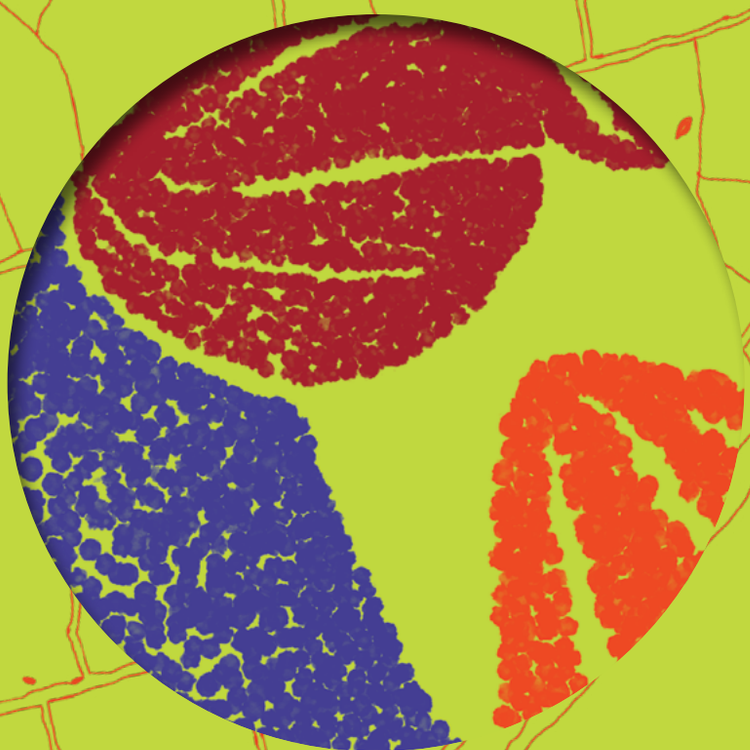
THE ETERNAL ACT OF HOPING



2025 Annual Report

instituto arapyaú

instituto arapyaú

Preamble

The 2025 edition of the annual report challenged us to paint a possible picture of the time we live in, a time in which inhabiting reality means engaging with an intricate, shifting web of relationships and drawing from it a blend of deep listening and continuous presence. Taking an aerial view of the present, inspired by the flow of "flying rivers" that move across the atmosphere, became a way of understanding the moment we inhabit in 2025. As we moved through this landscape, we were able to recognize a universe of connections and to transform our movement into direction. A compositional exercise in which nothing exists in isolation. Everything is connected.

This living, interdependent logic reveals itself in the cycles of nature: from silent germination to delicate pollination, from the dispersal of fruits to roots expanding in association with invisible microorganisms. Life is built through collaboration. It was through this lens that we invited botanical artist and screenwriter Lívia Serri Francoio, whose sensibility translates, through visual language, the complexity of this aerial perspective. In her images, the forest unfolds through multiple points of view, from above, from within, from the invisible to the cosmic, making visible the flows, cycles, and connections that shape our time.

This edition also features the Seiva typeface, created by a team of Brazilian designers, whose delicate, fluid lines challenge tradition and express the idea of transformation. This same perspective extends into the design itself: the dots in our logo become meeting points, where trajectories intersect and new possibilities emerge. We begin here, but the journey does not end.

In 2026, Arapyaú Institute comes of age, and to celebrate its 18th anniversary, we invite you to read the present with care, recognizing the signs of transformation already underway, and to walk with us on this journey that acts in the present to cultivate new futures.

Paula Detoni
Communications Manager at Arapyaú Institute

Philanthropy in action: Experimenting to transform

Roberto Waack
Chair of the Board, Arapyaú Institute

Looking back on 2025, one thing is clear: COP30, held in Brazil in the heart of the Amazon rainforest, made history. At a time when multilateralism is being tested, the meeting did not deliver major breakthroughs in negotiations among countries, but that did not make it any less relevant. Quite the opposite. The conference in Belém marked an important turning point by encouraging the world to speak less about COPs and more about concrete solutions to address the climate crisis and the rapid loss of natural resources.

COP30 highlighted a shift in the climate and nature agenda, moving it beyond a primarily diplomatic arena and into society as a whole. Outside the negotiation rooms, initiatives emerged that were able to connect the productive sector, technical expertise, and public policy around practical pathways for transformation.

The effort to strengthen the Action Agenda was an important step in this direction. Led by the conference presidency, sectoral studies on forests, agribusiness, mobility, and energy made clear that solutions already exist, but need to be scaled up.

Against this backdrop, Arapyaú Institute expanded its work and consolidated its role as a convener across civil society, the private sector, and governments, helping to bridge different perspectives and structure debates on strategic issues for the country, always through collective work and dialogue with Brazil and the world.

This approach largely reflects the times we live in.

For decades, decisions were made in a world that, despite its uncertainties, still allowed for a certain degree of predictability. It was a probabilistic world. Models, scenarios, and projections were not perfect, but they offered reasonable signals of where trends were heading. To some extent, it was possible to anticipate the future and design relatively stable strategies.

Today, we live in a different kind of world: a possibilistic one. In this environment, projections are increasingly less able to anticipate the paths ahead, while multiple futures remain open at once. Geopolitics, the energy transition, food security, the rise of artificial intelligence, and shifts in global trade are moving at a pace and with a level of unpredictability that challenge traditional planning tools.

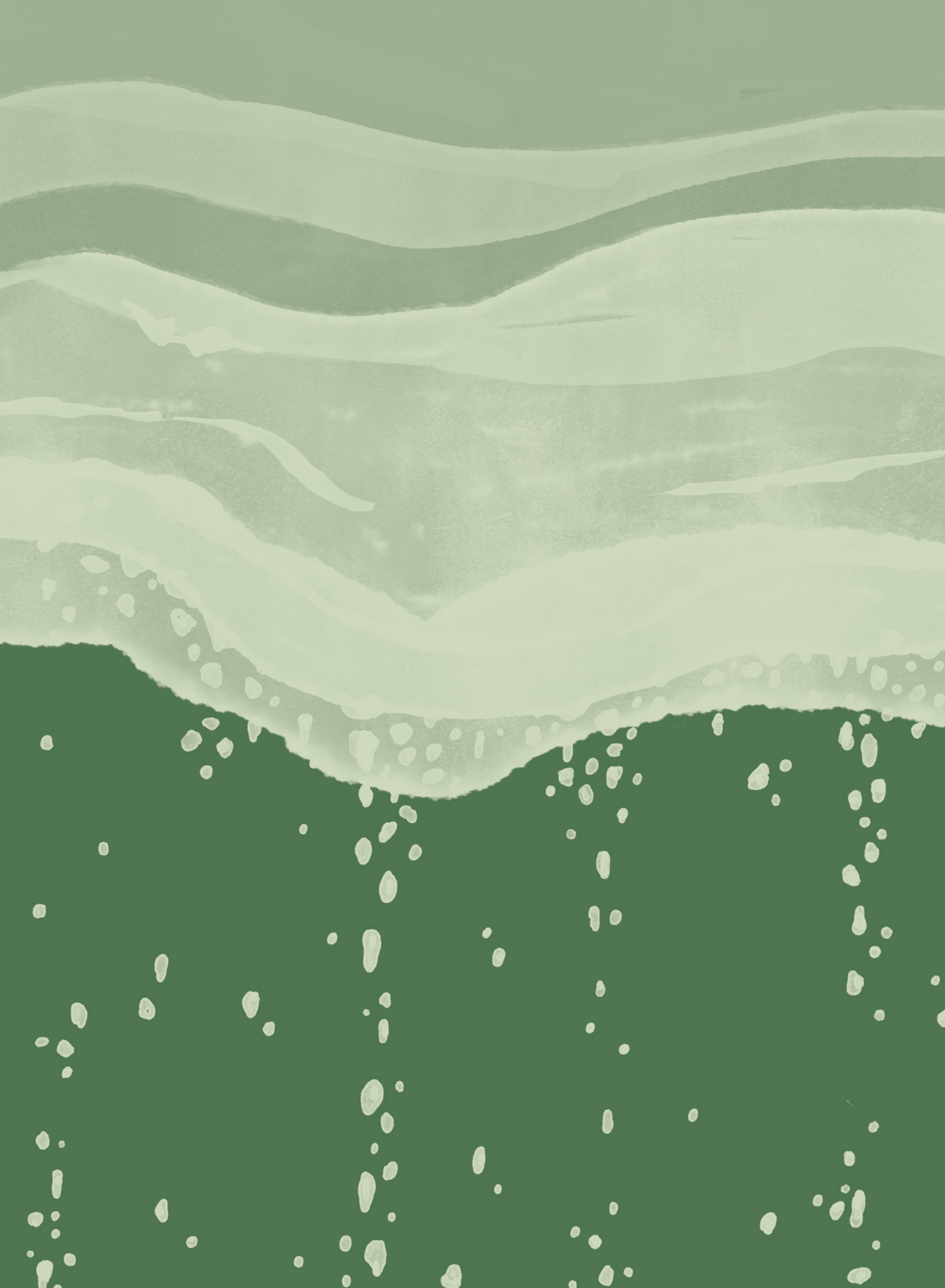
The challenge is no longer to predict the future with precision, but to develop the ability to read contexts in real time and respond with agility. This requires a different kind of intelligence: one that is more open to diverse perspectives, more willing to experiment, and better prepared to learn from mistakes. It also requires a less rigid blend of rationality and intuition, something that, for a long time, remained on the margins of traditional governance and decision-making models.

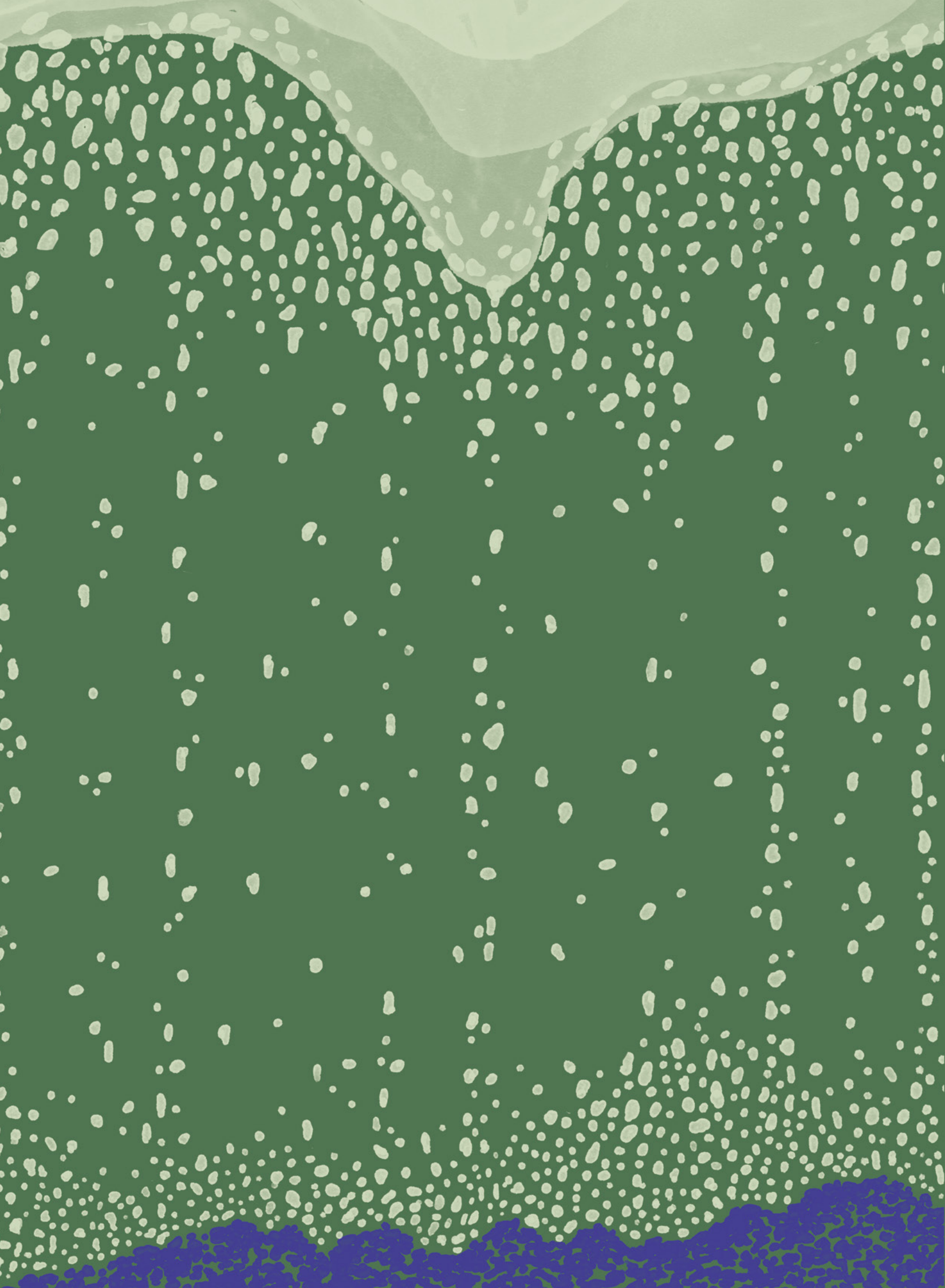
This is precisely where philanthropy takes on particular relevance.

In possibilistic times, philanthropy's freedom to explore new pathways, test hypotheses, and support ideas before consensus forms around them is especially valuable. Philanthropy can take risks, experiment, make mistakes, and learn. It can test concepts, validate approaches, and catalyze processes that later gain scale through public policy or action by other sectors.

Its strength does not lie in the scale of its direct action, but in its ability to expand the field of what is possible. At a time when the future can no longer be captured through projections and models, opening new pathways becomes as important as implementing solutions.

Connecting, experimenting, learning quickly, and working through networks are becoming core capabilities for addressing the challenges of our time. It is precisely in this space, where uncertainty and possibility meet, that philanthropy can play one of its most transformative roles.





A year of ambition, with both feet on the ground

Renata Piazzon
CEO at Arapyaú Institute

For the past 18 years, since Arapyaú Institute was created, we have been guided by the pursuit of concrete solutions to real problems. This practical mindset was more present than ever in 2025, the year of COP30 in the Amazon. At a historic moment for the climate debate in Brazil, Arapyaú focused its work on concrete proposals and deliverables connected to the so-called Action Agenda.

With the Belém conference as a guiding reference, Arapyaú aligned its work with the spirit of the global collective effort proposed by the COP30 Presidency to governments, companies, and civil society organizations. Throughout the year, we directed part of our efforts toward helping showcase Brazil to the world. In partnership with Instituto Itaúsa, we mapped nearly 70 Brazilian climate and nature solutions in sectors that are key to reducing emissions, with the goal of inspiring other initiatives and attracting investment.

This work led to a deep dive into one of Arapyaú's central themes: forests. By mapping a set of public and private initiatives capable of bending the deforestation curve and further expanding Brazil's forest cover, the report helped guide negotiators in Belém and remains aligned with the Roadmap for Halting and Reversing Deforestation and Forest Degradation, an important contribution from the COP30 Presidency.

Another achievement that filled us with pride was the Planetary Science Pavilion, the first space ever mandated by a COP Presidency and an unprecedented initiative in the history of climate conferences. Led by two of the world's leading climate scientists, the Swedish scientist Johan Rockström, Director of the Potsdam Institute for Climate Impact Research, and Carlos Nobre, Co-Chair of the Science Panel for the Amazon, the pavilion was designed to bring science closer to the center of the negotiations.

Initiatives of this nature, carried out on an extremely short timeline, only happen when the work is done collaboratively. This spirit of coordination, present since the institute's beginnings, made it possible to collaborate with other Brazilian and international philanthropic organizations, academia, the private sector, and the public sector, expanding our ability to mobilize knowledge, build bridges, and generate impact.

