Building a sustainable and **equitable Socio-Bioeconomy in Amazonia**

A Good Practice Guide for the Private Sector

PART III

Part of the initiative:

AMAZONIA FOREVER

The Nature Conservancy

IDB Group

PART III

Case studies

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For the full list of Authors, Acronyms, Glossary, and References, please see the last section in PART I: Socio-Bioeconomy Assessment and Principles.

PART III

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Success Stories in **Amazonia's Socio-Bioeconomy**

Introduction

This document is Part III of a four-part Good Practice Guide for Building a Sustainable and Equitable Socio-Bioeconomy in Amazonia. Part III brings the socio-bioeconomy to life through real stories with measurable outcomes on environmental sustainability, social well-being, and local livelihoods. The Executive Summary offers an overview of the complete guide, while Part I outlines foundational principles for evaluating and implementing socio-bioeconomy practices and Part II covers socio-bioeconomy certifications, standards and implementation tools.

Seven case studies demonstrate socio-bioeconomy principles in action across Amazonia—from Indigenous enterprises utilizing traditional agroforestry systems to multinational corporations embedding community leadership into their supply chains to impact investors and supporting organizations deploying innovative financing and investment readiness. Each case study details implementation practices, partnerships and impacts that decision-makers can adapt to their own context.

The cases span the full spectrum of actors and scales. Together, they demonstrate the transformative potential of the socio-bioeconomy with proven pathways for replication and scale.

- **Community Voices** from Brazil, Colombia, Ecuador and Peru sharing approaches to safeguards, governance and market access.
- **Kallari's** 850 Indigenous families producing chocolate through traditional, zero-deforestation agroforestry practices.
- **Natura** equitably partnering with communities to source innovative ingredients and conserve more than two million hectares of forest.
- **VEJA** supporting rubber-tapper families with fair and transparent contracts while preserving biodiversity and reducing deforestation.
- **Amazonia Impact Ventures** deploying impact-linked loans for forest value chains that support 160,000 hectares under improved management.
- **Partnerships for Forests** leveraging public funds to support high-impact, investment-ready forest partnerships.
- **Conexsus** strengthening credit access and business development to sustainable enterprises managing 33.6 million hectares.

The case studies set forth herein are for illustrative and educational purposes only. The authors of this Good Practice Guide have not received compensation in exchange for including any case study in this Good Practice Guide. These case studies are based on information provided by the relevant companies and programs, and any such information may be incomplete, inaccurate, or otherwise erroneous. The authors of this Good Practice Guide, or their affiliates, may provide funding to the parties described herein. The authors of this Good Practice Guide are not recommending, offering, or encouraging an investment in, or engagement with, any party described in these case studies.

Understanding the Seven Socio-Bioeconomy Principles

Each case study is organized around seven socio-bioeconomy principles that define responsible practices in Amazonia. These principles emerged from an analysis of international frameworks, regional guidance and extensive market and community validation. While Part I of this guide explores these principles in depth with good practices and assessment tools, understanding their core focus is essential for interpreting the cases.

1. **Assess Risks and Embed Robust Environmental and Social Safeguards:** systematic screening for environmental, social, gender and human rights risks; implementing risk-proportional management systems; establishing culturally appropriate grievance mechanisms.

2. **Respect Indigenous Peoples, Afro-descendants, Traditional Communities and Local Communities:** early community engagement, including Free, Prior and Informed Consent *(FPIC)* where Indigenous lands, knowledge, resources or sacred places are affected; assessing land tenure and resource access; protecting cultural heritage and traditional knowledge.

3. **Establish Fair, Safe and Legal Working Conditions:** clear employment contracts and fair compensation; preventing child and forced labor; upholding youth safety.

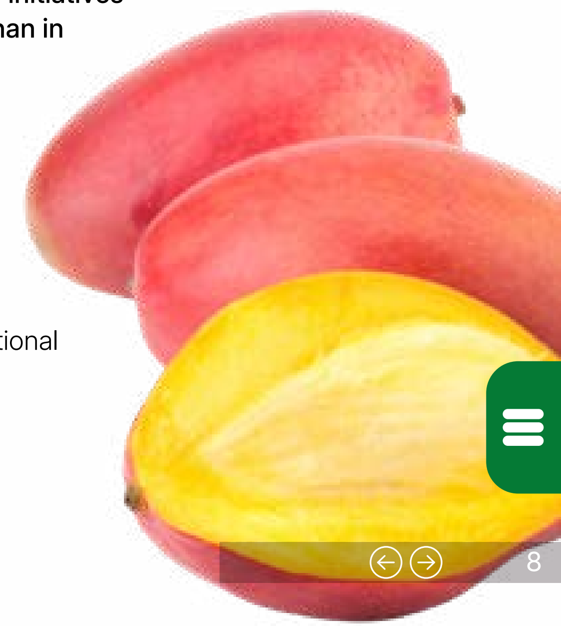
4. **Build Ethical, Traceable and Transparent Value Chains:** supply chain traceability and transparency; equitable benefit-sharing agreements with fair pricing; transparent governance and accountability.

5. **Protect and Restore Nature, Climate and Biodiversity:** standing forests, freshwater ecosystems and biodiversity; sustainable water use; managing pollution, resources and greenhouse gas emissions; climate risk resilience and adaptation.

6. **Demonstrate Impact and Accountability:** comprehensive monitoring systems and performance tracking; adaptive management and learning frameworks; transparent, culturally appropriate communication of performance results.

7. **Build Capacity and Networks:** local and community capacity building; participation in multi-stakeholder networks connecting market actors, community organizations, NGOs and government agencies.

The key insight: effective socio-bioeconomy initiatives address these principles holistically rather than in isolation. The cases demonstrate how these principles interconnect in practice: robust safeguards enable authentic community partnerships that strengthen value chain integrity, support nature protection and generate accountable impact which builds capacity and networks that reinforce the entire system. This integrated approach distinguishes socio-bioeconomy from conventional extractive models.



How to use this section

Investors, companies, communities and supporting organizations can use these cases to find proven examples to replicate, adapt and scale in their own contexts. The specific elements that resonate will vary by role and need, but every case offers transferable insights across multiple dimensions.

Look to these cases for concrete examples of FPIC implementation approaches, benefit-sharing agreement structures, traceability system design, pricing transparency mechanisms, safeguard frameworks, monitoring and verification methods, capacity building models, partnership structures and financing innovations.

Connections to other sections of the guide: these case studies operationalize the principles and practices detailed in **Part I.** Tools and templates to help practitioners implement these approaches are catalogued in **Part II.**

