

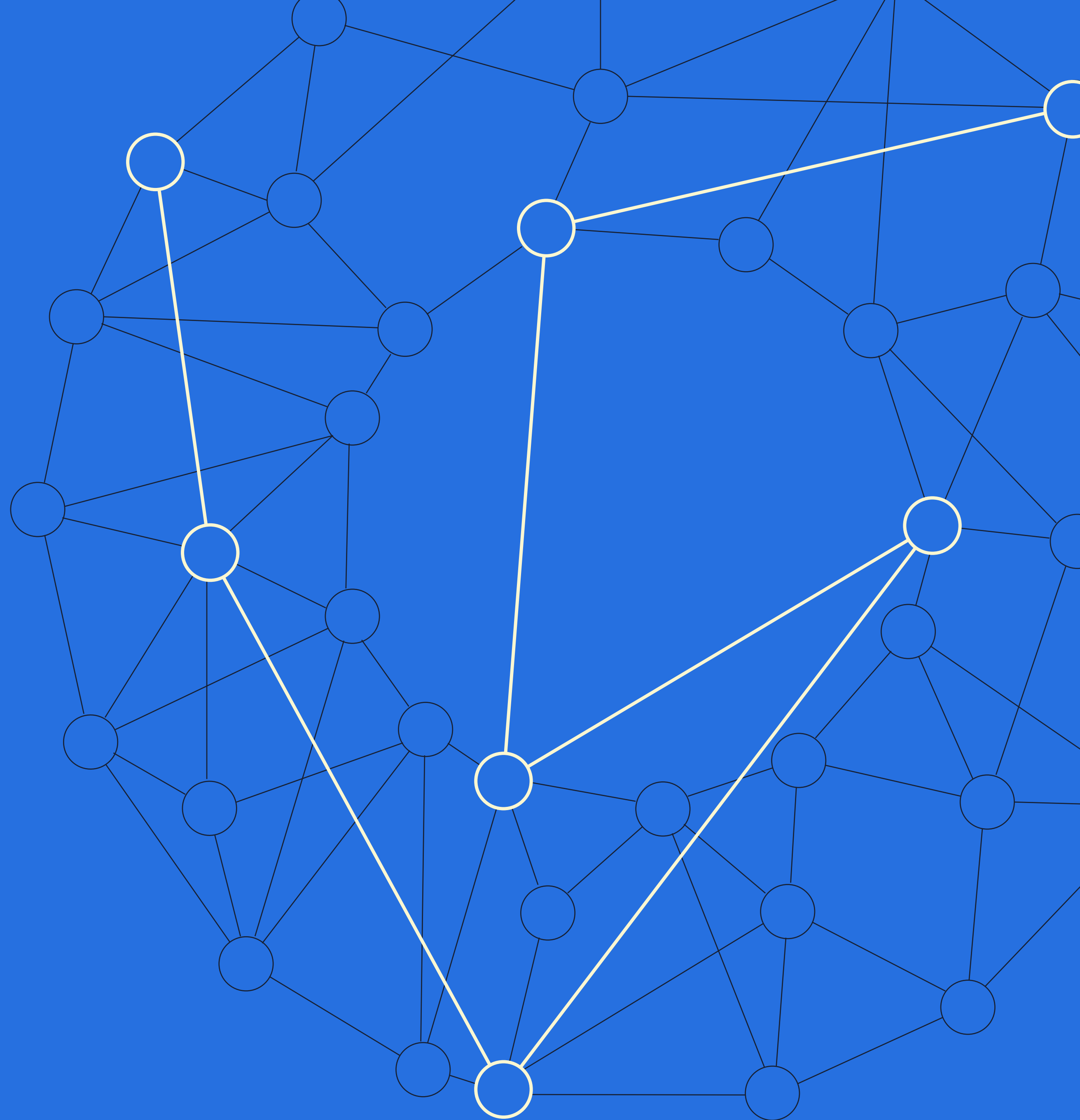
S J F J F A H U B

# Networks That Drive Impact

Annual Report 2025

---

Linking, connecting, and transforming  
Chile's productive development.



# How to Read This Report

This report rests on a simple conviction: **innovation happens when different capabilities come together and pull in the same direction.**

For the first time, we have set out to produce a **fully integrated report** — one that brings the work of Biotechnology, Innovation for Productivity, and Circular Economy into a single narrative.

Rather than presenting projects as isolated initiatives, we wanted to **tell the story of the year as it actually unfolded.** The report therefore follows a chronological order, so readers can see how connections, challenges, partnerships, and lessons developed month by month.

The pages that follow highlight some of the year's most meaningful initiatives and activities, and offer **an integrated view** of what was done — and of how the Hub links capabilities and activates collaborative networks.

Each initiative has its own focus, but all share the same purpose: **building a more competitive, sustainable, and forward-looking industry** by connecting companies, start-ups, academia, public institutions, and regional partners.

This publication is also an invitation: to read this work as part of a wider network in which **shared learning and collaboration** turn challenges into opportunities for growth.

# TABLE OF CONTENTS

## 01. WHERE IDEAS BEGIN

- 5 \_ The intelligence beneath the surface
- 6 \_ Alan García | Innovating today: a strategic choice for Chile
- 7 \_ Rosario Navarro | The invitation is to open doors and take impact further
- 9 \_ Innovation in the words of those who live it

## 02. THE NETWORK THAT CONNECTS CAPABILITIES

- 12 \_ When the network comes alive
- 13 \_ SOFOFA Hub
- 18 \_ Biotechnology
- 21 \_ Innovation for Productivity
- 24 \_ Circular Economy

## 03. THE NETWORK IN ACTION

- 28 \_ 2025 Timeline
- 30 \_ Mercado Biotech
- 31 \_ Hemisferio Biotech
- 34 \_ Biotribu
- 36 \_ International Technology Missions
- 38 \_ Circular Territory Roadmap
- 40 \_ Colbún joins SOFOFA Hub as a new partner
- 41 \_ Agro Horizon / CBT Conecta Arica
- 43 \_ Asia-Pacific Mission
- 44 \_ 9 Venture Client challenges
- 47 \_ Enlace Circular
- 50 \_ Science-Industry Engagement Framework
- 52 \_ SOFOFA Hub Industry Tour
- 55 \_ Avonni Awards
- 57 \_ Venture Client success stories
- 60 \_ National Biotech Ecosystem Report
- 63 \_ Circular Territory Award
- 66 \_ Los Lagos Circular Economy Technology Center
- 68 \_ Empresas Abiertas La Araucanía
- 70 \_ Practical Guide to Corporate Circular Management
- 72 \_ GENIA
- 74 \_ StartupLab Los Lagos and the Los Ríos Biotechnology Center
- 76 \_ Venture Client consolidates its impact

## 04. THE NETWORK THAT AMPLIFIES IMPACT

- 79 \_ Ecosystem map
- 80 \_ Lessons from the year
- 82 \_ National impact: SOFOFA Hub in the press
- 85 \_ Use of funds

# THE NETWORK OF IDEAS OPENS

# 01

Every network starts with a conversation. These opening pages bring together the perspectives that guide SOFOFA Hub's work – reflections from its leaders, alongside voices from a range of fields who help broaden our understanding of innovation and the role it plays in Chile's development.

# The intelligence beneath **the surface**

In the temperate rainforests of southern Chile — from the Valdivian forest to Los Lagos and Patagonia — there is a quiet, remarkably efficient form of organization: **the mycelium**. This underground network links roots, fungi, and microorganisms, allowing them to exchange nutrients, energy, and information. Through it, older trees support younger ones, species adapt more readily, and the forest as a whole becomes more resilient — with no central hierarchy guiding it.

In this ecosystem, it makes no difference whether a tree is large or small, prominent or unnoticed. All depend on a deep, **unseen connection that operates below the surface** and ultimately shapes the health and future of the system. The mycelium does not seek the spotlight; **it enables, sustains, and connects**. It makes growth possible for others.

This kind of distributed, long-term intelligence speaks directly to today's challenges in productivity, innovation, and sustainability. Solutions no longer come from a single actor or a linear process; they emerge from the **meeting of diverse capabilities, from trust built over time, and from collaboration that has real substance**.

That is the spirit in which this report has been written. What follows — ideas, initiatives, and reflections — belongs to **a living, interconnected network that is constantly in motion**.

**This report is meant to be read the way one looks at a forest: with the awareness that what matters most is happening beneath the surface.**



ALAN  
GARCÍA

Executive Director | SOFOFA Hub

Innovating today: a  
strategic choice for Chile

We are living through a period defined by deep, simultaneous transformations. Global volatility, accelerating technological change, and an increasingly unpredictable economic environment have shaped a demanding landscape in which **uncertainty is no longer the exception but the norm**. In a context like this – where cycles are shorter and decisions feel more urgent than ever – at SOFOFA Hub we have chosen to move decisively: to adapt and to act with conviction. It is precisely under conditions like these that **innovation stops being an abstract idea and becomes a practical tool** for progress and for shaping the future.

We are entering a **new technological supercycle**, driven by the simultaneous advancement of artificial intelligence, biotechnology, and advanced sensing technologies. That shift is already under way, reshaping how we produce, how we compete, and how we develop as a country. The challenge is not only to adapt quickly, but to **recover the ability to plan, anticipate, and sustain a long-term vision** in the face of heightened uncertainty.

From that conviction, we have been building a **model of collaborative innovation** rooted in partnership and in the connection of diverse capabilities, both in Chile and abroad. SOFOFA Hub's work is organised around **three strategic pillars: biotechnology**, as a driver of higher-value production and applied scientific development; innovation for productivity, through a **Venture Client model** that connects start-ups with real industry challenges; and the **circular economy**, as a key lever towards more sustainable, efficient, and competitive production models.

Seen from this angle, **businesses – together with industry and the wider productive sector – have a leading role to play** as drivers of growth, techno-

logy adoption, and national competitiveness. Our role is to **catalyse and sustain that momentum**: connecting capabilities, helping companies make better-informed decisions, and aligning efforts across territories and the wider economy.

This report sets out **not only what we have achieved, but how we have achieved it**: through networks, dialogue, and a shared vision that understands **innovation as an ongoing process** of learning, adaptation, and cooperation.

I invite you to **keep moving forward with us** – broadening partnerships and strengthening this growing community committed to transformation through collaboration. Only with a **shared, long-term outlook** can we build the future economy Chile needs.



# ROSARIO NAVARRO

President | SOFOFA

The invitation is to open doors and take impact further

Chile is at a demanding but decisive moment — a clear turning point at which renewing growth, fostering innovation, and rebuilding trust have all become urgent. Against that backdrop, Rosario Navarro lays out her view of innovation as a lever for productivity, competitiveness, and national development. As she sees it, innovation today is neither optional nor a luxury: it is a shared responsibility if Chile is to dream once again of a future with more opportunity.

**- At the Annual Industry Meeting you said that “the greatest threat to progress is complacency,” and that Chile needs to innovate in order to grow again. How does that connect with where the country stands today?**

Chile cannot afford to wait. We are at a very clear turning point: either we build on what we have learned and take the impact further, or we risk staying at the level of good intentions.

In all kinds of settings, we have seen that it is possible to bring industry, start-ups, academia, and government together around the same table to tackle real problems. The challenge now is to multiply that effect – to move from successful pilots to solutions that genuinely move the dial on growth, productivity, and sustainability.

**In your view, what does innovation mean in Chile today?**

Innovation is not just about technology or cutting-edge start-ups. It is about doing things differently to create real value. It means improving processes, connecting capabilities, reaching places we couldn't reach before, building trust, and solving concrete problems.

In Chile, we need to start treating innovation as a driver of growth and productivity, not as something on the margins. When it is done well, innovation makes companies more competitive and opens up far more opportunities for people.

**What role does SOFOFA play in promoting innovation as an engine of growth?**

As a business federation, our role is to push for an agenda that creates better conditions to innovate – regulatory certainty, investment, talent, and technology adoption – while encouraging companies to make innovation part of their long-term strategy.

When innovation is genuinely connected to the productive sector, it does more than drive growth: it supports the move toward a more sophisticated, sustainable, and competitive economy. SOFOFA sets out the vision and the priorities for better growth; SOFOFA Hub puts that vision to work – bringing the ecosystem together, turning conversations into action, and bridging worlds that have, for a long time, operated apart.

**What needs to happen for innovation to take root? What is the first step?**

If Chile is going to return to strong, sustainable growth, innovation has to be understood as a lever for productivity, investment, and competitiveness. It is not an end in itself; it is a practical way of doing things better and competing in increasingly demanding markets.

The first step is to dare to experiment. An experimental mindset lets us learn quickly and build capabilities, which then opens the door to the next stage: scaling solutions, deepening the adoption of innovation, and supporting productive transformation with a clear focus on impact, sustainability, and results.

**Looking ahead, what do you expect from SOFOFA Hub as a platform connecting companies with the innovation and entrepreneurship ecosystem?**

I expect a Hub that is willing to take a leap – that consolidates its role as a bridge, strengthens the link between science and industry, supports a larger number of companies, and helps make innovation part of the country's productive DNA, rather than the exception.

Chile needs to grow in order to start dreaming again, and innovation – properly understood and properly applied – is one of the keys to making that possible.

**“Innovation happens when different worlds come together to solve real problems.”**

# Innovation in the words of those who live it

The answers that follow are not meant to close down a definition, but to open it up.

To innovate in Chile today calls for the ability to bring the capabilities of large companies and SMEs together to take on complex challenges as a group – combining scale, agility, and trust to generate sustainable value, competitiveness, and economic and social development.

**Katia Trusich,**  
Board Director, Aguas Andinas,  
and Grande Pyme.

Innovation is the ability to turn curiosity, talent, and entrepreneurship into solutions that allow Chile to grow again, adapt to change, and create real opportunities to improve people's lives.

**Rosario Navarro,**  
President, SOFOFA.

To innovate in Chile today is to transform the country through ideas – but, above all, through people. It means understanding that innovation doesn't happen only in laboratories or start-ups, but in the everyday lives of those who dare to question the established order. And, above all, it is an act of trust in our collective ability to imagine and build the future, putting talent at the service of a shared purpose: transforming Chile.

**Guillermo Carey,**  
President, ForoInnovación.

Innovation is taking responsibility for the changes we need to make – changes that, with the information and resources available today, we can now approach from a holistic, long-term perspective. It means addressing the challenges of our communities in relation to their territory and their productive systems, on the understanding that every individual decision has a collective and global effect.

**Daniela Vaisman Romero,**  
CEO and Co-Founder, Botanitec.

Innovating in Chile today means building a productive strategy that breaks out of stagnation and sets a new course for development. It means turning our comparative advantages in natural resources into new comparative advantages through productive and technological development, professionalizing the State, and overhauling our education system.

**Óscar Landerretche,**  
Former Chair, Codelco.

To innovate today is to refuse to stand still. It is to open ourselves to new ideas, to trust in working together, and to dare to take different paths. It is to dream big – but to start with concrete actions that move us forward together.

**Susana Jiménez,**  
President, CPC.

The formal definition of innovation is the introduction of new products and processes into an economy, validated by the market – that is, when a third party, other than the developer, is willing to pay for or use the invention. Today two approaches sit side by side: the traditional linear model, in which an opportunity is born in the scientific world and goes looking for demand; and the reverse model, in which a problem in the productive world is identified first and a scientific or technological solution is developed to address it. In Chile the first model is more established; the second still requires greater capacity to frame problems and connect them with the scientific community.

**José Miguel Benavente,**  
Executive Vice President, CORFO.

To innovate in Chile today is to listen more carefully, collaborate more, and dare to do everyday things differently. It is to create value with purpose, putting people at the center and building the future from what we already are.

**Alejandra Mustakis,**  
Business leader.

Innovation is about expanding our ability to see, and then acting on a deeper understanding. It comes from bringing disciplines, experiences, and sensibilities together to grasp a challenge more fully and create real value. It is not simply about doing something new; it is about understanding more deeply, in order to decide more wisely and drive systemic change.

**María José Montero,**  
Director of Impact Investment, Ameris.

For me, innovation comes from one conviction: change only happens where there is trust, collaboration, listening, and curiosity. It is born when we genuinely understand the problem, learn from experience, experiment without being afraid to fail, and design solutions that truly transform.

**Francisca Martin,**  
CEO, FGE.

Innovation is the muscle without which transformation cannot be managed. In our case it is a permanent focus, because we set out to be a laboratory for public policy and social innovation – building the capabilities the country needs for its development, supporting the productivity and transformation of businesses, and improving people’s employability.

**Natalia Lidijover,**  
General Manager, OTIC SOFOFA, and Executive Director, Futuro del Trabajo SOFOFA.

Innovating in Chile today means creating and adding value in the production of goods and services, or in the ideas and public policies that support the country’s development.

**Álvaro Fisher,**  
Business leader.

To innovate is to be willing to swim against the current – even against what the word itself thinks it should be. Innovation is a force for change: it demands independent thinking, the willingness to question the status quo, and the capacity for self-criticism. It calls for serious discipline in execution, and it asks us to be rebellious enough to push back on simplistic narratives and collaborate – really collaborate – to move this country forward.

**Manuel Rozas,**  
Chief Scientific Officer, Kura Biotech.

# THE NETWORK THAT CONNECTS CAPABILITIES

# 02

SOFOFA Hub is the innovation arm of SOFOFA, Chile's leading business association. It connects companies with entrepreneurs, science, and technology to address productivity challenges, activate collaboration, and accelerate the adoption of innovation – strengthening the country's competitiveness and growth.

# When the network comes alive

If mycelium represents the logic that allows an ecosystem to thrive, the natural question is how that distributed intelligence translates into concrete action. **How is the network activated? How do diverse capabilities come together to turn challenges into real opportunities?**

At SOFOFA Hub, this logic is more than a metaphor – it defines how the organization operates. The Hub acts as a platform that **brings stakeholders together, bridges different worlds, and supports processes over time**, on the understanding that impact emerges when knowledge flows and relationships are sustained.

Companies, start-ups, academia, the public sector, and regional partners come together here as part of a living ecosystem, where each contributor adds value through its own experience, scale, and context. **As in mycelium, some nodes are more visible than others, but all play an essential role in keeping the network functioning.**

This way of working unfolds across three areas of action – **Biotechnology, Innovation for Productivity,**

**and Circular Economy** – which, although they have their own focus and dynamics, are deeply interconnected. They do not operate as silos, but as layers of the same network that reinforce one another.

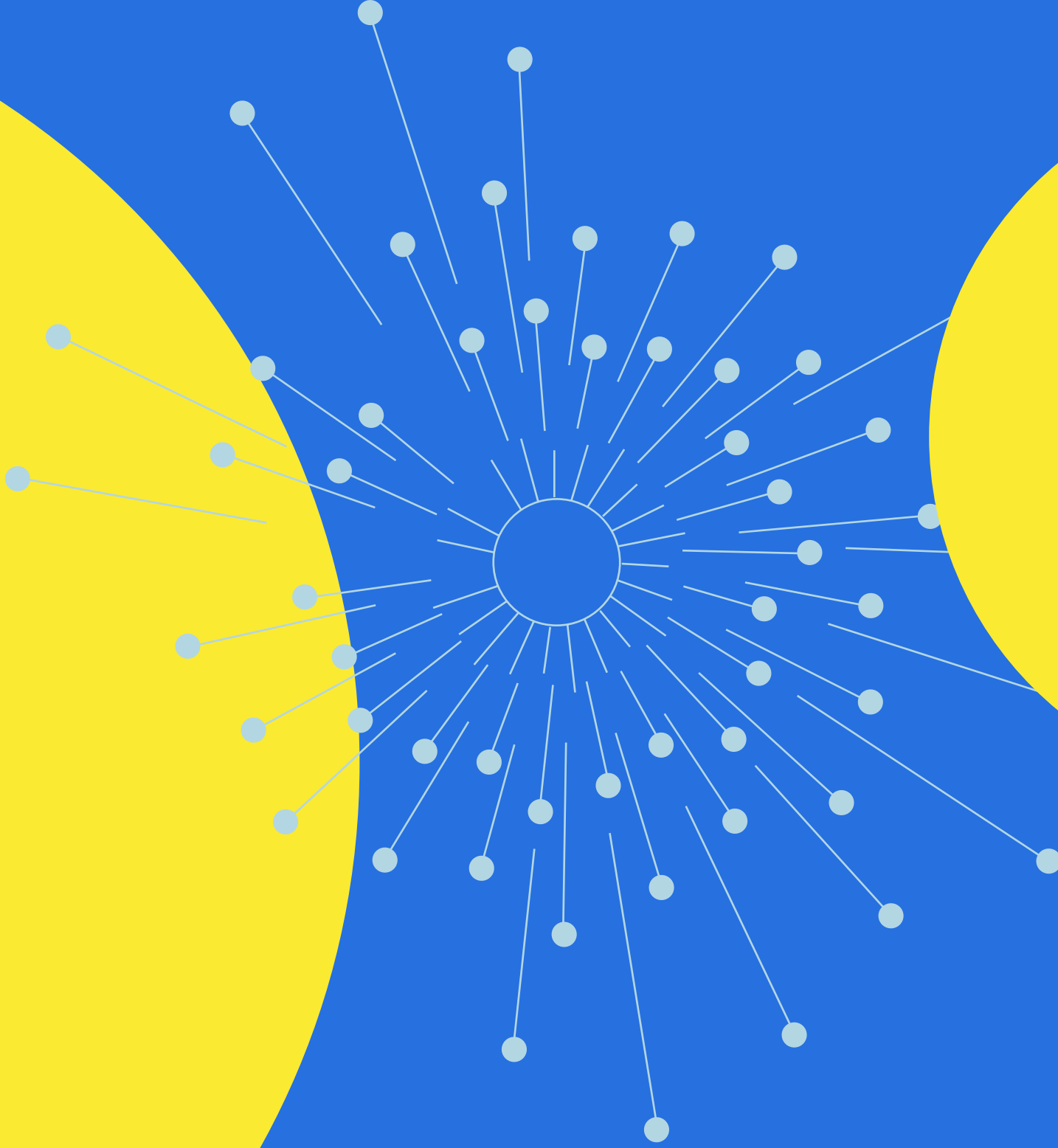
From this point on, the report moves into its most concrete dimension: **how this logic translates into programs, initiatives, and actions throughout the year.** What follows is the visible expression of a network that has been active beneath the surface all along.