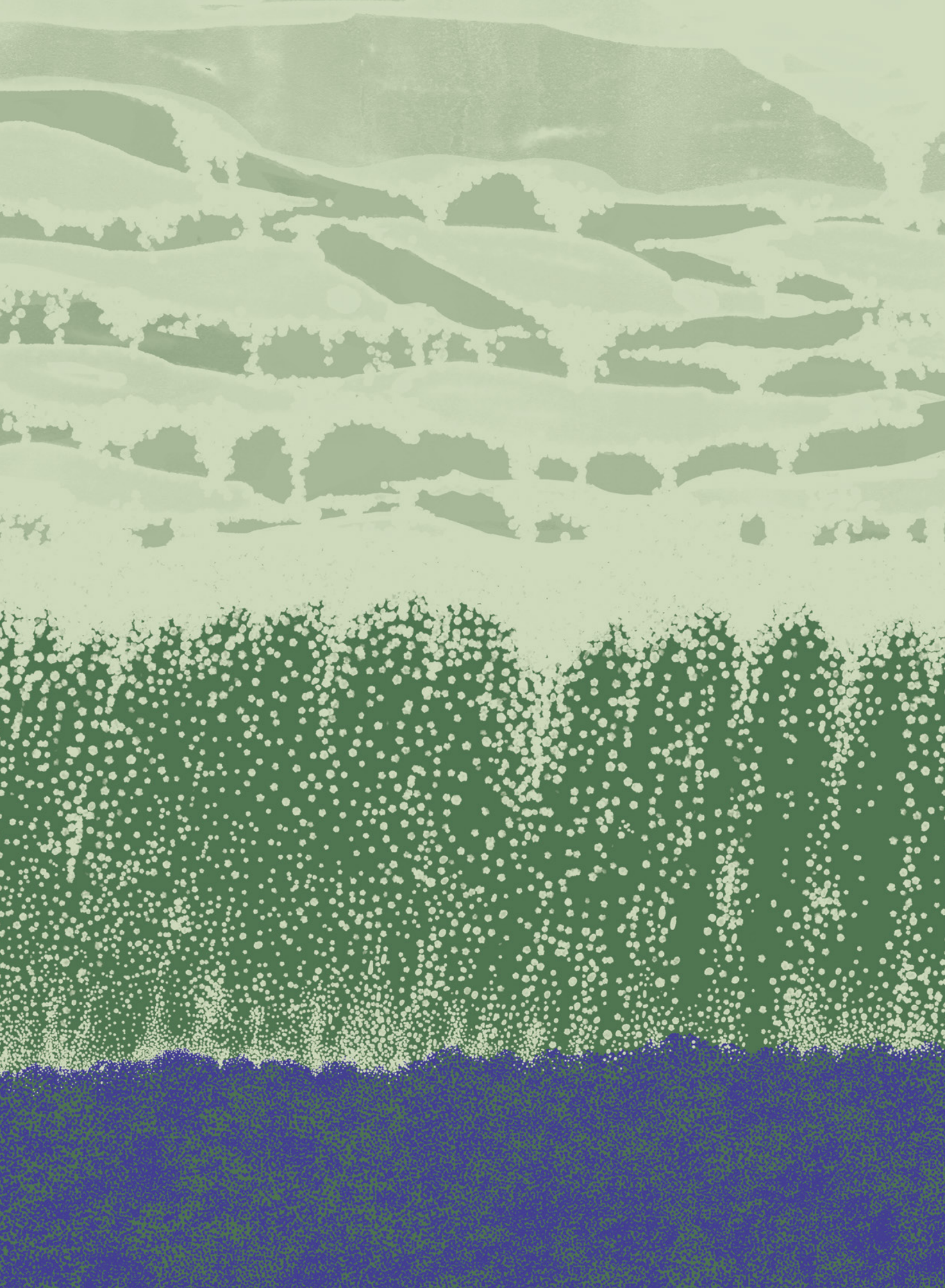
Well beyond COP, we experienced a year of concrete initiatives with significant economic and social impact in the territories where we work. One of the major innovations was the launch of the Kawá Fund, created with the ambition of mobilizing BRL 1 billion to finance family and regenerative agriculture in the Atlantic Forest and the Amazon. Designed to support cocoa producers who have historically been excluded from the financial system, the fund reflects our way of practicing philanthropy: testing new formats, reducing risks for investors, and pointing to pathways that can inspire public policies and solutions at scale.

Our experience with cocoa led us to broaden our perspective on forest-based value chains. This is the starting point of the Tucumã Project, developed in partnership with Grupo Trigo, a network with more than 700 restaurants. The initiative is grounded in the belief that, for the Amazon bioeconomy to thrive, it is necessary to combine public policies suited to the realities of the territory with private-sector engagement in building new supply chains.

Scaling also took place across the networks we incubate. Created in 2023, Conexão Povos da Floresta advanced this year faster than expected, reaching more than 2,100 Indigenous, extractivist, and Quilombola communities in the Amazon, with significant achievements in education and digital health. MapBiomas, a network that brings together non-governmental organizations, universities, and technology companies, and another initiative incubated by Arapyaú, expanded its international presence and secured one of the largest fundraising rounds ever carried out by global philanthropy for initiatives focused on environmental monitoring.

These results reflect a moment of institutional strengthening. Throughout the year, we advanced the structuring of our governance, reorganized departments, and consolidated our 2026–27 strategic planning. We also expanded our commitment to diversity and representation within the organization. This process strengthened our culture and expanded our capacity for action. We move forward together, with our eyes on the future and both feet firmly on the ground.

Enjoy the read!