A

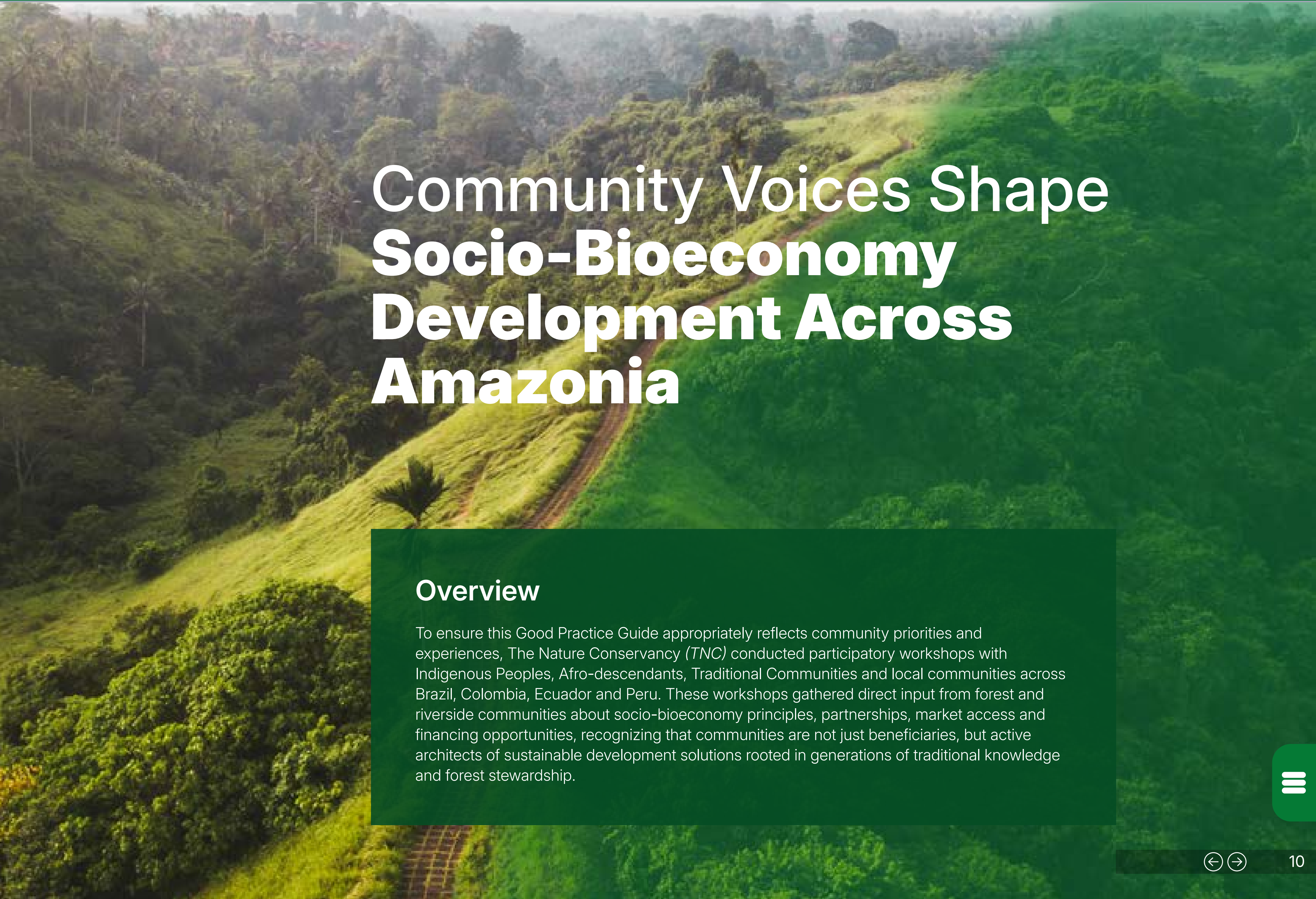
Tools and Ready-to-Use Resources section. Several of the certifications mentioned in the case studies are analyzed in depth—including their key strengths and limitations—in **Part II: Overview of Key Certifications and Standards** Alignment between socio-bioeconomy good practices and IDB Invest, IFC, and World Bank requirements is mapped explicitly in **Part II: Mapping Socio-Bioeconomy Practices to Internationally Recognized Standards, Guidance and Certifications.**

B

For readers using this section as a standalone resource: practitioners can understand and apply these cases without accessing other sections of the guide. Each case provides context on the relevant principles, practices and outcomes. However, those asking how to implement these approaches, searching for specific tools, or wondering how these practices align with international standard requirements can find those answers in Parts I and II of the full guide.

C

The evidence is clear: socio-bioeconomy can succeed at scale. These cases provide the proof points, implementation models and lessons learned to accelerate that expansion.



Community Voices Shape **Socio-Bioeconomy Development Across Amazonia**

Overview

To ensure this Good Practice Guide appropriately reflects community priorities and experiences, The Nature Conservancy *(TNC)* conducted participatory workshops with Indigenous Peoples, Afro-descendants, Traditional Communities and local communities across Brazil, Colombia, Ecuador and Peru. These workshops gathered direct input from forest and riverside communities about socio-bioeconomy principles, partnerships, market access and financing opportunities, recognizing that communities are not just beneficiaries, but active architects of sustainable development solutions rooted in generations of traditional knowledge and forest stewardship.

The workshops revealed sophisticated community approaches to environmental stewardship, business development and partnership management that often exceed formal standards while maintaining cultural integrity and territorial autonomy. Community members shared experiences ranging from certification strategies and fair pricing negotiations to traditional knowledge protection and inclusive governance—illustrating how local expertise drives effective conservation and livelihood outcomes. These community voices demonstrate innovative solutions, adaptive management practices and successful models that can inform broader socio-bioeconomy development, demonstrating how communities across Amazonia are leading approaches that balance economic opportunity with environmental protection and social equity.

Amazonia Socio-Bioeconomy Principles in Action

Assess Risks and Embed Robust Environmental and Social Safeguards

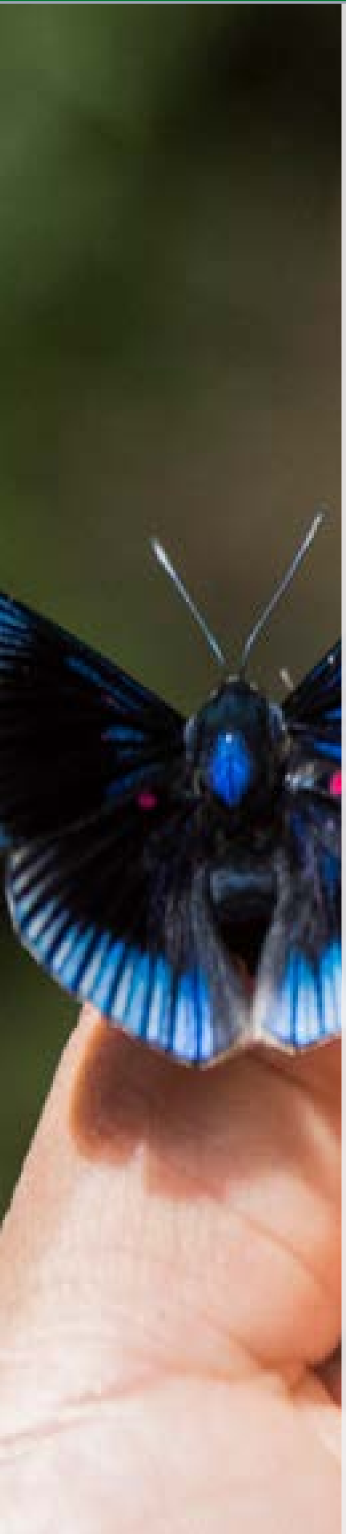
Communities have developed sophisticated safeguard systems that often exceed external requirements. In **Peru,** an assessment of ecosystem and health impacts prompted cacao and coffee-producing families in the Huallaga river basin to transition from chemical fertilizers and pesticides to natural alternatives, demonstrating adaptive management that connects environmental safeguards to market access. In **Ecuador,** communities established gender safeguards requiring fair pricing that recognizes women's full contributions, including household responsibilities alongside production work. The women coffee growing association pays daily wages plus premiums to reflect women's comprehensive roles, showing how communities design inclusive economic structures that proactively address gender equity.

Respect Indigenous Peoples, Afro-descendants, Traditional Communities and Local Communities

Communities across the region demonstrate the transformative power of genuine consent processes. **The Shuar nationality of Ecuador's Pastaza** province implemented a comprehensive Free, Prior and Informed Consent *(FPIC)* process led by Indigenous leaders, known as curacas, with real community participation in assemblies, budget validation and information sharing in native languages. As one member explained: *"This FPIC not only protected our rights but also strengthened our organizational structure and ensured that the project responded to our real needs."* In **Brazil's Portel municipality,** land titling created opportunities for investment and technical assistance, with leaders noting: *"The doors only opened after titling,"* as legal recognition made communities viable partners.

Establish Fair, Safe and Legal Working Conditions

Communities have developed nuanced frameworks that distinguish between child labor practices and traditional knowledge transmission while ensuring legal compliance. In **Brazil's Tapauá Municipality in Amazonas state,** fishing communities created codes allowing teenagers 14 and older to work with formal parental consent, adult supervision and guaranteed school attendance. One leader explained: *"It is important to understand that the involvement of young people in community activities helps us preserve our knowledge...These rules are our ways of reconciling the law and the reality of river-life."* Similarly, FSC-certified açai producer communities in **Brazil's Amapa state** developed procedures that enable youth to work in family units under traditional learning frameworks. One member notes: *"The certifier has accepted that, under these conditions, youth work is 'community practical education,' not exploitation."* These approaches balance cultural transmission with child protection through community-designed safeguards.



Build Ethical, Traceable and Transparent Value Chains

Communities leverage certifications and partnerships strategically to access premium markets while maintaining production integrity. An açaí cooperative in **Brazil's Amapa state** combined FSC Forest Management, Chain of Custody, Ecosystem Services and Organic certifications to sell freeze-dried açai to US buyers to generate higher revenues, proving that social and environmental responsibility creates market value. The rubber-tapping cooperatives, part of **Cooperacre,** developed comprehensive traceability with the footwear company, VEJA, creating Rubber Protocols and Committees that document products from areas free of illegal deforestation and forced labor, with ongoing monitoring. Communities in **Peru's Central Jungle** now require comprehensive cost accounting in agreements, ensuring transportation from remote locations is recognized in pricing. **Colombian communities** providing Amazonian fruit negotiate payment terms that match local realities, with some buyers reducing payment terms to 15 days for post-conflict area producers.