---

**Because, as in any forest, real growth happens when the connections work.**



SOFOFA  
HUB



A space for  
collective  
innovation  
grounded  
in business  
experience

**SOFOFA Hub** is SOFOFA's engine of transformation and innovation – a space for exploration that brings industry, government, academia, and entrepreneurs together to accelerate solutions with real impact.

**Our purpose:**  
We mobilize Chilean industry toward a new stage of development grounded in science, technology, and collaboration, with the aim of adding value to the productive sector and building a more competitive and sustainable country.

## STRATEGIC OBJECTIVES

## OUR VALUE PROPOSITION

**Position science- and technology-based innovation as a strategic pillar for the country's industry.**  
"We want technological innovation to be top of mind for senior leadership."

**A window into the future.**  
We help companies identify trends, technologies, and opportunities.

**Drive collaborative initiatives that increase the productivity of our industry, advancing a sustainable future with increasingly competitive companies.**  
"We want to grow productivity and competitiveness through collaborative innovation."

**Collaborative innovation.**  
We create shared learning spaces to generate concrete solutions and tangible results.

**Connect Chilean industry with national and international innovation ecosystems.**  
"We want our companies to build active ties with the organizations leading technological development around the world."

**Connection with the world.**  
We bring Chilean industry closer to the global ecosystems shaping innovation and technology.

# Our approach

We bring different actors in the ecosystem together around real challenges facing companies and the country.

We enable collaboration across multiple stakeholders.

We promote projects that drive productivity.

We build community around shared learning.

We create safe spaces to experiment.

## In Short

We **connect** to build trust, **collaborate** to solve challenges, and drive **impact** to scale change.

## How to Take Part

### Calendar for SOFOFA members

Technology missions, Demo Days, networking, and talks with leading global figures.

### Programs and Collaborative Projects

Strategic initiatives that add value through technology, evidence, and cross-company collaboration.

## Our Areas of Work

Biotechnology

Innovation for Productivity

Circular Economy

# Directors

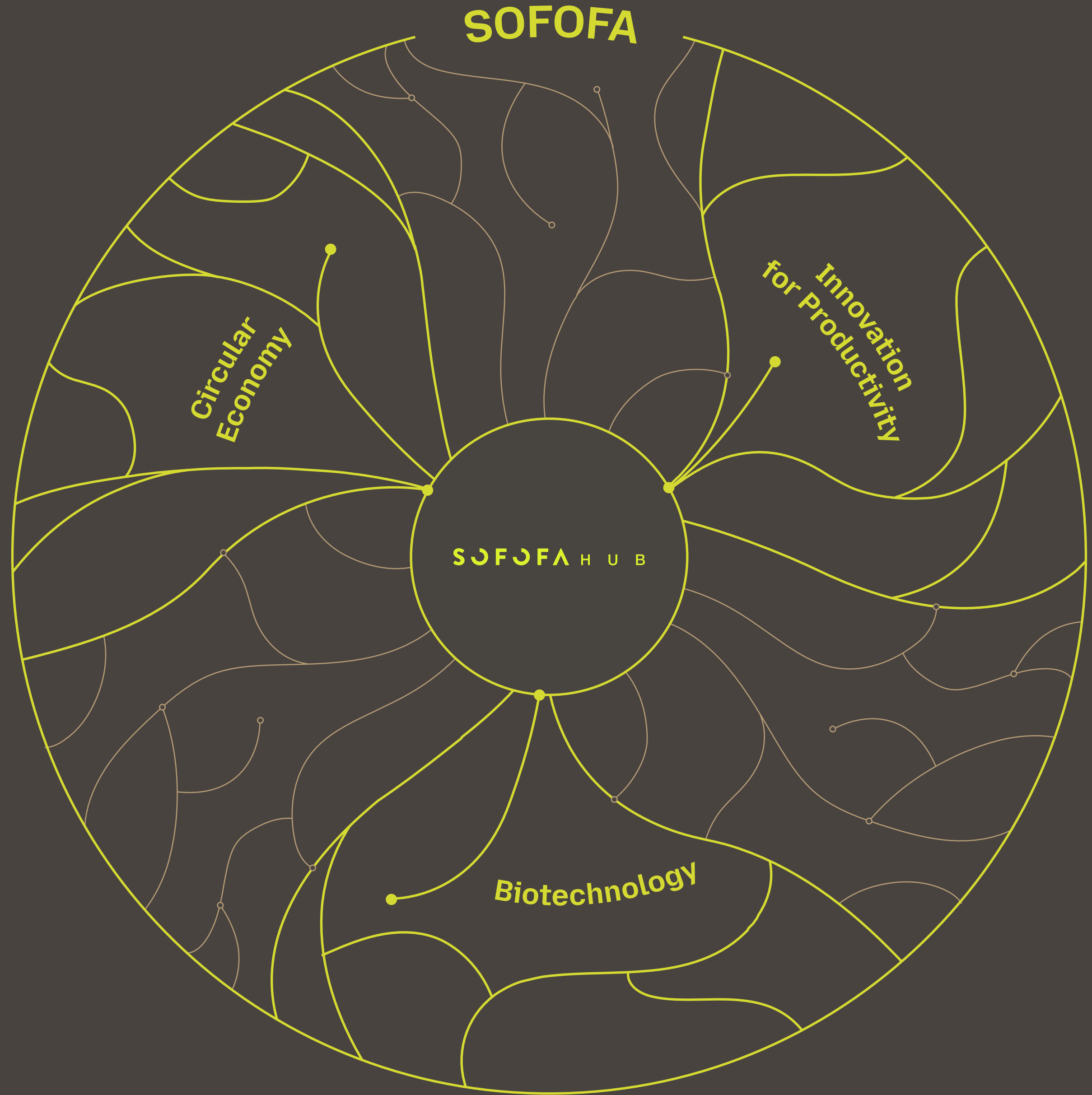
SOFOFA Hub's Board of Directors **provides the strategic direction that guides our work**, ensuring we remain true to our purpose while promoting a collaborative approach to innovation that creates lasting impact.

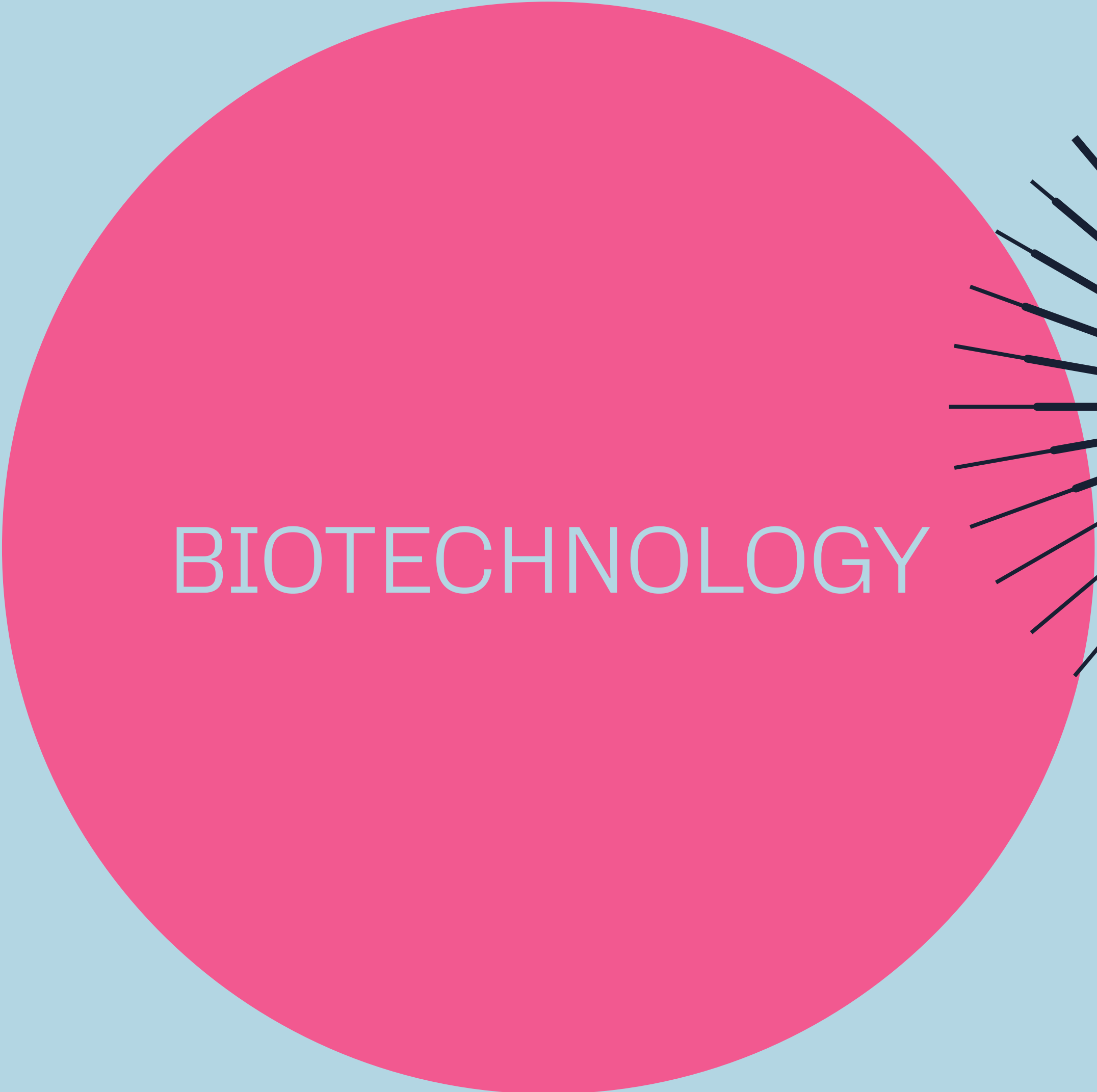
Board members were appointed in January 2024 for the **2024-2025 term**.



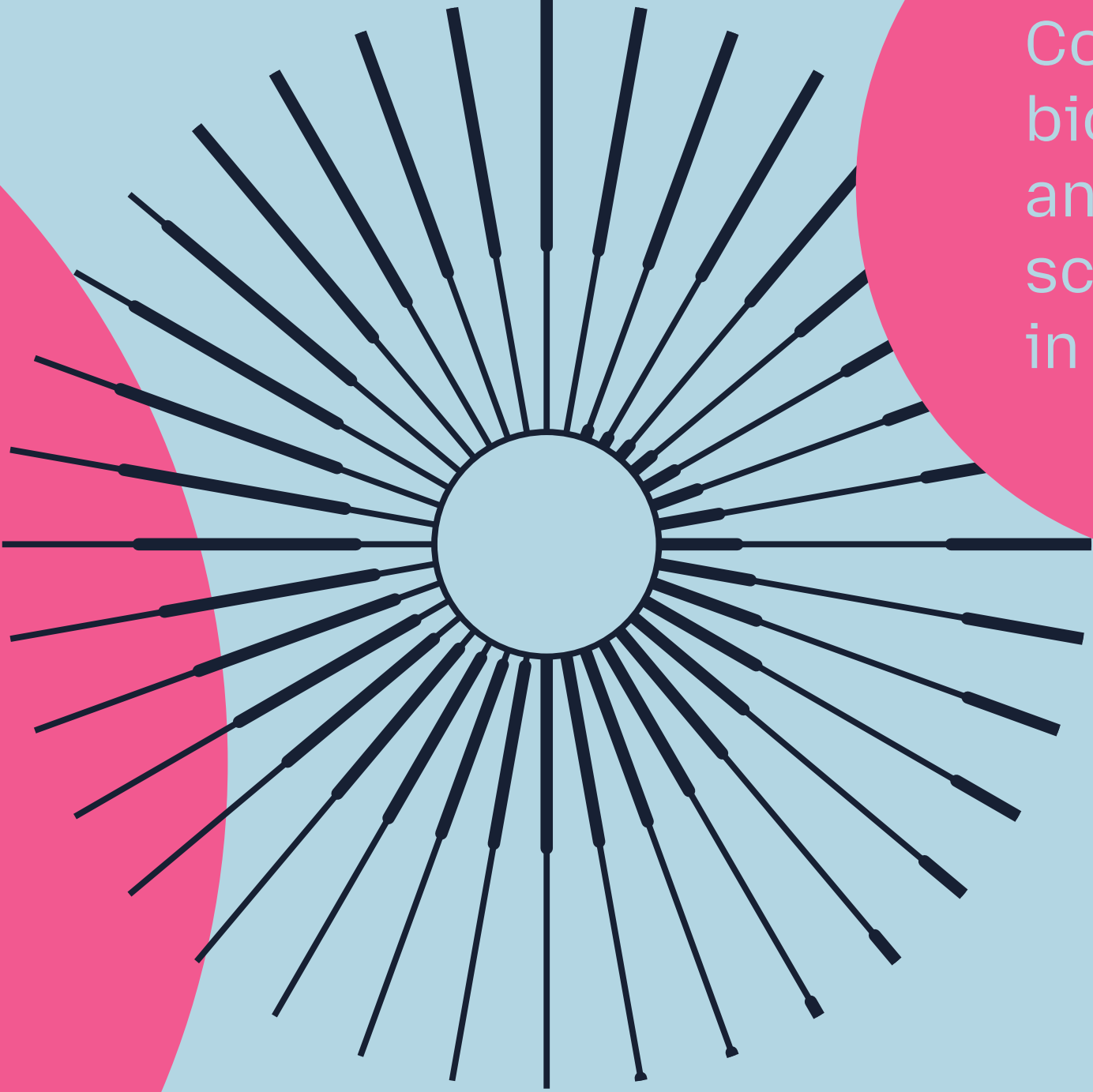
\* Until February 2025.

**SOFOFA Hub's work** is organized around three areas: **Biotechnology, Innovation for Productivity, and Circular Economy**. Across them, the Hub brings capabilities together, drives collaboration, and turns challenges into concrete solutions.





# BIOTECHNOLOGY



Connecting  
biotechnology  
and industry to  
scale solutions  
in Chile

The **TRANSLATIONAL BIOTECHNOLOGY CENTER** — known by its Spanish acronym CBT (Centro de Biotecnología Traslacional) — is **SOFOFA Hub's** strategic biotechnology pillar, developed with the support of **ANID**, Chile's National Research and Development Agency (Agencia Nacional de Investigación y Desarrollo). Its purpose is to connect science with industry to advance the adoption of biotechnology in industrial settings, with measurable impact on **productivity, sustainability, and competitiveness**.

**A platform that connects and enables**

At the CBT, complex challenges — from production to environmental — are addressed through **applied science, collaboration, and evidence**.

# Our Approach

**We connect science and industry** to turn knowledge into applied solutions.

**We bring the ecosystem together** (companies, start-ups, academia, and the public sector) to accelerate biotechnological innovation.

**We enable validation and scaling** in productive environments.

**We drive biotechnology with impact**, contributing to a sustainable, knowledge-based economy.

## In Short

**We connect the ecosystem to bring biotechnology to industry, scale solutions, and grow Chile's biotech sector.**



# MARÍA PAZ MERINO

Executive Director | CBT

## Biotechnology and industry: a key alliance for Chile's productive development

Chile faces the challenge of moving toward a more sustainable, knowledge-based model of productive development. While the country has high-level scientific capabilities and a strong productive base, a gap persists between knowledge generation and economic and social impact.

In this context, biotechnology is emerging as a key tool to add value, improve competitiveness, and tackle environmental challenges. Integrating it into productive processes makes it possible to solve concrete problems and open new growth opportunities.

At the Translational Biotechnology Center (CBT), we drive the connection between biotechnology and industry, positioning the productive sector as a space to validate and scale biotechnological solutions. In 2025, we consolidated this role, establishing ourselves as a reference point in the ecosystem and building an active community – Biotribu – that brings start-ups, companies, academia, and investors together. We also strengthened our presence in strategic forums and broadened our regional footprint.

Underlying all of this is one core conviction: biotechnology grows stronger when it is rooted in the regions and connected directly to their productive ecosystems. The regions are not only the source of relevant challenges; they are also a concrete opportunity to build solutions with industry and strengthen local innovation ecosystems. In this spirit, in 2026 the CBT will deepen its regional presence as co-executor of StartupLab Patagonia and the Centro de Biotecnología de Los Ríos (Los Ríos Biotechnology Center), with the aim of strengthening local capabilities, connecting stakeholders, and growing biotech ecosystems. With this, we seek to contribute to the decentralization of innovation and to a more diverse productive matrix with a clear regional identity.

Important gaps persist in infrastructure, regulation, talent, and investment, and closing them will require closer collaboration between the public sector, the private sector, and academia. From the CBT, we will continue working to consolidate ourselves as a neutral, trusted platform connecting science and industry – capable of enabling validation, piloting, and technology adoption in productive contexts, and helping biotechnology generate concrete, lasting impact for the country's development.



# INNOVATION FOR PRODUCTIVITY

Connecting business challenges with technology solutions

**INNOVATION FOR PRODUCTIVITY** is the **SOFOFA Hub** area focused on connecting the challenges of **large industrial companies** with global technology solutions – building high-value partnerships that translate into concrete results. Through Venture Client SOFOFA Hub, an open and collaborative innovation program, we make it easier for organizations to adopt new technologies, models, and capabilities, helping them **move from exploration to implementation faster**.

We see collaboration as a driver of growth, supporting companies to **innovate better, faster, and with measurable impact**.

# Our Approach

**We get inside each challenge**, working closely with the team and the company to fully understand the problem.

**We run a tailored search for technology solutions**, drawing on our international networks and customized scouting.

**We lead a rigorous analysis and evaluation process**, focused on solving each specific challenge.

**We support the monitoring of validation pilots** to make sure tested solutions can scale.

## In Short

**We connect real industry challenges with innovative solutions; we collaborate to scale them; and we generate impact by linking leading companies with technology providers, fueling their growth.**



# MARIANA THIELEMANN

Innovation Manager | SOFOFA Hub

## Innovating from real challenges

Today's business environment is shaped by rapid technological change, mounting pressure on productivity, and the need to adapt to new business models. In this context, innovation has stopped being optional – it is now a basic condition of competitiveness. For many companies, the challenge is no longer generating ideas, but **bringing in technology solutions that respond to real operational problems.**

In that landscape, open innovation models have gained ground globally. One of them is **Venture Client**, which lets companies adopt technology developed by external providers by acting as early customers rather than venture investors. That allows them to test concrete solutions, reduce uncertainty and risk, and accelerate adoption inside their operations.

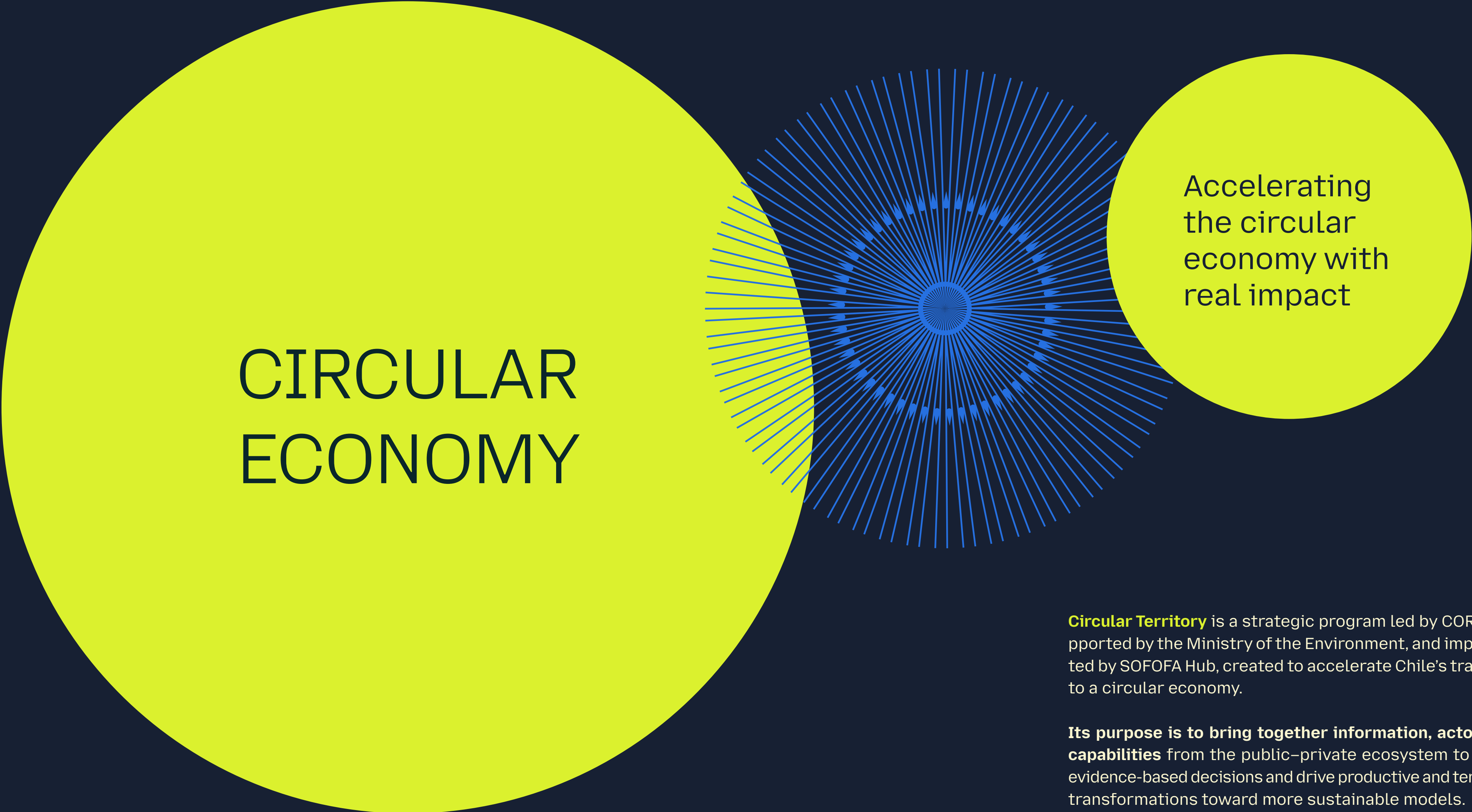
That is the logic behind **Venture Client SOFOFA Hub**: an initiative that connects strategic industry challenges with technology companies capable of delivering innovative solutions. The focus is on solving real business problems and advancing the adoption of technologies with measurable impact on productivity and competitiveness.