1 AN ACTION AND HOPE AGENDA 21

Science as a Turning Point 26

Multiple Forms of Knowledge 27

2 PROSPERITY AT SCALE 35

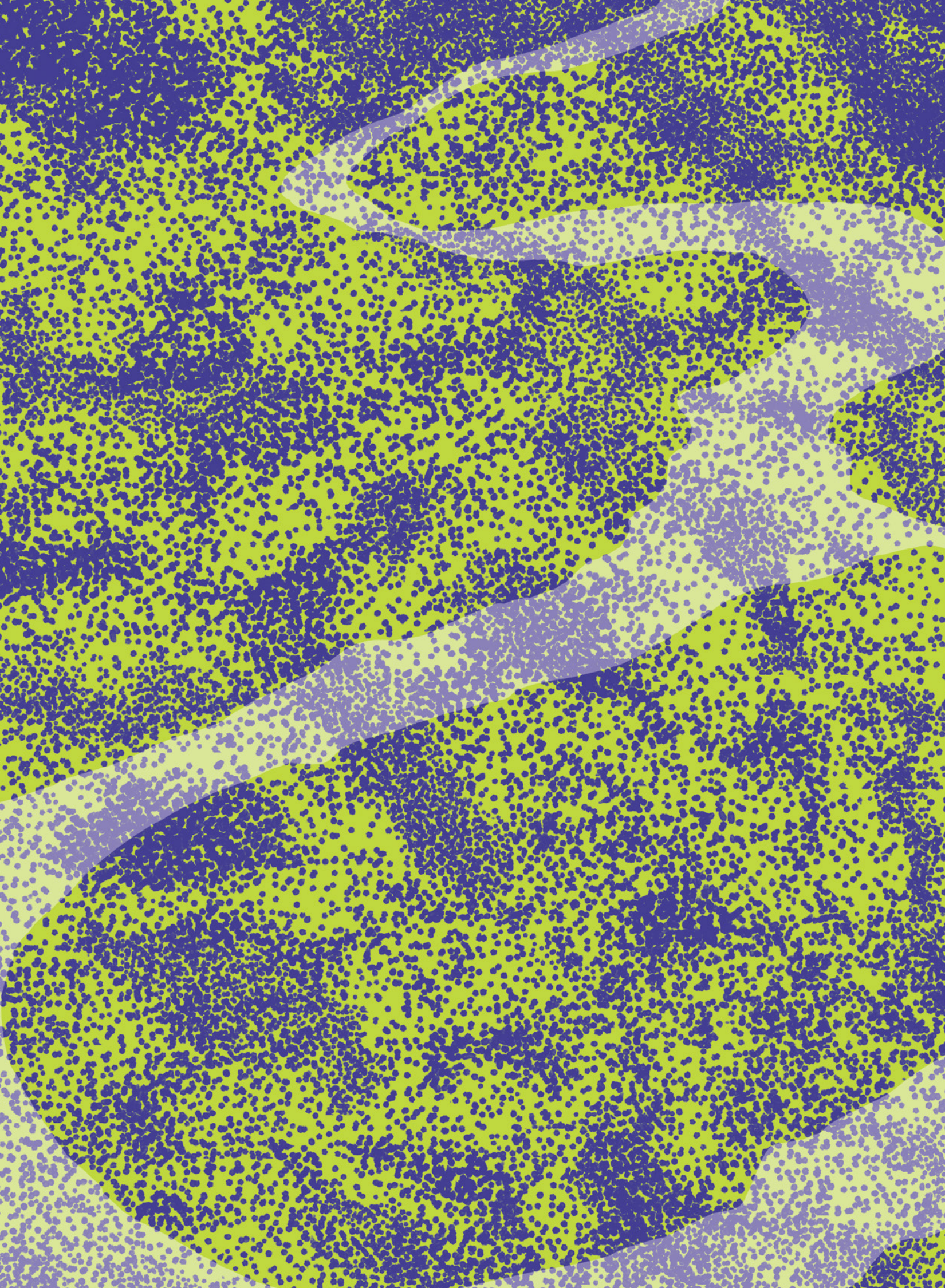
A Collective Effort for Forests 42

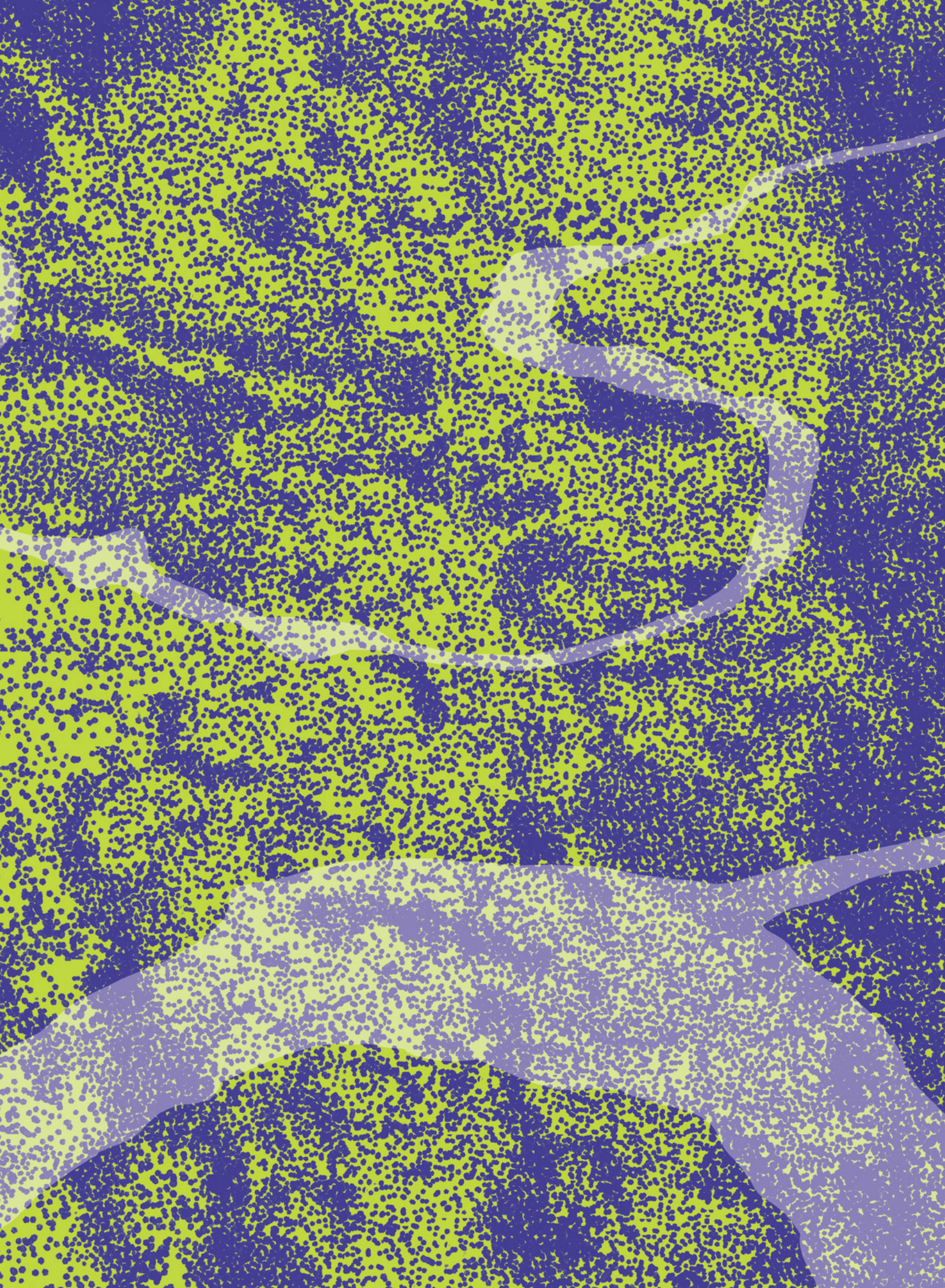
Bridges to a Low-Carbon Economy 43

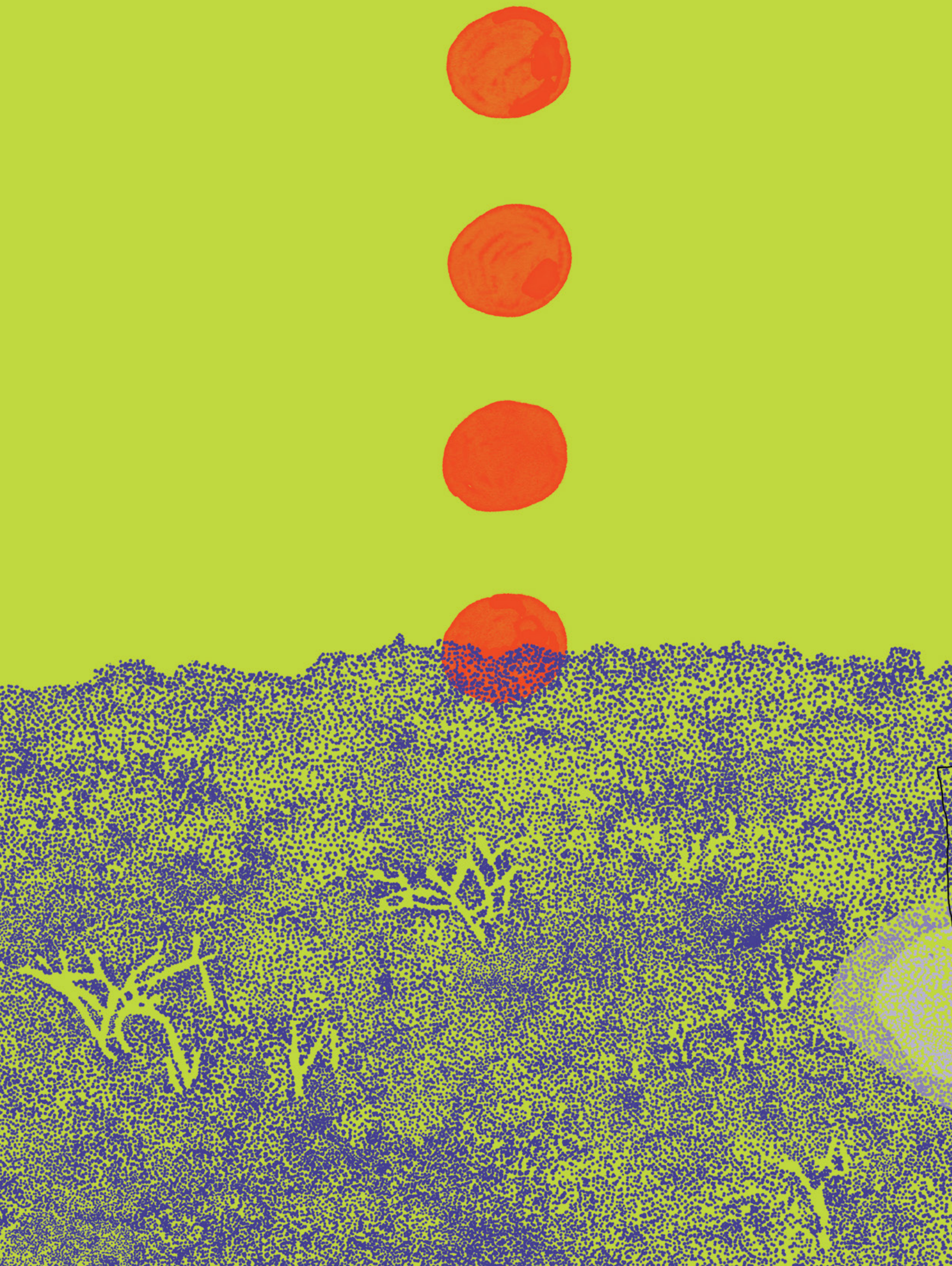
3 CONNECTING TO TRANSFORM 51

4 EXPANDING IMPACT 61

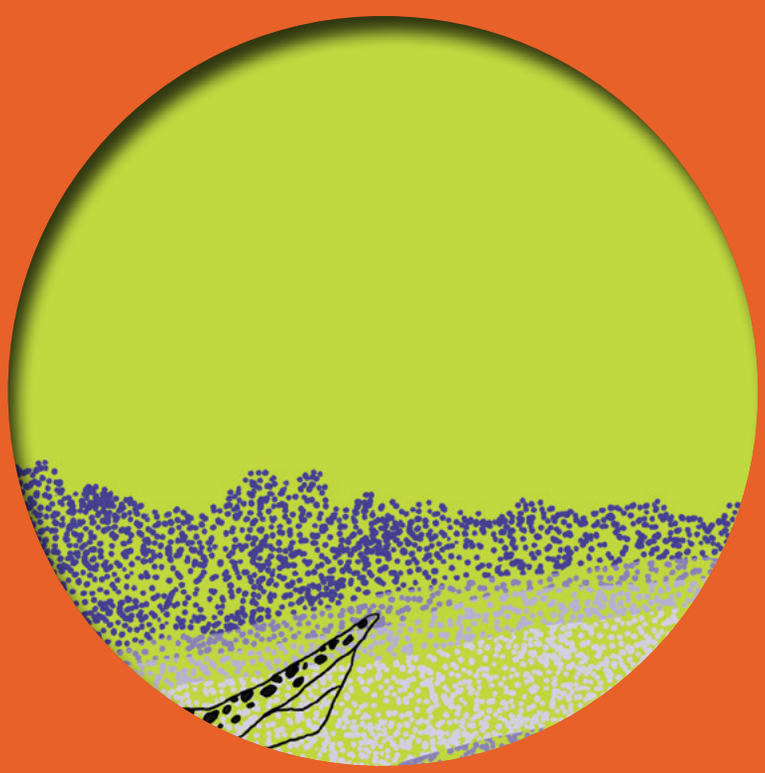
Financial Overview 66



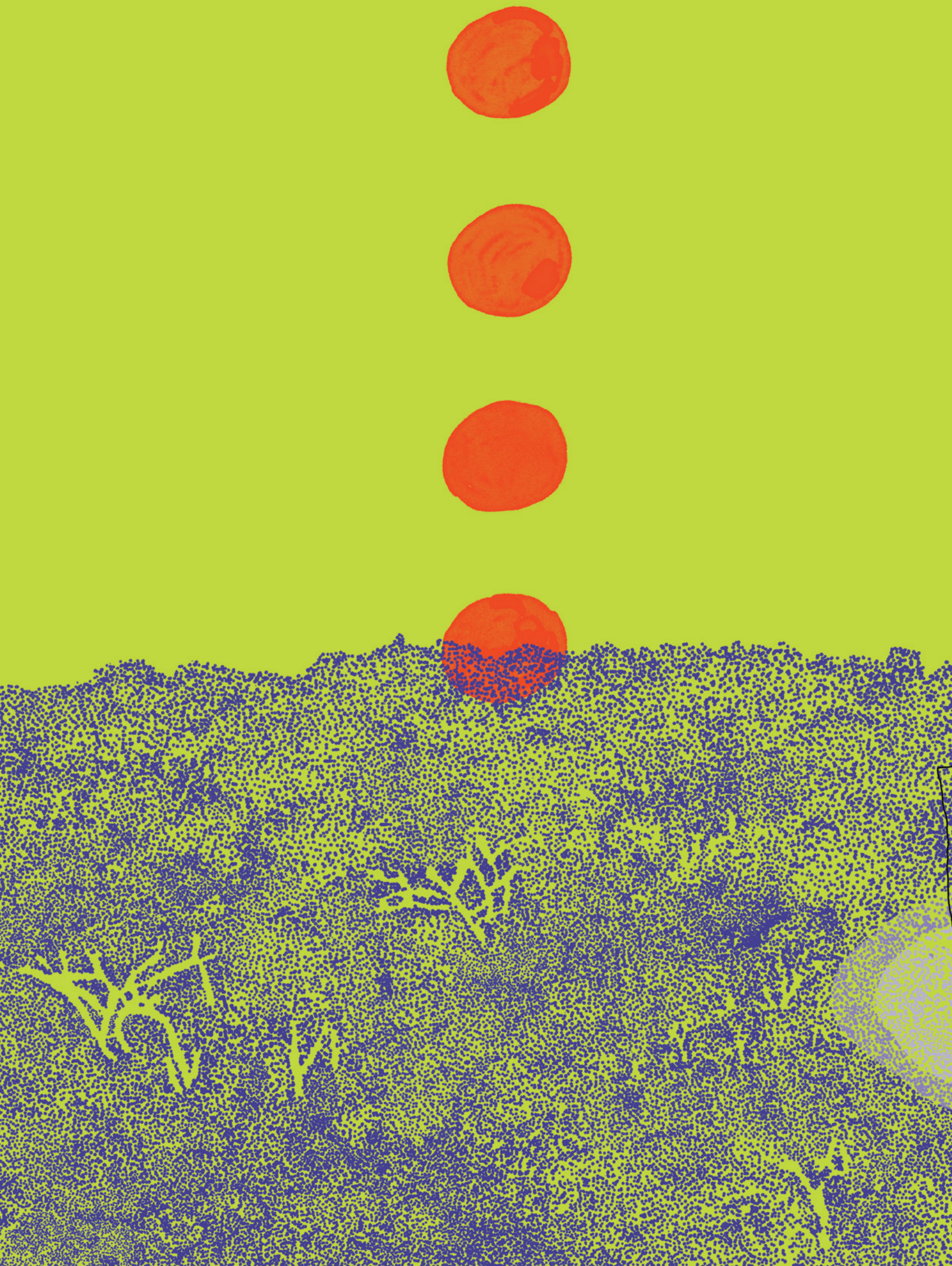


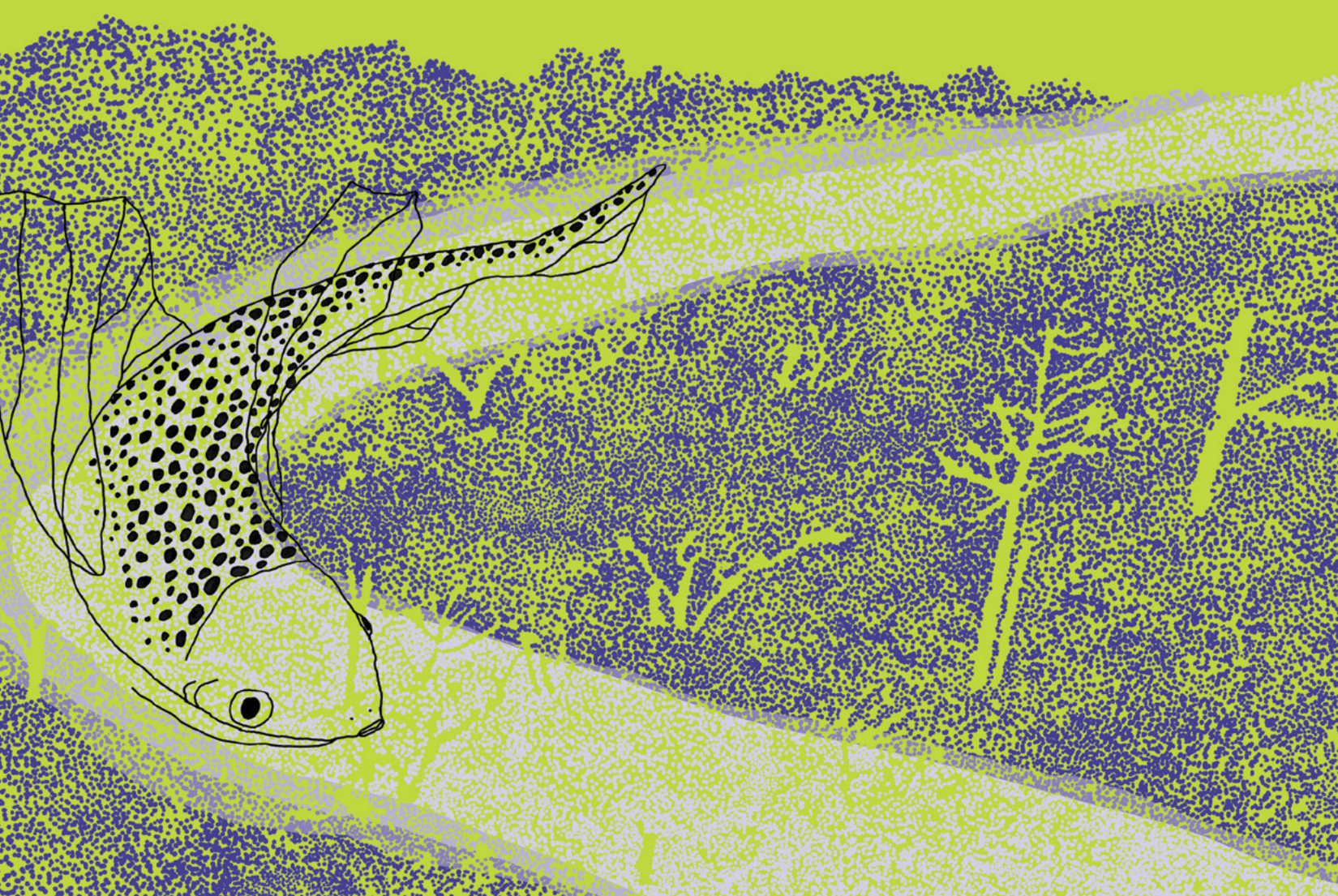


Chapter 1



AN ACTION AND HOPE AGENDA





COP30 opened a new phase in the history of the Conference of the Parties. Beyond the symbolism of being held in the world's largest tropical forest, which placed the Amazon in the spotlight, it marked the beginning of what became known as the Action Agenda, with concrete deliverables. In a context of fragile multilateralism and growing environmental urgency, leadership on climate action no longer depends solely on international diplomacy, but on mobilization across civil society, the private sector, governments, academia, and philanthropic organizations. It was in this context that Arapyaú Institute expanded its work and consolidated its role as a designer and facilitator of solutions.

Prompted by the COP30 Presidency to map Brazilian solutions, Arapyaú took on the task of giving visibility, in Brazil and abroad, to the responses the country already has to the climate crisis and biodiversity loss. This agenda took shape with the launch of the report Brazil's Climate and Nature Solutions, produced with Instituto Itaúsa, which brings together initiatives across agriculture and livestock, forests, energy, circular economy, carbon, and mining.

This work opened up other fronts. One of them was the partnership with The Earthshot Prize, an award created by His Royal Highness Prince William to accelerate solutions capable of regenerating the planet by 2030. At the invitation of the award's organizers, whose ceremony was held in Brazil for the first time in 2025, Arapyaú and Instituto Itaúsa led another curatorial effort and launched a publication compiling 26 Brazilian initiatives nominated over the prize's five years. Presented to guests as a symbolic gift from Brazil to the world, the document reinforced Brazil's leading role in areas ranging from biome restoration to financial innovation for environmental protection.

More than an inventory of good practices, this is an Action Agenda and a message of hope. Rather than merely sounding the alarm in the face of climate chaos, Arapyaú chooses to point to possible pathways. By giving visibility to nature-based solutions developed in Brazil, we help reinforce the idea that addressing the climate crisis necessarily involves recognizing, strengthening, and scaling what is already being built in the present.

— Renata Piazzon, CEO at Arapyaú Institute

Guided by this optimism, during COP30 in Belém, Arapyaú also worked on building direct connections among the private sector, civil society organizations, academia, governments, and other philanthropic organizations. This ability to build connections, developed over 18 years, enabled rapid and collaborative responses around an implementation agenda anchored in coordinated action.

One of these responses came at the request of Ambassador André Corrêa do Lago, President of COP30, through the joint development of the study The Leading Role of Brazilian Forests in the Global Climate Agenda: An Overview Focused on the Largest Forest Biomes and Silviculture, produced in partnership with the Brazilian Business Council for Sustainable Development (CEBDS); Amazônia 2030; the Brazil Climate, Forests and Agriculture Coalition; Imazon; the Brazilian Tree Industry (Ibá); Instituto Itaúsa; and Uma Concertação pela Amazônia. The document points to pathways for Brazilian forests to play a leading role in the global climate and economic agenda, provided they are treated as strategic assets capable of generating environmental, social, and economic value. The projection is that the country could expand its forest cover from 517 million to 525 million hectares over ten years, a gain equivalent to the area of the state of Santa Catarina.

"Forest restoration, in this context, is no longer understood as a compensatory effort. It is now seen as a driver for territorial transformation, capable of connecting climate, biodiversity, food production, income generation, and social inclusion," explains Roberto Waack, Chair of the Board at Arapyaú Institute.

CAS'AMAZONIA: A SPACE FOR DIALOGUE

Many of these dialogues took place at Cas'Amazonia, in the heart of Belém, a collaborative space conceived and implemented in partnership with Instituto Itaúsa and the Uma Concertação pela Amazônia network. It served as the setting for meaningful debates, discussion circles, publication launches, and experiences on topics as diverse as bioeconomy, agrifood systems, forest restoration, science, education, and culture. The space brought together different perspectives on the climate agenda to strengthen networks, create spaces for listening, and propose pathways beyond COP30.

The program featured figures such as economist and Nobel laureate Esther Duflo; executive Paul Polman, a global reference in sustainable business leadership; scientists Carlos Nobre, Paulo Artaxo, and Thelma Krug, among others; as well as business leaders such as Guilherme Leal, co-founder of Natura and Dengo.

As a legacy for Belém, the institute served as a technical partner in the creation of the Amazon Bioeconomy and Innovation Park, a state complex connected to the sustainable startups supported by Jornada Amazônia. Located in revitalized warehouses in the port area, the space is dedicated to transforming the region's biodiversity into sustainable economic solutions. It brings together laboratories, research areas, coworking spaces, incubators, and spaces designed to connect scientists, entrepreneurs, traditional communities, and investors. The proposal is to integrate scientific knowledge and forest-based knowledge to develop products and technologies from Amazonian assets, such as food, cosmetics, and pharmaceutical inputs, creating an environment focused on innovation and the sustainable use of natural resources.

This initiative places Belém and Pará at the center of the global bioeconomy agenda, especially in the context of the UN climate conference. In addition to serving as an international showcase during COP30, the Park seeks to consolidate a lasting legacy by stimulating new businesses, attracting investment, and generating jobs and income in the region.

Science as a Turning Point

The COP held in Belém introduced something new: the first Planetary Science Pavilion at a UN climate conference. With an official mandate from the COP Presidency, and in an international context marked by geopolitical tensions, a crisis of multilateralism, and climate denialism, the pavilion reaffirmed that science must be at the center of decision-making processes and that ignoring it can carry high human and economic costs. The initiative was co-organized by Arapyaú Institute, Planetary Guardians, and the Potsdam Institute for Climate Impact Research. The space was led by two of the world's leading climate scientists: Brazilian scientist Carlos Nobre, from the Science Panel for the Amazon, and Swedish scientist Johan Rockström, from the Potsdam Institute for Climate Impact Research.

Over the course of two weeks, the pavilion served as a space for direct support to the negotiations, providing qualified input for debate, fact-checking, and scientific clarification on sensitive issues. One of its central causes was the defense of phasing out fossil fuels and accelerating decarbonization, which requires building solid pathways, with goals, milestones, and instruments to make the energy transition faster and more just. The statements produced by the scientists reinforce the need to develop a roadmap for the energy transition, with the expectation of advancing proposals at the international meetings scheduled throughout 2026.

The pavilion highlighted the interface between science and climate negotiations, placing planetary science at the center of the debate by establishing frameworks for integrating climate, nature,

and people. The discussions held there also brought attention to the concept of positive tipping points: beneficial changes triggered by relatively small interventions, such as forest restoration, the expansion of sociobioeconomic models, and the strengthening of community governance in threatened biomes.

For Arapyaú, the pavilion's impact extends beyond Belém. The initiative consolidated the institute's role as a key convener in the international field of climate philanthropy and science applied to public policy.

What emerges from the experience in Belém is a format for continuous action. The Planetary Science Pavilion, conceived to keep planetary science at the center of climate decision-making, will not be a one-off initiative, but a permanent process through COP31 in Turkey.

Multiple Forms of Knowledge

There can be no effective climate solutions without protected territories, guaranteed rights, and adequate financing for those who live in and care for the planet's critical biomes.

Scientific governance, grounded in rigor and multidisciplinarity, was another highlight of the initiative. A multidisciplinary scientific committee, composed of experts from different regions and institutions, curated the agenda, validated content, integrated traditional knowledge, and coordinated the science-policy interface. The committee included scientists such as Marina Hirota, from Instituto Serrapilheira; Thelma Krug, from the IPCC; Paulo Artaxo, from USP; Francisco Costa, from UFPA; Adalberto Val, from INPA; the aforementioned Carlos Nobre, from the Science Panel for the Amazon; and Johan Rockström, from the Potsdam Institute for Climate Impact Research, among others.

Through the pavilion, Arapyaú helped reposition science in the global arena, bringing actors from different sectors together around a shared agenda.

— Renata Piazzon, CEO at Arapyaú Institute

This structure ensured scientific excellence, disciplinary diversity, and regional representation, allowing scientific content to be translated into practical, strategic recommendations for decision-makers.

The pavilion also helped connect international negotiations to the territories and cities already experiencing the consequences of reaching planetary boundaries, showing that climate and nature cannot be treated separately. This is also reflected in the approach to justice, rights, and health, issues that remind us that climate impacts are not distributed evenly: historical inequalities and structures of vulnerability amplify the damage.

The pavilion's presence and impact were also felt beyond the COP30 debate rooms. Coverage appeared in outlets such as Estadão, Jornal Nacional, Piauí, G1, CNN, Folha de S. Paulo, Forbes, and The Observer, among others.

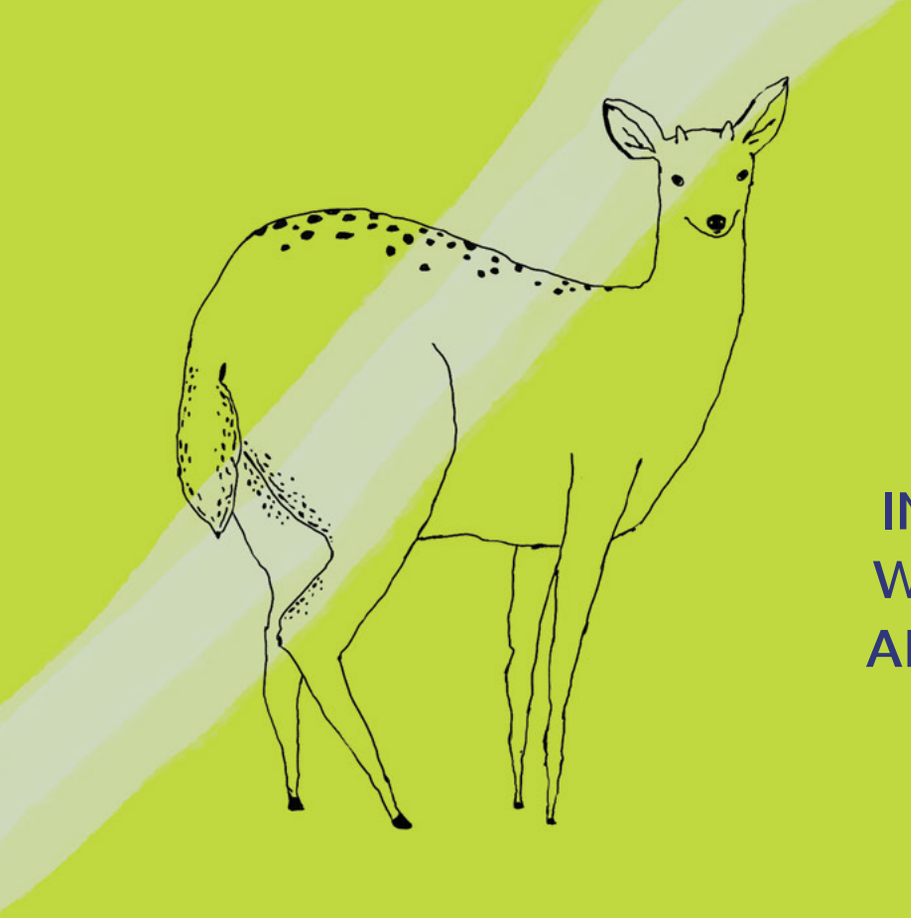
This helped amplify the proposed messages and reinforced a political point: when science occupies these spaces and communicates in accessible ways, it strengthens social trust and leaves less room for disinformation.

