen	Argentina (based in Israel)
Claudio Andrés Villar	Chile
Cleiton Magno Westerich	Brazil
Crislaine Soares Bataiolli	Brazil
Cristian Mendivelso	Colombia
Cristinna Araujo	Portugal
Dafne Rocha	Brazil
Daniela Jaqueline da Silveira	Brazil
Daniella de Marco	Brazil
Danielle Cosme	Brazil
Danielle Teixeira Santana	Brazil
Danilo Correia de Lima	Brazil
Dário Júnior	Brazil
Dênis Polidoro	Brazil
Denison Ferreira de Lima	Brazil
Denizio Oliveira Alves	Brazil
Derick Lenhardt Ferrugem	Brazil

Name	Country / Organisation
Dilane Stradiotti Poletti	Country not stated (Rio Grande do Sul in source)
Dora Gutierrez	United States
Elauriê Favalessa Ramos	Brazil
Eloy Vicente De La Barra Velasquez	Brazil / Bolivia
Erick Patrick dos Anjos Vilhena	Brazil
Érika Rosa Jarzinski	Brazil
Esteban Fabricio Tipán Morales	Ecuador
Fabrizio Liberato	Brazil
Fanny Santeliz	Venezuela
Faustino Raggi	Argentina
Fernanda Bhering	Brazil
Fernando Merlos	Brazil
Fernando Sales	Brazil
Filipe Toledo	Brazil
Florinda Pargas Gabaldón	Brazil
FRancis Negrao Jimenez	Brazil
Francisco Adão de Paula Andrade	Brazil
Francisco Pereira Paredes Junior	Brazil
Franco Galeano	Uruguay
Frank Carvalho da Silva	Brazil
Franklin Espinoza	Peru
Frederico Veloso	Brazil
Gabriel Coltre	Brazil
Gabriel Cunha	Brazil
Gabriel dos Santos Rodrigues	Brazil
Gabriel García	Peru
Gabriela Mahely Torres Velasquez	Honduras
Gianfranco Alvarez	Brazil
GLAUCIA GOMES	Brazil
Gonzalo Jesus Ceschin	Argentina
Graciele Cielo	Brazil
Gregory Antônio Torres Mora	Brazil
Guilherme Luiz de Souza Junior	Brazil
Guillermo Adrian Arce Acosta	Paraguay
Gustavo Fröhlich	Brazil
Gustavo Miguelez	Brazil
Gustavo Saraiva	Brazil
HALLEY KELSON DA COSTA SOARES	Brazil
Hanna Schiuma	Argentina
Hans Henry Allende Marin	Chile
Hasib Niaz Ahmed	Bangladesh
Henry Julio Kupty	Brazil

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Name	Country / Organisation
Henza Rafaela Batista Cunha	Brazil
Herbert Galiano	Country not stated
Ignacio Ruiz-Tagle	Chile
Igor da Frota Carlos Pereira	Brazil
Ivandir de Sousa Filho	Brazil
Jennifer Eliana Sepulveda	Colombia
Jhader Jossue Alvino Garcia	Peru
Jiyan Yari	Brazil
João Pedro da Cunha Molina	Brazil
Jorge Andrés Moreno Montoya	Colombia
José Rivas	Guatemala
Juan Manuel Garrido	Argentina
Julia Machado Gebara	Brazil
Juliana Borges Carvalho	Brazil
Julianna Dutra Carolino Morais	Brazil
Karen Cardoso	Brazil
Karina Dias Amorim	Brazil
Karine Nunes Cardoso	Brazil
Karolina Celi Tavares Bezerra	Brazil
Laís Bueno Sachs	Brazil
Larissa Mota Abreu	Brazil
Laura Sawaya Amaral Gurgel	Brazil
Laura Tellez Rodriguez	Colombia
Leonard Burger	Netherlands
Leonardo Alves da Costa	Brazil
Lourdes Wong Meono	Peru
Lucca Ayerza	Uruguay
Lucia Bolla	Paraguay
Luciano da Silva	Brazil
Luis Flavio Da Silva	Brazil
Luis rodolfo figueiredo da rocha junior	Brazil
Lusiani Ferreira de Borba	Brazil
Macarena Caceres	Paraguay
Madalena Angela Schmidt	Brazil
malena martin	Argentina
Manoeli Rodrigues Cervejera	Brazil
Manuel Ricardo Vargas Avila	Colombia
Marc Diamond	United States
Marcele Guarenti	Brazil
Marcone Ruperti	Brazil
Marcos Rogério Ramos Fertonani	Brazil
Mariane Ribeiro Theobaldo	Brazil