The model is built on a collaborative process in which companies are involved from the moment a challenge is defined through to provider selection. Understanding the problem, leading a global search, evaluating possible solutions, and supporting technology pilots **builds trust between the parties**, delivers tangible productivity outcomes, and informs better future innovation decisions.

That is reinforced by a network of international partners that broadens access to technology solutions. Venture

Client SOFOFA Hub connects Chilean industry with scale-ups in dozens of countries – including ecosystems such as the United States, Finland, Canada, Australia, Germany, and Israel. This reach allows companies to explore technologies that often sit beyond their usual radar.

Looking ahead to 2026, we plan to broaden the model's reach to new industry leaders, as well as to companies just starting their journey in corporate innovation but with strong potential to improve their processes and lift productivity. Next year we will also launch a new initiative for large companies: **Innovation Unfiltered**, a space to share lessons and good practices in corporate innovation management.



# CIRCULAR ECONOMY

Accelerating the circular economy with real impact

**Circular Territory** is a strategic program led by CORFO, supported by the Ministry of the Environment, and implemented by SOFOFA Hub, created to accelerate Chile's transition to a circular economy.

**Its purpose is to bring together information, actors, and capabilities** from the public-private ecosystem to enable evidence-based decisions and drive productive and territorial transformations toward more sustainable models.

# Our Approach

**We create the right conditions:** strengthening frameworks, capabilities, and financing for the implementation of the circular economy in priority productive sectors.

**We drive circular innovation,** connecting technology development, advanced human capital, and productive challenges to accelerate applied solutions with territorial impact.

**We build industrial-symbiosis hubs,** fostering collaboration across companies and sectors to optimize resource use, reduce waste, and create new shared-value opportunities in the territories.

## In Short

**A program that connects the public and private sectors, with a territorial focus, to close gaps, coordinate action, and accelerate the transition to a circular economy with real impact in Chile.**



# JAVIER OBACH

Circular Economy Manager  
Circular Territory Program Director

From implementation to impact:  
the future of the circular economy

The circular economy has moved past aspiration to become a concrete agenda for action and productive development. Today, more than a trend, it is a strategic lever to lift the country's competitiveness, strengthen its territories, and move toward a more resilient economic model. From Circular Territory — a program led by CORFO and the Ministry of the Environment — we have seen first-hand how collaboration among companies, the public sector, academia, and local governments enables the move from vision to implementation, connecting sustainability with productivity.

A key milestone this year was the launch of the **Circular Territory Roadmap 2025–2030**, conceived not as an internal planning document but as a strategic tool to align stakeholders, guide investment, and accelerate the circular transition in the territories. The roadmap defines clear pillars — enabling conditions, circular innovation, and industrial symbiosis — and reinforces Circular Territory's role as an orchestrator of public and private capabilities, connecting technology supply, productive challenges, and territorial opportunities.

Over the year, we also consolidated milestones that reflect this growing maturity. The third edition of the Practical Guide to Corporate Circular Management is the product of a collective effort in which companies from a wide range of sectors shared applied lessons, showing that circularity not only reduces environmental impact but also drives innovation, operational efficiency, and competitive advantage. It is complemented by the Circular Territory Award, which has consolidated as a recognition platform for companies of every size that integrate circularity as a strategic business decision rather than an isolated effort.

Looking ahead, the challenge is no longer just to add more initiatives, but to scale impact. That means deepening territorial implementation, activating more collaborative projects between companies, embedding circularity into strategic value chains, and contributing tangibly to productivity, innovation, and quality job creation. Circular Territory aims to consolidate as an enabling platform, capable of translating the circular economy into real solutions for the country's productive development.

Circularity is built collectively — from the territories, with a long-term vision. That will continue to be our main driving force, but it is also our greatest responsibility: to make the circular economy a structural pillar of Chile's economic and territorial development.

# THE NETWORK IN ACTION

# 03

Throughout the year, this network came alive across biotechnology, innovation for productivity, and the circular economy. Through programs, gatherings, partnerships, and projects, SOFOFA Hub connected companies with new scientific and technological capabilities. The initiatives that follow show how the network is mobilized to respond to the challenges and needs of the business sector – and of the country.

# 2025 Timeline

## FEBRUARY

— Soft launch of **Mercado Biotech**.

## MARCH

— **Biotribu** opens its annual cycle with **Rubisco and the Ministry of Science, Technology, Knowledge, and Innovation**.

— **Opportunities Workshop** in Antofagasta.

— Kick-off of **Hemisferio Biotech 2024** selected projects (Ecombio).

## APRIL

— Launch of the **Circular Territory Roadmap 2025–2030**.

— Open call for **Hemisferio Biotech 2025**.

— **Technology Mission to Brazil**.

— **Talk** on the Venture Client model with experts from **Combient Foundry**.

— **Demo Day: CO<sub>2</sub> Emissions Reduction**.

— **Colbún** joins **SOFOFA Hub** as a strategic partner.

## MAY

— **SOFOFA** leads a business mission to **Japan and China**.

— **CBT** connects **Agro Horizon** with the **GT Network in Arica**.

## JUNE

— **Talk** on industrial automation and digitalization with **Siemens**.

## JULY

— **Biotribu: Multiplex.**

— **Demo Day: Efficient Water Management.**

— Launch of the **National Biotechnology Strategy from the Ministry of Science, Technology, Knowledge, and Innovation.**

## AUGUST

— Launch of the **Science-Industry Engagement Framework.**

— Kick-off of **Enlace Circular: Industrial Symbiosis.**

— Talk on **Corporate Venture Capital** with **Bimbo Ventures.**

— **Kaf Ventures** – CBT session.

## SEPTEMBER

— Official release of **the National Biotech Ecosystem Report.**

— Launch of the **Avonni Biotech CBT Recognition – Avonni Awards.**

— **Second Venture Client SOFOFA Hub** call for applications.

— **Demo Day: IoT Logistics.**

— **Industry Tour** – South-Central Chile.

— **Mining Council, Agrotech, and SalmonChile** join the Executive Committee of **Circular Territory.**

## OCTOBER

— Launch of the **Applied Biotechnology for Industry** course with Universidad **Andrés Bello.**

— **CBT Conecta Santiago.**

— **Demo Day: Future of Industry – IoT and AI.**

— **Technology Mission to Germany.**

— Selected for **Hemisferio Biotech 2025: Pewman and PhageLab.**

## NOVEMBER

— **Empresas Abiertas, Iansa** at La Araucanía.

— **BioDemoDay** during **Biotech Week Puerto Varas.**

— **Special Biotribu with Botanitec** and panel on **intellectual property in biotech: the NotCo case.**

— Launch of the **Circular Economy Technology Center** for the Los Lagos Region.

— **Third edition of the Circular Territory Award.**

— Launch of the largest **circular-economy technology center** in southern Chile.

— Kick-off of the **Industrial Symbiosis Clean Production Agreement.**

— Cooperation agreement signed between **Circular Territory** and **CircularTec.**

— Signing of the **Clean Production Agreement for the Circular Waste Management Standard.**

— **Conexión Circular Los Lagos** gathering.

## DECEMBER

— Close of the first phase of **GENIA** – a project run by INIA, Concha y Toro's Research and Innovation Center (CII), and the CBT.

— Launch of **StartupLab Los Lagos** and the **Los Ríos Biotechnology Center.**

— Third edition of the **Practical Guide to Corporate Circular Management.**

February

# Mercado Biotech: activating a new market for biotech services

In February 2025, the **CBT** launched Mercado Biotech (Biotech Market), an online platform designed to make the biotech services offered by companies, start-ups, and research centers in Chile visible and easier to access. This soft-launch phase marked **the operational start of a tool** created to close a long-standing ecosystem gap: the limited visibility and fragmented access to **scaling capabilities and biotech services in the country**.

The **Marketplace of Biotech Equipment and Services** connects technological capacity with real demand, enabling collaboration between ecosystem actors and opening up

access to the specialized infrastructure, equipment, and know-how available in Chile. Through this platform, the CBT helps **strengthen industrial scaling and the link between science, technology, and industry**.

In its first year, the platform began to deliver concrete results. One example was **a quote generated for RubiscoLab** from a contact originated through Mercado Biotech – validating its role as an effective bridge between providers of biotech services and demanding companies.

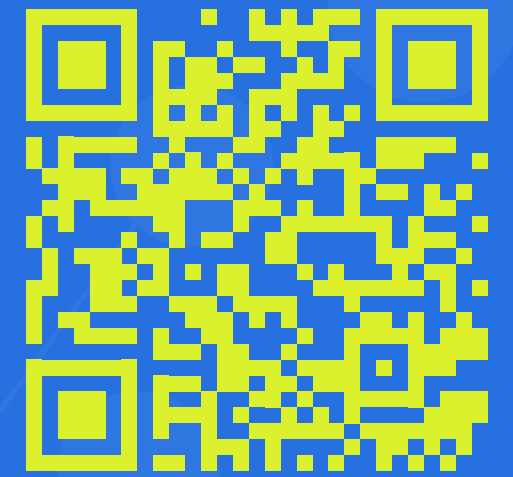
With this milestone, Mercado Biotech consolidates its purpose: to activate a more visible, connected, and dynamic market for Chile’s biotech ecosystem.

It’s a space that has allowed us to make our services visible inside Chile and reach new clients we previously couldn’t access. For example, in 2025 we delivered a service for a spin-off of Universidad Católica del Maule, which reached us through Mercado Biotech, and that later led to a collaboration with other spin-offs from the same university.

**Felipe Aquea,**  
**Scientific Director, Rubisco Biotechnology.**

” —

Explore the Platform



Access Mercado Biotech and learn about the capabilities available for the national biotechnology ecosystem.

March

# Hemisferio Biotech: supporting biotech companies through their scaling phase

In March, Hemisferio Biotech — a **CBT initiative** — **kicked off the Ecombio project**, which is currently under way and is expected to be completed in 2026. The project focuses on developing biotech solutions for aquaculture through a probiotic product designed to control bacterial diseases in fish — such as flavobacteriosis — using controlled-dosage systems and treatment optimization to complement antibiotic use in the salmon industry.

That same month, **Rubisco** became the **first start-up supported by Hemisferio Biotech to complete the program**. Toward the end of 2025, the initiative closed a new cycle with updates from earlier cohorts: **Botanitec** (2022) and **Multiplex** (2023) completed the program, while **Frankles** (2022) entered its final stage, with completion expected in 2026.



In October, the projects selected for the 2025 call were announced: **PhageLab and Pewman Innovation**. PhageLab is a Chilean start-up tackling antibiotic resistance through bacteriophages and artificial intelligence. Pewman Innovation develops biostimulants based on Antarctic microorganisms and organic nanotechnology, helping protect crops from climate stress through sustainable biotech solutions.

Created in 2021, Hemisferio Biotech forms part of the CBT's strategy to advance applied biotechnology in Chile and connect scientific capabilities with the productive challenges of the private sector. The initiative also supports start-ups in their scaling phase while helping build and strengthen biotech capabilities across the ecosystem. Across its five editions, the program has received **91 applications** from a broad range of industries — **from health and agriculture to mining and food** — and has supported a total of **seven spin-offs and start-ups**.

One of its main contributions has been the establishment of a **rigorous evaluation** model that combines a **technical pre-screening** — focused on biotech merit, TRL, and strategic alignment — with in-depth **technological due diligence** covering regulatory, market, and business-model dimensions, while also providing formal feedback to every company evaluated.

In terms of impact, the program has allocated more than

**CLP \$800 million**  
to supported projects,



which have since raised

**CLP \$2,581 million**  
in private funding.

This momentum has enabled the hiring of **17 people**, the launch of 9 new products or technologies, and the advancement of 3 initiatives into **international markets**.

Through spaces such as Biotribu, Hemisferio Biotech continues to foster an active, collaborative biotech community — strengthening the link between science, entrepreneurship, and industry, and consolidating a key stage in the CBT's work in biotechnology.



# Hemisferio Biotech in numbers

Across five editions:

**91** applications received

**7** start-ups supported

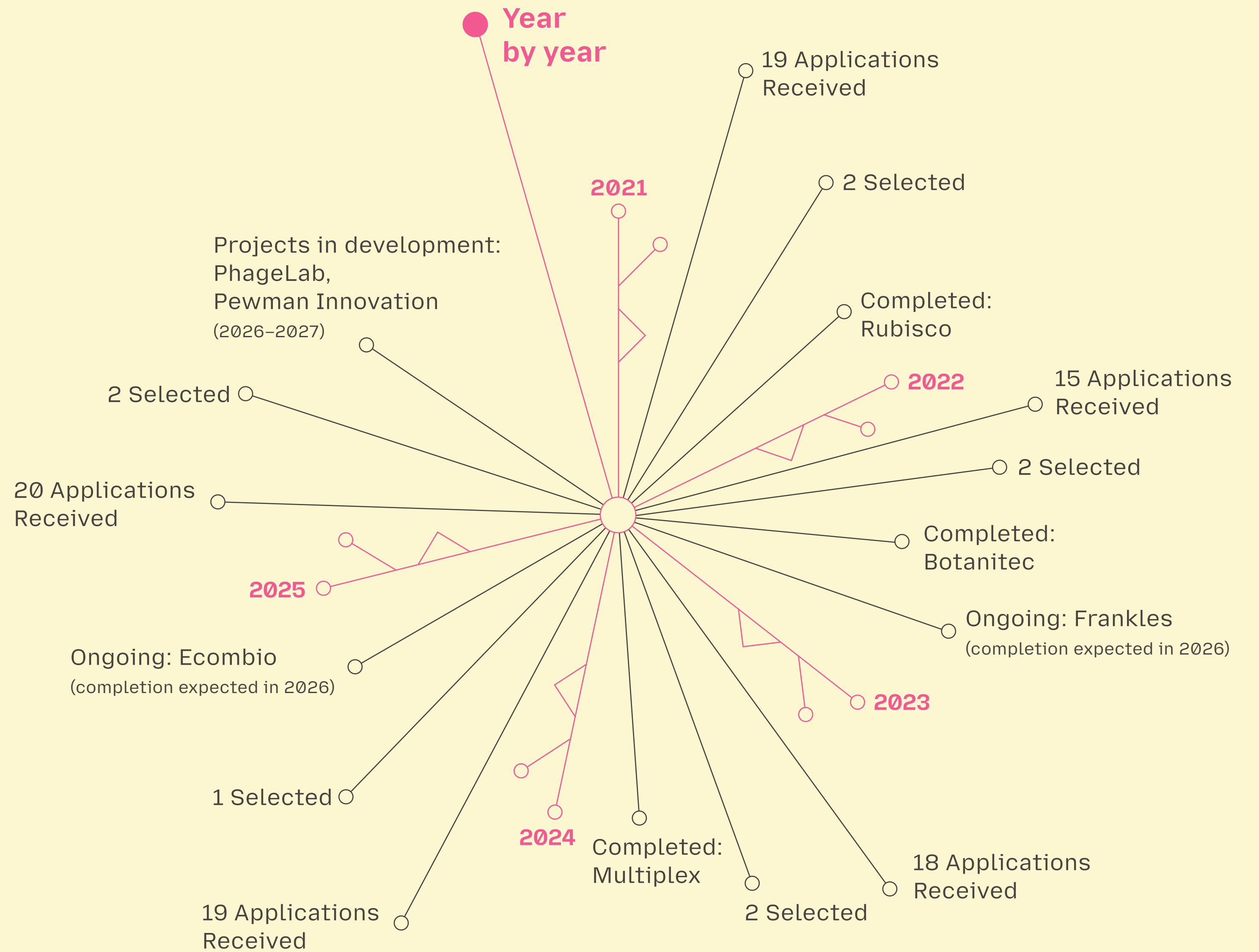
**+CLP \$800** million allocated to projects

**CLP \$2,581** million raised in private funding

**9** new products / technologies brought to market

**3** international expansion processes

**17** jobs created



March

# Biotribu: a biotech community consolidating through action

In March 2024, Biotribu — a CBT-SOFOFA Hub initiative — kicked off its activities, which continued steadily throughout the year and consolidated the space as an **active community for connection, learning, and collaboration in the biotech ecosystem.**

Across the cycle, perspectives were brought together from entrepreneurship, public policy, investment, and international ecosystems, addressing key challenges for the development of Chile's biotech sector.

# Highlights of the year

## March

### Rubisco's evolution

Biotribu opened its annual cycle with a session focused on **Rubisco's** evolution. Felipe Aquea and José Pablo García shared the venture's journey, the lessons of moving from science to scaling, and the challenges of bridging research, industry, and market.

With more than five years of work behind it, Rubisco develops ingredients from Chilean native flora using plant cell cultures, with applications in functional foods and cosmetics. Its work combines science, innovation, and sustainability as the foundation for high-value solutions.

The session also marked the formal close of Rubisco's project, making it the first start-up to complete its process with the CBT's support. **The Ministry of Science, Technology, Knowledge, and Innovation also took part.**

The CBT plays a fundamental role in the biotech ecosystem. They are a highly recognized actor, and these conversations between entrepreneurs, the State, and the public are essential to turning biotechnology into a growth strategy for the country.

**Ignacio Silva,**  
Head of the Emerging Technologies Division, Ministry of Science.

## July

### Multiplex shares its lessons

The cycle continued with a session focused on the experience of **Multiplex**, the program's second graduate, which shared its journey and the main lessons of its internationalization process.

Through its frontier technology with international reach — **Viroscope** — Multiplex has developed a solution for the early diagnosis of plant diseases, a tool that can help strengthen the competitiveness of the agricultural sector in Chile and abroad.

Later, a session focused on the sector's international projection took place. Ignacio Fernández presented the main tools **ProChile** offers to support biotech companies seeking access to new markets.

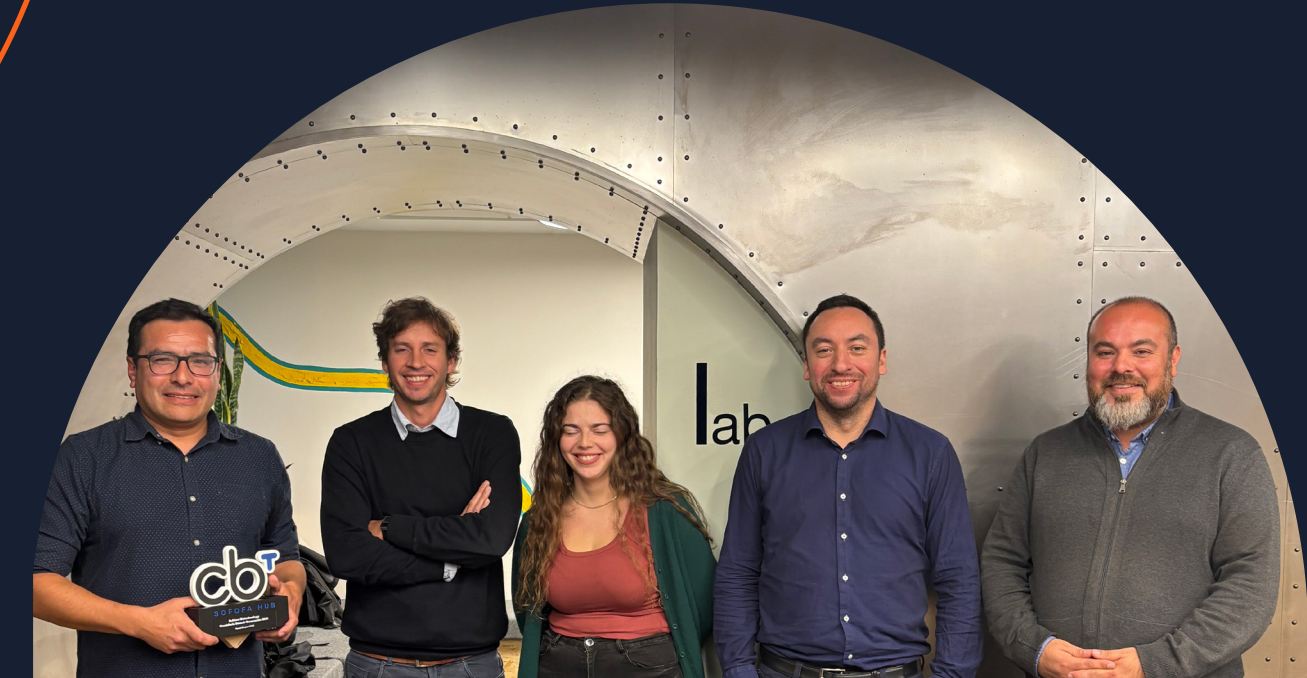


The year closed with a conversation grounded in practice. Daniela Vaisman shared the lessons learned in building **Botanitec**, a Chilean start-up focused on natural and sustainable solutions for agriculture. In 2025, Botanitec received a double honor at the **Avonni Awards**, the country's leading innovation prize: the Agro del Futuro FIA Award for its contribution to natural solutions for agricultural productivity, and the **Costamar Avonni Award**, which recognizes the most innovative initiatives in the country's central macroregion.