For the first time in 30 COPs, the Presidency invited the full integration of science and negotiations. We are at the limit, which is why we need to think about nature-based solutions and anticipate biome tipping points in order to prevent, mitigate, and adapt.

— Carlos Nobre, Science Panel for the Amazon

The scientific community is more concerned than ever. The planet is showing the first signs of losing its buffering and cooling capacity, and we are approaching tipping points. There is no chance of having a future without thinking about the systems that balance the climate, including the Amazon.

— Johan Rockström, Potsdam Institute for Climate Impact Research



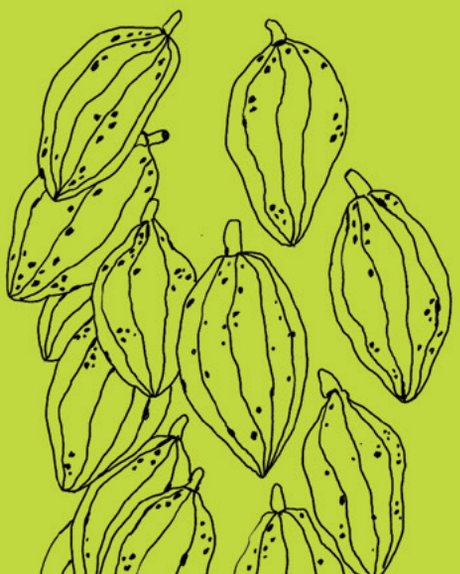
THERE WERE

65

INTERVIEWS CONDUCTED WITH SCIENTISTS, GLOBAL AND LOCAL LEADERS, AND POLICYMAKERS

We believe in the principle that science is the unveiling of a mystery, and that all science is, in itself, a mystery. Each time we dig deeper in search of answers, science feeds back into itself. What we seek, therefore, is to empower people, inform them about laws and rights, and encourage communities to produce their own tools and knowledge. Traditional knowledge systems and Western science complement each other. It is necessary to consider knowledge produced in other spaces and ecosystems.

— Cristiane Julião Pankará, Indigenous leader



OVER

758

ARTICLES PUBLISHED MENTIONING THE PAVILION

The greatest scientists of all are the Indigenous peoples who keep this alive. This is the first time we are discussing science during the negotiations. We need Indigenous peoples to remind negotiators who they are and what they are working on.

— Hindou Ibrahim Oumarou, environmental activist and geographer

184M

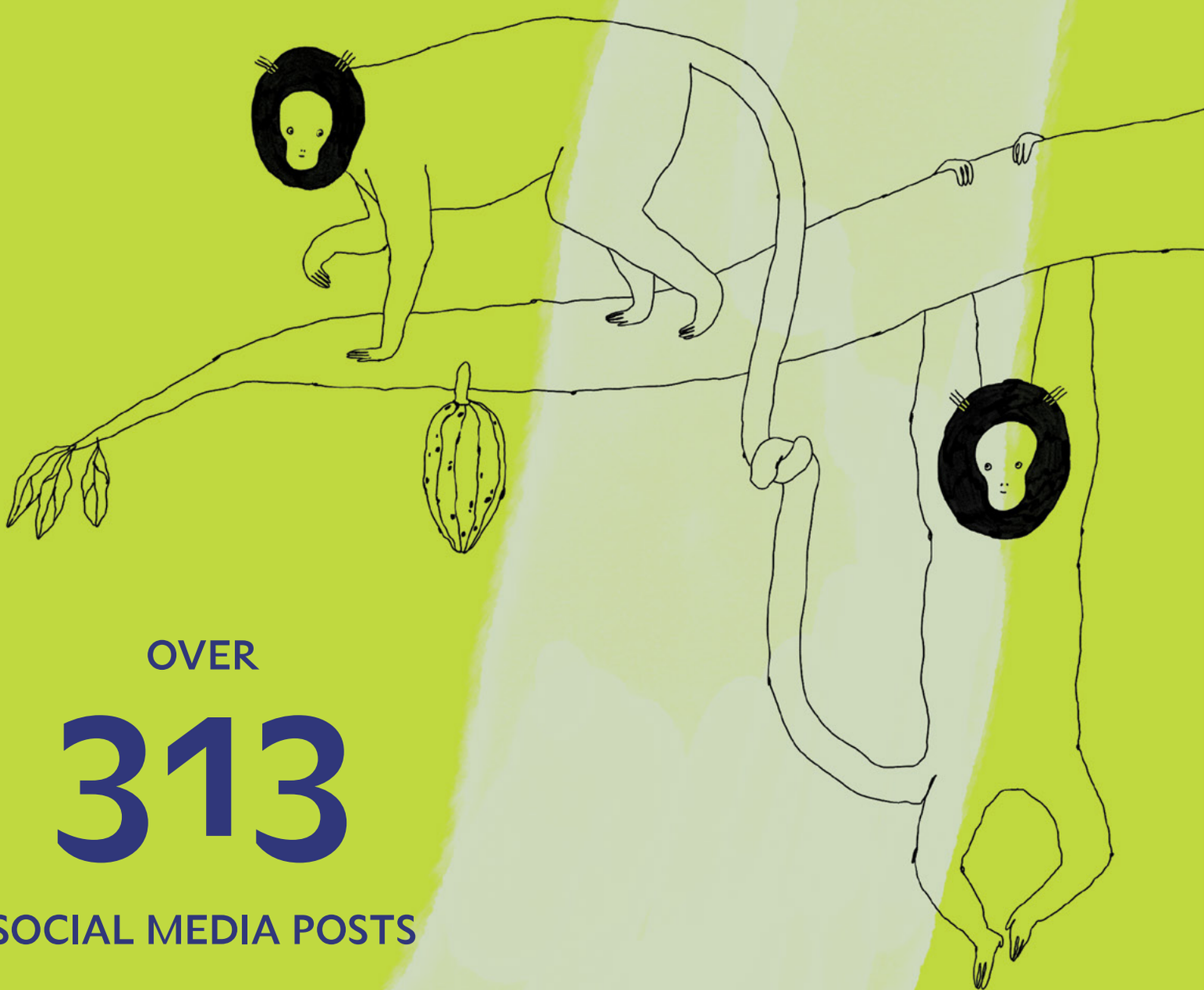
PEOPLE REACHED

Brazil is one of the most vulnerable countries when it comes to climate change. Climate change will have an enormous impact on our economy, society, ecosystems, and people's health. We need to respond to society's demands on science as quickly as possible, offering pathways to sustainability in Brazil.

— Paulo Artaxo, University of São Paulo (USP)

We see a lot of disinformation in the media, and that is a concern for scientists. We cannot lose hope. We need to strengthen communication and create a collective effort, with everyone coming together around a shared commitment. In fact, there is a high probability that we will exceed the limits, but I prefer to say this will be temporary, and that is where I place my hope and trust. Through the energy transition, we need to gradually reduce emissions and eventually eliminate them.

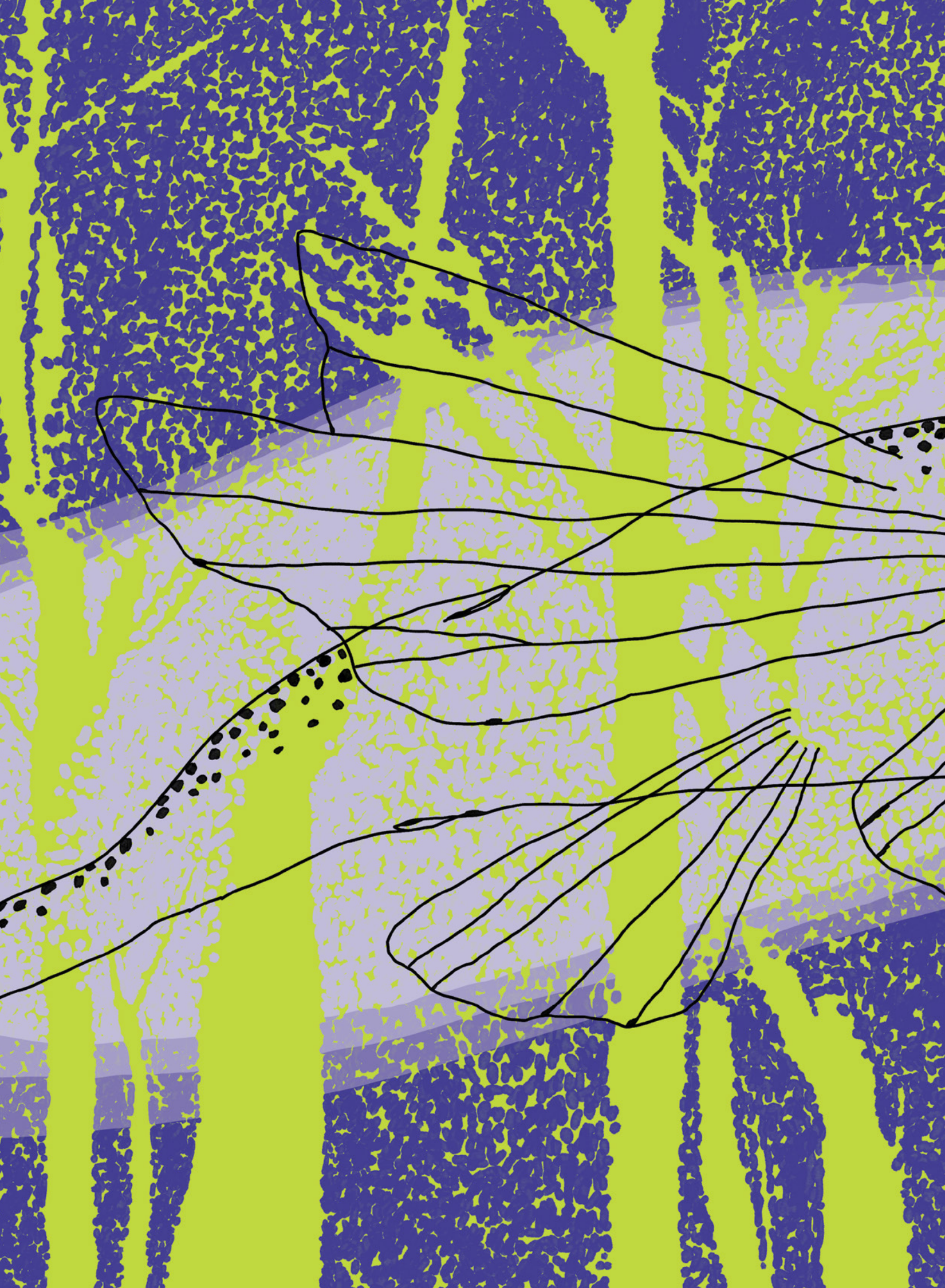
— Thelma Krug, The Intergovernmental Panel on Climate Change (IPCC)