Protect and Restore Nature, Climate and Biodiversity

Communities demonstrate sophisticated ecosystem management that integrates traditional knowledge with conservation outcomes. In **Colombia, the Ayacuná Association of Women Entrepreneurs** discovered that maintaining natural ecosystems improved productivity: *"When we removed the epiphytes (surface plants), the plants produced less yield, while those in their natural environment were excellent. We should not turn non-timber forest products into monoculture."* **Ecuador's Mandi Wasi Tourism** organization of 25 Kichwa women implements comprehensive waste management and strict visitor regulations, generating monthly income while reinvesting in health, education and community strengthening. As they explain: *"Where there was pressure on the forest, there is now a model that demonstrates that conservation can be economically viable and culturally appropriate."*

Demonstrate Impact and Accountability

Communities are transitioning from empirical knowledge to systematic record-keeping while maintaining transparency and community trust. **Colombian farmers from the Asoproagro association in Guaviare** are adopting technical data collection: *"Now they've given us a little notebook, like a calendar, where we write down how much cacao we harvest each month...so that we know how much we've produced in a year."* This enables better understanding of profitability and production costs while supporting adaptive management. **Ecuador's Mandi Wasi Tourism** implements comprehensive accountability with quarterly meetings where *"the treasurer presents every expense and every income. We show invoices, receipts—everything is recorded."* This transparency has strengthened community legitimacy and internal organization while ensuring equitable benefit distribution.

Build Capacity and Networks

Communities are transforming business capacity while strengthening cultural identity and territorial integrity. In **Ecuador,** women receiving sustained business training underwent a profound transformation, with many becoming presidents or coordinators in associations. One entrepreneur shared: *"Before, my husband controlled all the money. Now I run my own business, make decisions and have become a role model in my community. I teach other women and have recovered ancestral knowledge that was almost lost."* **Peru's Bosque de las Nuas Awajún** women's association partnered with **Takiwasi Traditional Medicine Center** to rescue traditional knowledge and recover agroforestry practices, creating a replicable model for other communities. **Ecuador's Colab Culinaria network** demonstrated collaborative capacity: *"Working in a network allowed us to forge links between producers, consumers, restaurants and communities... Collaboration allows us to raise awareness and strengthen each other's enterprises through the exchange of products, knowledge and sales support."*

Outcomes

Community-led approaches to enterprise development have generated measurable impacts across environmental, social and economic dimensions.

Environmental

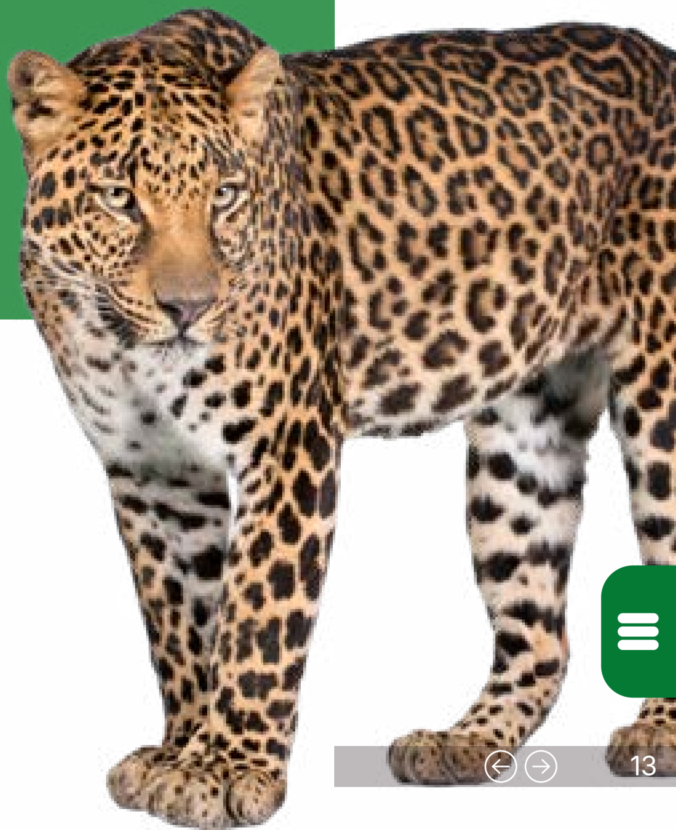
- Ecosystem management approaches improve productivity while maintaining biodiversity.
- Waste management and visitor regulation systems generate environmental outcomes.
- Traditional knowledge recovery supports agroforestry and forest product management.
- Adaptive management supports the transition from harmful practices to sustainable alternatives.

Social

- Women enhance their leadership, with many assuming presidency and coordination roles.
- Youth engagement frameworks balance cultural transmission with legal compliance.
- Transparent governance systems strengthen community legitimacy and internal organization.
- FPIC implementation strengthens organizational structures and ensures culturally appropriate projects.

Economic

- Communities improve income through strategic certification combinations and premium market access.
- Comprehensive traceability systems support direct buyer relationships.
- Fair pricing frameworks recognize full cost accounting and women's unique contributions.
- Network collaboration reduces intermediaries and strengthens the value delivered to communities.
- Business models generate income that supports conservation and cultural preservation.



Kallari Forms Indigenous-Led Chocolate **Enterprise for Forest Preservation and Local Prosperity**

Overview

Kallari's vertically integrated cacao enterprise demonstrates how Indigenous Kichwa communities can create sustainable livelihoods and preserve Amazonia's biodiversity. In Ecuador's Napo province rainforests, Indigenous Kichwa communities have cultivated cacao within their traditional chakra agroforestry systems for generations. These biodiverse plots—where cacao grows alongside medicinal plants, timber trees and food crops—represent not just agricultural production but a way of life that supports families while maintaining forest cover.

Despite this rich heritage, communities face significant economic challenges. Local intermediaries often control the cacao trade, paying prices that don't reflect the exceptional quality and environmental value of chakra-grown cacao. International chocolate companies require consistent quality, reliable volumes and, at times, certifications that seemed designed for large producers, not Indigenous agroforestry enterprises. As Kallari President Ruth Cayapa explains: *"At the capital raising level, at the level of certifications, there are regulations that are increasingly demanding more of us…we, from here, often cannot negotiate. We simply have to comply."*

Kallari saw this market failure as an opportunity. Starting in 2002 as a pre-association of 50 families from 5 communities, they organized collectively to bypass intermediaries and capture more value for their communities. Building on their democratic governance traditions and resilient chakra agroforestry system, they positioned themselves as a community-led enterprise capable of meeting market demands without compromising their core mission: improving livelihoods while preserving ancestral lands.

With funding and technical support from *Fondo Ecuatoriano Canadiense de Desarrollo (FECD; Ecuadorian-Canadian Development Fund)*, they grew to a legally recognized association in 2006. Today, Kallari reaches 850 families from 21 communities, is 62% women-led, and has navigated complex market requirements and capital constraints to produce more than 13 varieties of premium chocolate bars while maintaining cultural governance practices.

Amazonia Socio-Bioeconomy Principles in Action

Assess Risks and Embed Robust Environmental and Social Safeguards

Kallari demonstrates environmental and social safeguards through systematic approaches to gender inclusion and human rights protection. Their transformation from 50 to 850 families, with 62% women in leadership positions, reflects deliberate gender safeguarding that addresses historical exclusions in agricultural leadership. As president, Ruth Cayapa explains: *"These women changed how they see themselves. They feel capable of making decisions, mobilizing themselves, developing new abilities, and they are progressively making women's potential in the productive sector more visible."* Kallari also navigates international certifications while protecting cultural practices and uses diversified production to reduce climate and market risks, while their democratic assembly structure provides a mechanism to address community concerns.

Respect Indigenous Peoples, Afro-descendants, Traditional Communities and Local Communities

Kallari operates as a 100% Indigenous-led organization where governance respects traditional decision-making processes. They maintain democratic structures with rotating leadership from member communities, requiring membership tied to active cacao cultivation and participation in assemblies. Regular information sharing through community visits maintains trust and transparency. Kallari protects cultural practices such as intergenerational knowledge transfer by developing youth engagement programs that preserve traditional learning and create pathways for youth without land ownership to participate meaningfully.