The session continued with a panel on intellectual property in biotech, taking the **NotCo** case as a reference and exploring the challenges and strategies for scaling science-based ventures.

## November

### Intellectual property and entrepreneurial experience



April

# International Technology Missions

**Building ties with global innovation hubs to strengthen the competitiveness of Chilean industry.**

In April, SOFOFA Hub kicked off its agenda of **international technology missions** with a visit to Brazil, as part of the business mission held in Brasília and São Paulo. The agenda included visits to several innovation ecosystems: the SENAI São Paulo Technology District, a reference point for the integration of education, technology, and innovation across multiple industrial sectors; Cubo Itaú, one of Latin America's most important innovation hubs, focused on the development and scaling of start-ups; and the **Technology**

**Innovation Park (PIT)** in São José dos Campos, a leading hub that brings together companies, universities, and research institutions. During the visit, a collaboration agreement was signed, opening new internationalization opportunities for Chilean start-ups and connecting them with **strategic clusters** in sectors such as aerospace, AgTech, and information technology.

In October, the agenda continued with a **Technology Mission to Germany**, with activities in Munich that included visits to global benchmarks such as **BMW Startup Garage, Celonis, Bosch, KUKA, Porsche**, and the **Oberpfaffenhofen** aerospace hub. The mission also featured networking sessions on collaborative innovation and technology transfer.

International technology missions highlight the value of seeing the world's leading technology hubs first-hand. They open spaces for high-level dialogue, where business leaders and experts examine the challenges and opportunities facing Chilean industry. Out of these exchanges, the adoption of new solutions takes shape — strengthening **competitiveness, innovation, and sustainable growth**, and broadening the connections between Chilean companies and global innovation ecosystems.



April

# Circular Territory Roadmap 2025–2030

**An action plan to enable the future economy.**

In April 2025, the **Circular Territory Roadmap 2025–2030** was unveiled – a strategic action plan that organizes, prioritizes, and projects the program’s work for the years ahead. The document sets **clear strategic priorities and concrete lines of action** aimed at enabling **a circular economy built from the territories themselves, with measurable impact** on productive systems.

The Roadmap fits within the broader national framework of the **Roadmap for a Circular Chile by 2040**, which lays out a country-wide vision. Where that strategy **defines national ambition, Circular Territory translates it into the operational, on-the-ground level of the territories** – where the circular economy **is implemented, tested, and adjusted in practice.**

The Circular Territory program brings together a wide range of actors – **companies, municipalities, organizations, entrepreneurs, and universities** – that operate in different realities, with different rhythms and challenges. Having its own roadmap made it possible to **bring order to that complexity, identify specific gaps, and prioritize initiatives with real potential to be executed and scaled within reasonable timeframes.** The Roadmap directs efforts toward projects that **genuinely move the needle**, connecting **public and private capabilities** and producing **concrete tools** such as pilots, guides, models, and replicable solutions.



The Roadmap itself is the result of a **collaborative process throughout 2024** that included **workshops, technical roundtables, and analytical sessions** with more than **30 organizations**. The work surfaced **more than 280 actions** in the initial diagnosis, reviewed nearly **1,100 indicators** to strengthen program monitoring, and mobilized approximately

**CLP \$1,400 million**  
in initiatives linked to the  
circular economy,

making sure decisions were grounded in evidence rather than intuition alone.

With its launch, the **Circular Territory Roadmap 2025–2030** stands as a **key operational tool for the program**: a framework to **coordinate stakeholders, sustain shared priorities, and move from conversation to action.** It will **guide the program's work in the years ahead** and serve as the map for advancing **the circular transition from the territories – with focus, collaboration, and a long-term outlook.**



Scan the QR code to access the full document and explore **the actions guiding the circular transition from the territories.**

May

# Colbún joins SOFOFA Hub as a new strategic partner

In May, Colbún joined SOFOFA Hub as a strategic partner and became part of the Venture Client program – joining the network of companies that address industrial challenges through open innovation and connection to the national and international technology ecosystem.

“This partnership with SOFOFA Hub is something we are genuinely excited about. At Colbún, we are convinced that a responsible, sustainable, secure, and resilient energy transition demands a great deal of innovation. We have set out to play an active role in transforming our sector, and the Hub is a strong ally in pursuing that goal.”

**José Ignacio Escobar, CEO, Colbún.**

Colbún’s participation marks a new step in the expansion of the Venture Client program, which connects leading companies from different sectors with solutions emerging from the innovation ecosystem.

The company highlighted that the challenge is part of its broader strategy to strengthen the operation of the electricity system in the context of the energy transition.

“For six years now we’ve been working with leading companies across different sectors that are committed to collaborative innovation as a strategy to lift productivity and improve competitiveness. Today, we are celebrating Colbún’s commitment and enthusiasm in joining our mission.”

**Alan García, Executive Director, SOFOFA Hub.**

“One of our priorities as a company is to optimize our assets in order to respond to the challenge of a secure electricity supply during the energy transition. Reducing the technical minimum of our hydroelectric turbines can help increase energy supply during dry periods, lowering the use of thermal plants. We will start with Rucúe, our hydroelectric plant in the Biobío Region, and if the result is positive, the idea is to replicate it across our other hydroelectric installations.”

**Diego García, Innovation Manager, Colbún.**

**With this challenge, Colbún joins the work of the Venture Client program and brings the challenges of hydroelectric generation in the context of the energy transition into the Hub’s ecosystem.**



May

# Agro Horizon / CBT Conecta Arica

In May, **Agro Horizon / CBT Conecta Arica** brought together actors from the productive, academic, and technology sectors around desert agriculture, biotechnology, and technology transfer. The initiative was organized by the **CBT** alongside the **Technology Managers Network (Red GT)** and supported by CORFO.

The first day featured **CBT Conecta**, a session designed to highlight biotechnology's potential for productive development in conditions of water scarcity and extreme environments, opening a conversation about the territory's challenges and opportunities.

“Biotechnology is a key driver of economic development and future sustainability — especially in territories like Arica, which offer unique conditions to pilot and scale new solutions to global challenges such as climate change”,

**María Paz Merino,**  
Executive Director, CBT.

“This gathering set out to address key gaps in technology transfer processes, focusing on a sector emblematic of the region — desert agriculture — and promoting R&D-based innovation from a territorial perspective”,

**Cecilia Belmar,**  
Vice President, Technology Managers Network.

The initiative reflects the CBT’s commitment to a regional perspective focused on recognizing and mapping the innovation ecosystems in different parts of the country.

The second day was devoted to strengthening the link between academia and industry, highlighting the role of local universities in generating applied knowledge and connecting it to the region’s productive challenges.



May

# Asia-Pacific Mission: Chile strengthens ties with Japan and China in innovation, sustainability, and technology

In May, SOFOFA led a **business mission to Japan and China** focused on deepening **cooperation** in strategic areas such as **green mining, decarbonization, sustainable production, and applied artificial intelligence.**

The agenda included participation in **Expo Osaka 2025**, where the delegation attended the inauguration of the Chilean pavilion as part of Chile's National Day at the World Expo. The event brought together the presidential delegation and business representatives, making it possible to showcase the country's productive, technological, and innovation capabilities to an international audience.

The mission also included the **34th meeting of the Chile-Japan Business Council**, with authorities and private-sector representatives from both countries — including **SOFOFA's president, Rosario Navarro**. At the meeting, **María Paz Merino, Executive Director of the CBT, presented Chile's innovation ecosystem with a focus on biotechnology** to business, academic, and government representatives, highlighting the country's strengths in applied science, technology development, and science-based entrepreneurship, and the value of the connection between academia, start-ups, and industry.



July

# 9 real challenges to drive demand-led innovation

In 2025, Venture Client SOFOFA Hub completed two cycles that, together, published **9 high-impact technology challenges** – surfaced directly from the operational core of large companies.

The first cycle published 4 challenges and the second added 5 more, all tied to critical productive processes with a focus on optimizing industrial operations.

These are not broad open calls or general ideas: they are concrete, technically structured problems, ready to be matched with solutions that can be piloted, implemented, and scaled.

# A different way of doing innovation

More than a traditional open-innovation platform, Venture Client SOFOFA Hub is an operating model built so companies can address their challenges with greater depth, focus, and agility – making sure the solutions selected have strong implementation potential.

“Companies are often so focused on day-to-day operations that they don’t have the time or the structure to properly diagnose and understand their operational challenges: which processes are affected, which KPIs are impacted, how the problem has been tackled before, and why those attempts didn’t work. Venture Client SOFOFA Hub allows for a much deeper understanding of both the challenge and the alternative solutions.”

**Mariana Thielemann, Innovation Manager, SOFOFA Hub.**



The program works mainly with industrial and productive processes. It does not address community, social, or recruitment issues – only the challenges that arise inside the operational core of companies.

“We focus on productive processes. These are problems that, very often, the industry has tried to solve before without reaching the expected impact. That’s where our value lies: we look for technologies already validated in other industries and adapt them to a new context.”

**María Bernia, Open Innovation Coordinator, SOFOFA Hub.**



# The 9 challenges

## First Cycle 2025



### Colbún

Technologies to determine the minimum effective flow rate of hydroelectric turbines.



### Pucobre

Solutions to reduce or replace the use of sulfuric acid in copper leaching.



### CMPC

Technologies to determine moisture content in individual pieces of wood.



### SQM

Solutions to manage scale buildup in heat exchangers at the Lithium Chemical Plant.

## Second Cycle 2025



### Colbún

Technology solutions to reduce sediment at the intake of the Hornitos plant.



### Molymet

Categorization of ferromolybdenum products.



### Pucobre

Solutions to reduce moisture in filtered tailings and improve the efficiency of the water recovery system.



### CMPC

A tool to schedule laboratory activities.



### SQM

Alternatives to remove silicon from lithium hydroxide solutions at the Carmen Chemical Plant.

Each challenge was framed with clear criteria around impact, technical feasibility, and scalability – reducing adoption risk for both the company and the technology venture.

## Scale your tech venture



Here you don't apply with ideas – you respond to real industry challenges.

Scan the QR code to explore the active challenges, the methodology, and how to take part.



August

# Enlace Circular: Industrial symbiosis for operational efficiency

In August 2025, **Enlace Circular** (Circular Link) was launched — an industrial-symbiosis initiative led by **SOFOFA, SOFOFA Hub, and Circular Territory**. The initiative brought together medium and large companies from different sectors around a shared goal: to identify concrete collaboration opportunities and move toward a more applied and efficient circular economy.

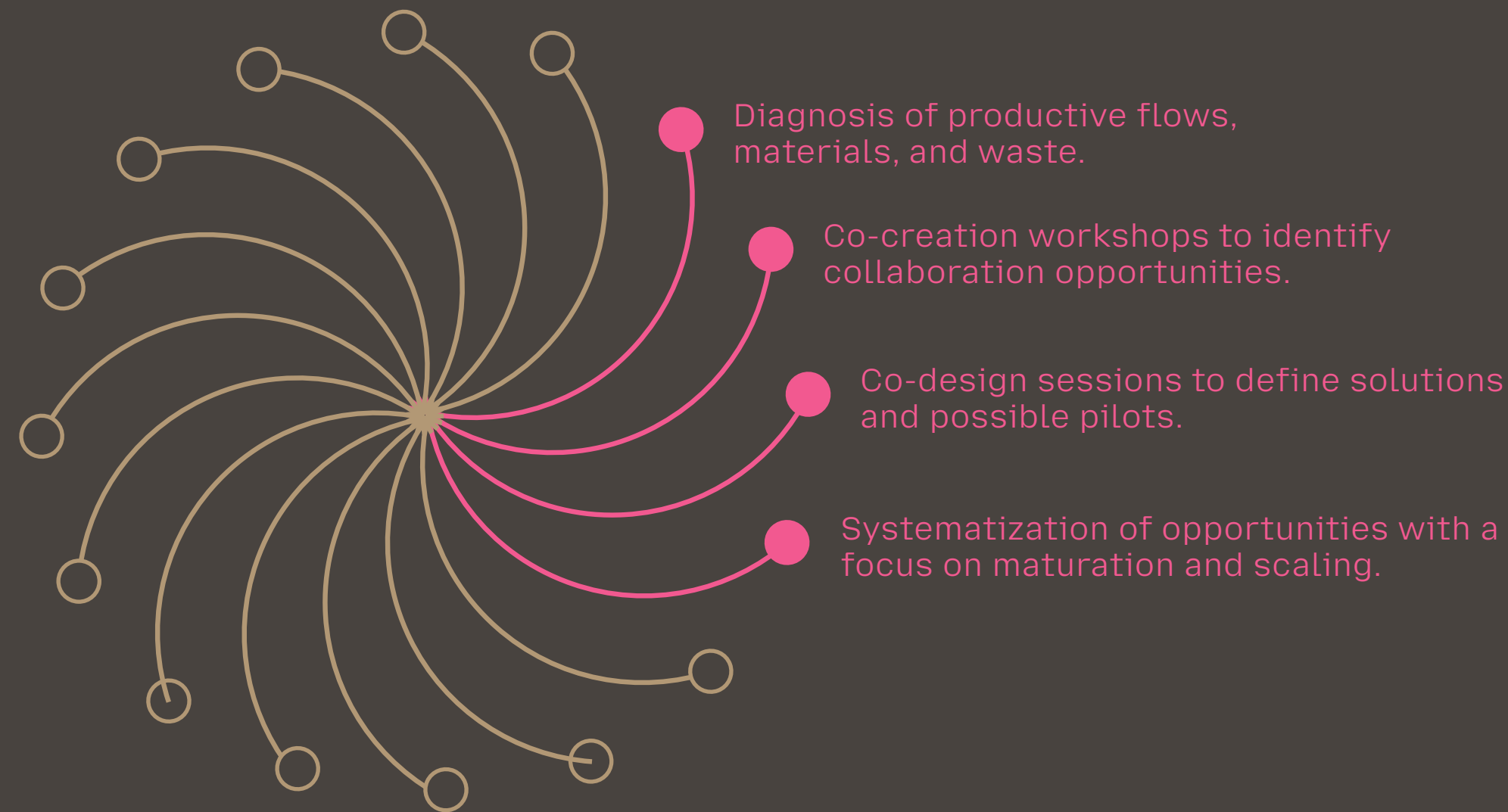
From day one, Enlace Circular was built on **real data, in real territories, and among companies with shared operational challenges** — creating a structured space designed to move from diagnosis to coordinated action.

**Key numbers:**

- **9 companies joined Enlace Circular.**
- **31 industrial-symbiosis opportunities prioritized.**

# How Enlace Circular Works

The program follows a practical, results-driven methodology that takes companies from mapping their flows to activating solutions:



# Voices From the Program

“The circular economy is much more than an environmental practice — it is a real opportunity for productivity and collaboration between companies.”

**Alan García, Executive Director, SOFOFA Hub.**

“Initiatives like this help us understand productive ecosystems and surface concrete opportunities for collaboration across sectors.”

**Nicolás Arriagada, Decarbonization Specialist, Anglo American.**

“Looking at the territories as a whole is essential to advancing safer and more sustainable industrial symbiosis.”

**Sandra Fuentes, Head of Sustainability, Enaex.**



# Main outcomes of the process

- Identification of integration opportunities across value chains.
- Mapping of critical flows with potential for valorization.
- Connection of companies from sectors that had not previously collaborated.
- Progress toward future industrial-symbiosis pilots with a territorial focus.



## Looking ahead

In 2026, the focus will shift to launching and tracking pilots, expanding the network of participating companies, and strengthening territorial coordination — backed by CORFO and aligned with Chile’s broader public agenda on the circular economy.

Since its launch in August, Enlace Circular has moved from diagnosis to concrete opportunities, laying the groundwork for scaling in the coming program cycles.

August

# Science–Industry Engagement Framework

## From design to implementation

On August 29, 2025, the Science–Industry Engagement Framework was officially launched — a tool developed to **improve collaboration between universities, research centers, companies, and start-ups.**

The Framework was built by the **Translational Biotechnology Center (CBT) of SOFOFA Hub** together with **HUBTEC**, in collaboration with **LES Chile** and with support from **ANID**. It emerged in response to a long-standing difficulty in science–industry engagement: different languages,

misaligned timelines, and the absence of shared criteria to make collaboration easier from the earliest stages.

Driven by the CBT in response to a need surfaced by Biotribu, the Framework was co-created with start-ups, companies, universities, and technology centers, drawing on lessons from real engagement experiences.

# A common framework for better collaboration

More than a document, the Framework is an **operational guide** that structures early conversations between scientific and business actors. It is not a business model or a contractual instrument; it is a tool to assess, with greater clarity, the viability of R&D and innovation collaborations before they are formalized.

It works on three levels. First, it defines eight minimum dimensions to address — challenge, solution, partner, technological maturity, work plan, contributions, intellectual property, and use of results. Second, it goes deeper into each of those dimensions through guiding questions that support self-assessment. Finally, it helps the parties define the type of agreement that best fits the technology’s stage and their interests.

The result is a shared foundation that brings clarity to the challenge, the framing of the collaboration, and preliminary criteria for contributions and intellectual property.

# Learning from experience

The launch event included the panel “From experience to learning: keys to improving science–industry collaboration,” in which representatives from the public, academic, and business sectors shared practices and lessons drawn from real engagement processes.

The Framework proposes a workflow that structures the early stages of collaboration between scientific and business actors, defining eight minimum dimensions to address in order to align expectations, roles, and key decisions before R&D&I projects begin.

**Tamara Sepúlveda,**  
Head of Projects, CBT.

”

The invitation is to create something very concrete: a working framework with specific guides that makes collaborative work between companies, universities, and start-ups easier.

**Ignacio Merino,**  
Executive Director, HUBTEC.

”



August

# SOFOFA Hub Industry Tour: a model for learning and connection

In August 2025, SOFOFA Hub launched its **Industry Tour**, an in-house initiative that **is part of the National Technology Missions program** and aims to bring innovation closer to companies through a local, concrete, and applied lens. The initiative includes visits to facilities in different regions of the country, creating spaces where innovation managers, business leaders, and ecosystem actors come together.

Its goal is to drive collaboration, exchange experiences, and reflect jointly on how to strengthen productivity and competitiveness through innovation developed in Chile.

The first leg included visits to **Veterquímica, the Falabella Logistics Center LOF2, Comberplast, and Cramer** – companies that stand out for their leadership in innovation, technology adoption, sustainability, and operational efficiency. The experience offered participants a first-hand look at locally developed processes and solutions, putting on display capabilities that often go under the radar.

I am convinced that, with collaborative work focused on innovation with SOFOFA companies, we will advance much faster and do more beneficial work for everyone.

**Francisco Ruiz Esquide,**  
**Logistics Manager, Falabella Retail Chile.**

”

I have seen this connection in other countries, where companies create spaces for academics to go and learn about the difficulties they have, and then return to the academy and try to solve them, and vice versa. In Chile we have not yet reached that scheme.

**Andrea Rodríguez,**  
**Vice-Rector of Research and Development,**  
**Universidad de Concepción.**

”



In September, the Tour held a new edition in the **Biobío Region** – a territory with a strong industrial base and well-established scientific and technological capabilities. The agenda included visits to CMPC's **Santa Fe plant in Nacimiento**; the **Optical and Quantum Technology Hub at the Universidad de Concepción**; the **deep-tech start-up SeQure Quantum**; the **R&D center Innocon**; and **ASMAR Talcahuano**, the country's main shipyard. In each case, participants saw concrete experiences of technology adoption, sustainability, and applied innovation, reinforcing the connection between industry, academia, and start-ups.



September

# Avonni Awards 2025: the Avonni Biotech CBT-SOFOFA Hub Recognition

In 2025, the **Avonni Biotech CBT-SOFOFA Hub Recognition** made its debut at the Avonni Awards, the country's leading innovation platform. The new recognition stems from a **partnership between Avonni, the Translational Biotechnology Center (CBT), and SOFOFA Hub**, aimed at highlighting biotech solutions with economic, social, and environmental impact – especially from the regions – that improve people's lives.

The first recognition went to **Pannex**, for the development of pioneering drugs that selectively block the Pannexin 1 channel, opening new therapeutic possibilities in areas such as chronic inflammation, metastasis, and neuronal damage.

“Chile has world-class science. This recognition aims to put it at the center, make its potential visible, and accelerate the connection between science, business, and society.”

**Guillermo Carey,**  
President, ForoInnovación.



This milestone consolidates the CBT's work to position biotechnology as a driver of competitiveness and sustainable development, strengthening the link between science, business, and the regions, and projecting Chile's biotech ecosystem to the world.

September

# When innovation is put to the test in the field

## Success stories from Venture Client SOFOFA Hub

In September, **SOFOFA Hub** launched the **second cycle of the year for its Venture Client** program, building on the process started in April. The program has shown that innovation creates more value when it faces real challenges and is tested under actual operating conditions.

With more than three years of experience and **seven calls completed**, the program has consolidated as an **effective bridge** between large companies and applied technology solutions.

The **second 2025 call** featured challenges from **SQM, Pucobre, Molybdenum, CMPC, and Colbún** — companies that surface strategic issues in their productive processes and open their operations to validate and scale solutions with concrete impact.

“Through this program, which now has more than three years of experience behind it, we look for technology providers — both Chilean and international — with solutions that can address specific challenges of the main productive sectors of our economy.”

**Alan García, Executive Director, SOFOFA Hub.**

This new call rests on accumulated lessons and concrete results. The experiences of **Envirosuite–Pucobre, Kael–Agrosuper, and Meterbee–SQM** show how the Venture Client model reduces risk, shortens validation cycles, and turns collaboration into operational solutions with real industry impact.