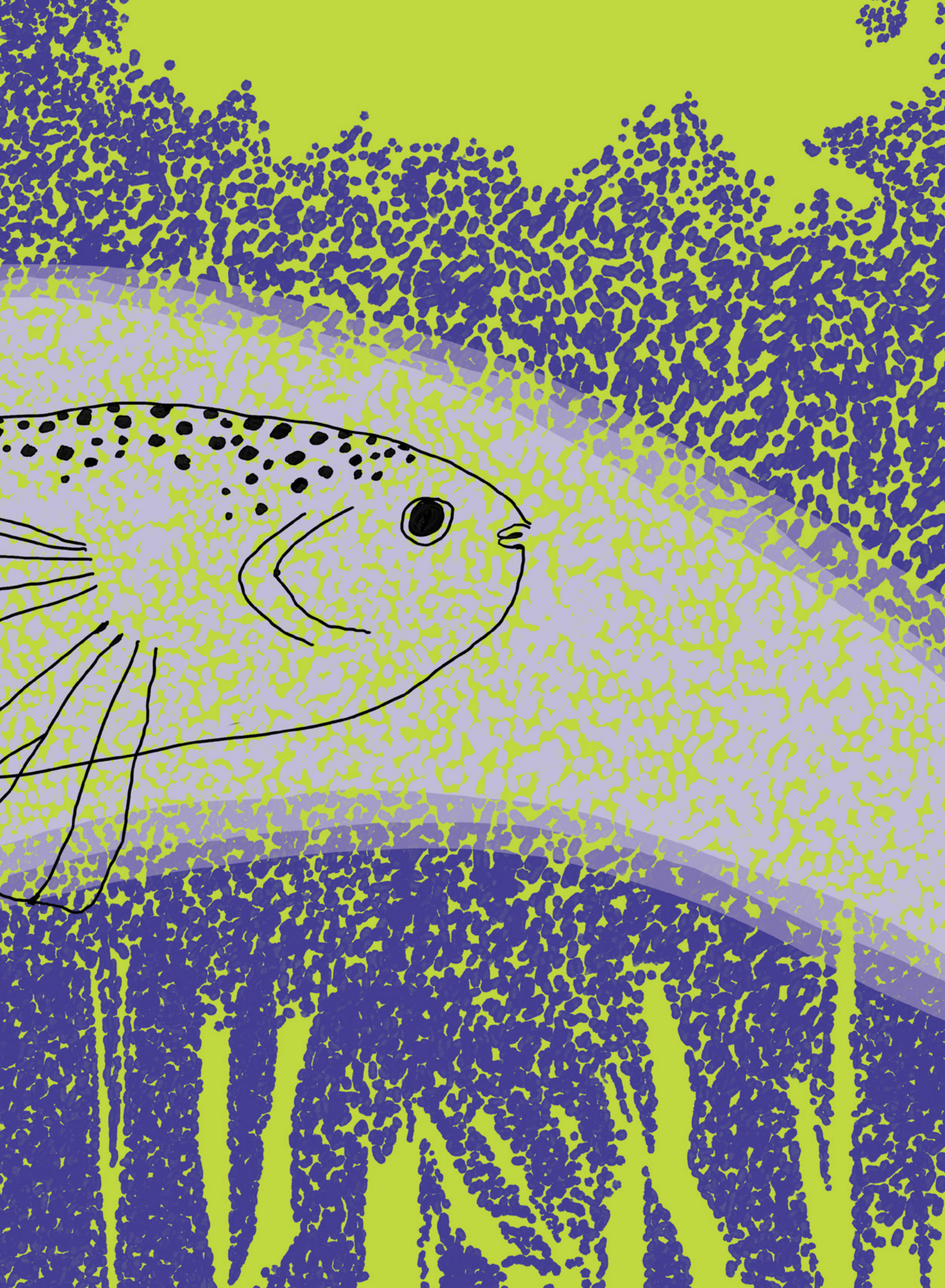


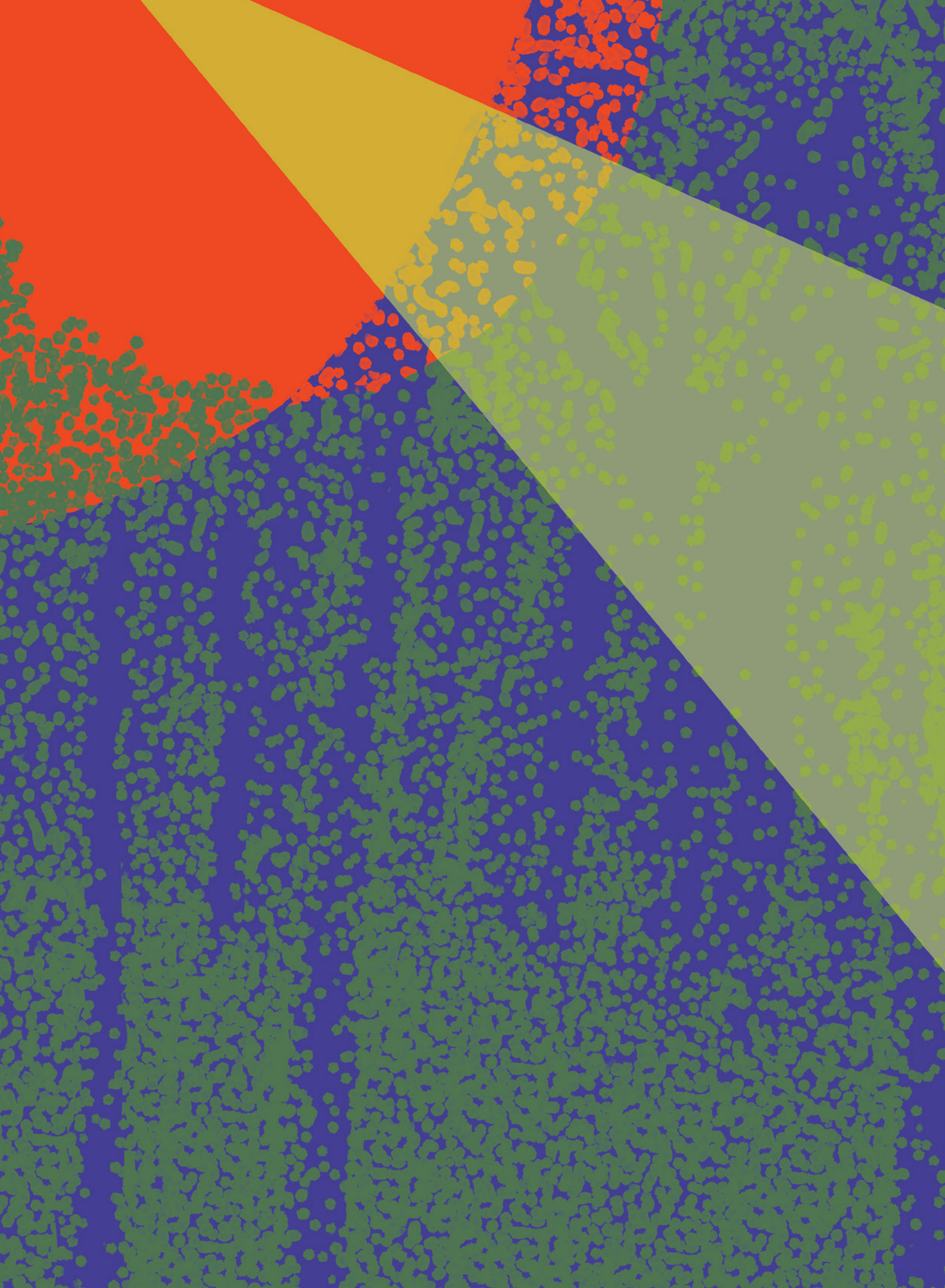
OVER

313

SOCIAL MEDIA POSTS

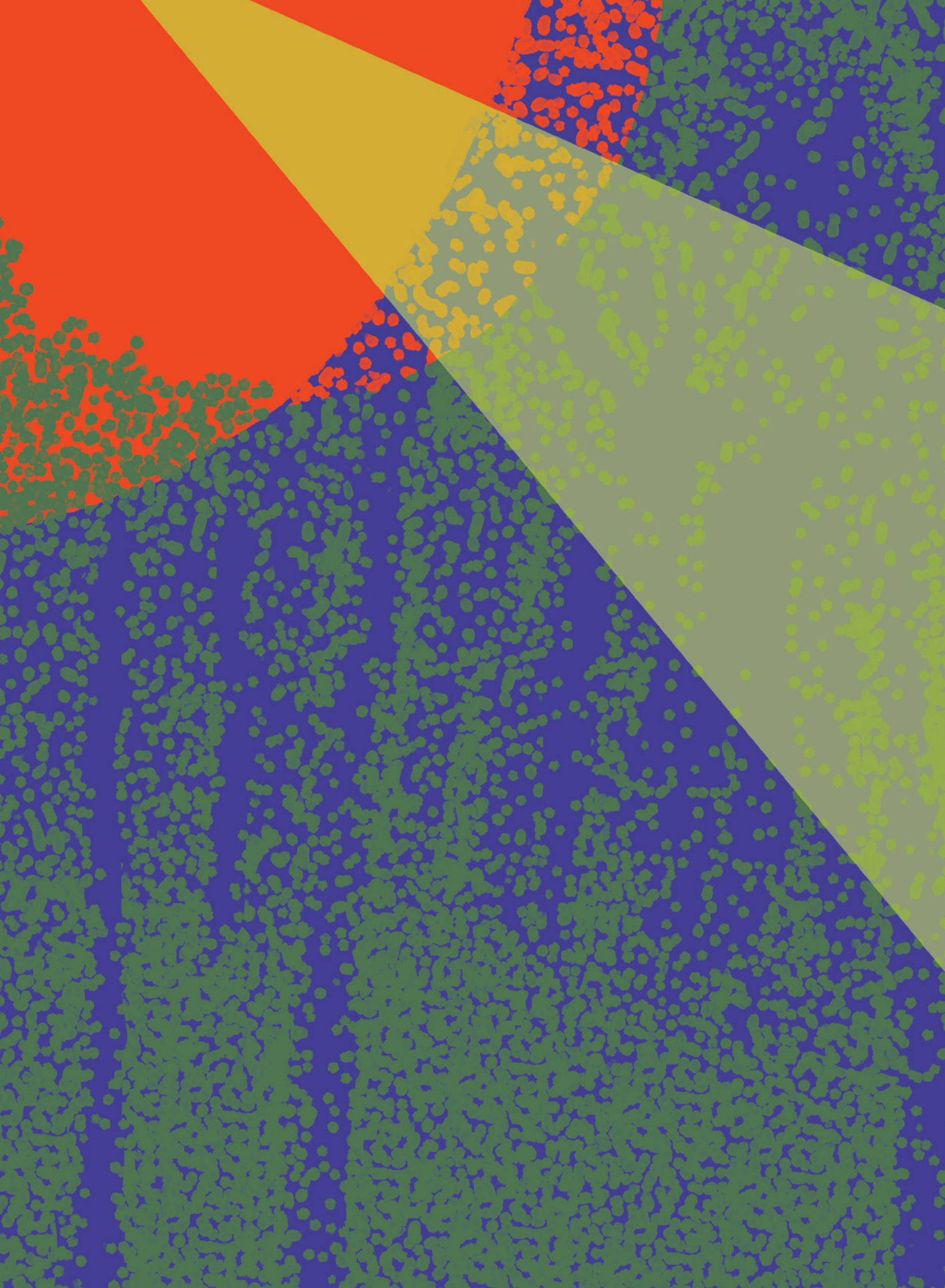


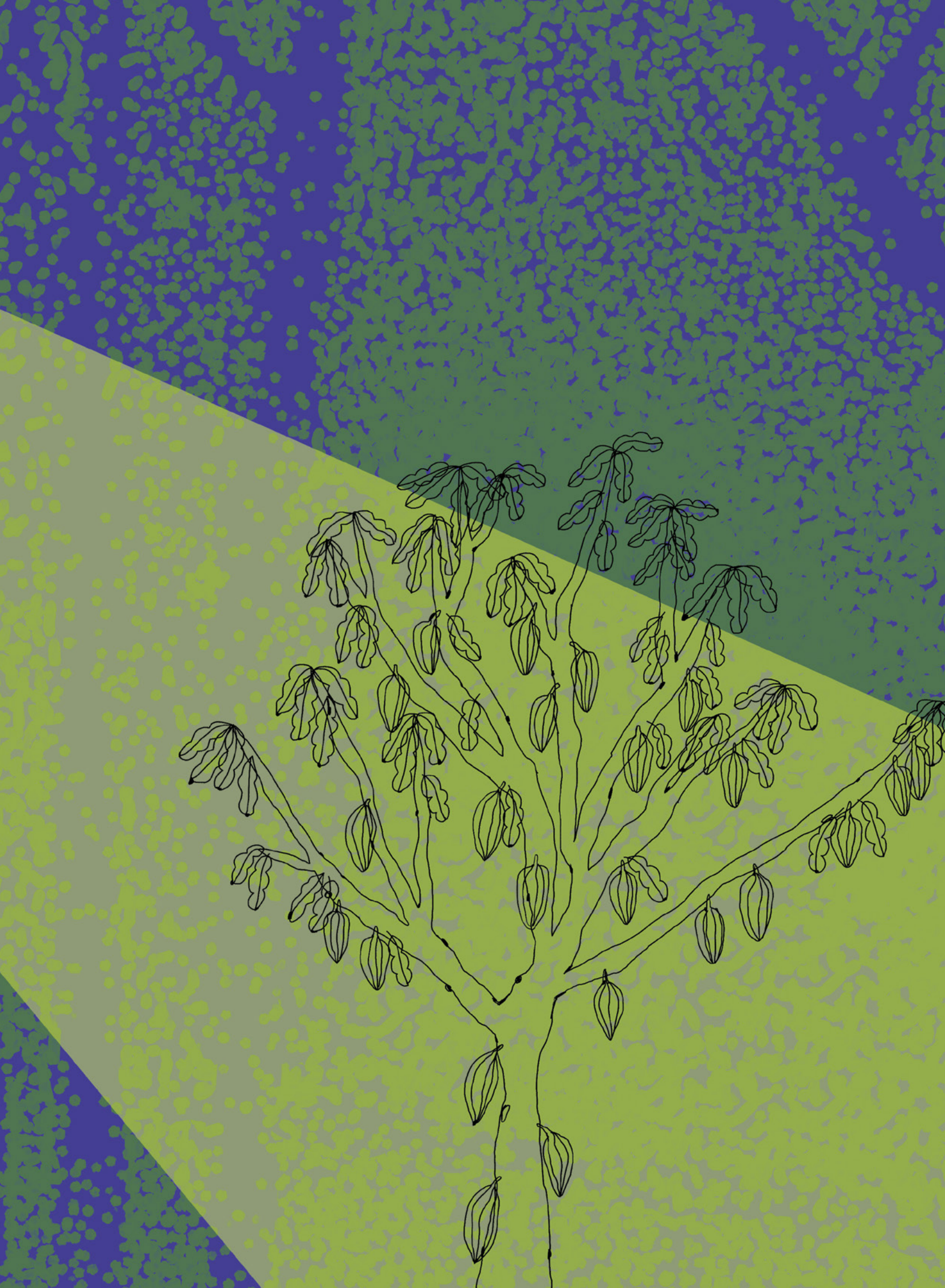




Chapter 2

PROSPERITY AT SCALE





Açaí has become a symbol of the Amazon, with Brazil as the world's largest producer and Pará leading national production. Between 2017 and 2022, Brazil's production of the fruit grew by approximately 70%, according to data from the Brazilian Institute of Geography and Statistics (IBGE).

The forest's richness, however, goes far beyond this fruit. Babassu, for example, is emerging as an alternative to the coloring used in soft drinks and sauces; peach palm flour is beginning to replace wheat flour, with the added advantage of greater nutritional value. Among fish, mapará stands out for its resemblance to sardines, but with a flavor closer to eel. And cumaru, a large tree, has gained prominence for offering seeds that can replace vanilla at a more affordable cost.

These are just some of the 46 Amazonian ingredients mapped by the Tucumã Project, an initiative of Arapyaú Institute that aims to connect products and producers from Brazilian biomes, beginning with the Amazon, to the food market. In doing so, the project seeks to promote greater socio-environmental and food diversity, strengthen local entrepreneurs and agro-industrial businesses, and help bioeconomy value chains gain scale. Launched in 2024, the project completed its first phase in 2025, together with Grupo Trigo, through a partnership documented in the publication Amazon by Word of Mouth — Ingredients, People, and Forests.

Scale, combined with innovation in the use of ingredients and new or more efficient business models, will help establish the bioeconomy as a solution for conserving and regenerating biomes. It is through this "word of mouth," for example, that Brazil nuts from RECA, a cooperative in Porto Velho, Rondônia, can reach more people's tables.

In addition to researching ingredients, the project connects supply and demand by strengthening value chains, encouraging local entrepreneurship, supporting research and development, and structuring networks of suppliers capable of delivering these products at scale.

The mission is to help connect our biomes with end consumers, bringing together those who produce sustainably and those who can help take these crops and value chains to other parts of Brazil and the world.

— Vinicius Ahmar, Program Director at Arapyaú Institute

"The strategy also anticipates a demonstration effect: by testing and consolidating this model, Tucumã can inspire other private-sector actors to adopt similar practices, expanding the market for sociobiodiversity products and strengthening a more inclusive and sustainable economy," says Ahmar.

Arapyaú's engagement with the market also takes place at the sector level. One example is the Brazilian Cocoa — People, Forest, and Culture movement, launched in March 2025 as the result of a partnership among the Brazilian Association of Cocoa Processing Industries (AIPC), the Sectoral Chamber for the Cocoa Production Chain and Agroforestry Systems, the Cocoa Innovation Center (CIC), CocoaAction Brasil, and the Federation of Agriculture of the State of Bahia (FAEB).

The initiative aims to promote Brazilian cocoa in strategic markets, with a focus on the United States and Europe. Its goal is to make Brazil a global benchmark in sustainable, traceable, high-quality cocoa production, as well as an exporter of the raw material by 2030.

In Brazil, approximately 70% of national production comes from agroforestry systems, a model in which cocoa is grown in combination with other forest and/or fruit species. In addition, in Brazil, the fruit is produced mainly by family farmers and on small farms. These farming practices mitigate climate change, conserve biodiversity, and generate economic prosperity.

To support these farmers, Arapyaú, in partnership with Violet, Tabôa — Community Strengthening, and MOV Investimentos, launched the Kawá Fund, which promotes access to credit combined with technical assistance for family and smallholder cocoa farmers who adopt agroforestry cultivation in southern Bahia and Pará.

Kawá has been expanding its operations with producers in Pará and Bahia and has the potential to generate much greater impact. "One of Kawá's areas of focus is building strategic alliances and generating knowledge, through engagement with the public sector, to expand both access to public resources under more favorable conditions and the promotion of other technical assistance solutions or land tenure regularization actions, for example," says Vinicius Ahmar.

Cocoa is not merely a commodity, but rather a climate solution when associated with the agroforestry model.

— Ricardo Gomes, Program Director at Arapyaú Institute

The expectation is that the track record of the fund's operations can support decision-making by public and private stakeholders to expand the supply of resources and facilitate access for producers. In addition, the success of the initiative and its operating model have significant potential to broaden the scope of this work to serve other bioeconomy value chains, as well as to influence the creation of initiatives that promote greater access to resources for bioeconomy producers.

A Collective Effort for Forests

By connecting the private sector, academia, governments, and civil society organizations, Arapyaú has also helped transform forest restoration into a structured field, with a long-term vision and the capacity for systemic impact. While the environmental narrative was once dominated by deforestation and loss, another story has now gained strength: standing forests are tools for development, and restoration is an activity that generates economic impact.

This shift in perspective is grounded in evidence. The study The Leading Role of Brazilian Forests in the Global Climate Agenda — developed through a partnership among Arapyaú; Instituto Itaúsa; the Brazilian Tree Industry (Ibá); the Brazilian Coalition on Climate, Forests and Agriculture; Imazon; Amazônia 2030; the Brazilian Business Council for Sustainable Development (CEBDS); Uma Concertação pela Amazônia; and Página 22, and submitted to the COP30 Presidency — shows that Brazil can expand its forest cover from 517 million to 525 million hectares in a decade by combining conservation, restoration, and production, turning forests into strategic assets capable of generating environmental, social, and economic value.

Brazil has the conditions needed to lead a new economy based on sustainable forests, and treating them as natural infrastructure is one of the keys to addressing the climate crisis and advancing development.

— Roberto Waack, Chair of the Board at Arapyaú Institute

To turn this vision into reality, Arapyaú once again plays the role of connector among different sectors, building bridges between diverse interests and promoting convergence around a common agenda.

This is also how the Floraz movement came into being, bringing together 27 private-sector and financial organizations in a pre-competitive environment focused on building shared reference points for the sector. The movement operates through strategic collaboration, sharing knowledge, practices, and investments that make the sector more efficient, transparent, and scalable.

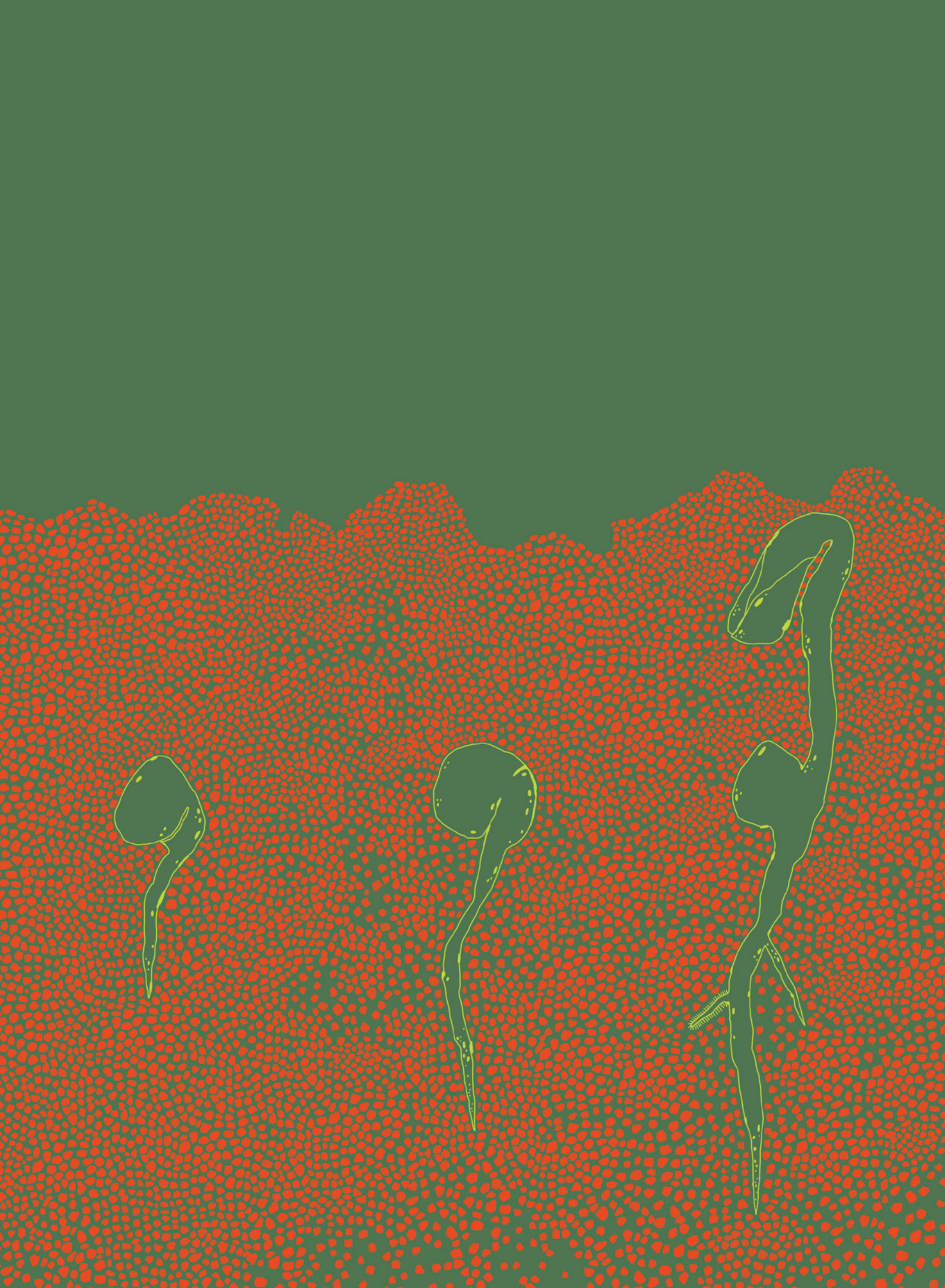
At the same time, the institute works to bring the forest agenda closer to the fields of finance and public policy, recognizing that the structural transformation of this sector depends on creating incentives, instruments, and institutional frameworks that allow these initiatives to scale.