Establish Fair, Safe and Legal Working Conditions

Kallari distinguishes family support from child labor through cultural frameworks that respect traditional knowledge transfer while meeting international standards. They create safe learning spaces for youth in chakra management and ensure collective decision-making on working practices through assemblies. Rather than excluding youth due to child labor concerns, they developed frameworks that distinguish cultural education from exploitation, thereby creating opportunities for intergenerational knowledge transfer within appropriate boundaries.

Build Ethical, Traceable and Transparent Value Chains

Kallari ensures price premiums flow directly to member families while navigating multiple certifications, including USDA Organic, European Organic, *Certificación Orgánica Nacional*, Fairtrade and SPP Chakra. They maintain traceability documentation for EUDR compliance while protecting traditional knowledge transfer. Their gradual progression from artisanal sales to premium cacao production built technical capacity over time, establishing strategic partnerships with buyers who value quality and provide stable, premium pricing. Investment in processing and collection infrastructure homogenizes production quality and stabilizes volumes.

Protect and Restore Nature, Climate and Biodiversity

Kallari maintains traditional agroforestry chakras where cacao grows alongside medicinal plants, timber trees and food crops. Families achieve zero deforestation by using practices like grafting and canopy management to improve productivity on existing lands rather than expanding cultivation areas. All member chakras commit to biodiversity conservation, and the business provides an alternative to deforestation-dependent economies such as mining, as organized communities resist selling their lands. Their continuous learning philosophy drives diversification efforts, identifying roughly ten new products with market potential while maintaining forest cover.

Demonstrate Impact and Accountability

Kallari maintains regular community visits for transparency and accountability, with publicly available statutes and regulations on its website. They implement mandatory reporting to assemblies to ensure democratic oversight and maintain comprehensive documentation for EUDR compliance. Their transparent governance structures demonstrate the accountability increasingly valued by both communities and conscious consumers.

Build Capacity and Networks

With more than 20 years of operation, Kallari has built substantial local technical expertise while ensuring youth training for future continuity. They provide technical assistance focused on improving quality within the chakra system, rather than conversion to monoculture, using grafting innovation to increase productivity. Their approach incorporates international knowledge to support and augment production capacity at the community level, exploring product development and integration into new markets.

Outcomes

Kallari's community-led approach to socio-bioeconomy has generated measurable impacts across environmental, social and economic dimensions.

Environmental

- Zero deforestation through productivity improvements on existing lands using grafting and canopy management.
- Biodiversity conservation across all member chakras.
- An alternative to mining, as organized communities resist selling their lands.

Social

- Democratic governance with rotating leadership and regular community information-sharing.
- Youth development pathways are created through reformed statutes and comprehensive training programs.
- Women's central role is recognized in chakra management, with 62% women in leadership.
- Cultural preservation of traditional knowledge and practices.

Economic

- Income generation through diverse chakra products ensures year-round earnings.
- Access to local and international markets strengthens community income.
- Employment opportunities for women and youth in processing and leadership roles.
- Community fund allocations supporting local development initiatives.
- Exploration and development of product integration into new markets.

Natura Partners with Communities **to Build Sustainable and Ethical Value**

Overview

Natura&Co. is a global, purpose-driven beauty company with a fair-trade model that honors traditional knowledge, fosters biodiversity conservation and ensures equitable benefits throughout its Amazonia production chain. Inspired by the growing environmental conservation movement in the 1990s, Natura's founders envisioned developing sustainable business opportunities to address socio-environmental challenges, centering its efforts on the Brazilian Amazon to protect standing forests by connecting science, nature and traditional knowledge into businesses that reward forest stewards.

In 2002, Natura committed to direct community engagement through family farmer cooperatives, adopting a learning-by-doing approach to study native species and integrate them into products through responsible procurement practices. The company developed a Policy for Sustainable Use of Socio-Biodiversity Products following the Convention on Biological Diversity principles and co-founded the Union for Ethical BioTrade *(UEBT)* in 2007 to ensure ethical sourcing standards.

Today, in partnership with 45 agro-extractive communities, Natura has helped improve the incomes of more than 10,000 Amazonian families while protecting over 2 million hectares of forest. For every BRL 1.00 earned, it estimates it creates BRL 2.50 of additional social-environmental impact.

Amazonia Socio-Bioeconomy Principles in Action

Assess Risks and Embed Robust Environmental and Social Safeguards

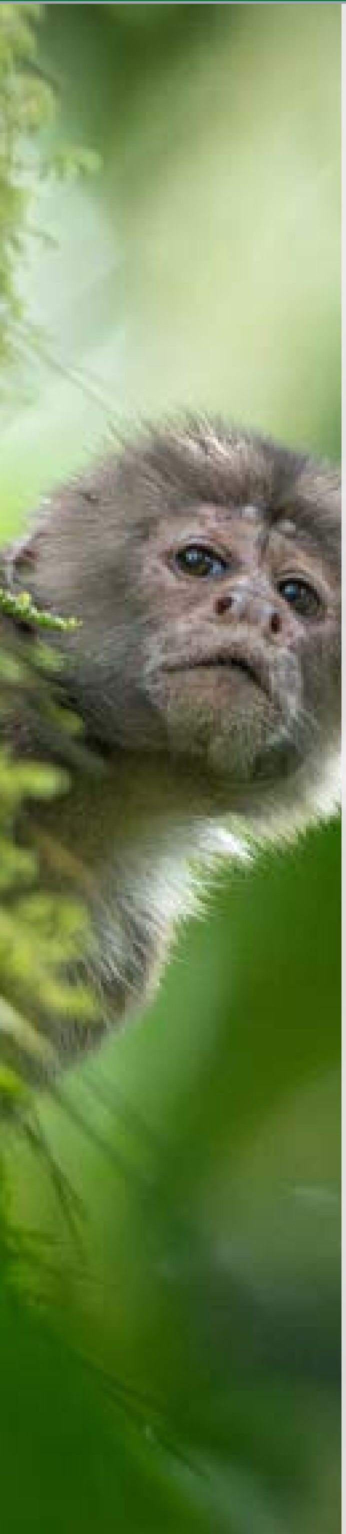
Natura employs a comprehensive Enterprise Risk Management *(ERM)* system informed by a double materiality approach to identify issues impacting both the company and its stakeholders. It applies the Taskforce on Climate Related Financial Disclosures *(TCFD)* and Taskforce on Nature Related Financial Disclosures *(TNFD)* frameworks to assess climate and nature-related risks and opportunities, and a third-party Ethics Hotline enables investigations and remediation actions when necessary.

Respect Indigenous Peoples, Afro-descendants, Traditional Communities and Local Communities

Natura respects FPIC when accessing traditional knowledge, identifying communities potentially affected by its operations early in the planning process and engaging through culturally appropriate consultations. It deploys specialized teams across research and development, procurement, and marketing to maintain a consistent field presence and build long-term trust, as Senior Sustainability Manager Priscila Matta explains: *"I believe it's very important to have teams specialized in this way of working—this kind of relationship with communities—and to have a presence in the field, building trust. That presence is fundamental to this model of community engagement."* It documents content using accessible formats—oral agreements, visual mapping, or recorded testimonies as preferred by communities—and revisits FPIC throughout the project lifecycle.

Build Ethical, Traceable and Transparent Value Chains

Natura ensures fair commercial terms through comprehensive transparency measures, including technical cost studies with communities that account for time, effort, environmental and logistical considerations, and local knowledge. It conducts open spreadsheet pricing meetings with transparent negotiations and annual readjustments, provides signed contracts based on three-year projections so communities have income security and offers 30% advance payments to mitigate supplier financial risk. NaturaGIS, the company's geographic and production information system, ensures quality control and traceability, identifying which families participated in the harvest and cultivation. Non-exclusive supply agreements enable suppliers to negotiate surplus sales, while formal oversight by a Sustainability Board and Sustainability Committee clarifies operational roles across the value chain.



Protect and Restore Nature, Climate and Biodiversity

Natura developed a comprehensive Biodiversity Policy following Convention on Biological Diversity principles and co-founded UEBT to ensure compliance with biodiversity conservation, sustainable practices, benefit-sharing, socio-economic stability and legal requirements. The UEBT seal on Natura's Ekos product line demonstrates this commitment. Its environmental outcomes include 2.2 million hectares of forest conserved, with a 3-million-hectare target, carbon neutrality since 2007 with net zero commitments throughout its value chains, and nearly 85% recyclable, reusable or compostable packaging.