### Featured case Envirosuite – Pucobre

“We asked the Venture Client SOFOFA Hub team to look for technology solutions focused on dust control. We identified an alternative to our problem that turned out to be very useful: an emissions control software. Envirosuite’s proposal stood out because it allows us to differentiate the origin of emissions in the area — identifying which come from third parties or other sources — and that was the appealing part.”

**Christian Jara, Environmental and Permitting Superintendent, Pucobre.**

The solution combines climate data with particulate-matter sensors, generating **early warnings** that enable more proactive management.

From the technology provider’s perspective, the Venture Client SOFOFA Hub model was decisive in **significantly cutting validation timelines**, allowing the partnership to move from pilot to a contractual relationship and scaling.

“The maturation process for selling a technology solution like ours often stretches from the first conversation to contract signing. Through the Venture Client SOFOFA Hub model, it’s possible to identify the organizations’ challenges precisely, shorten the sales cycle, and secure real client commitment.”

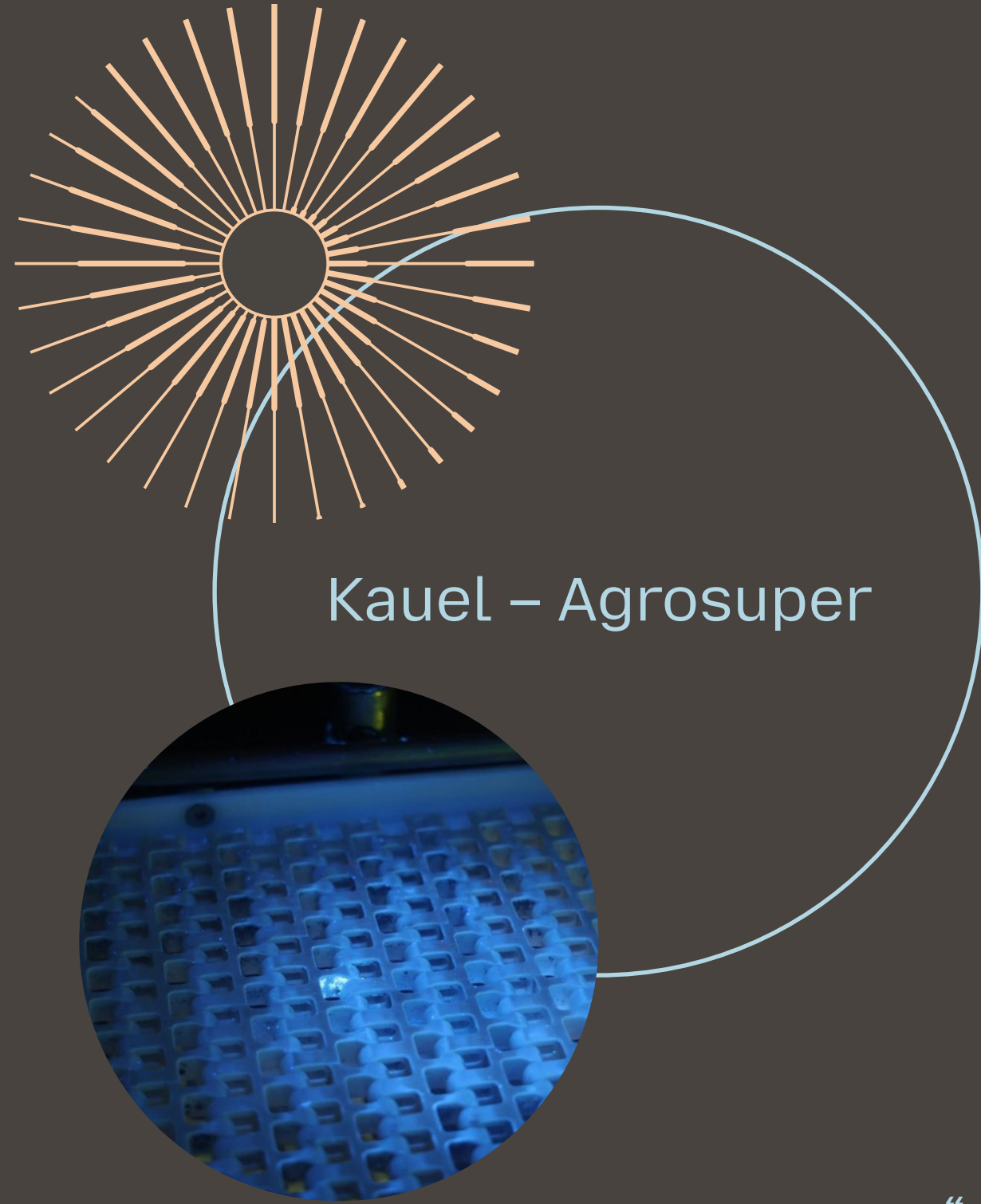
**Carlos Hurtado, Business Development Manager Latam Market, Envirosuite.**

The solution is now being replicated across different operations, strengthening environmental management and preventive control.

#### Predictive emissions management and environmental decision-making

Controlling dust at mining operations — especially under high winds and near populated areas — was the challenge that triggered the collaboration between **Pucobre and Envirosuite**, driven through Venture Client SOFOFA Hub.

Through this process, Pucobre identified a technology solution that goes beyond traditional physical control measures. Envirosuite’s platform makes it possible to **differentiate emission sources**, anticipate critical events, and strengthen environmental management and operational decision-making.



Kael – Agrosuper

**Real-time validation of cleaning quality**

From earlier calls, the Chilean company Kael stands out as a success story after its work with Agrosuper. The collaboration delivered a tool to validate, more efficiently, the microbiological tests used to verify cleaning quality in industrial food plants.

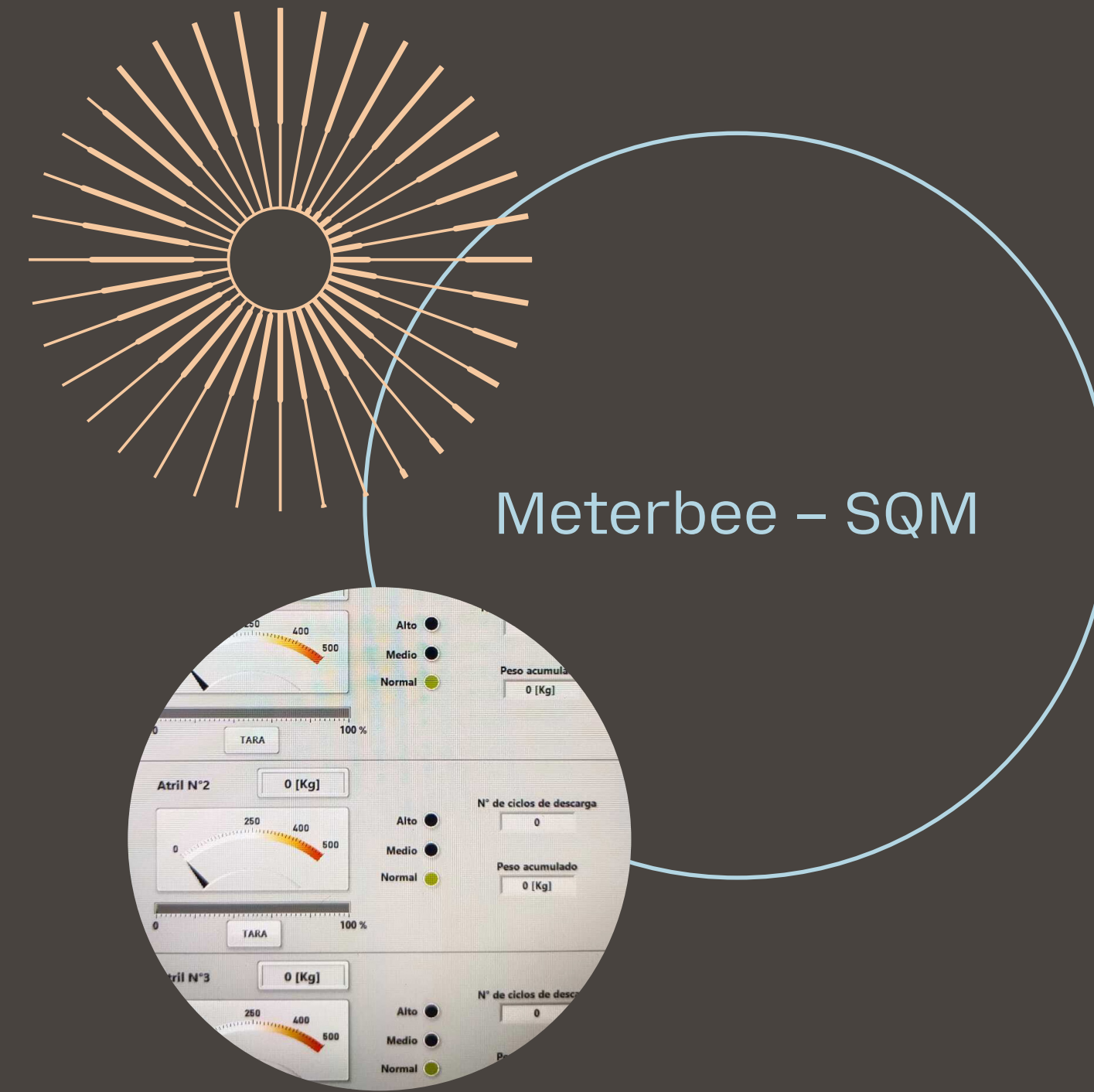
The technology optimizes both time and resources in industrial cleaning processes.

Venture Client SOFOFA Hub gave Kael direct access to real operational challenges, aligning its technical capabilities with concrete business problems.

“As a technology company, we have experience tackling complex operational challenges across industries. Many of those problems are critical issues that have been ‘normalized’ but remain a real concern at executive level. Identifying them in depth requires access, context, and trust. In that sense, initiatives like Venture Client SOFOFA Hub are key, because they enable genuine conversations that let us better understand the real needs of companies. From there, we can build solid relationships and develop concrete solutions that not only solve immediate problems but also lay the foundation for scalable, sustainable business.”

**Juan Carlos Gallardo, General Manager, Kael.**

This experience shows how the model fosters mutual understanding between companies and technology providers, accelerating the adoption of solutions with concrete impact.



Meterbee – SQM

**Technology validation in complex industrial environments**

The collaboration between **Meterbee and SQM** aligns with the Venture Client SOFOFA Hub objective of enabling **validation processes in real industrial environments**, connecting technology solutions with the strategic challenges of large operations.

Through this model, Meterbee gained access to a key proving ground to demonstrate its solution, while SQM was able to explore new technologies aimed at optimizing critical processes in its operations.

The experience reinforces Venture Client’s role as a **bridge between technological innovation and productive needs** — reducing risk and accelerating the adoption of solutions with concrete impact.

“SOFOFA Hub showed highly professional, well-coordinated work throughout the challenge, supporting an orderly evaluation process and a smooth relationship with the client. Their team gave us strong support during preparation and pitching, allowing PMAP to position its solution effectively. Even though we weren’t selected this time, we value the experience and look forward to taking part again in the future.”

**Alireza Farahani, Ph.D., Director of Business Development, PMAP Mine Water.**

September

# National Biotech Ecosystem Report: the first map of Chile's national ecosystem

This year, the CBT released the first National Biotech Ecosystem Report – an unprecedented snapshot of where biotechnology stands in Chile today and where it can grow.

For the first time, Chile has a comprehensive, **up-to-date national diagnosis** of its biotech ecosystem. The study, supported by **ANID**, shows that the country has unique conditions to advance toward **higher-added-value development**: a solid scientific base, enabling public

policies, and growing industrial demand. This positions biotechnology as a cross-cutting enabler for sectors such as **agriculture, aquaculture (salmon farming), forestry, mining, and waste management.**

# Key findings

## Critical mass

449 actors make up Chile's biotech ecosystem today, of which 202 are biotech companies, evidencing a solid business base from which the sector can scale.

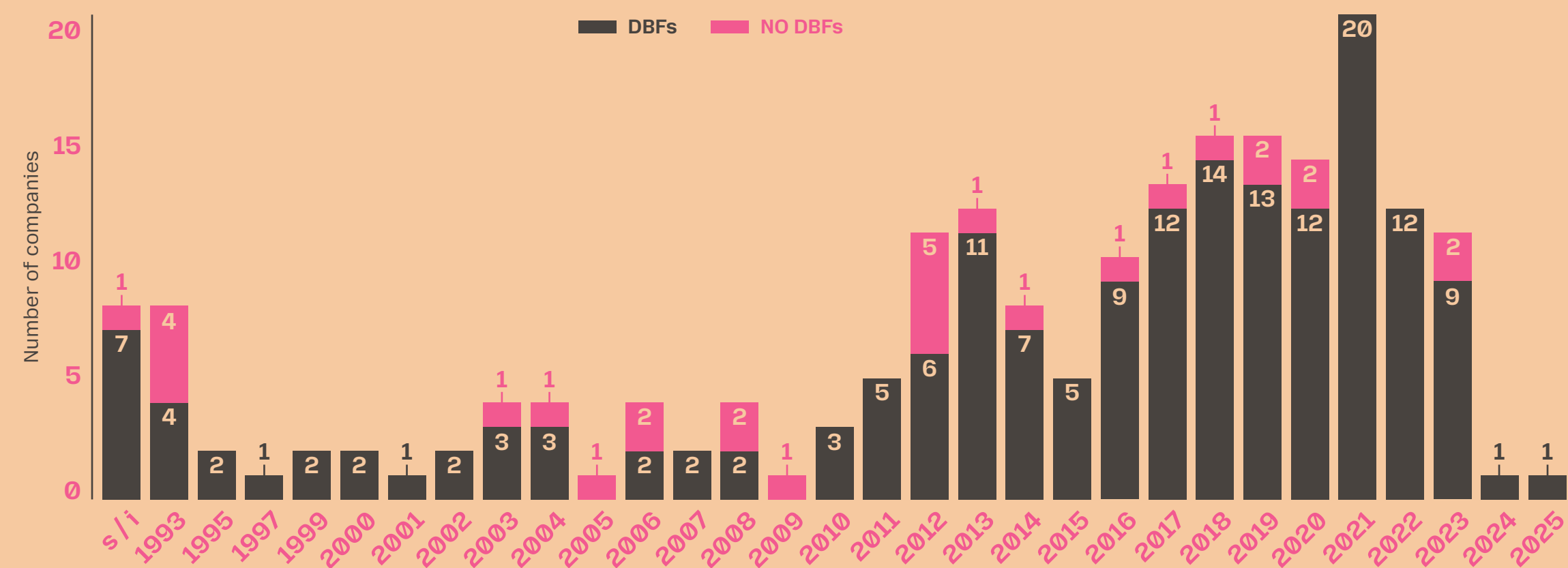
### A structure with a strong productive base:

Companies account for 45% of the ecosystem, followed by knowledge actors (28%), commercialization actors (19%), and finance (4%). The ecosystem is mostly private (82.9%), reflecting a dynamic business landscape and a maturing sector.

A young, dynamic ecosystem.

Companies' average age is 9.6 years, and the number of firms grew at around 10% per year between 2013 and 2023.

### ECOSYSTEM IN EXPANSION: the number of biotechnology companies in Chile tripled in the last decade



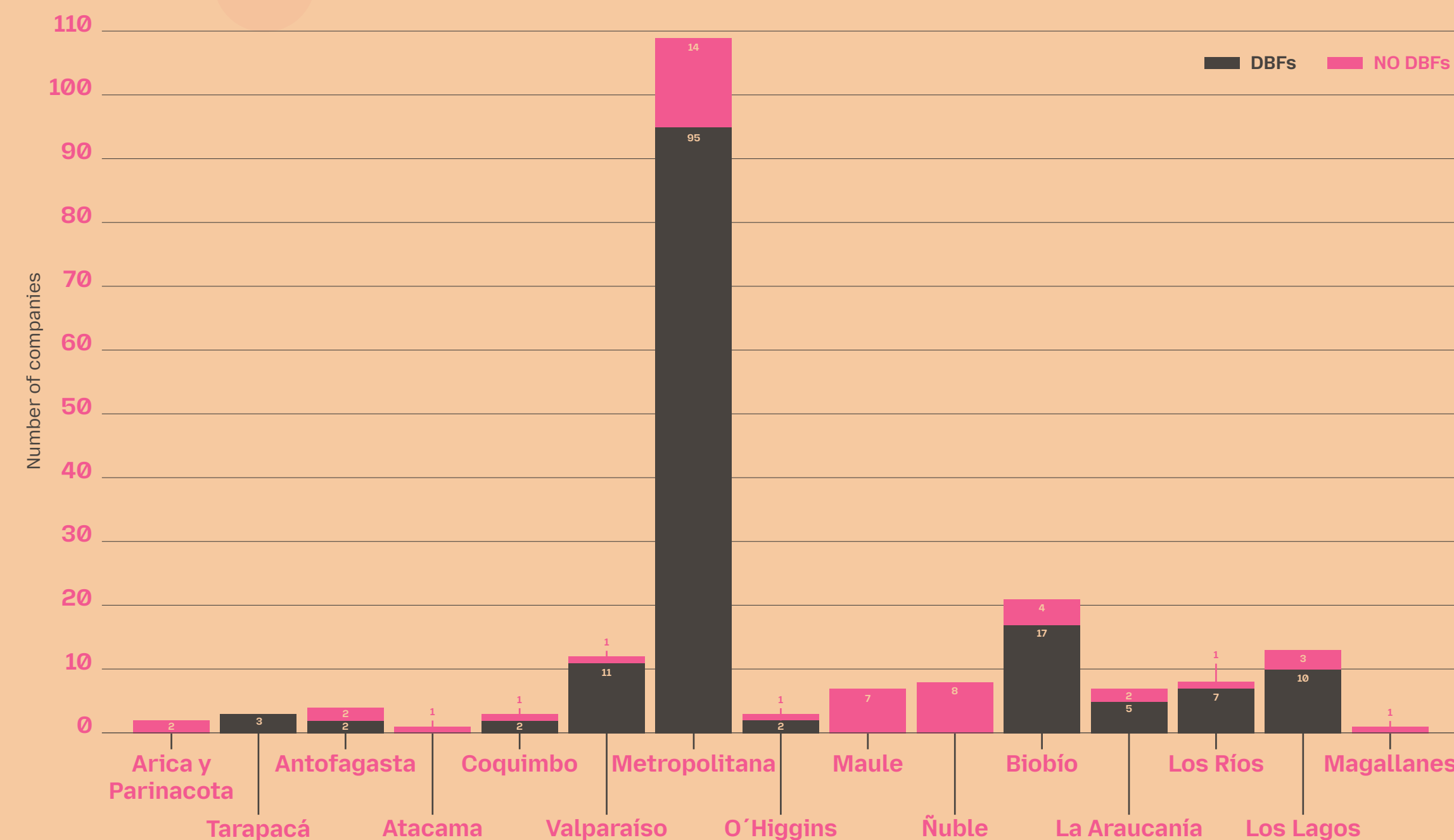
## Active presence across the country

The Metropolitan Region concentrates the largest number of actors, but presence extends throughout Chile, with significant hubs in Valparaíso, Biobío, and Los Lagos.

Emerging regional poles are observed in:

12% Biobío, 9% Los Lagos, 8% Valparaíso

### BIOTECH COMPANIES CONCENTRATE IN THE METROPOLITAN REGION

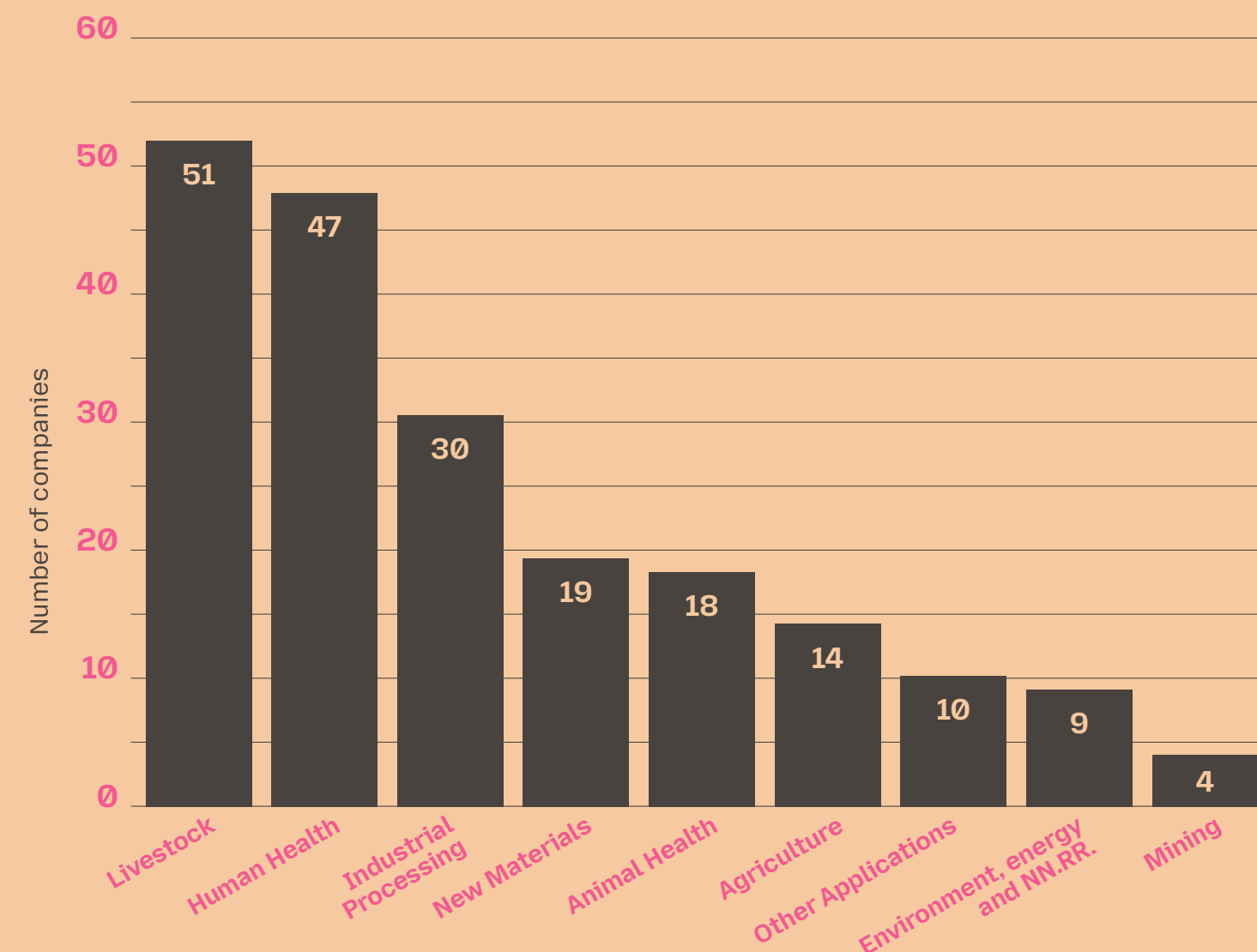


# Key findings

## Focus on biotechnology applied to strategic productive sectors

The leading application area is agriculture and livestock (51 companies), followed by human health (47) and industrial processing (30). Most companies are micro and small enterprises, signaling strong scaling potential.