Bridges to a Low-Carbon Economy

Since its founding, Arapyaú Institute has operated on the principle that systemic change also depends on public policy. In this sense, philanthropy can serve as a space for experimentation, capable of developing and proving models that may later inspire national policies.

In 2025, the institute strengthened its dialogue with different levels of government to advance a nature-based economy, playing a direct role in shaping the National Bioeconomy Development Plan (PNDBio), a Federal Government initiative that guides actions, targets, and objectives aimed at turning Brazilian biodiversity into an engine of economic development supported by standing forests. Within this arrangement, thanks to its direct work in territories such as southern Bahia and the Amazon, the institute was responsible for ensuring that the policy gained concrete form.

Arapyaú led the conceptualization of the Sociobioeconomy Development Hubs — multi-stakeholder territorial networks designed to organize production chains, attract investment, and spur sustainable community-based businesses across different Brazilian biomes. This work included defining criteria for prioritizing territories and coordinating local listening processes with communities, organizations, and entrepreneurs. "This work is an example of how we can bring our practical experiences to the national level, helping translate local learnings into public policy guidelines," Vinicius Ahmar sums up.



In addition to increasing the visibility and legitimacy of the sociobioeconomy agenda, PNDBio creates the conditions for new investments and initiatives to scale. The hubs are precisely one of the main legacies of this process: with local governance and a focus on value chains, these multisectoral networks are expected to stimulate community-based businesses, strengthen buyer and supplier networks, and generate income based on local vocations, contributing to biodiversity conservation.

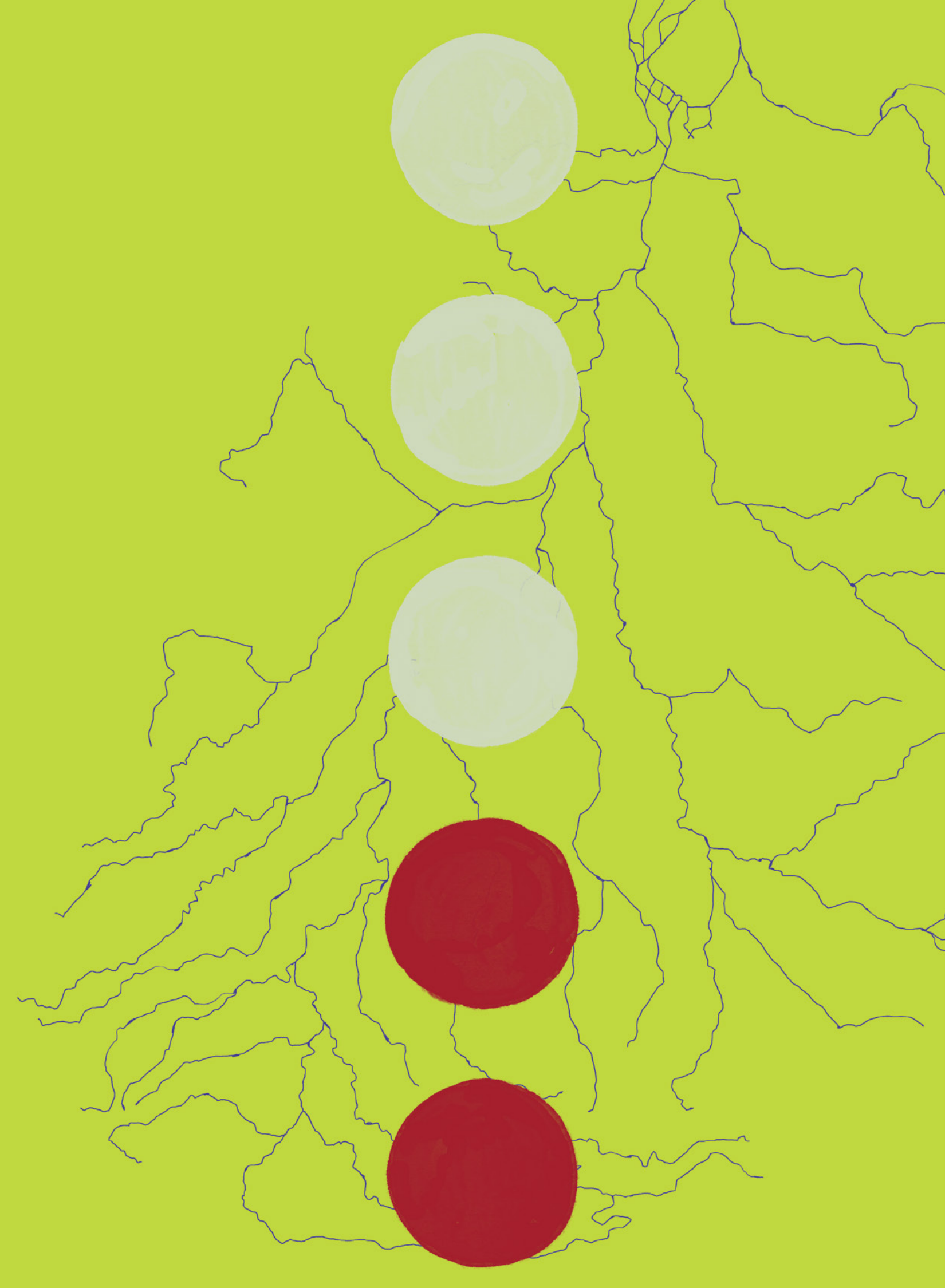
By mobilizing stakeholders, systematizing knowledge, and connecting territorial experiences to national agendas, Arapyaú reinforces its role as a bridge, bringing communities, the private sector, and public policy closer together around the goal of promoting development with conservation and social inclusion.

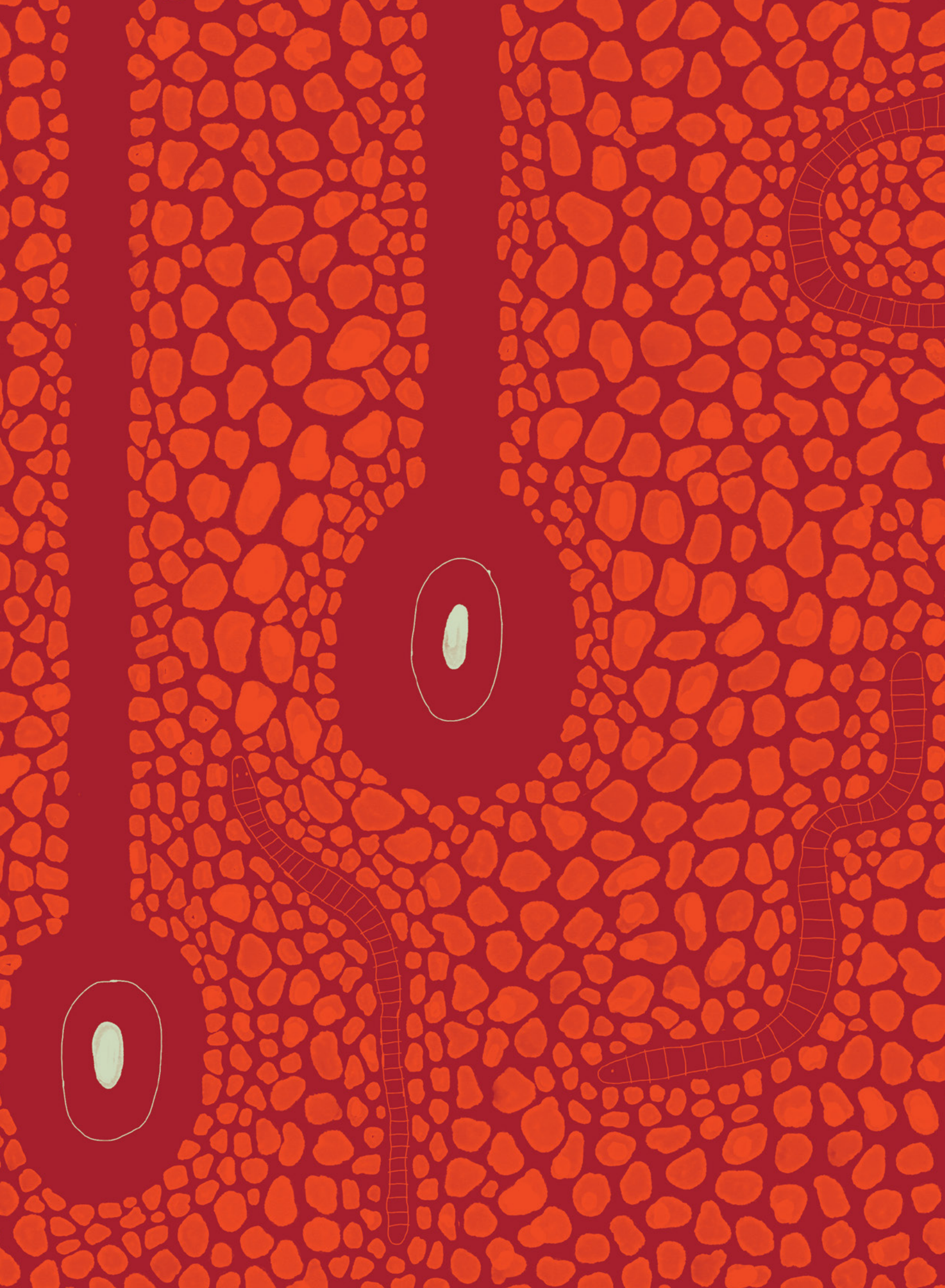
MERIDIANA — POLITICAL INTELLIGENCE CAPABLE OF BRINGING TOGETHER PEOPLE, THE ECONOMY, AND NATURE

In 2025, Meridiana was created as a Brazilian political intelligence organization supported by Arapyaú Institute that helps decision-makers connect nature and economic development.

By seeking possible political convergences around strategic solutions for the country, Meridiana connects different perspectives and raises the quality of public debate in support of Brazil's socioeconomic development, aligned with the low-carbon economy. The organization promotes spaces for dialogue and consensus-building among sectors that have historically had limited interaction with one another, such as environmentalists, the productive sector, academia, and policymakers. It also produces knowledge to improve and help shape policies in strategic areas such as energy, mineral, and climate security, among others.

"We need to address low-carbon economy issues from the perspective of economic development. And to do that, it is essential to bring politicians, the private sector, and science closer together," argues Mônica Sodré, CEO of Meridiana.





Chapter 3

CONNECTING TO TRANSFORM

How can complex challenges, such as the climate crisis, social inequalities, and the urgent need for new development models, be addressed in a systemic and lasting way? For Arapyaú, the answer to this question lies in its work to support and incubate networks. Through networks, the institute connects people, organizations, and territories around shared purposes, creating environments for cooperation. Far from the traditional hierarchical logic, networks are structured horizontally, distributing responsibilities among the various actors that make them up, such as local communities, civil society organizations, philanthropic institutes, governments, companies, and academia.

On this journey, one of the highlights of 2025 was the strengthening and scaling of the Conexão Povos da Floresta network, whose goal is to connect Indigenous, Quilombola, extractivist, and riverine communities in the Amazon through broadband internet in a safe and conscious way. This year alone, the initiative brought internet access to 706 additional communities, totaling 2,106 connected populations, more than 56,000 registered users, and more than 178,000 people reached.

"Beyond connecting people to the digital world, the network also looks at areas such as health, education, entrepreneurship, territorial protection, and culture," adds Lívia Pagotto, Institutional Director at Arapyaú.

It was because of this perspective, for example, that Indigenous communities joined the service. "At the meeting we held in August, we were able to better explain how it works and build greater trust. After the 1st In-Person Digital Wisdom Training, we went from 200 to 400 communities with improved access to health care and ended the year with 500 communities registered, consolidating the initiative as an important tool for expanding this access in remote territories," says Débora Passos, Director of Strategy and Governance at Arapyaú Institute.

Working together by connecting people is part of Arapyaú's DNA. We increasingly want to show the philanthropic field that it is worth supporting networks with capital and other resources, such as technical support.

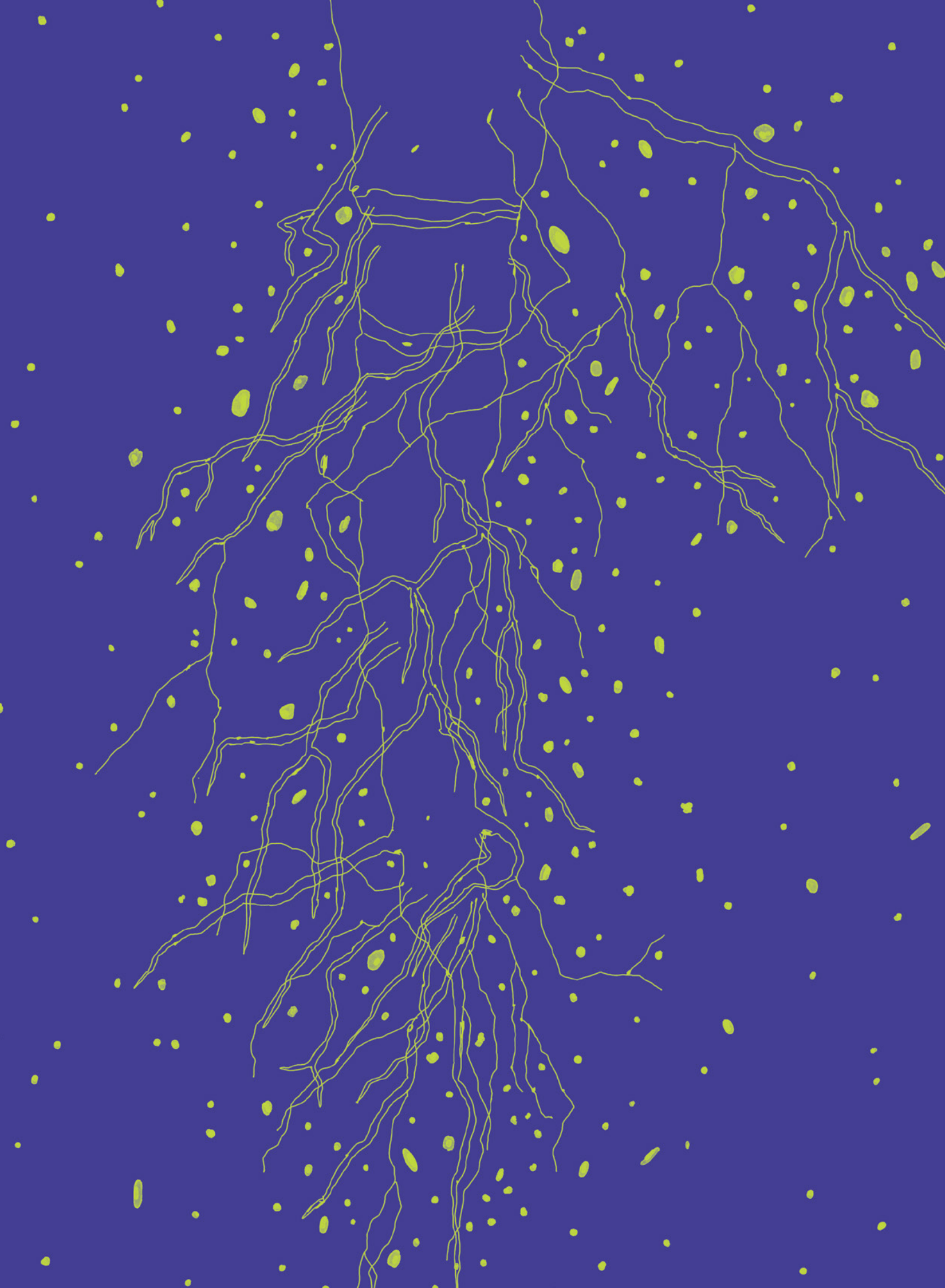
— Lívia Pagotto, Institutional Director at Arapyaú Institute

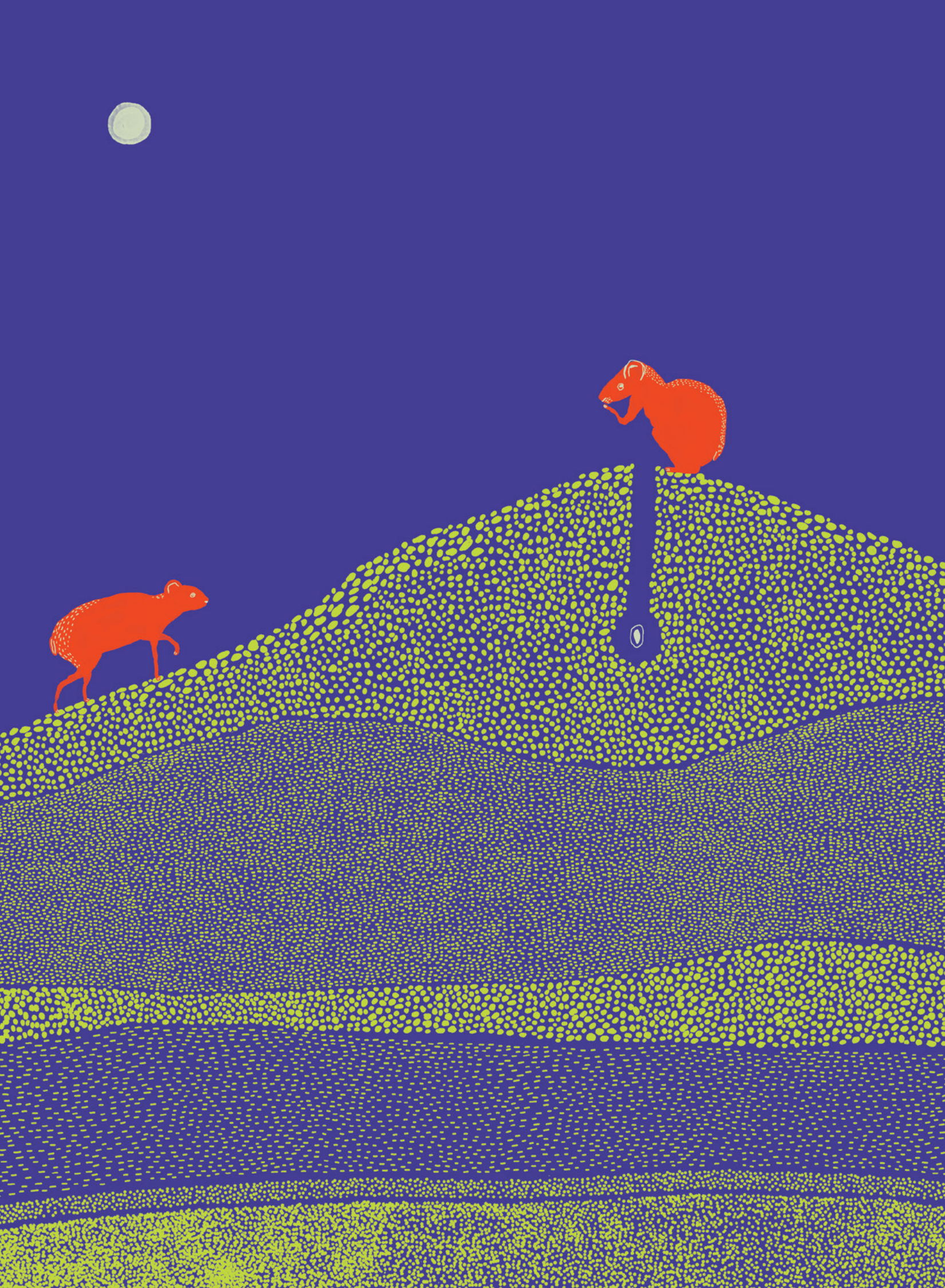
Another effort worth highlighting is MapBiomas, a collaborative network that, a decade ago, revolutionized access to information on land cover and land use in Brazil by integrating science, open technology, and cooperation among universities, NGOs, and technology companies. Incubated by Arapyaú in 2017, the initiative expanded transparency and strengthened environmental monitoring capacity, becoming a national and international benchmark across 17 countries.