Demonstrate Impact and Accountability

Natura uses multiple approaches to measure environmental and social impact, including employing a customized version of Harvard's Social Progress Index *(SPI)* to collect primary data from communities who are measuring progress toward shared goals, including basic human needs *(nutrition, water)*, foundations of well-being *(education, health, environmental quality)* and opportunity *(rights, choice, inclusiveness)*. Results inform its Amazon Strategy and feed into the Living Amazon *(Amazonia Viva)* financing mechanism to align investment with measurable outcomes. It also uses its Biodiversity Input Supply Chain Verification System to monitor indicators such as agrochemical use, land use conflicts and ethical bio-trade practices. It conducts annual training and audits to ensure sustainable harvesting and regeneration rates.

Build Capacity and Networks

Natura provides technical assistance to communities on sustainable harvesting, regenerative practices, organizational development and management, with special focus on health, safety and human rights training. It emphasizes professional development and career progression, especially for women and youth, supporting women-led enterprises, youth leadership programs and community initiatives that address historical exclusions.

Beyond direct capacity building, Natura has also developed innovative financing mechanisms that strengthen socio-bioeconomy networks. In 2023, it collaborated with multiple organizations to launch the Living Amazon Finance Mechanism. This blended finance model includes agribusiness receivables certificates, allowing farmers to convert future earnings into tradeable securities. The model also features a receivables fund, managed by VERT Capital, that offers direct credit lines to cooperatives with risk absorption by product off-takers and an enabling conditions facility, supported by Fundo Vale and managed by FUNBIO, that invests in infrastructure, education, internet access and forest restoration. Living Amazon aims to protect 10,000 families across 16 territories while strengthening socio-bioeconomy value chains and has led to the creation of Violet Earth, a platform facilitating investments in nature-based solutions.

Outcomes

Natura's comprehensive approach to socio-bioeconomy has generated measurable impacts across environmental, social and economic dimensions.

Environmental

- 2.2 million hectares of forest conserved, with a 3-million-hectare target.
- Carbon neutral since 2007, progressing toward NetZero throughout value chains.
- 43% reduction in Scope 1 and 2 emissions and 28% in Scope 3.
- Nearly 85% recyclable, reusable, or compostable packaging.

Social

- Professional development, training, and career progression, especially for women and youth.
- Support for women-led enterprises, youth leadership programs and community initiatives addressing historical exclusions.
- Robust FPIC implementation with culturally appropriate consultations.

Economic

- 45 agro-extractive community partnerships impacting 10,000 families *(42,000+ people)*.
- Contributions to the socio-bioeconomy through the development of 46 bio ingredients from Amazonian socio-biodiversity, with a target of 55.
- BRL 48.5 million in resources mobilized for agro-extractive communities in 2024, with 24.5 million related to the purchase of socio-biodiversity inputs.
- Every BRL earned generates an estimated 2.50 of additional social-environmental impact.
- Fair pricing to community producers through technical cost studies and transparent negotiations.

VEJA Transforms Sneakers **for Forest Conservation and Community Well-being**

Overview

French footwear company VEJA has revolutionized sustainable fashion by building direct partnerships with Amazonian rubber-tapper families, paying 3.5 times market prices for wild rubber while protecting 2.8 million hectares of rainforest. Traditional sneaker production relies heavily on synthetic materials derived from petrochemicals, leather from deforestation-linked cattle ranching, and energy- and water-intensive manufacturing processes that pollute water sources and generate greenhouse gas emissions. Meanwhile, economic pressures often force Amazonian communities toward unsustainable land uses, accelerating forest loss.

VEJA's founders recognized this paradox: rubber-tapper families positioned to protect the forest lacked economic incentives to maintain sustainable livelihoods. Starting with upfront community engagement, VEJA formed direct partnerships with cotton and rubber producers, including Cooperacre, a federation representing more than 2,800 rubber-tapper families across 25 cooperatives. Rather than imposing external standards, it co-developed its Sustainable Production Protocol with producers to reflect local realities while meeting goals for deforestation limits, rubber quality and cooperative organization.

Through innovative satellite monitoring, community-led governance and fair compensation recognizing environmental stewardship, the B Corp-certified company is helping prove the business case for environmental stewardship while supporting community well-being.

Amazonia Socio-Bioeconomy Principles in Action

Assess Risks and Embed Robust Environmental and Social Safeguards

VEJA integrates satellite monitoring with community-based verification to mitigate deforestation risk. It also operates a dispute resolution mechanism through its Rubber Committee to ensure community disagreements are addressed fairly and transparently.

Respect Indigenous Peoples, Afro-descendants, Traditional Communities and Local Communities

VEJA connects with community leaders and cooperatives before any commercial activity begins, presenting project concepts and values transparently and collaboratively. After initial discussions with leaders, it organizes community circles with families to co-create work plans. VEJA prioritizes relationship building over purely commercial transactions by maintaining local teams embedded in territories, who visit families at least three times per year. *"We speak with the leadership—either from the cooperative or the association—and then we present an idea, for example, about native rubber. All the work we do is about how we operate, what the company's values are, what our pillars are—not just ethical values,"* says Sourcing Director, Luciana Batista Pereira. Its Rubber Committee incorporates community leadership and governance, organizing annual meetings involving community leaders and representatives from each cooperative, where contracts are revisited and terms can be adjusted collaboratively.

Establish Fair, Safe and Legal Working Conditions

VEJA has established formalized codes of conduct for employees and implements a Sustainable Production Protocol that requires valid documentation for all workers and prohibits forced labor and discriminatory practices. This systematic approach ensures clear employment terms and legal compliance across its operations, with established complaint mechanisms to uphold worker rights and environmental standards.

Build Ethical, Traceable and Transparent Value Chains

VEJA maintains full visibility and control over raw material origins, quality and production conditions through direct sourcing relationships and Fair for Life certification. Each cooperative tracks the rubber collected by its members, documenting the source of every batch from forest to final product. It shifted rubber pricing from commodity transactions into recognition of environmental stewardship through a transparent, three-tier system: market commodity prices, additional payments for socio-environmental services rewarding deforestation compliance and Fairtrade certification premiums. This results in payments 3.5 times higher than market prices. VEJA provides up to 60% advance payments to cooperatives for immediate cash flow during long production cycles and signs 3-year minimum contracts for stability. Pricing criteria and bonus structures are publicly displayed at cooperative headquarters for transparency and accountability.

Protect and Restore Nature, Climate and Biodiversity

VEJA preserves biodiversity and reduces deforestation by emphasizing organic and wild product cultivation, using agroecological practices that support forest conservation and implementing satellite deforestation monitoring. It conducts and publicly shares comprehensive emissions assessments, with particular focus on Scope 3 supply chain emissions representing 99.97% of its total carbon footprint. Understanding its largest emission sources, it responded by reducing overall leather use, transitioning to more ecological leather and leather alternatives, improving tanning processes to decrease water and energy consumption, reducing air transportation and sourcing Amazonian rubber that emits 73% fewer greenhouse gases than conventional synthetic rubber.

Demonstrate Impact and Accountability

VEJA uses Brazil's TerraBrasilis system to track deforestation at 6-square-meter resolution across each rubber-tapper's designated area. Its proprietary environmental monitoring platform, developed with Partnership for Forests' support, integrates GPS data from families with government deforestation-tracking projects, like PRODES, for real-time compliance verification. It maintains a dedicated transparency section on its company website that publicly shares information on sourcing, pricing and environmental practices, and regularly shares updates to maintain public accountability for its environmental and social commitments.

Build Capacity and Networks

VEJA supports cooperative autonomy and organizational strength by allocating additional resources specifically for capacity building. Its partnership with Cooperacre serves as a regional hub, supporting newer cooperatives with training in management, accounting and legal structuring. Embedded field teams provide ongoing support, while annual meetings include capacity-building sessions with experts, including VEJA's legal team. In partnership with organizations like SOS Amazônia, it conducted 50 workshops in 2022-2023, educating women about their rights, the rubber business and accessing government benefits—adapting approaches to local realities to foster knowledge transfer.

Outcomes

VEJA's comprehensive approach to socio-bioeconomy has generated measurable impacts across environmental, social and economic dimensions.

Environmental

- Preserved biodiversity and reduced deforestation through wild harvest and satellite monitoring.
- Increased sourcing of Amazonian rubber that emits 73% fewer greenhouse gas emissions than conventional alternatives.
- Reduced leather use by 20% while improving tanning processes to decrease water and energy use.