**BIOTECHNOLOGY IS ROOTED IN THE SECTORS THAT DEFINE CHILE: agriculture, aquaculture and food**



### Main application sector in biotechnology

**LIVESTOCK:**  
Bioinputs, genetic improvement, sustainability

**HUMAN HEALTH:**  
Advanced therapies, diagnostics, biomedicine.

**INDUSTRIAL PROCESSING:**  
Biotech in productive processes (ingredients, proteins, precision fermentation).

**AQUACULTURE:**  
Animal health, nutrition, diagnostics, sustainability.

## An ecosystem in expansion

The number of biotech companies in Chile tripled in the past decade, growing close to 10% per year – consolidating a dynamic, young ecosystem in expansion.

## The CBT's role

The study consolidates the CBT as a strategic articulator across science, industry, and the State: it connects actors, surfaces real needs, and enables technology transfer.

“We have a real chance to become a global benchmark in biotechnology – provided we strengthen infrastructure, talent, and investment.”

**María Paz Merino,**  
Executive Director, CBT



Scan the QR code to read the full report.

## A milestone for Chile

With this study – circulated through CBT Conecta across regions – SOFOFA Hub is driving a long-term biotech agenda built on collaboration and solutions with real impact: a starting point for Chile to bet on biotechnology as a driver of the future economy.

November

# Circular Territory Award: Celebrating those changing the rules of the game

In November, the third edition of the **Circular Territory Award** (Premio Territorio Circular) was held. The call brought together **more than 80 companies** that already integrate circularity as a concrete opportunity for innovation and as part of their business strategy. The ceremony took place at Mercado Urbano Tobalaba (MUT) and reaffirmed that circularity is no longer a distant idea: it is happening today, across territories and at every scale.

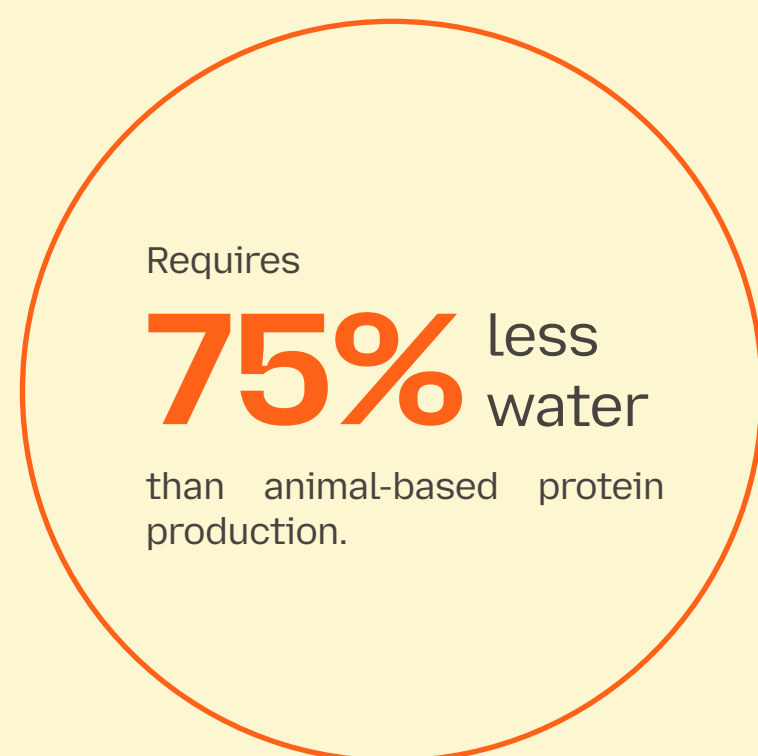
From 15 finalists, the jury selected five winning initiatives. Each represents a different way of moving toward more sustainable, competitive, and collaborative models.

# 2025 Winners

## Emerging Circular Solution Small Enterprise

### Infood Protein and Biotechnology SpA — “Infood Protein: sustainable protein and fertilizer for animal feed and agricultural nutrition.”

Transforms organic waste through insects into protein and natural fertilizers, offering cleaner alternatives for agriculture and animal feed.



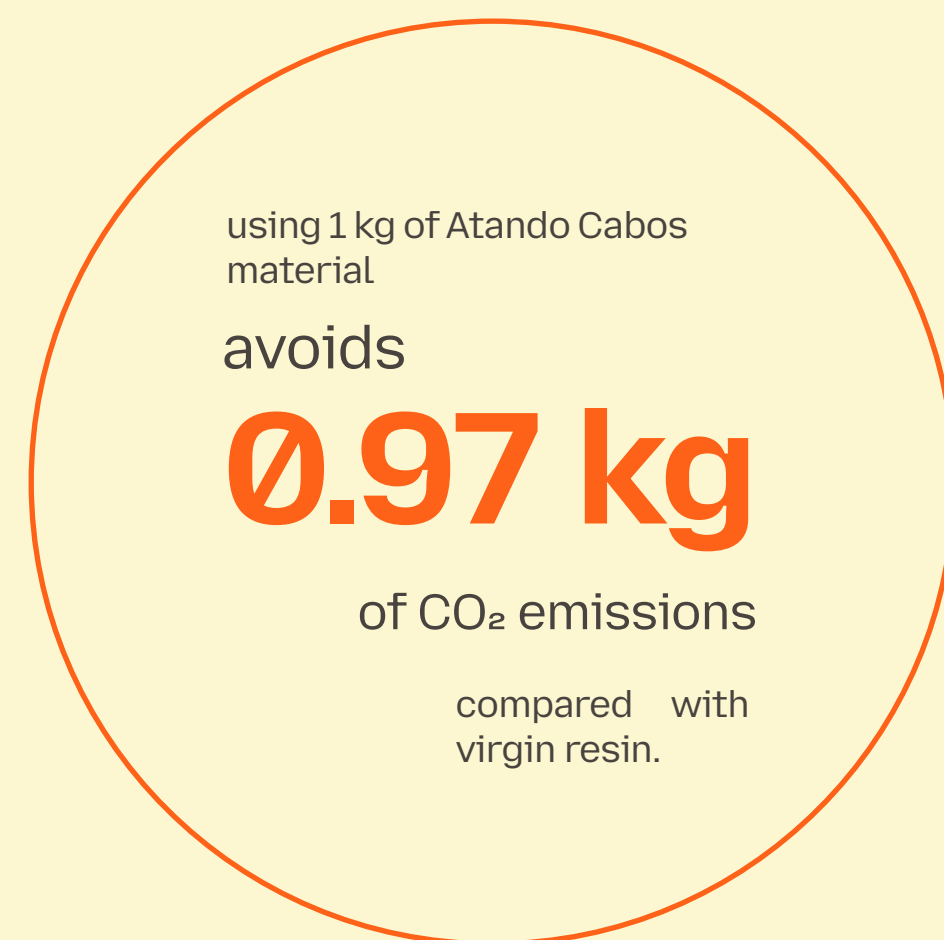
“Receiving this award is encouraging and gives us energy to keep going on this path... Our goal is to contribute to a healthier, more resilient, and more sustainable planet.”

**Neudo Buelvas, Director of Reproduction and Genetics, Infood Protein and Biotechnology.**

## Emerging Circular Solution Medium Enterprise

### Atando Cabos “Circular Pallets.”

Manufactures pallets from recovered plastics — particularly fishing nets — reducing waste in coastal areas and strengthening cleaner logistics chains.



“This kind of recognition motivates us to keep working on circular-economy projects that generate real impact. Collaboration is essential to develop initiatives with lasting benefits for our environment.”

**Michel Compagnon, General Manager, Atando Cabos.**

## Emerging Circular Solution Large Enterprise

### Colbún S.A. “Horizonte Circular.”

Repurposes wood from the Horizonte Project and runs carpentry workshops at the CET (Center for Educational and Labor Training) of Gendarmería de Chile in Antofagasta, combining circularity with direct social impact.

Recovered 550 tons of wood from Parque Horizonte, avoiding more than



“Horizonte Circular shows that the transition toward a regenerative economy is possible when the private sector, the State, and the community converge around a shared vision. Working with Servilinares and Bosque Ciudad, we turned surplus wood from the Horizonte wind farm in Taltal into raw material used by the CET of Gendarmería, cutting CO<sub>2</sub>e emissions by 99%. But the biggest impact is human: this project doesn’t just avoid waste — it catalyzes social reintegration.”

**Gonzalo Rodríguez, Environment Manager, Colbún S.A.**



# 2025 Winners

## Consolidated Circular Solution Small Enterprise

## Consolidated Circular Solution Large Enterprise



### SerfriQ “Circular Motor Compressors.”

Refurbishes industrial equipment, extending its useful life and showing that repair can be as efficient as producing new.

### Soprole S.A. “Soprole Sonrisa Circular.”

Recovers and reincorporates materials into its productive processes, engaging communities and schools in collection and education.

Refurbishes between  
**450 - 600**  
motor compressors  
per year.

More than  
**90 million**  
containers recovered, kept  
out of landfill.

“This recognition motivates us to keep going and opens doors to position repair as one of the pillars of the circular economy.”

**Constanza Quijada, Commercial Manager, SerfriQ.**

“Through our award-winning program ‘Soprole Sonrisa Circular’ we have recycled more than 90 million yogurt cups, turning them into our own logistics trays, urban furniture, and more. This award is proof that betting on sustainability creates real impact that everyone can see.”

**Sebastián Tagle, General Manager, Soprole S.A.**

### A space to meet and collaborate

The award again showed that circularity advances when companies, territories, and institutions work together. This year brought representatives from the public, private, and academic ecosystems, reinforcing that collaboration is the key to moving forward.

### Circularity as a strategic decision

The lesson from this edition is clear: circularity is no longer an ideal – it is a concrete strategy to cut costs, open new opportunities, and strengthen local capabilities. The winning companies show that it is possible to innovate with impact without losing sight of sustainability and competitiveness.

**With this third edition, the Premio Territorio Circular consolidates as a space that inspires, makes visible, and supports those driving Chile’s circular transition. SOFOFA Hub will continue to back that path with innovation, collaboration, and a strong sense of purpose.**

November

# Los Lagos Circular Economy Technology Center

**Territorial innovation for sustainable productive development.**

In November 2025, the Los Lagos Region marked a milestone in **decentralization, applied innovation, and the circular economy in Chile**, with the awarding of the **Los Lagos Circular Economy Technology Center** — the largest of its kind in southern Chile and the first with national reach.

The initiative is led by **CORFO** and the **Regional Government of Los Lagos**,

with a public-private investment of more than **CLP \$17,600 million**,

under the **Sustainable Productive Development (DPS, based on the Spanish acronym for Desarrollo Productivo Sostenible) Program**. Its goal is to transform productive processes, strengthen regional capabilities, and project circular-economy solutions from southern Chile to the world.

The Center will be implemented by a **public-private consortium** led by **Universidad San Sebastián**, made up of universities, technology centers, companies, industry associations, and ecosystem organizations — including **SOFOFA Hub** through **Circular Territory**.



The announcement was made at the 3rd Conexión Circular Los Lagos gathering, which brought together actors from the public, private, academic, entrepreneurial, and social sectors and has consolidated as a key space to build territorial alliances and showcase concrete circular-economy solutions.

The Center will operate from two physical facilities in the region, focused on management, prototyping, and scaling, supported by the network of laboratories and capabilities of the participating institutions.

Over a 10-year horizon, the Center expects to support

**180 companies,**

train more than

**1,000 people**

in circularity skills and run

**25 technological pilots**

in strategic sectors

such as aquaculture, agroindustry, construction, and tourism.

This positions Los Lagos as a national reference in applied innovation and the circular economy.

November

# Empresas Abiertas: science and industry meet in La Araucanía

In the La Araucanía Region, a new edition of **Empresas Abiertas** (Open Companies) – a **SOFOFA** initiative aimed at bringing the productive world closer to citizens and strengthening the link between companies and society – was held. This time, driven by **SOFOFA Hub**, the activity targeted the scientific and applied-innovation ecosystem for the first time, opening a new space for dialogue between science and industry.

The event, organized in partnership with Empresas **Iansa**, brought together researchers, academics, and ecosystem actors who toured the company's Animal Nutrition plant. The goal: to create a space to identify collaboration opportunities and address common challenges for the country's productive development.

“For the first time, in the framework of Empresas Abiertas, we encouraged a company to open its doors to science. What Iansa and SOFOFA Hub are doing today sets a precedent: a space where academia, scientists, and the productive sector come together to look at the challenges of the future. Chile will only be able to take a leap in its growth potential if we connect these worlds better.”

**Jasmine Cabello,**  
Director of Sustainability, SOFOFA.

“This kind of initiative lets the scientific community spot opportunities from the productive sector and inspires new lines of research. At the same time, it offers companies a fresh perspective on their processes and the chance to open new business opportunities.”

**Alan García,**  
Executive Director, SOFOFA Hub.

“In an unprecedented step, we are opening our doors to the scientific world, as a sign that innovation and science go hand in hand and create shared value.

**Pablo Sanhueza,**  
Quality and Operations Manager, Empresas Iansa.



The event included a tour of Empresas Iansa’s facilities and an open dialogue on the challenges and collaboration opportunities between the private sector and academia, highlighting the importance of these partnerships for finding concrete solutions to industry needs.

With **Empresas Abiertas 2025**, SOFOFA reinforces its commitment to a closer, more transparent economy, more connected to its communities — incorporating new perspectives and actors that strengthen collaboration between science, industry, and the territories.

# Third edition of the **Practical Guide to Corporate Circular Management**

The **Circular Territory** program, **SOFOFA**, and **SOFOFA Hub** presented the **third edition of the Practical Guide to Corporate Circular Management**, consolidating the

publication as a benchmark to support companies in their transition to more circular models.

The 2025 edition brings together 11 best practices developed by 14 companies across different sectors:



“This third edition is a practical instrument to help companies accelerate their transition to more circular and efficient models, with a direct impact on competitiveness and the country’s sustainable development.”

**Jasmine Cabello,**  
Director of Sustainability, SOFOFA.

Drawing on real cases and replicable methodologies, the guide offers concrete tools to integrate the circular economy into the operational and strategic management of companies.

With this third edition, the initiative reaffirms its commitment to mobi-



“Circular management is now a driver of business transformation: it improves efficiency, reduces costs, and opens new business opportunities.”

**Javier Obach,**  
Circular Economy Manager  
Circular Territory Program Director.

lizing the productive sector toward more sustainable and competitive models, fostering collaboration and the scaling of solutions that are already generating impact in industry.



Read the guide via the QR code.

# GENIA: Plant biotechnology to accelerate genetic improvement in Chile

In December 2025, the first phase of the **GENIA project** came to a close — a biotech platform **aimed at accelerating the genetic improvement of agricultural crops** and positioning Chile in the development of advanced plant biotechnology

technologies, such as cell culture systems, plant regeneration, and genetic adaptation to climate change.

After more than two years of development, GENIA consolidates a collaborative effort between the **Agricultural Research Institute (INIA, based on the Spanish acronym for Instituto de Investigaciones Agropecuarias)**, the **Research and Innovation Center (CII, based on the Spanish acronym for Centro de Investigación e Innovación) of Concha y Toro**, and the **Translational Biotechnology Center (CBT – SOFOFA Hub)**, with support from ANID. The project has focused on developing new grape varieties through breeding technologies, achieving edited varieties with resistance to pathogens and to drought.

In this first phase, significant progress was made: expansion and regeneration of cellular tissues from elite varieties; successful trials of resistance to pathogens and drought; and preparation of greenhouse evaluations. These capabilities make it possible to shorten the development times of more resilient and productive crops, with strong potential for industrial impact.



The CBT played a key articulating role, connecting scientific capabilities, long-term vision, and a path toward scaling — linking research with the needs of the agri-food industry.

With the close of this phase, GENIA now moves into a new stage focused on broadening its industrial portfolio, bringing in new companies, and addressing regulatory and intellectual-property challenges, as part of a country-level strategy that drives plant biotechnology as an engine of innovation and sustainability.

# StartupLab Los Lagos and the Los Ríos Biotechnology Center



**Biotechnology from the regions:  
regional technology hubs for the  
country's development.**

In 2025, the **CBT** strengthened its role in decentralizing Chile's biotech ecosystem by participating as **co-executor** of two strategic initiatives in the south: **StartupLab Los Lagos** and the **Los Ríos Biotechnology Center for Sustainability** – both aligned with a country vision that drives biotechnology as a driver of sustainable productive development.

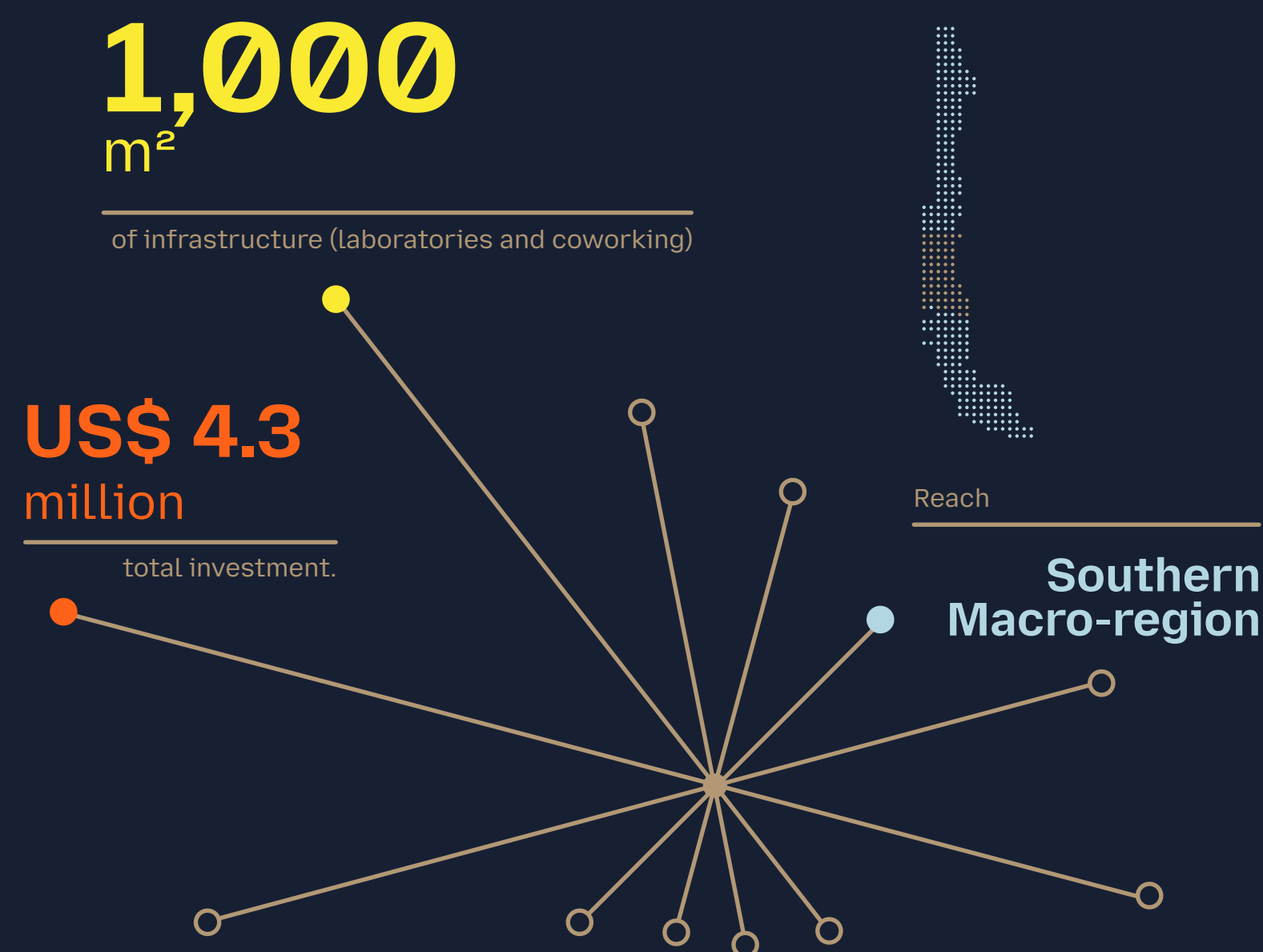
“Biotechnology represents a strategic opportunity to diversify Chile's productive matrix and advance toward sustainable development. That momentum is also coming from the regions, through initiatives like StartupLab and the Los Ríos Biotechnology Center, which connect science, industry, and territory. From the CBT, we want to strengthen these capabilities and project an innovation with productive impact and global reach.”