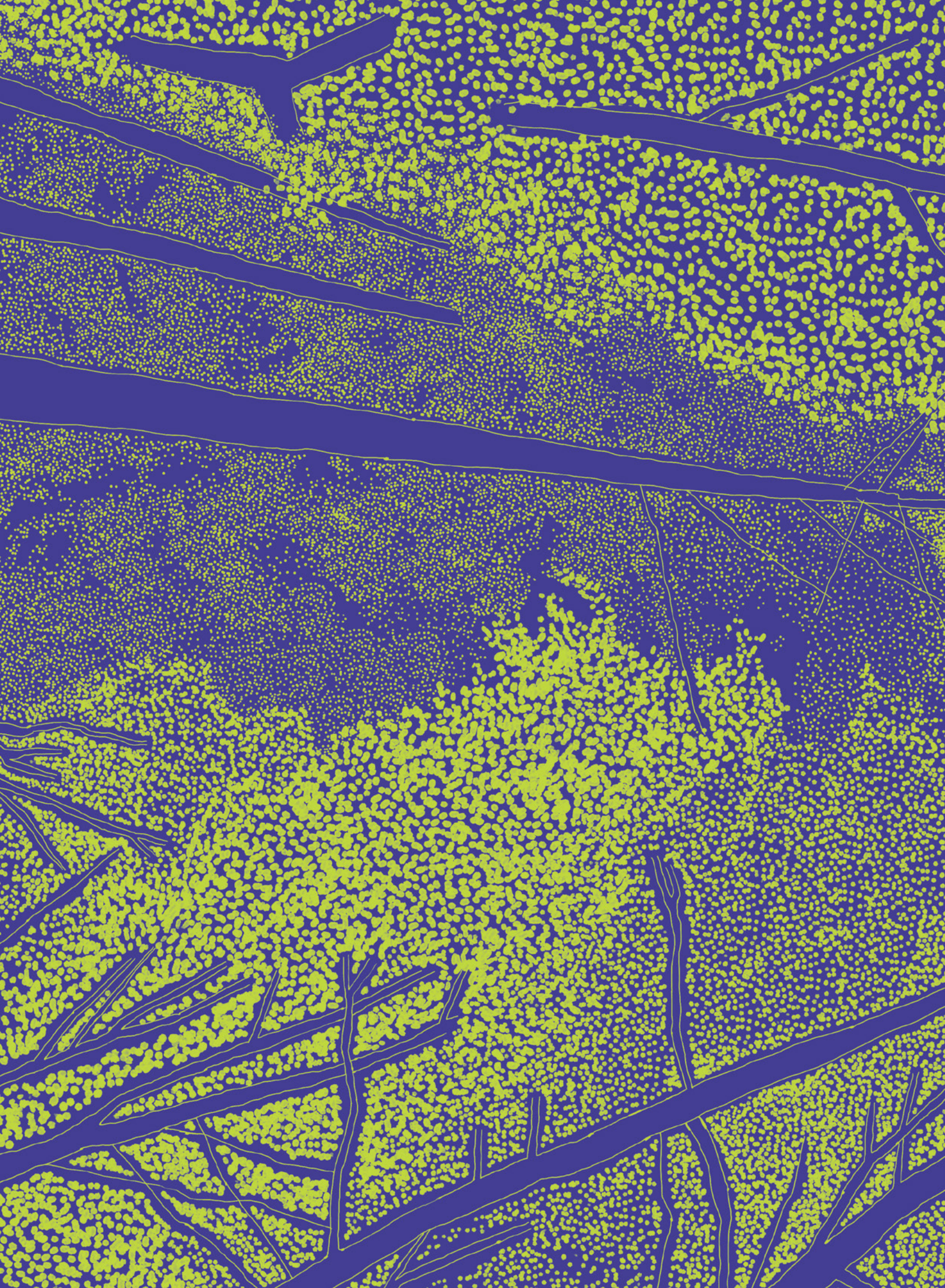
In 2024, MapBiomas was selected by The Audacious Project, a global initiative linked to TED, to receive approximately US$75 million in international funding, with the goal of mapping up to 70% of the world's tropical forests by 2030, reaching countries in Africa, Central America, and Asia, such as the Democratic Republic of the Congo, Mexico, and India. The strategy prioritizes the creation of local networks in each country, ensuring technology transfer and autonomy so that national institutions can lead the production and use of data on their own territories.

MapBiomas is one of the greatest examples of Arapyaú Institute's systemic coordination approach, incubating networks that later operate independently and produce concrete transformations and solutions in climate, public policy, and development.

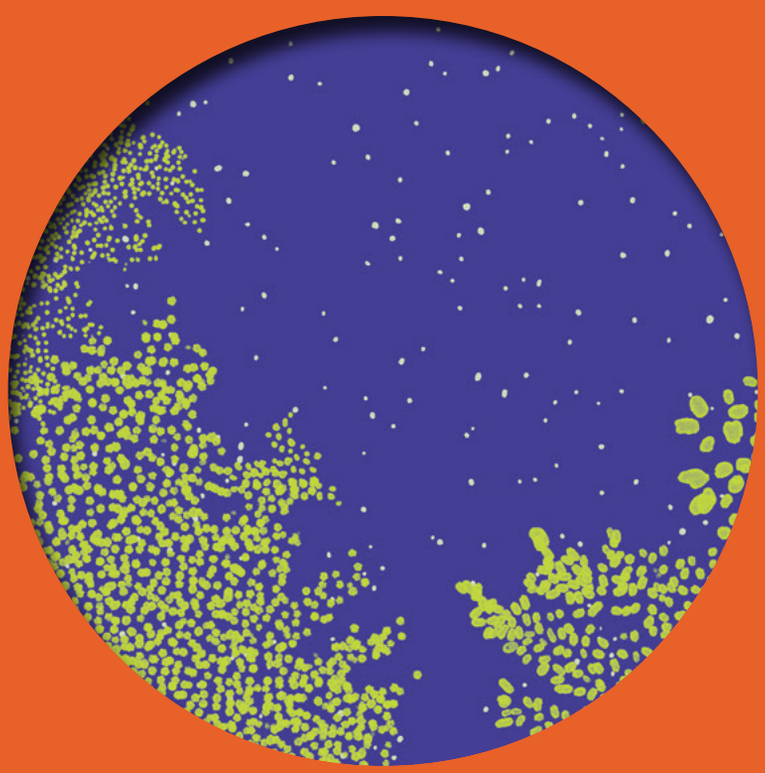
— Renata Piazzon, CEO at Arapyaú Institute



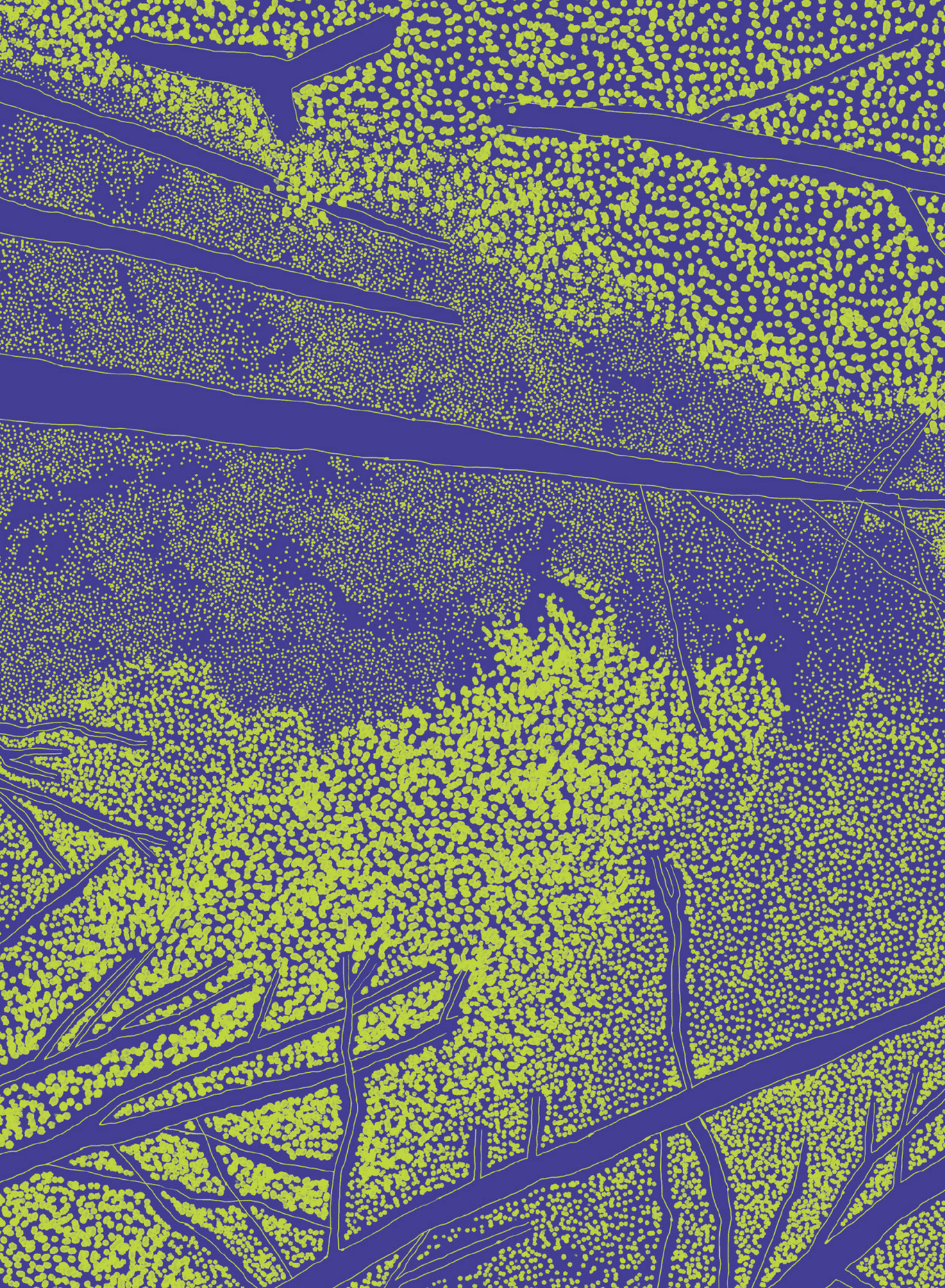


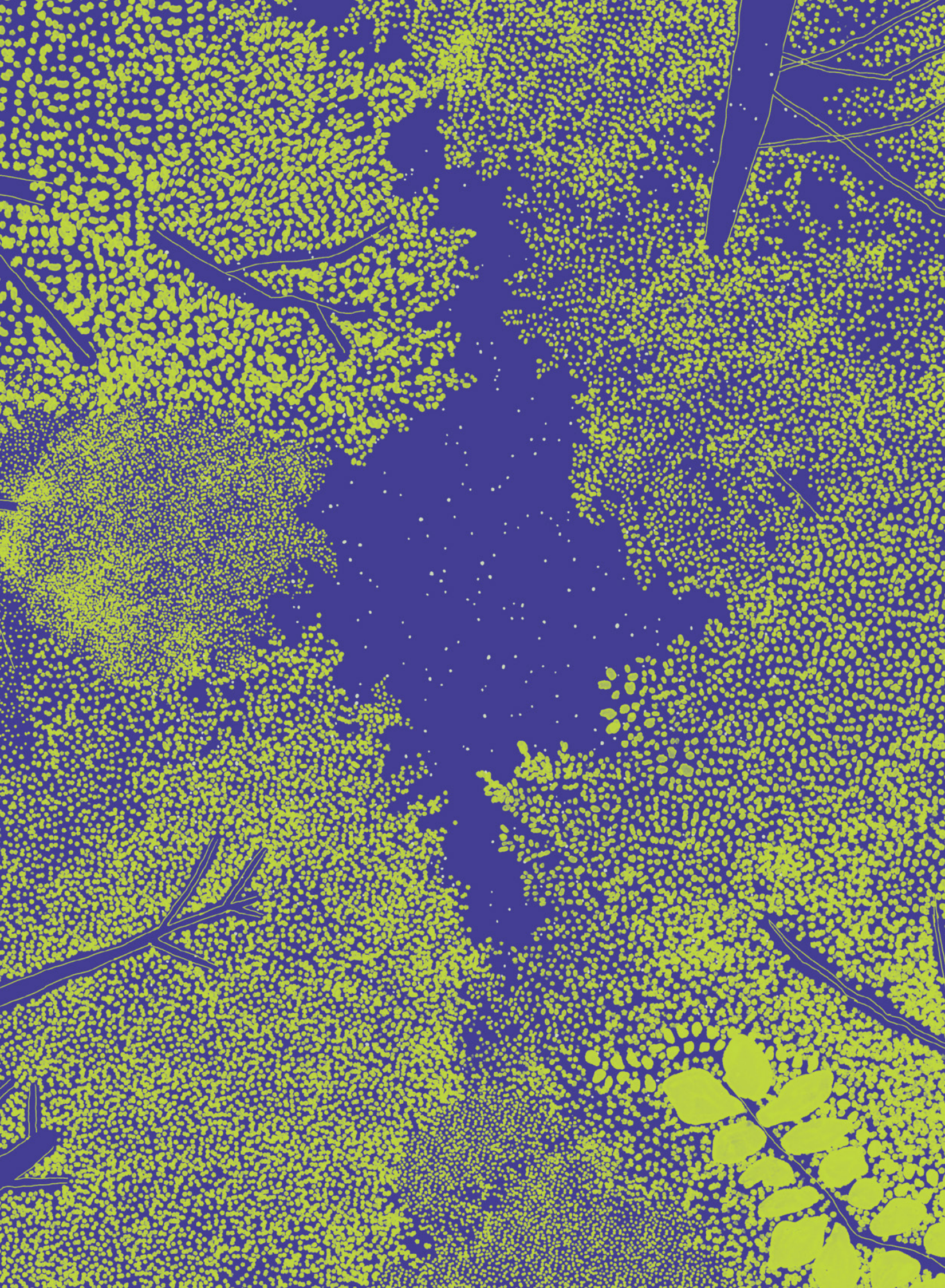


Chapter 4



EXPANDING IMPACT





In 2025, Arapyaú Institute also had to look inward. The increase in resources allocated by partners to projects and organizations gave the institute an opportunity to strengthen its governance.

To consolidate this stage, Arapyaú underwent an internal restructuring. The Institutional, Programmatic, and Strategy and Governance departments were designed, with teams beginning to work in a more cross-functional manner and with a more systemic view of the impacts related to the organizational strategy. "We strengthened the integration between the areas of knowledge, international cooperation, partnerships, and communications. That is what allowed us to carry out so many projects and events throughout the year, in addition to producing several publications," celebrates Lívia Pagotto, Institutional Director.

This integration was also reflected in people management, through an internal census and diversity and inclusion training for leaders and their teams. "An important step was the development of our Diversity and Inclusion Policy, which is in the final review stage and will be implemented in 2026," says Erica Dias, HR and Administrative Coordinator.

To advance this agenda, Arapyaú is committing to offering exclusively affirmative and inclusive job opportunities, with racial, territorial, gender, and sexuality criteria, across all the territories where it operates. "100% of CLT employment opportunities will be affirmative, as will at least 40% of service provider hires," says Dias.

These changes reflect the institute's effort to align strategy, transparency, and socio-environmental impact, laying the groundwork to expand partnerships, mobilize new resources, and deepen its work in priority territories and agendas in the coming years.

Financial Overview

In 2025, Arapyaú Institute carried out actions totaling R$79 million, more than double the previous year's amount of R$37 million. The institute mobilized R$91 million in resources allocated directly by investors to strategic projects or organizations, playing a significant role in connecting investors and organizations.

Managed: R$79 million

Resources invested by Arapyaú Institute or derived from contributions made by other investors that make up the institute's annual budget.