Economic

- Community producers receive 3.5 times the market prices of commodity rubber, supporting sustainable livelihoods.
- Participating families earn an average of 25% more annual income and report improved living conditions.
- Access to previously unaffordable items like refrigerators and schooling.

Social

- Capacity building helps cooperatives develop financial management, logistics and governance capabilities.
- The Rubber Committee incorporates community leadership and governance structures.
- 50 workshops conducted for women's rights education and access to government benefits.

Amazonia Impact Ventures Provides **Impact-Linked Finance for Forest Entrepreneurs**

Overview

Amazonia Impact Ventures *(AIV)* addresses crucial gaps in access to financing and markets by providing impact-linked loans to Indigenous Peoples, local communities, smallholder enterprises and mission-driven buyers. Local producers remain chronically underfinanced across Amazonia. For example, in Peru, less than 4% of lending reaches Amazonian regions. This financing gap is compounded by limited market access, as many producer groups rely on a single buyer and lack leverage to negotiate fair prices or traceability commitments. Volatile commodity prices and speculative trading create repayment challenges, while lenders often view community borrowers as high risk due to limited track record and collateral. AIV's approach addresses both gaps simultaneously: by financing ethical buyers alongside producer cooperatives, it secures market access for communities while ensuring buyers have reliable, traceable supply chains. Without integrated solutions, communities are pressured to engage in extractive economic activities that degrade forests.

AIV's story begins in conversations with Ashaninka and Kichwa producer associations who struggled to pre-finance cacao and guayusa harvests *(a caffeinated tree native to the Amazon Rainforest and used by Indigenous Peoples for centuries)*. Rather than impose unrealistic financing terms, AIV sought to close both credit and market gaps by blending concessional and commercial capital to create impact- and sustainability-linked loans whose interest rates drop when borrowers achieve conservation and livelihood key performance indicators *(KPIs)*.

Since 2020, the impact investor has deployed USD 10 million across 42 loans in 12 socio-bioeconomy value chains—from Brazil nuts to regenerative cacao—impacting 4,000 producers on 160,000 hectares of farm and community forest land. Through its Amazon Impact Fund I, with a target size of 25 million, AIV aims to protect 1 million hectares and reach 100,000 people within five years.

Amazonia Socio-Bioeconomy Principles in Action

Assess Risks and Embed Robust Environmental and Social Safeguards

AIV employs a proprietary Environmental, Social and Governance *(ESG)* screening matrix that integrates finance and ESG metrics, including climate and gender risks, based on decades of experience in agroforestry and working with rural businesses and cooperatives. This systematic approach to screening ensures that potential adverse impacts are identified and managed before loan deployment, while first-loss capital structures and price volatility stress tests cushion both investors and borrowers from risk.

Respect Indigenous Peoples, Afro-descendants, Traditional Communities and Local Communities

AIV sources much of its pipeline through strong partnerships with Indigenous organizations and NGOs and maintains Indigenous representation on its advisory committee. It holds a memorandum of understanding with the Peru Indigenous Peoples' Chamber of Commerce, which plays a key role in aggregating Indigenous businesses and connecting them to market opportunities. This inclusive governance approach incorporates community engagement and ensures investment decisions reflect community priorities.

Build Ethical, Traceable and Transparent Value Chains

AIV provides impact-linked loans to producer cooperatives for working capital, equipment and harvest pre-finance, and to mission-driven buyers to strengthen traceability and forge direct sourcing agreements. This end-to-end financing approach secures offtake for producer groups, enforces traceability requirements and creates negotiated floor prices that lock in fair producer margins. Many loan recipients hold Organic, Fairtrade, Rainforest Alliance and/or Símbolo de Pequeños Productores *(SPP)* certifications. Loan covenants include traceability KPIs, such as geolocation of plots and Global Forest Watch alerts, while its satellite monitoring tools help borrowers prepare for EU Deforestation Regulation *(EUDR)* requirements.

Protect and Restore Nature, Climate and Biodiversity

AIV implements zero-deforestation covenants in loans and sets agroforestry restoration targets, including plans to plant 6 million mixed-species trees by 2030. It uses satellite monitoring combined with ground verification to track environmental outcomes, while its impact-linked loan structure reduces interest rates when borrowers achieve conservation KPIs. This approach attracts financing for nature-positive enterprises without compromising community terms, demonstrating that conservation outcomes can be financially incentivized rather than imposed as external requirements.

Demonstrate Impact and Accountability

AIV uses Global Forest Watch for near-real-time deforestation alerts and pilots WhatsApp platforms to collect producer-level income data, with plans to also deliver micro-learning modules. These monitoring tools help borrowers prepare for EUDR requirements while providing real-time accountability data. AIV publishes impact reports, maintains website and media updates and provides investors with quarterly financial information and annual reports to ensure transparency across stakeholder groups.

Build Capacity and Networks

AIV bundles grant-funded technical assistance with loans to address capacity gaps that can jeopardize repayment. Assistance includes financial management advice, gender equity policies, forest/carbon baseline mapping and agroforestry training. AIV is raising a philanthropic $1M technical assistance facility to promote nature-based solutions, expand market access and deploy digital tools—such as a WhatsApp-based platform—that deliver agroforestry and conservation training directly to producers while collecting income data. This creates a feedback loop that strengthens both local capacity and accountability.

Outcomes

AIV's comprehensive approach to impact-linked finance has generated measurable impacts across environmental, social and economic dimensions.

Environmental

- 160,000 hectares under improved management with deforestation alert monitoring.
- Organic portfolio with additional certifications strengthening conservation practices.
- Plans to plant 6 million mixed-species trees by 2030.

Economic

- Enhanced livelihood outcomes with direct buyer-producer linkages across four value chains.
- 64% of the portfolio received a loan after AIV investment.
- Impact-linked interest rates reward conservation and livelihood achievements.

Social

- 4,000 producers reached to date, of which 32% are Indigenous.
- Gender equity focus, with women representing 36% of producers reached.
- Technical assistance delivered to Indigenous associations and cooperatives.

Partnerships for Forests Develops High Impact **Opportunities for Forest-Friendly Ventures**[1]

Overview

From Brazil nut cooperatives to superfood ventures, Partnerships for Forests *(P4F)* leveraged public funds to transform Amazonian forest guardians into high-impact, investment-ready enterprises. Across Amazonia, deforestation pressures from cattle ranching, agriculture expansion and mining threaten critical carbon stores and biodiversity. Yet the communities who live in and steward these forests—often with generations of sustainable management knowledge—lack market connections and business capacity to make forest conservation economically competitive with destructive alternatives.

1 Unrelated to the programs described herein, TNC has received funding from Partnerships for Forests for projects and programs sponsored by TNC.

In 2016, the UK's Foreign, Commonwealth and Development Office *(FCDO)* launched P4F to test whether strategic partnerships could transform forest stewardship into viable businesses that reduce deforestation and strengthen sustainable livelihoods. The challenge was clear: without the right economic incentives, communities face impossible choices between environmental protection and family survival.

Implementing partners Palladium and Systemiq designed a program to test dozens of partnership prototypes and scale what worked. By blending UK Aid grants with sustainable business expertise, P4F supported 98 Forest Partnerships, 18 of which were directly linked to Amazonia. Its Latin America deals contributed to 3.6 million hectares of land under sustainable management, demonstrating how a global program can deliver place-based impact for socio-bioeconomy value chains.