Name	Country / Organisation
Mariane Siqueira Moreira	Brazil
Marianna Ferraro Bezerra Josino	Brazil
Marilia Costa	Brazil
Marla Raquel Pontes da Rocha	Brazil
Marlise Araujo dos Santos	Brazil
Martin Rabassa	Uruguay
Matheus Prado Kannebley	Brazil
Matheus Souza Ché de Medeiros	Brazil
Mathias Lehrer	Uruguay
Mauro Hahn	Brazil
Mayara rovery Jose	Brazil
Melina Oliveira Melito	Brazil
Melissa Andreia de Moraes Silva	Brazil
Michael Roberto de Athayde Pereira Gaviao	Brazil
Michelle Ferreira Mesquita	Brazil
milena greff lima	Brazil
Mírcea Laís Vessaro da Silva	Brazil
Mireya acosta	Colombia
Monica Ramos	Brazil
Monica Tatiana Ricardo	Colombia
Mozart Estrela	Brazil
Natacha Sales dos Santos	Brazil
Nelson Irías Núñez	Costa Rica
Niko Seguro	Argentina
Nikolai Babin	Russia / Argentina
Nilci Beatriz Dreyer	Argentina
Nima Kazerooni	Brazil
Nivison Antonio Cecílio Silva	Brazil
Núbia Fernanda Souza Poncio	Brazil
OLIVIA FERNANDES BORETTI	Brazil
Pablo Surazsky	Uruguay
Patricia Antonia Montes Rivera	Honduras
Patricia Guttman Simantob	Chile
Patrícia Janczak	Brazil
Paul Bruce Lambrecht	Peru
Paula Bertone	Argentina
Paula Coelho	Brazil
Paulo José da Silva	Brazil
Pedro Castro Feijoo	Argentina
Pedro Daniel Manangon Perugachi	Ecuador
Pedro Henrique Lahr	Brazil

Name	Country / Organisation
Priscilla Monteiro Alves	Brazil
Rafael Bauer Bonel	Brazil
Rafael Honorato	Brazil
Raúl Bonne Hernández	Brazil
Rayanne Vanessa Figueiredo da Silva	Brazil
Renato Miceli Costa Ribeiro	Brazil
Ricardo Jose Paez Sanchez	Venezuela
Robert Urbina	Venezuela
Rodolfo Arenas Morales	Mexico
Rodrigo Cabernite	Brazil
Rodrigo Castro Marques	Brazil
Rodrigo Florencio da Silva	Brazil
Ryszard Frank	Bolivia
Sandro Marcio Leite Moreira da Silva	Brazil
Sebastian Felipe Antiman Garcia	Chile
Simone Vasconcelos Silva	Brazil
Sofía García Franco	Argentina
SORAYA PIRES COSTA	Brazil
Tainara Pereira Caldas	Brazil
Tayna Trombin	Brazil
Thaiane Coelho dos Santos	Brazil
Thaís Bergamin Lima	Brazil
Thales Tito Borges	Brazil
Thiago Borghi Hornos	Brazil
Thiago Iglesias	Brazil
Tomás Escudero	Spain
Tomas Uriel Listovsky	Argentina
Valeria Carrete	Brazil
Valeria Morote	Peru
Vanessa Fajardo	Peru
Victor Haruo Nitatori Rodrigues Lourenço	Brazil
Victor Raful	Brazil
Vinícius França Alves	Brazil
Vinícius Mateus Strassburger	Brazil
Vinícius Soares	Brazil
Viviana Coloma	Bolivia
Wagner Sansevero	Brazil
Wanessa Costa Silva Faria	Brazil
Wilma María Portillo Benítez	Paraguay
Wilson Roberto Palermo Ortega	Brazil
Xilene Siquero Luicho	Peru
Yanina Maria Canillas Cuquejo	Paraguay