Leveraged: R$91 million

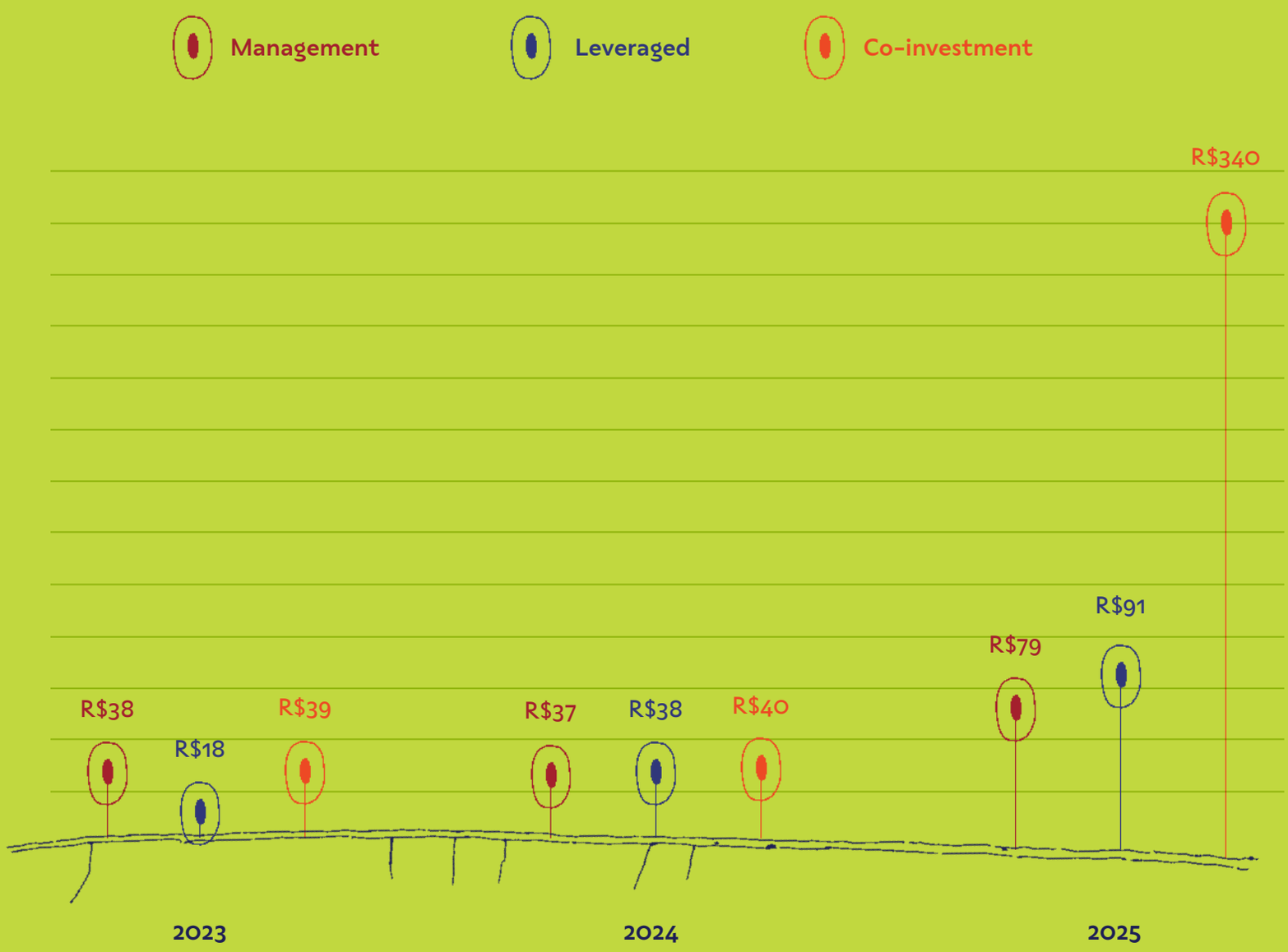
Resources allocated directly by investors to strategic projects or organizations, mobilized through Arapyaú's active coordination. This includes cases in which the team played a significant role in connecting investors and organizations, helping ensure that the investment was made, even though the resources did not pass through the institute's management.

Co-investment: R$340 million

Resources allocated by investors to projects or organizations aligned with Arapyaú's strategic agendas, but without direct involvement by the institute's team in mobilizing the contribution.

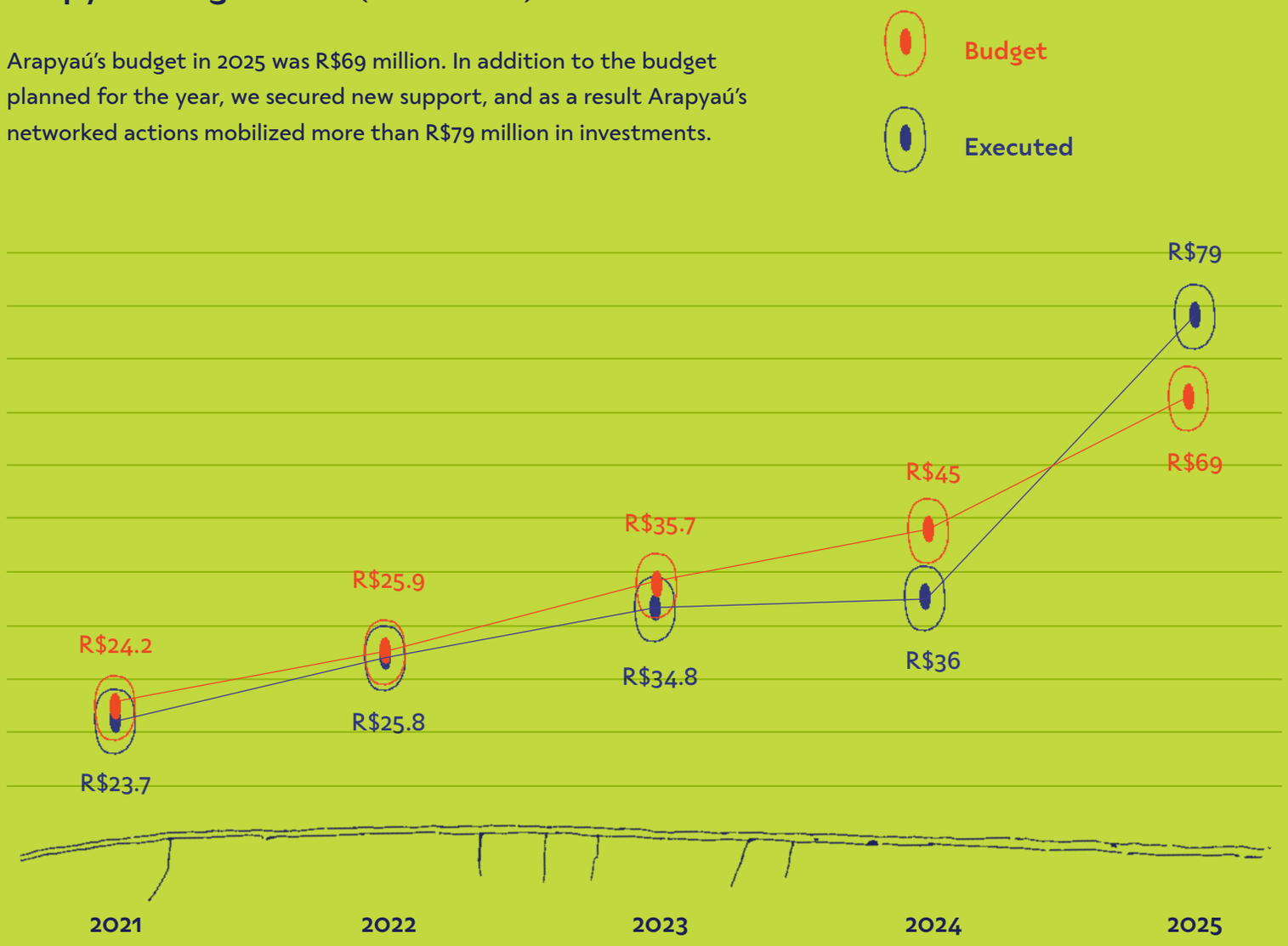
Resource Management History (in millions)

	Management	Leveraged	Co-investment
2023	R$38	R$18	R$39
2024	R$37	R$38	R$40
2025	R$79	R$91	R$340



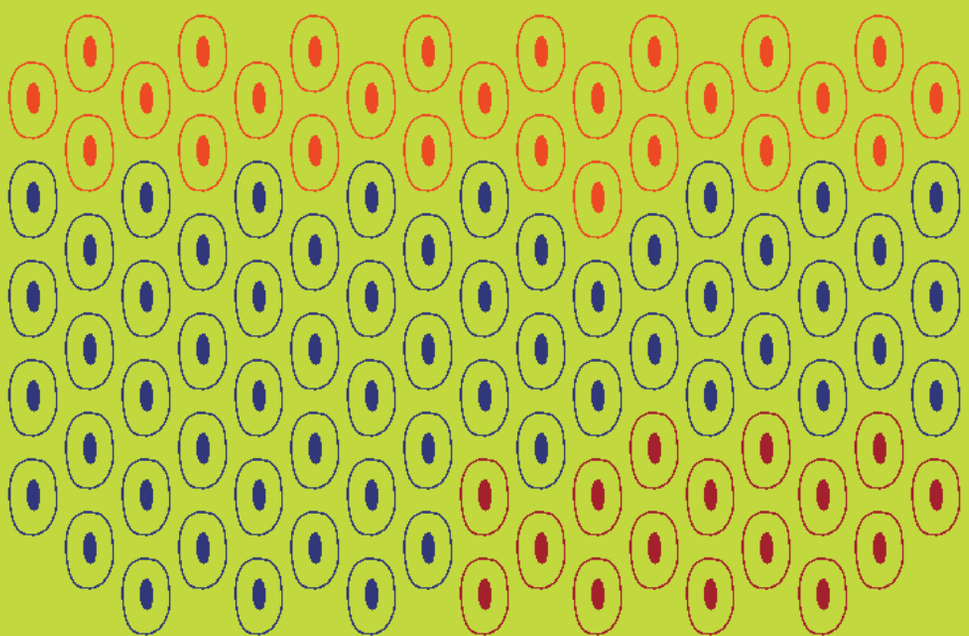
Arapyaú Budget Data (in millions)

Arapyaú's budget in 2025 was R$69 million. In addition to the budget planned for the year, we secured new support, and as a result Arapyaú's networked actions mobilized more than R$79 million in investments.



Distribution of Resources Across Projects

58%
Initiatives
Projects connected to Arapyaú Institute's strategic fronts



26%
Cross-Cutting Areas
Projects led by different areas to support the institutional strategy

16%
Networks
Projects supported or under incubation that are being implemented

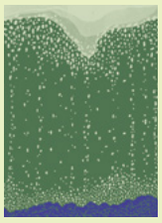
Illustration glossary

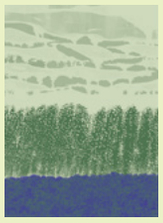
[FRONT COVER]
Veins of a cacao tree leaf (*Theobroma cacao*)

[BACK COVER]
Red-rumped agouti (*Dasyprocta leporina*) with cacao seed

[INSIDE FRONT COVER]
Cacao tree with fruit

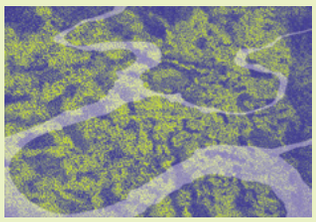
[pp. 6 and 8]
Sun, roadside hawk (*Rupornis magnirostris*) and flying river





[pp. 11, 12 and 15]
Flying rivers
Flying river details

[p. 16]
Roadside hawk (*Rupornis magnirostris*)

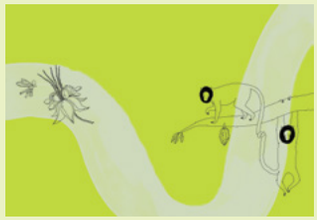


[pp. 18–19]
Flying river and aerial view of the Amazon Rainforest
So-called flying rivers are formed from moisture that comes mainly from the Atlantic Ocean, carried by the trade winds toward northern South America.

This mass of humid air enters through Brazil's coast, is recycled through evapotranspiration from the Amazon rainforest, and then moves toward the Central-West, Southeast, and South regions.

[pp. 22–23]
Sunrise, flying river, and flying fish
So-called flying fish belong to the family Exocoetidae and live in tropical and subtropical seas.

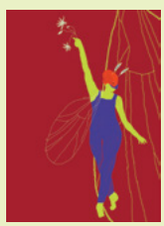
[pp. 28–29]
Flying river
Red brocket
Cacao



[pp. 30–31]
Cacao pollinating insect
Cacao flower
Tufted capuchins

[pp. 32–33]
Treetops, flying river, and flying fish

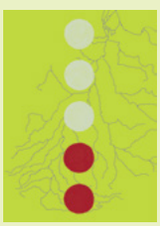
[pp. 36–37]
Cacao tree (*Theobroma cacao*)
The species is native to the humid tropical forests of the Amazon. It commonly grows in *terra firme* areas, near waterways, in deep, well-drained soils, and under a partially closed canopy.



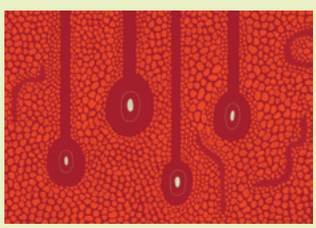
[p. 40]
Dance of the cacao pollinating insect
The small midge enters the flower in search of food, touches the stamens, and becomes covered in pollen. When it visits another flower, it transfers the pollen to the stigma. All of this happens almost invisibly.

[p. 41]
Cacao pollinating insect (genus *Forcipomyia*) and cacao flower
Cacao flowers are small and delicate. They grow directly on the trunk and larger branches (cauliflory).

[pp. 44–45]
Cacao germination
This occurs in humid, shaded environments. In deep soils with a large accumulation of leaf litter.



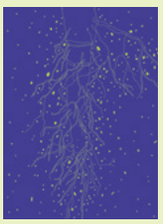
[p. 47]
Time and Amazonian rivers



[pp. 48–49]
Cacao seeds buried under leaf litter

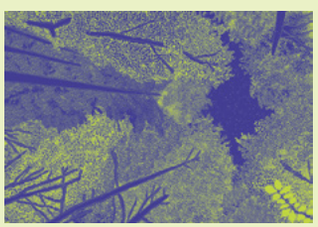
[pp. 52–53]
Tufted capuchins (*Sapajus apella*)
Primates carry out what is known as primary cacao dispersal. They ingest the pulp and often discard the seeds intact.

[p. 54]
Dance of the cacao-dispersing monkey



[p. 57]
Cacao tree roots
They form associations with soil fungi (*mycorrhizae*), which increase phosphorus absorption, improve resistance to stress, and expand the area of root exploration.

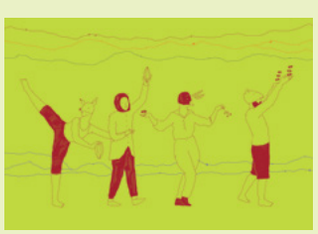
[pp. 58–59]
Cacao dispersal
Red-rumped agoutis (*Dasyprocta leporina*), red brockets (*Mazama americana*), lowland pacas (*Cuniculus paca*), and white-lipped peccaries (*Tayassu pecari*) carry out what is known as secondary cacao dispersal. It is essential for natural regeneration, as it increases the distance from the mother plant, reduces predation, and carries seeds to nutrient-rich soils.



[pp. 62–63]
Forest canopy

[pp. 64–65]
Dance of the cacao-dispersing agouti
The agouti carries out what is known as scatter-hoarding dispersal. It consumes the cacao pulp and buries the seeds to eat later. Some of these seeds germinate.

[p. 69]
Red brocket and cacao leaf
Among the shadows of cacao trees, the red brocket moves through the silence of the forest.



[pp. 70–71]
Courtship of the cacao tree

2025 Annual Report

Renata Piazzon General direction
Paula Detoni Overall project coordination
Pecan Text
Lívia Serri Francoio Illustrations
Mariana Serri Artistic advisory
Bloco Gráfico Graphic design
Beatriz F. Mello Design assistant
Daniel Freitas and Luiz Attié Communications team
Ipsis Printing

Acknowledgments
To the entire Arapyaú team, Governance Board,
Fiscal Council, partners, networks, and co-investors.

Arapyaú Team

EXECUTIVE OFFICE
Renata Piazzon CEO
Vanise Andreasi Senior Advisor

OPERATIONS DEPARTMENT
Alex Holanda CFO
Paulo Sena Controller
Amanda Morais Financial Analyst
Erica Dias HR and Administrative Coordinator
Carolina Polisel Administrative Analyst
Cleane Gomes Administrative Assistant

STRATEGY AND GOVERNANCE DEPARTMENT
Débora Passos Director of Strategy and Governance
João Victor Pelozio Project Management Coordinator
Élidi Inoue Strategy and Governance Analyst
Clariana Monteiro PMO Intern

INSTITUTIONAL DEPARTMENT
Lívia Pagotto Institutional Director
Bruna Mattos International Cooperation Coordinator
Beatriz Pontes International Cooperation Analyst
Jahzara Ona Projects Intern
Giordano Magri Knowledge Coordinator
Rafaela Mendes Knowledge Analyst
Paula Detoni Communications Manager
Daniel Freitas Communications Analyst
Luiz Attié Communications Analyst

PROGRAMMATIC DEPARTMENTS
Ricardo Gomes Program Director
Marina Zavanella Project Coordinator
Priscila Tavares Administrative Analyst
Nerivalda Santos General Services Assistant

Vinicius Ahmar Program Director
Victor Ferraz Bioeconomy Coordinator
Geyce Ferreira Bioeconomy Specialist
Laiza Dagnaisser Bioeconomy Project Analyst

The graphic design of this publication uses the Brazilian Seiva typeface in its titles and body text. The publication was printed on 120 g/m² Munken Lynx Rough paper, with a cover on 210 g/m² Sirio Color paper, in April 2026, at Ipsis printing house.

Illustrations
Lívia Serri Francoio