Amazonia Socio-Bioeconomy Principles in Action

Assess Risks and Embed Robust Environmental and Social Safeguards

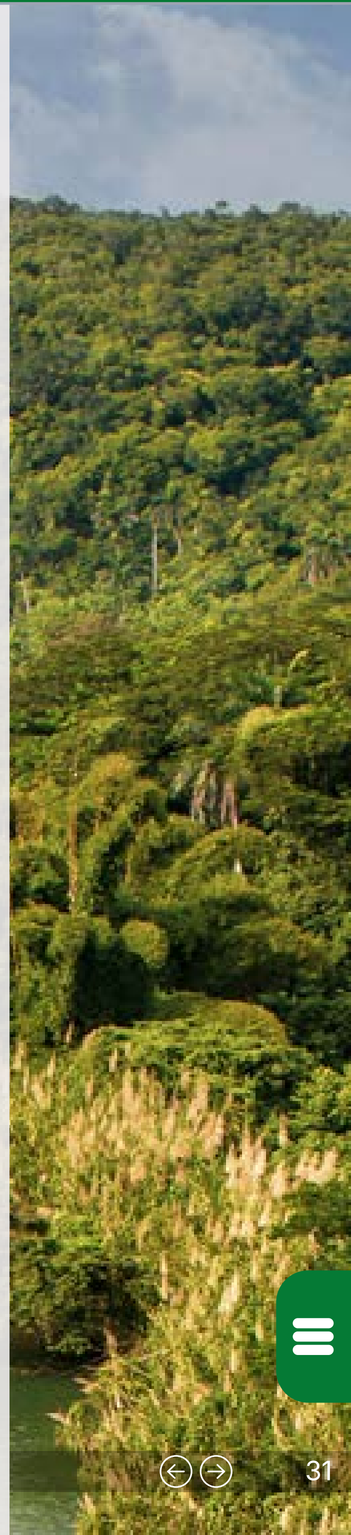
P4F implements International Finance Corporation *(IFC)* aligned Environmental and Social Management System *(ESMS)* templates to standardize risk management approaches. It provides third-party monitoring and establishes grievance mechanisms to address community concerns. Its standard safeguard toolkit reduces timelines and transaction costs, making forest partnerships more feasible for both communities and financiers while ensuring consistent standards.

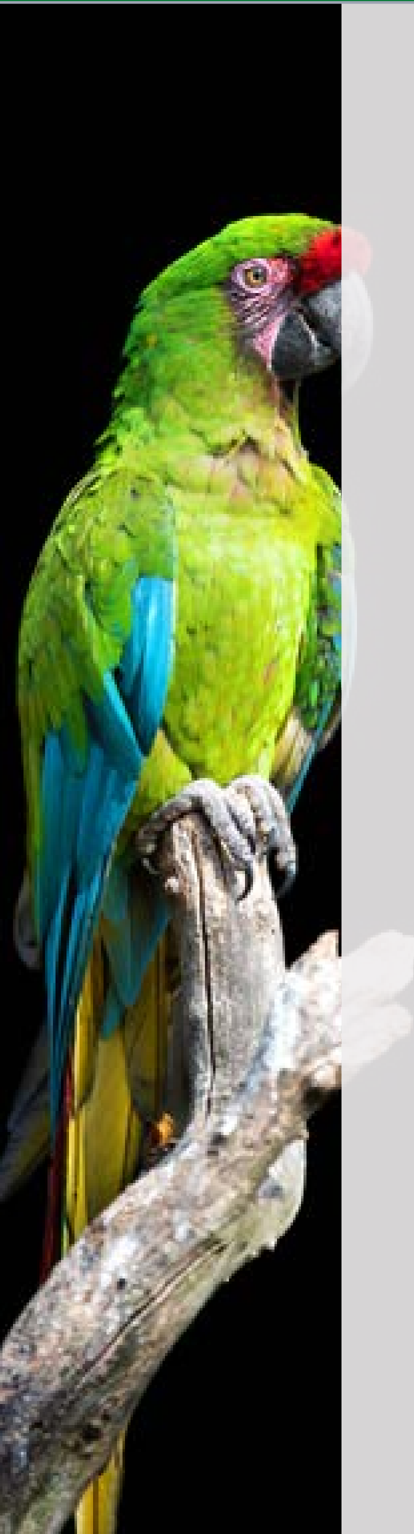
Respect Indigenous Peoples, Afro-descendants, Traditional Communities and Local Communities

P4F prioritizes direct community engagement and co-creation throughout partnership development. In Brazil, it helped COOPAVAM—a cooperative sourcing Brazil nuts from Indigenous communities—develop governance frameworks supporting equitable benefit-sharing while ensuring Indigenous voices in price and volume negotiations. The cooperative pays harvesters ~30% above local prices, strengthening Indigenous institutional capacity. Its expanded processing and sales operations have a positive impact on 1.2 million hectares of Indigenous lands.

Build Ethical, Traceable and Transparent Value Chains

P4F strengthens certification pathways and creates transparent value chains by connecting community producers with ethical buyers. In Peru, it scaled AJE Group's sourcing partnerships for superfoods like camu-camu and aguaje to 19 additional communities, funding training in sustainable harvest, traceability and governance capacities to help communities meet market demands while protecting forests. In Colombia, it linked farmer-founded NGO Corpocampo with AJE Group as an offtaker to develop the aguaje value chain and supported the scale-up of wild collection and agroforestry systems.





Protect and Restore Nature, Climate and Biodiversity

P4F establishes zero-deforestation agreements and supports forest-friendly alternatives to destructive land uses. Its partnership with Corpocampo scaled açai and aguaje production as alternatives to cattle ranching. Partnerships across Latin America contributed to 3.6 million hectares under sustainable management while providing economic incentives for forest conservation.

Demonstrate Impact and Accountability

P4F utilizes a satellite monitoring, reporting and verification *(MRV)* framework and maintains rigorous accountability through annual results reporting. It creates open-source knowledge products, including the Financing Nature Database and the 2023 Amazon Investment Roadmap, as resources for future investors.

Build Capacity and Networks

P4F demonstrates how strategic multi-stakeholder partnerships can transform forest stewardship into viable businesses across the Amazon. Its model convenes governments, NGOs, companies, financiers and community cooperatives to create sustainable value chains that offer competitive alternatives to deforestation. It provides tailored technical assistance and finance for community enterprises, supporting 98 forest partnerships and contributing to 3.6 million hectares under improved management in Latin America. In Colombia, its support benefited 170 people, including 80 ex-combatants, while training local communities on sustainable harvest practices and creating new market opportunities.

Outcomes

P4F's comprehensive approach to forest partnership development has generated measurable impacts across environmental, social and economic dimensions.

Environmental

- 3.6 million hectares of land under sustainable management across Brazil, Colombia and Peru.
- Zero-deforestation agreements across partnerships.
- Forest-friendly alternatives established in high-deforestation areas.
- 1.2 million hectares of Indigenous lands positively impacted through the COOPAVAM partnership.

Social

- Direct community-engagement and co-creation.
- 170 people benefited from its Colombia Corpocampo partnership, including 80 ex-combatants.
- Indigenous voices strengthened in price and volume negotiations.
- Community training on sustainable harvest practices.

Economic

- 18 forest partnerships supported in Amazonia.
- Brazil nut harvesters in COOPAVAM are receiving ~30% above local prices.

Conexsus Delivers Comprehensive **Business Support to Build Enterprise Resilience and Autonomy**

Overview

Conexsus *(Sustainable Connections Institute)* tackles key bottlenecks facing enterprises in Amazonia's socio-bioeconomy and other Brazilian biomes, seeking to activate an ecosystem of community businesses and strengthen their resilience and autonomy. While many community businesses have rich histories of social organization and collective production, a significant portion still lack opportunities to develop their economic activities and the institutional capabilities necessary to connect with buyers, diversify sales channels and capture the value of sustainable production.

The prevailing conditions for accessing financial resources are poorly compatible with the financial structure and organizational size of these businesses, and public rural credit lines still present significant challenges in effectively reaching socio-bioeconomy businesses and producers. These challenges undermine the economic viability of these businesses and their ability to contribute to forest conservation and community development.

Conexsus addresses these barriers through integrated approaches: supporting business development with a focus on improving management and governance capacity, designing and implementing impact finance solutions that unlock access to credit, and market access programs that connect businesses with responsible buyers and trade networks. As Chief Operating Officer, Pedro Frizo, explains: *"We work with the socio-bioeconomy as a simultaneous climate and economic solution, focusing our impact thesis on activating an ecosystem of business associated with this 'new economy.'"* Conexsus forges strategic partnerships between community businesses and financial actors, private companies and public agencies to scale impact through regional and multi-sector networks.