**Macarena Carrió, Director, CBT Patagonia – SOFOFA Hub.**

# StartupLab Los Lagos

Executed by: Patagonia Biotech Hub

Based in Puerto Varas, this project sets up the first hub in the south specialized in applied biotechnology, supporting early-stage start-ups in sectors such as aquaculture, agroindustry, forestry, clean energy, and animal health.

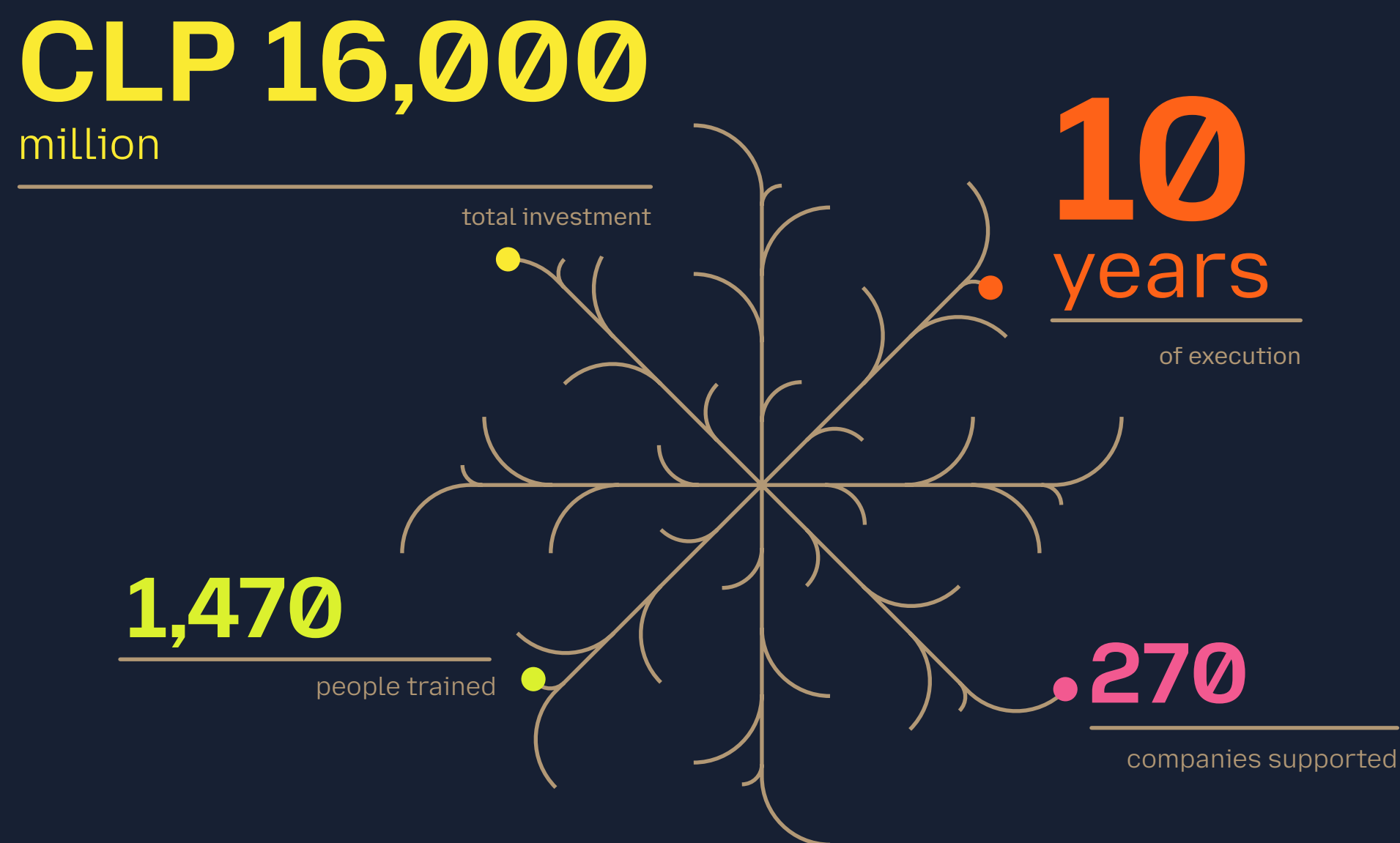


**CBT contribution:** launch of the CoLab, providing specialized infrastructure and closing a critical gap in the early-stage development of biotech ventures.

# Los Ríos Biotechnology Center for Sustainability

Led by: university consortium led by Universidad Austral de Chile

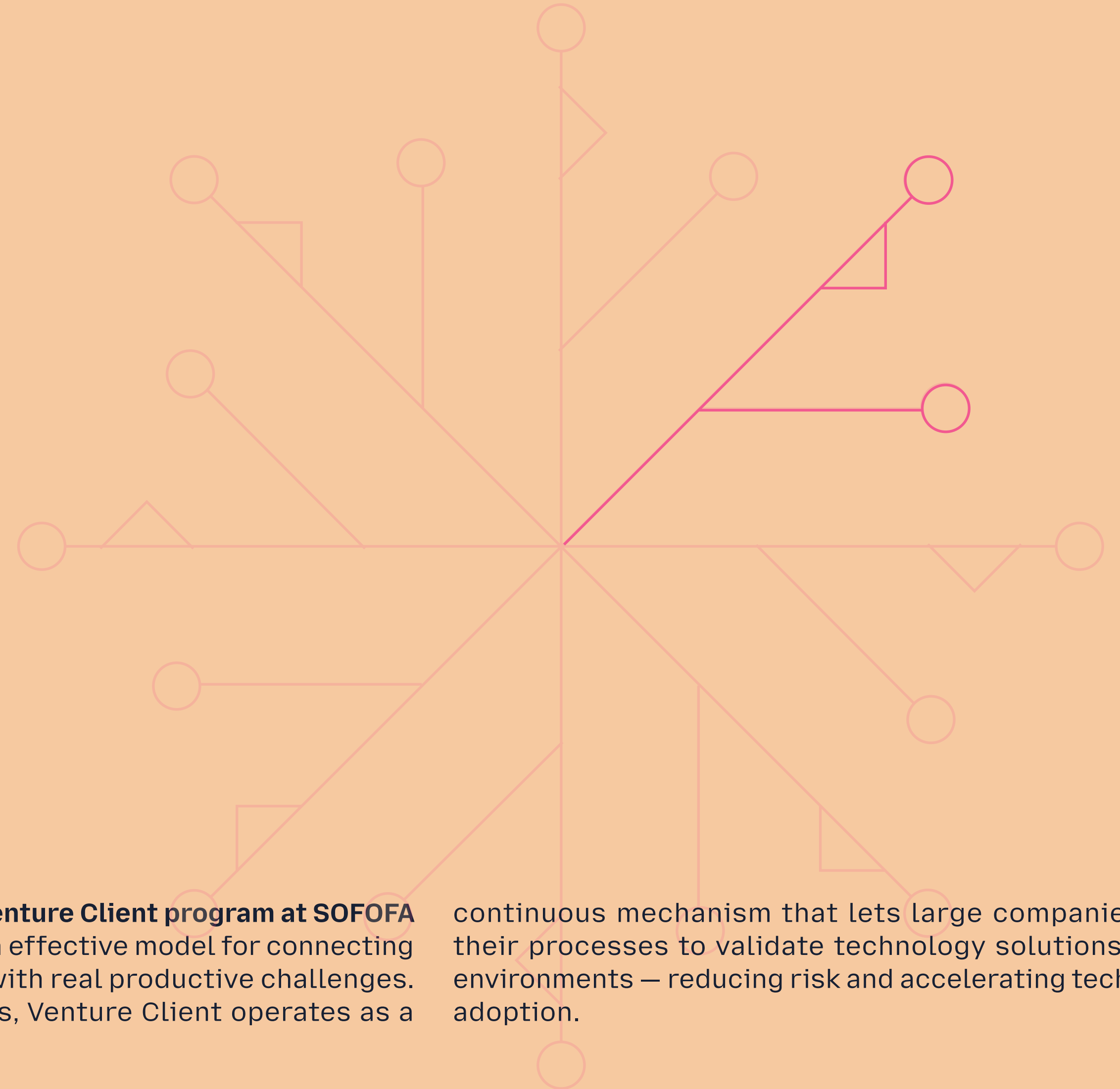
Located in Máfil and awarded under the Ministry of Economy's DPS Program, this center strengthens scientific and technological capabilities for companies and entrepreneurs in southern Chile.



**CBT contribution:** participation in the consortium's governance, public-private articulation, and connection with the industrial world.

Both initiatives showcase the CBT's role in strengthening regional technology hubs by reinforcing infrastructure, governance, and the link between start-ups, science, and industry – advancing biotechnology from the regions, with a country vision.

# Venture Client consolidates its impact



By the close of 2025, the **Venture Client program at SOFOFA Hub** had consolidated as an effective model for connecting technological innovation with real productive challenges. More than a series of calls, Venture Client operates as a

continuous mechanism that lets large companies open their processes to validate technology solutions in real environments – reducing risk and accelerating technology adoption.

The year's results reflect the program's reach and diversity: challenges surfaced from a range of productive sectors, technology solutions sourced from many countries, and a broader ecosystem of companies ready to innovate.

The figures below show a model that has evolved from pilot to implementation, and from experimentation to impact. They are concrete indicators of how innovation, when well coordinated, translates into measurable results for industry and the ecosystem.



# 2025 Results

---

**2** cycles.

---

**9** business challenges addressed.

---

**172** technology solutions evaluated.

---

Solutions from **27** countries.

---

**5** technology pilots under way.

---

# THE NETWORK THAT AMPLIFIES IMPACT

# 04

When connections grow stronger, impact expands. The work driven by SOFOFA Hub generates lessons, new alliances, and opportunities that go beyond each individual initiative – strengthening the country’s innovation ecosystem and its productive development.



# Lessons from the year: what we learned driving innovation at SOFOFA Hub

The close of 2025 is also an opportunity to step back and **reflect on what we have learned** from driving innovation alongside companies, ventures, and partners. More than a list of milestones or results, these reflections show how **SOFOFA Hub's** role is evolving as a platform for articulation, foresight, and collaboration in the country's productive development.

The lessons are organized around three axes — **a forward-looking outlook, collaborative innovation, and connection with the world** — that frame this reflection and help systematize what we learned, showing how the Hub connects capabilities, actors, and opportunities to drive innovation with impact.

## A FORWARD-LOOKING OUTLOOK

This year confirmed that anticipating trends and technologies, while necessary, is not enough. Real value emerges when those trends connect with companies' concrete challenges and translate into solutions that can be applied in real contexts.

It also became clear how important it is to create spaces that don't just deliver information but make it possible to interpret it, contextualize it, and tie it to specific productive needs. We also confirmed that a significant share of today's challenges can be tackled with technologies that already exist — which makes it all the more important to facilitate their identification, adaptation, and adoption.

At the same time, certain approaches — such as sustainability and the circular economy — have moved from emerging trends to becoming part of organizations' strategic decisions, shaping how they design their processes and business models.

### How this challenges our work:

**The context pushes us to strengthen our role as a platform for technological foresight, connecting global trends, scientific capabilities, and the concrete needs of industry.**

## COLLABORATIVE INNOVATION

A second key insight: collaborative innovation does not happen on its own. It requires intentionally designed spaces, shared goals, and active management to bring different interests together around concrete projects.

Throughout the year, we saw that collaboration among different actors — companies, ventures, academia, and the public sector — makes it possible to move from exploratory stages to solutions with stronger implementation potential. Spaces for exchange and learning between organizations also proved essential to share experiences, identify good practices, and accelerate the adoption of technology.

What became clear is that the most meaningful progress happens when actors don't just connect — they experiment together, test solutions in the field, and develop collaborative initiatives that create real value.

### How this challenges our work:

**This lesson reinforces SOFOFA Hub's role as an architect of collaborative spaces, where different actors can meet, experiment, and build solutions with impact in industry.**

## CONNECTION WITH THE WORLD

The year's experience reaffirmed how important it is to maintain active links with global innovation and technology ecosystems.

A robust international network not only helps identify emerging trends and solutions; it also opens access to experiences, development models, and opportunities for collaboration that enrich the local ecosystem. These connections bring in new perspectives, accelerate learning, and broaden the response capacity to productive challenges.

At the same time, strengthening these ties helps position the country's capabilities in global networks, generating new opportunities for articulation and development.

### How this challenges our work:

**This reinforces the need to keep expanding and diversifying our international networks, connecting Chilean industry with new strategic partners, emerging technologies, and market opportunities.**

**These lessons guide the evolution of SOFOFA Hub and reinforce its role as a platform that connects science, industry, and global ecosystems, driving innovation with meaningful impact on the country's productive development.**

# National impact: SOFOFA Hub in the public conversation Highlights of SOFOFA Hub press coverage (2019–2026):

SOFOFA Hub's sustained presence in national and regional media reflects its role as a key articulator between companies, science, and innovation. Beyond visibility, this coverage shows that new conversations are taking root around innovation for productivity, biotechnology, and sustainable development in Chile.

Through these appearances, the Hub doesn't only spread the word about its initiatives – it actively helps position innovation as a central axis of productive development. The clippings that follow reflect that journey.

## PRACTICAL GUIDE TO CORPORATE CIRCULAR MANAGEMENT (2023, 2024, 2025)



## BOSTON TECHNOLOGY MISSION (2022)



## CBT LAUNCH (2019)



## "A BREATH FOR CHILE" (2020)



## CBT PATAGONIA KICK-OFF (2024)

**DF LAB**  
INNOVACIÓN, STARTUPS Y TRANSFORMACIÓN DIGITAL

La emprendedora, Macarena Carró, liderará el nuevo cluster y uno de sus objetivos será vincular a empresas con emprendedores.

CBT Patagonia, que iniciará operaciones el 10 de enero, es parte del Centro de Biotecnología Traslacional, iniciativa que lidera Sofofa Hub.

Después de una trayectoria que abarcó su paso por Educachile (Fundación Chile) y Endeavor, la biotecnóloga de la Universidad Católica, Macarena Carró, llegó hace un mes a su nuevo destino al Centro de Biotecnología Traslacional Patagonia (CBT Patagonia), brazo del Centro de Biotecnología Traslacional (CBT) en Santiago, que lidera Sofofa Hub y que reúne a universidades y centros de investigación.

Carró comentó que tras conocer los resultados de un estudio que solicitaba al Centro de Innovación UC, escogieron a la región de Los Lagos, específicamente Puerto Varas, para establecer un cluster de biotecnología con el fin de impulsar la colaboración y desarrollo de esta industria en esta zona geográfica, el que comenzó a operar el 10 de enero de 2024.

El estudio, que se realizó a nivel país, propuso instalar el cluster en esta región por la madurez del ecosistema, la oferta y demanda y su capacidad para poder atraer las soluciones que es un espacio de este tipo de plantas generadas, debido a que la zona tiene una mayor inversión en investigación y desarrollo (I+D).

El análisis también destacó que el ecosistema de Los Lagos tiene un equilibrio entre la generación de conocimiento en universidades y centros de investigación, y la presencia de capital humano avanzado, "pistas importantes" para el desarrollo de la industria biotecnológica.

Carró explicó que la región cuenta con una gran diversidad de empresas asociadas a la industria agrícola, agrícola y ganadera, con una concentración de industrias en recursos naturales que demandan "muchas soluciones" desde el punto de vista de la biotecnología.

Macarena Carró, directora del CBT Patagonia.

**"La misión del cluster es acercar la biotecnología a las empresas, para posicionarla como un pilar estratégico para las soluciones que demandan las industrias".**

Las prioridades de la directora de CBT Patagonia, el nuevo cluster.

## PREMIO TERRITORIO CIRCULAR (2024)

**EL MERCURIO**  
innovación

La economía circular promueve modelos de producción más eficientes y de impacto positivo en los territorios", dice Javier Obach, gerente de Territorio Circular. En la foto, los ganadores del Premio Territorio Circular.

Más de 100 usuarios Rila.

**DE RIL**  
Tras el aporte al objetivo de mejorar el plantío con apoyo de Rila, ricamos m. b. b. ca. Estos de micro...

LA SEGUNDA VERSIÓN DEL PREMIO TERRITORIO CIRCULAR:

**Galardón reconoce seis iniciativas**

Estas empresas nacionales han implementado soluciones sostenibles, como elaborar envases con boyas recicladas, asegurar la circularidad de residuos orgánicos alimenticios y mejorar la sustentabilidad de la calefacción a leña. ANNA NADOR

Envases elaborados con boyas recicladas de la Patagonia, calefacción sostenible y bioremediación de residuos.

SOF OFA HUB

## BOARD AND NEW ALLIANCES (2024 AND 2025)

**EL MERCURIO** 28 | 3 | 2024 | 3i

El nuevo directorio se reunió el martes en la dependencia del hub.

**SOFOFA HUB**

## BOARD AND NEW ALLIANCES (2024 AND 2025)

**LATERCERA**  
75 años haciendo periodismo

SUSTENTABILIDAD

**Nueva alianza estratégica: Colbún y SOFOFA Hub abordan desafío crítico en centrales hidroeléctricas**

La generadora chilena se convierte en nuevo socio estratégico del Hub de innovación de la SOFOFA, sumando un desafío técnico vinculado a la energía hidroeléctrica, para la próxima convocatoria del programa colaborativo Venture Client SOFOFA Hub y, que tiene entre sus empresas participantes a CMPC, Molytmet, SQM y Pucobre.

José Ignacio Escobar, CEO de Colbún y Alan García, director ejecutivo de Sofofa Hub.

## INDUSTRY TOUR (2025)

**EL MERCURIO** 14 | 8 | 2025 | empres

MISIONES TECNOLÓGICAS LOCALES:

**El tour por empresas que la innovación a nivel local**

La iniciativa de Sofofa Hub comenzó con recorridos por empresas locales con casos destacados de desarrollo tecnológico. El programa comenzó con recorridos por Veterinaria, firma de salud animal; el Centro de Logística Falabella Lo2, uno de los más avanzados de América Latina; Comberplast, compañía de economía circular, y Cra-

El **Tour de la Industria** tiene programado visitar otras regiones del país durante el segundo semestre de este año.

“Hace tiempo venimos organizando misiones internacionales donde vamos a ver lo mejor del mundo en innovación, pero nos hemos dado cuenta que en Chile también hay mucha innovación y queremos mostrarla al resto de las compañías, para que sirva de inspiración y aprendizaje”. Así resume Alan García, director ejecutivo de Sofofa Hub, el origen y objetivo de Tour de la Industria, una iniciativa que invita a gerentes de innovación de sus empresas socias a conocer las instalaciones de compañías locales con casos destacados de desarrollo tecnológico. El programa comenzó con recorridos por Veterinaria, firma de salud animal; el Centro de Logística Falabella Lo2, uno de los más avanzados de América Latina; Comberplast, compañía de economía circular, y Cra-

## VENTURE CLIENT (2023)

**ECONOMÍA Y NEGOCIOS**

El equipo de Sofofa Hub, junto a representantes de las grandes empresas al cierre del primer proceso.

**VENTURE CLIENT DE SOFOFA HUB ELIGE 11 STARTUPS PARA CMPC, AGROSUPER, MOLYMET Y PUCOBRE**

# Estudio identifica a más de 200 empresas biotecnológicas en Chile y predominan startups y spin-offs jóvenes

Además, se mapearon cerca de 250 otros actores, como universidades, centros de I+D, laboratorios especializados, incubadoras, hubs, oficinas de transferencia tecnológica, fondos de inversión y agencias públicas. Más del 50% se concentra en la Región Metropolitana, aunque destacan polos emergentes en Biobío, Los Lagos y Valparaíso, vinculados a sectores productivos estratégicos como el forestal, la acuicultura y la agroindustria.



Sofía Maldonado, CEO de Sofofa Hub, cree que un sistema híbrido como Sofofa Hub ayuda a superar los desafíos de las startups.



El estudio desarrollado por GDS Consultores junto al Centro de Biotecnología Traslacional (CBT) de Sofofa Hub y el apoyo de ANID realizó un mapeo de actores biotecnológicos en Chile a nivel nacional. El estudio se realizó en noviembre de 2024 pasado y el fin de este año con la intención de mapear, identificar y caracterizar regionalmente a los actores del ecosistema biotecnológico en Chile, considerando tanto la oferta como la demanda de actores estratégicos. La metodología combinó levantamientos de datos secundarios, entrevistas cualitativas y análisis regional.

El resultado se identificaron a 202 empresas biotecnológicas en Chile, de las cuales 172 corresponden a firmas dedicadas exclusivamente a biotecnología (DBTs), por lo que se las clasifica como biotecnología pura y 29 a empresas donde la biotecnología complementa otras actividades (DBTs) (ver infografía).

La caracterización comenzó a partir de registros oficiales del Servicio de Impuestos Internos (SII), los que permitieron registrar variables como tamaño, antigüedad y localización. A partir de esta base, se incorporaron dimensiones cualitativas especialmente para el estado, vinculadas a la dedicación biotecnológica, sectores de aplicación, especialidades y modelos de negocio.

La distribución territorial de las 202 empresas biotecnológicas identificadas muestra una fuerte concentración en la Región Metropolitana (81%), lo que refleja la centralización de infraestructura científica, financiamiento y redes de innovación en Santiago, subregión de la zona central.

Los datos recolectados también muestran que el ecosistema biotecnológico chileno ha mostrado un crecimiento acelerado en los últimos años, en la década entre 2013-2023, el número de empresas aumentó más de diez veces. También se observan variaciones en la creación de empresas biotecnológicas. En el caso particular de 2023 (con 20 empresas creadas) el aumento podría estar relacionado tanto con el contexto de la pandemia de covid-19 que generó nuevas oportunidades y demandas para el sector biotecnológico, como con la implementación del programa Startup Chile, lanzado en 2020 por el Ministerio de Ciencia, lo que estimuló la creación de nuevas empresas.