Ambassadors 2026

Name	Country / Organisation
Alejandra Caballero	Bolivia / UTEPSA
Alexandre de Freitas Faisst	Brazil
Alice Helena Heil de Borba	Brazil
Ana Paula Uriarte	Brazil
Ângela Grammatico	Dominican Republic
Carlos R. Cornejo Rojas	Peru
Carmen Paredes	Paraguay
Charly Asnal	Location recorded: Miami (country not stated)
Christian Fajardo	Ecuador
Corina Marion Jordan	Bolivia / Babasú Ventures
Cristinna Araujo	Brazil
Fabian Fernandez	Uruguay
Fernanda Bhering	Brazil
Florinda Pargas Gabaldón	Brazil
Gabriel Millller	Argentina
Herbert Tadashi Mitsuyuki	Brazil
Indira Carbajal	Peru
Ines Lucena	Location recorded: Miami (country not stated)
Iris Parra	Peru
Israel Garcia	Mexico
Javier Martínez	Venezuela (Miami)
Júlia Grammatico	Puerto Rico
Kevin Velazquez	Puerto Rico
Larissa Mota Abreu	Mexico
Leonardo Neto	Haiti
Lindomar Goes	Brazil
Maria Jose Echeveri	Colombia
Nelson Irías Nuñez	Costa Rica
Nicolas Uranga	Chile
Nikolai Babin	Argentina
Pablo Gutierrez	Argentina
Paola Mancino	Uruguay
Pauli Monticelli	Chile
Paulo Kendzerski	Brazil
Pedro Daniel Manangón Perugachi	Ecuador
Priscila Tie Assahida Moreira	Brazil
Rafael José Rodrigues Torres	Brazil
Saulo Manuel Santana Hernández	Mexico
Vinícius Soares	Brazil
Vivian Agueta	Colombia

Regional Directors 2026

Name	Country / Organisation
Alejandra Caballero	Bolivia / UTEPSA
Andrei Golfeto	Brazil
Georgina Losada	Argentina
Jose Kont	Guatemala
Nora Martin	Mexico

Task Force Leaders 2026

Name	Country / Organisation
Alan Silveira	Bolivia / Government Relations & Regulation (Co-Chair)
Alejandra Caballero	Bolivia / Universities, Talent & Incubators (Chair)
Ana Marietta Colanzi	Bolivia / Government Relations & Regulation (Chair)
Ana Paula Schmiedel	Paraguay / Corporates & Open Innovation (Co-Chair)
Beatriz Mello	Brazil / Latin Women Entrepreneurship (Chair)
Corina Marion	Bolivia / Capital & Investment (Chair)
Denise Chave	Bolivia / Entrepreneurship Task Force (Chair)
Javier Roman	Bolivia / Entrepreneurship Task Force (Co-Chair)
Viviana Coloma	Bolivia / Corporates & Open Innovation (Chair)

Board 2026 (institutional roster)

The source roster identifies this group as “Board 2026”; it does not specify a separate Operational Board or Council Board classification.

Name	Country / Organisation
Bruno Portela	Brazil
Christian Quiñonez	El Salvador
Corina Marion	Bolivia
Pablo Brenner	Uruguay

Presidency and Executive Directorate 2026

The institutional directory includes executive roles held during the period, including former office-holders as identified in the source roster.

Name	Country / Organisation
Alan Silveira	Brazil / Government Relations Director
Carol Prates	Brazil / Former Finance Director
Etienne Gillard	Location recorded: Miami (country not stated) / Vice-President (2024-2026)
Evelyn Castillo	Peru / Operations Director
Gislaine Queiroz	Brazil / Former Events Director
Junior Rodrigues	Brazil / Executive President
Mariane Siqueira	Brazil / Marketing & Partnerships Director
Pilar Sánchez	Costa Rica / Vice-President
Rodrigo Robledo	Brazil / Technology Director
Tiauska Lima	Brazil / Legal Director

Recognition of an individual's ALAS role or entry in a community register does not imply personal endorsement of every external institutional decision, policy proposal or programme referred to in this Communiqué.

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ANNEX H / INSTITUTIONAL ISSUANCE AND DIGITAL SIGNATURE

Institutional issuance and digital signature

The ALAS Leaders Communiqué 2026 records the Alliance's approved institutional recommendations for 2027. It is issued under the authority of the ALAS Executive Presidency in connection with the ALAS Leaders Summit in Santa Cruz de la Sierra, Bolivia. Any subsequent Summit conclusions may be recorded in a separate communication.

PUBLICATION RECORD	DETAIL
Document	ALAS Leaders Communiqué 2026
Institution	Latin American Startup Alliance (ALAS)
Strategic reference	From Nature to Innovation: Latin America United
Location / Summit	Santa Cruz de la Sierra, Bolivia / 4–7 November 2026
Date of issuance	3 November 2026
Publication authority	Junior Rodrigues — Executive President, ALAS
Institutional website	www.alas.global

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Documento assinado digitalmente
JAIR RODRIGUES DE CARVALHO JUNIOR
Data: 04/11/2026 15:06:18-0300
Verifique em https://validar.iti.gov.br

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Junior Rodrigues

Executive President | Latin American Startup Alliance (ALAS)