Amazonia Socio-Bioeconomy Principles in Action

Assess Risks and Embed Robust Environmental and Social Safeguards

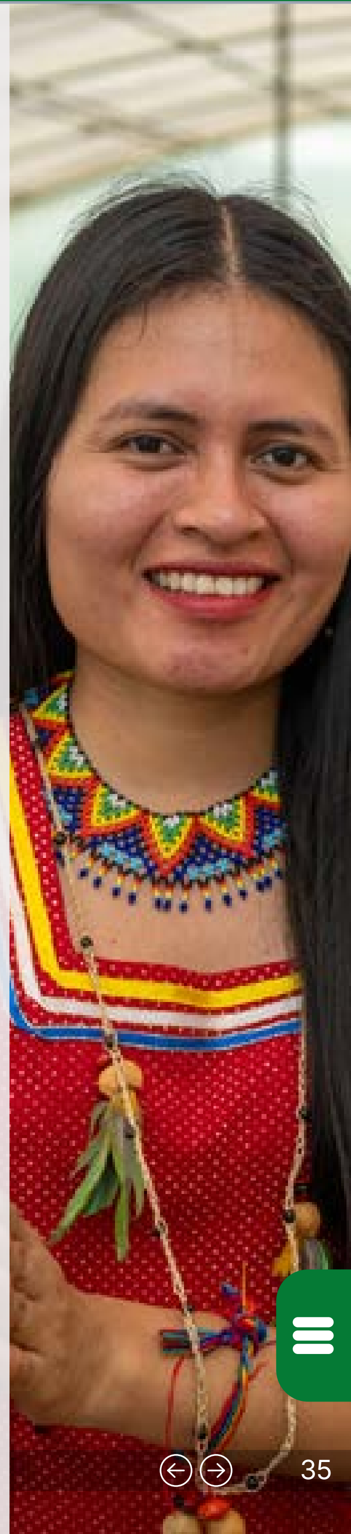
Conexsus establishes comprehensive safeguard systems to ensure its business support doesn't inadvertently create environmental or social risks. Its social-environmental safeguards establish clear correlations between community businesses, territorial resilience, and conservation outcomes, helping enterprises understand how their commercial activities connect to broader environmental stewardship goals.

Respect Indigenous Peoples, Afro-descendants, Traditional Communities and Local Communities

Conexsus begins community engagement at the origination stage, establishing clear partnership agreements and developing shared action plans for collaboration and business development. Its territory-based team members maintain daily interaction with communities, building trusted relationships that respect local governance structures and decision-making practices. This field-based approach ensures that business development aligns with community priorities and cultural practices rather than imposing external standards.

Build Ethical, Traceable and Transparent Value Chains

Conexsus creates responsible value chains by providing advisory services for new business solutions and implementing market access trials that offer product maturity diagnosis, technical advice, and connections with fair-trade networks and buyers. It developed the *"Guia de Boas Práticas para Mercados Responsáveis" (Good Practice Guide for Responsible Markets)* as a technical reference for strengthening commercial relationships in socio-bioeconomy markets. Its support enables enterprises to diversify sales channels and connect with buyers in Brazil and abroad, thereby boosting community income generation through more equitable market participation.



Protect and Restore Nature, Climate and Biodiversity

Conexsus' approach to business development recognizes that economically viable community enterprises serve as alternatives to deforestation-driven activities, supporting forest conservation through sustainable livelihoods. In 2024, the 107 cooperatives and associations it supported directly managed 33.6 million hectares, demonstrating the scale of conservation impact.

Demonstrate Impact and Accountability

Conexsus maintains rigorous accountability through annual reports, as well as a monitoring report released in 2024, with a new report expected in 2025. It tracks 30 indicators through annual field collection and monitors businesses that received long-term support to provide valuable impact insights. Knowledge sharing occurs through panels and lectures, ensuring its learning contributes to broader socio-bioeconomy development. Its data-driven approach enables continuous improvement and demonstrates measurable outcomes to stakeholders.

Build Capacity and Networks

Conexsus addresses systemic barriers for forest-based enterprises through three integrated approaches. Its business development support improves management capacity, governance and sustainable production through specialized technical assistance delivered by territory-based field teams and strategic networks. Its impact finance strategy has unlocked more than BRL 15 million in rural credit and channeled more than BRL 46 million in direct financing to 123 socio-bioeconomy businesses. This strategy also includes training local credit activators to help families navigate Brazil's rural credit programs, structuring a blended finance vehicle for community enterprises and impact-driven companies and offering incentivized credit lines with below market rates. Its market access support provides commercial advisory services and connections to fair trade networks, helping businesses connect with buyers and diversify sales channels. Conexsus deliberately rotates its support portfolio to avoid long-term dependencies and spread impact across more organizations.

Outcomes

Conexsus' comprehensive approach to socio-bioeconomy enterprise development has generated measurable impacts across environmental, social and economic dimensions.

Environmental

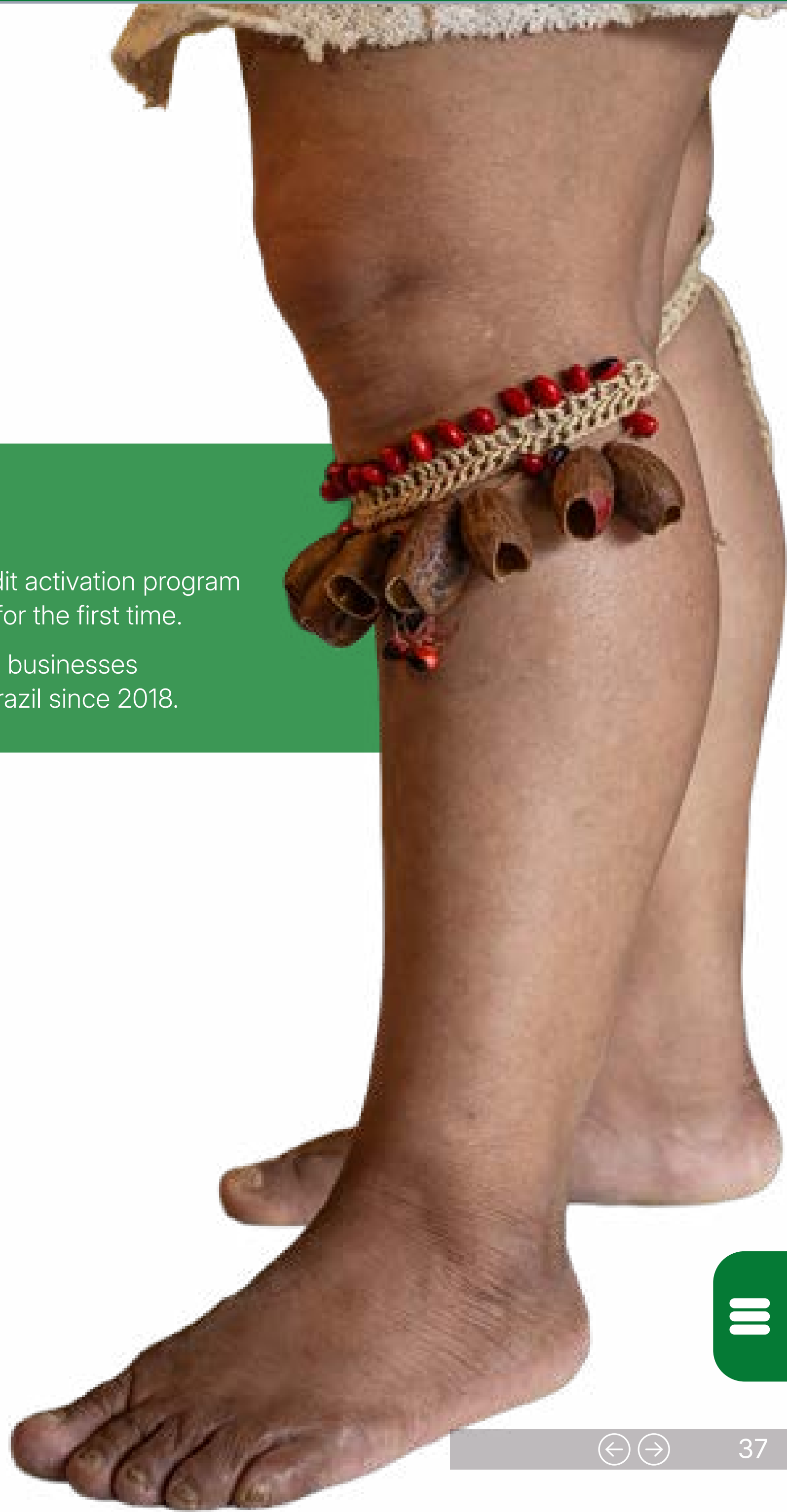
- 33.6 million hectares under management through supported cooperatives and associations.
- Environmental safeguards linking business viability to conservation outcomes.
- Alternative livelihood creation reduces pressure of deforestation-driven economies.

Economic

- 99% of families in the credit activation program are accessing rural credit for the first time.
- More than 210 community businesses have been supported in Brazil since 2018.

Social

- 11,000 families engaged through 107 cooperatives and associations supported in 2024.
- Territory-based teams building trusted relationships and culturally appropriate support.



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