Entre los actores que está reforzando la sociedad y la industria existen sectores subvencionados, y otro que hoy mucho sobresale, mucho talento científico en Chile”, destaca María Paz Merino, directora ejecutiva del CBT de Sofofa Hub, quien resalta la importancia de contar con talento local en los actores de la biotecnología en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

## Bosques idea para impulsar embarcaciones menores

Busca reducir hasta en 30% el consumo de combustible y disminuir así la huella de carbono.

El desafío de navegar contracorriente no es nuevo, pero un grupo de startups Bosques presentó un primer paso hacia el futuro de la navegación en la salmicultura: un sistema de propulsión híbrido que combina combustibles renovables y electricidad. Este, en palabras sencillas, permite que las lanchas y embarcaciones menores no dependan exclusivamente de combustibles fósiles para funcionar, sino que pueden combinar el uso de motores tradicionales con sistemas eléctricos. De esta forma, se abre camino a un sistema de transporte más eficiente, silencioso y sostenible en el sector pesquero.

El proyecto genera un interés que fue uno de los tres ganadores de Desafío Avance 2024, un programa de innovación de construcción naval y marina organizado por el Centro de Innovación Tecnológica de la Armada (CITA) y Konec Hub Chile.

“Hay varios competidores que están haciendo conversiones eléctricas de las lanchas, pero usan baterías de litio. Lo que proponemos es utilizar baterías de litio y un generador de gasolinas que, cuando en el futuro sea hidrógeno”, destaca Bruno Osorio, CEO de Bosques.

El problema clave, señala, fue que los vehículos eléctricos de navegación no tienen suficiente autonomía. Esto limitó el desarrollo de prototipos y la funcionalidad de su sistema, afectando así a pescadores, operadores de transporte y flotas de embarcaciones que necesitan una mayor capacidad y autonomía de sus equipos. “Me di cuenta de que los combustibles son más sostenibles energéticos”, explica.

Además de hacerse cargo de ese factor, el proyecto también busca generar un impacto medioambiental positivo al colaborar en un sistema que disminuya el consumo de la huella de carbono, reduce el uso de combustibles hasta un 30% y sea sostenible para el sector acuícola. “Nuestra idea es sacar el motor de combustión y ponerle un motor eléctrico (...) que no tire gases contaminantes al agua, no tire aceite al agua y que su operación sea limpia”, explica Osorio.

Morales se está preparando para su próximo desafío: llevar el prototipo al mercado. “Nosotros queremos resolver todo lo que en la industria en energía para vehículos. Quiero que cuando con nosotros a nivel de país y queremos mostrar que nosotros podemos hacer cosas interesantes y fuertes. En un país más chico para transformar solo nuestro sistema a uno 100% eléctrico”, comenta el CEO de Bosques.



En ese sentido, el estudio habla de un total de 480 actores pertenecientes al ecosistema biotecnológico nacional, de los cuales 250 se concentran en la Región Metropolitana y 190 (41%) se distribuyen en el resto del territorio nacional.

Los resultados también dan cuenta de que el financiamiento biotecnológico en Chile ha avanzado hacia una mayor presencia de fondos privados y de capital de riesgo, con 12 fondos activos que concentran en forma de validación, escalamiento e internacionalización. Entre ellos están tres compañías de fondos especializadas en biotecnología: Bosques de Inversión Tecnológica, BioCapital y BioVentures.

Según el informe, los datos evidencian fortalezas, como una mayor calidad internacional, políticas públicas habituales e instrumentos de financiamiento más eficientes en crecimiento dentro de la industria en soluciones biotecnológicas. Sin embargo, persisten brechas estructurales que limitan la consolidación del ecosistema biotecnológico en Chile. Así, ejemplifica con programas que están impulsados como un parámetro para hacer pruebas de concepto entre startups y empresas, o cursos para que investigadores puedan pensar como un emprendedor en el emprendimiento como una opción.

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

## MARÍA PAZ MERINO, DIRECTORA DEL CENTRO DE BIOTECNOLOGÍA TRASLACIONAL:

# “Queremos que lo que se genere resuelva desafíos reales”

La ejecutiva del organismo parte de Sofofa Hub explica que actúan como curadores de las soluciones biotecnológicas emergentes y las acercan a las empresas que las requieren.

PATRICIA VILDÓSOLA ERRÁZURIZ

El estudio desarrollado por GDS Consultores junto al Centro de Biotecnología Traslacional (CBT) de Sofofa Hub y el apoyo de ANID realizó un mapeo de actores biotecnológicos en Chile a nivel nacional. El estudio se realizó en noviembre de 2024 pasado y el fin de este año con la intención de mapear, identificar y caracterizar regionalmente a los actores del ecosistema biotecnológico en Chile, considerando tanto la oferta como la demanda de actores estratégicos. La metodología combinó levantamientos de datos secundarios, entrevistas cualitativas y análisis regional.

El resultado se identificaron a 202 empresas biotecnológicas en Chile, de las cuales 172 corresponden a firmas dedicadas exclusivamente a biotecnología (DBTs), por lo que se las clasifica como biotecnología pura y 29 a empresas donde la biotecnología complementa otras actividades (DBTs) (ver infografía).

La caracterización comenzó a partir de registros oficiales del Servicio de Impuestos Internos (SII), los que permitieron registrar variables como tamaño, antigüedad y localización. A partir de esta base, se incorporaron dimensiones cualitativas especialmente para el estado, vinculadas a la dedicación biotecnológica, sectores de aplicación, especialidades y modelos de negocio.

La distribución territorial de las 202 empresas biotecnológicas identificadas muestra una fuerte concentración en la Región Metropolitana (81%), lo que refleja la centralización de infraestructura científica, financiamiento y redes de innovación en Santiago, subregión de la zona central.

Los datos recolectados también muestran que el ecosistema biotecnológico chileno ha mostrado un crecimiento acelerado en los últimos años, en la década entre 2013-2023, el número de empresas aumentó más de diez veces. También se observan variaciones en la creación de empresas biotecnológicas. En el caso particular de 2023 (con 20 empresas creadas) el aumento podría estar relacionado tanto con el contexto de la pandemia de covid-19 que generó nuevas oportunidades y demandas para el sector biotecnológico, como con la implementación del programa Startup Chile, lanzado en 2020 por el Ministerio de Ciencia, lo que estimuló la creación de nuevas empresas.

Entre los actores que está reforzando la sociedad y la industria existen sectores subvencionados, y otro que hoy mucho sobresale, mucho talento científico en Chile”, destaca María Paz Merino, directora ejecutiva del CBT de Sofofa Hub, quien resalta la importancia de contar con talento local en los actores de la biotecnología en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones



GENILEZA SOFOFA HUB

“Desde aquí tenemos una cerámica con la industria”. Para esto trabajan con los gremios, “porque es donde convergen con los desafíos, ellos nos alimentan con cuál es el dolor de la industria”, comenta. Así, por ejemplo, a través de Frutas de Chile conocen las necesidades que tienen los productores frutícolas, y también con startups que ya están trabajando en soluciones. “Pero también hay proyectos para generar capacidades

La biotecnología es una herramienta transversal para el sector agrícola. Junto con la innovación, permiten enfrentar y anticiparse a los desafíos del futuro asociados al cambio climático, cumplir con las demandas crecientes de los mercados y también con las exigencias de los consumidores”.

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

El estudio —que estará disponible en la página web del CBT— también será presentado públicamente el 16 de marzo en el marco del evento “CBT Connect”, que abordará cómo la innovación en biotecnología y las experiencias de innovación en Chile para poder tomar decisiones estratégicas de qué cosas hacer y dónde, y también para entender por qué en algunas regiones

## SOFOFA HUB PROPOSALS (2026)

DF LAB INNOVACIÓN, STARTUPS & TECH

DAVID FRANCO / LUNES 5 DE MARZO DE 2025

Alan García, director ejecutivo de Sofofa Hub.

**Las propuestas de Sofofa Hub para regular la inteligencia artificial y fomentar la innovación**

Una ley de IA que incentive la inversión y una mayor coordinación entre agencias fiscalizadoras, empresas y startups, son algunos de los planteamientos.

A menos de 48 horas del cambio de Gobierno, Sofofa Hub, entidad que articula e impulsa la innovación del gremio de industriales, planteó sus propuestas para avanzar en una ley de inteligencia artificial (IA) que combine la gestión de riesgos con el fomento al desarrollo y la inversión en esta tecnología, y una agenda regulatoria para mejorar la vinculación de empresas y startups con agencias públicas.

El director ejecutivo de Sofofa Hub, Alan García, dijo que es necesario ajustar el enfoque basado en riesgos del proyecto de ley que regula los sistemas de IA —ingresado por el Gobierno en 2024 y hoy en segundo trámite constitucional en el Senado— porque el modelo de riesgos inspirado en la regulación europea generaría “altos costos” de cumplimiento normativos.

Por ejemplo, señaló que varias voces han alertado que las exigencias burocráticas elevadas y altos costos de certificación para los sistemas considerados de alto riesgo, “podrían dificultar el desarrollo y escalamiento de startups y PYME (pequeñas y medianas empresas), que suelen contar con recursos limitados para enfrentar procesos regulatorios complejos”, comentó.

Pero no es el único reto al proyecto de ley. Dijo que la velocidad para autorizar los sistemas de IA dependerá de las capacidades de la futura autoridad fiscalizadora, lo que podría ralentizar los procesos. Además, enfatizó que la falta de

fomentar la innovación y la creación y escalamiento de startups. García señaló que el ecosistema productivo local “desde startups hasta grandes empresas” no solo depende del talento disponible o el financiamiento para innovar, sino también de la capacidad del sistema regulatorio y de las agencias fiscalizadoras para actualizar sus marcos normativos y adaptarse a las nuevas tecnologías.

Según el ejecutivo, esta falta de infraestructura compartida entre centros de investigación y empresas para resolver desafíos productivos concretos.

En este tipo de sistemas, dijo, los reguladores tienen “un rol más activo en facilitar la adopción segura de nuevas tecnologías”, a través de lineamientos claros y canales de interacción permanentes.

(...) además de mejorar la coordinación entre las instituciones fiscalizadoras”, dijo García.

También planteó establecer espacios de prueba controlados (sandboxes) que permitan validar tecnologías antes de su adopción masiva.

Destacó experiencias internacionales como la de Alemania, donde se han promovido modelos de colaboración entre los sectores público, privado y la academia, donde se han promovido modelos de colaboración entre centros de investigación y empresas para resolver desafíos productivos concretos.

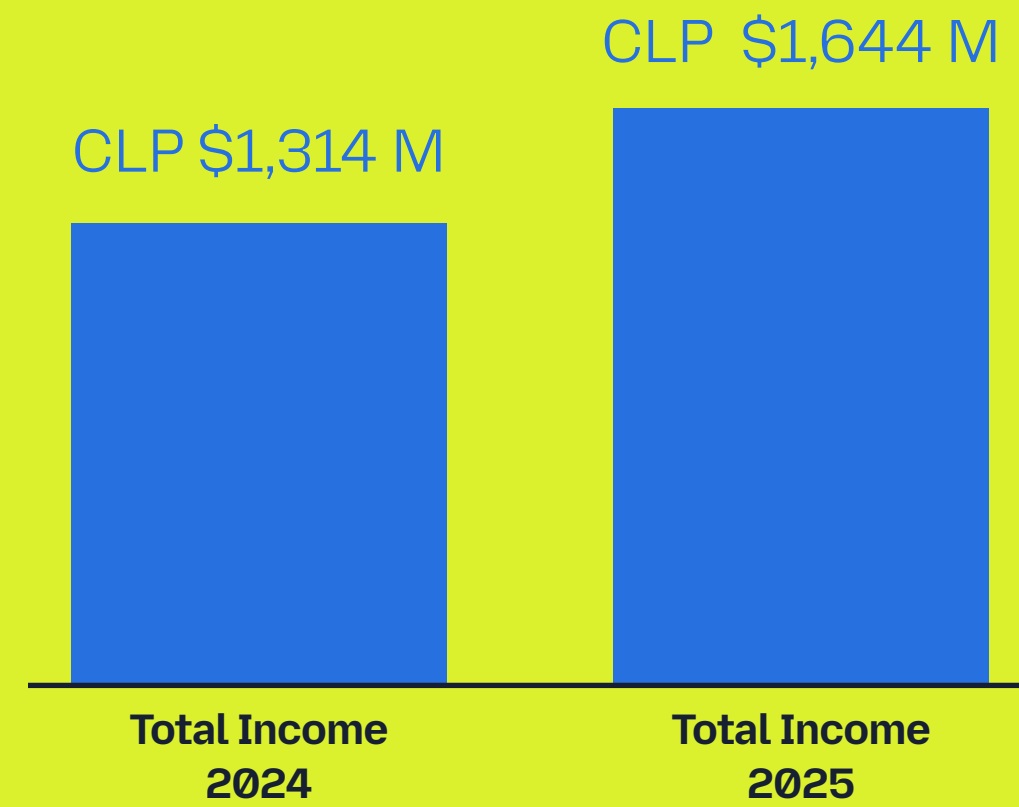
En este tipo de sistemas, dijo, los reguladores tienen “un rol más activo en facilitar la adopción segura de nuevas tecnologías”, a través de lineamientos claros y canales de interacción permanentes.

# Use of funds

This section shows how resources were distributed and used during 2025.

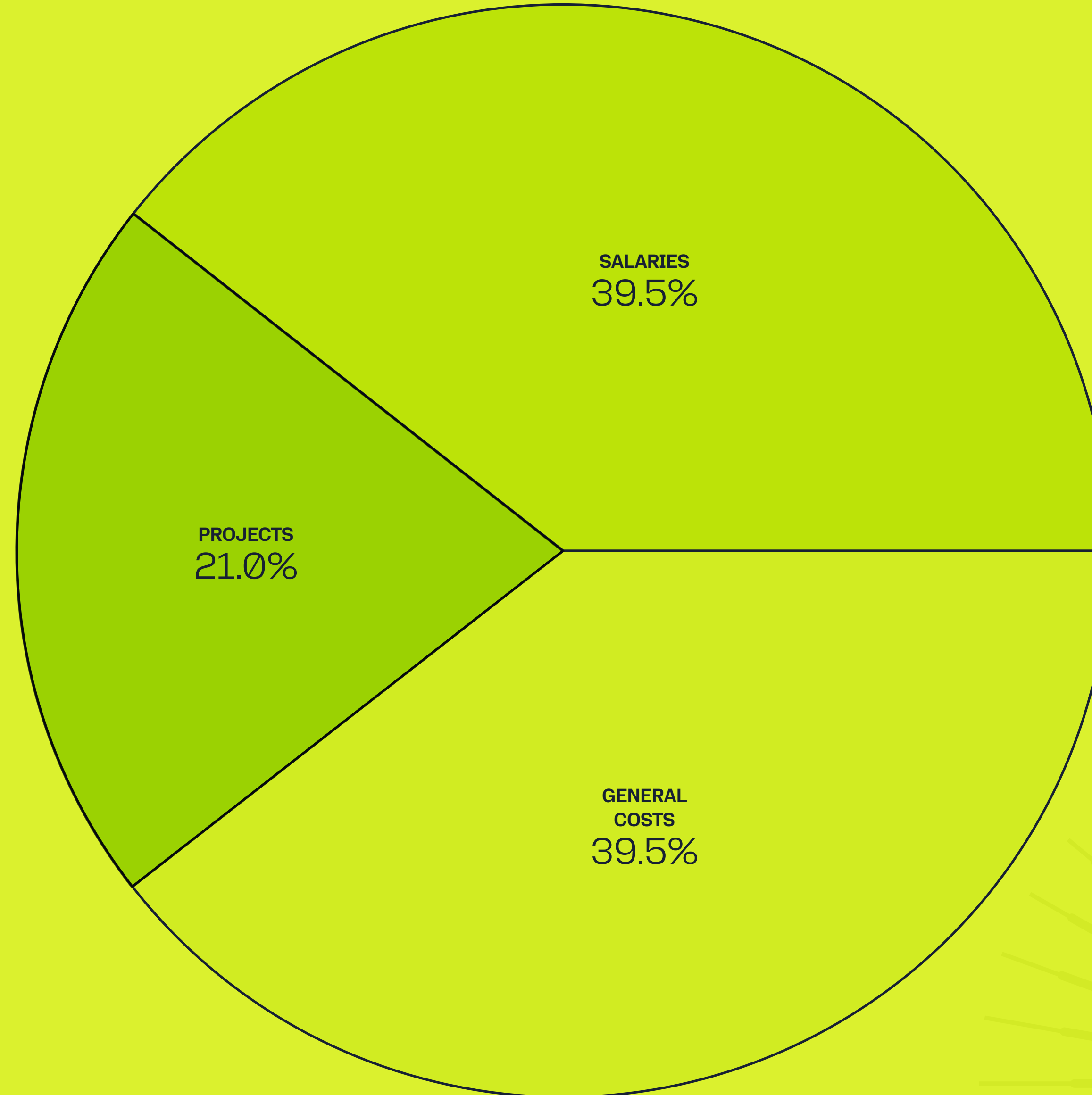
More than an accounting view, it aims to illustrate how those allocations made SOFOFA Hub's work possible – driving initiatives, activating collaboration, and advancing innovation with impact.

## Total Income \*

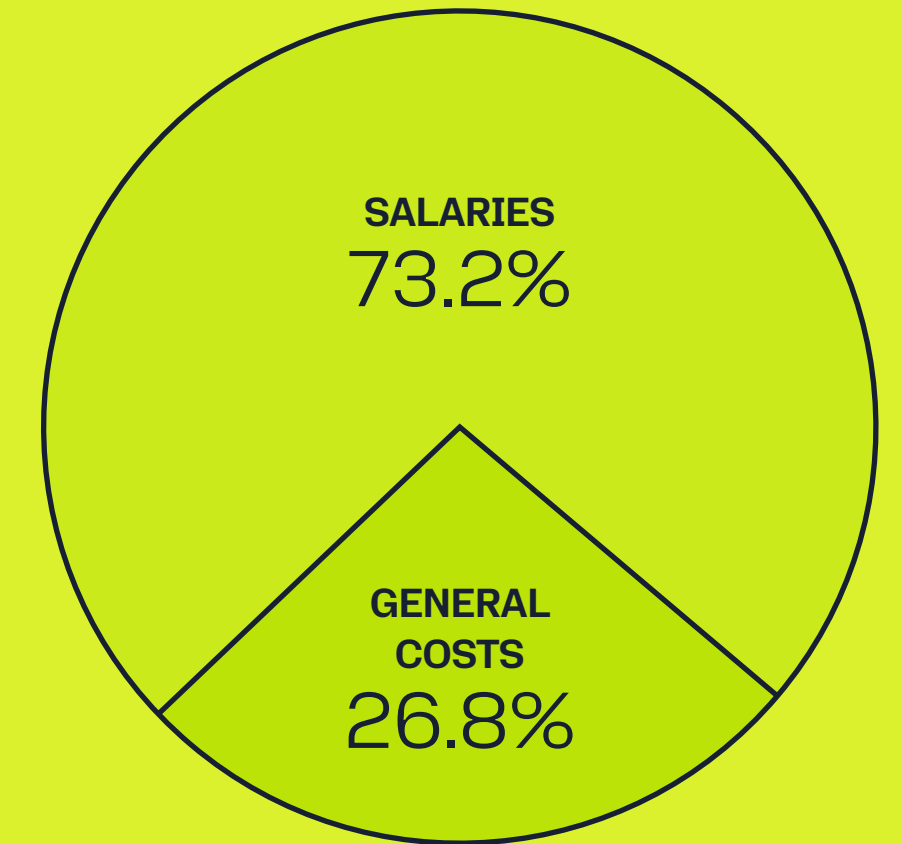


\* Includes public funds to be reported and private income.

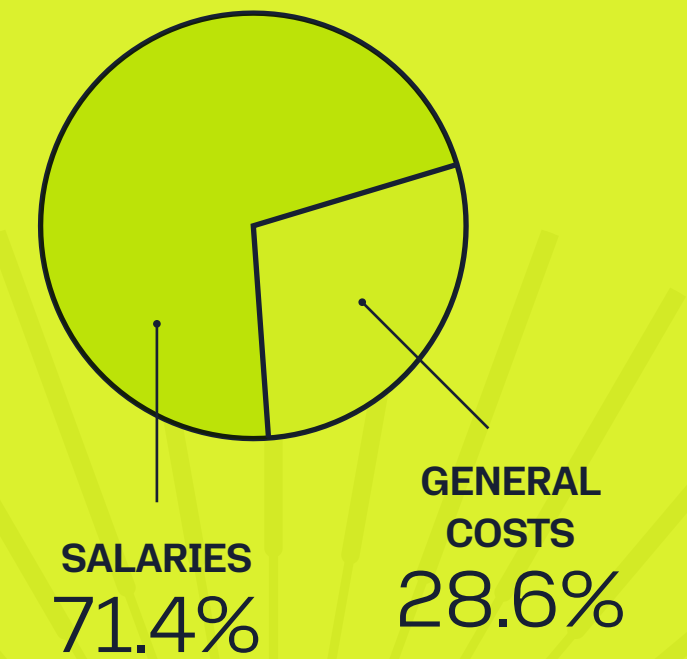
## CBT (ANID) Total Spend: CLP 1,063 M



## OTHERS (Private) Total Spend: CLP 383 M



## CT Spend (CORFO) Total Spend: CLP 197 M



# SOFOFA HUB

General editor  
**Andrea Guzmán**

Editing  
**María Jesús Sáinz**

Design and art  
**Liquid Latam**



## SOFOFA HUB

Av. Andrés Bello 2777  
Floor 15 – Office 1501  
Las Condes, SANTIAGO, CHILE

Contact: [andrea@sofofahub.cl](mailto:andrea@sofofahub.cl)