



Activities Report 2025

THE FOREST CROSSED THE RIVER.

And it arrived at COP30 with the strength of the Amazon.

HIGHLIGHTS -2025

General Performance	11,333,625 Hectares Conserved in Areas Where FAS Operates	902 Communities and villages	166 Municipalities
	21,903 Families benefited directly and indirectly	27 Conservation units	186 Indigenous Territories

Earnings	BRL 8,657,399 Annual gross revenue of enterprises and production chains for tourism enterprises	27% Increase in gross revenue of the tourism production chain	68% Increase in gross revenue of the pirarucu production chain supported by FAS
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Preservation	14% and 20% Reduction in deforestation in the states of Pará and Amazonas, respectively, from 2024 to 2025, due to actions of the Standing Forest Program	83% Reduction in the number of hot spots in FAS-supported UCs in 2025	17.2 million tons of CO ₂ avoided since 2008
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Management and transparency	35 Independent financial audits approved without reservations	62% Women make up FAS's workforce.	56% Leadership positions held by women
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Of the 168 professionals who work at FAS, 87% of the people are from the Amazon and 70% from Amazonas.



To access the audited Financial Statements, go to:
fas-amazonia.org/transparencia



“

I never imagined that I would graduate from a university. My advice is: never give up on your dreams

Adriana de Siqueira
Rio Negro Sustainable Development Reserve.

“

When it comes from FAS, we already trust it. It's just like the saying: If FAS did it, it's done right.

Dionilson Mota
Gregório River Extractive Reserve



“

The more projects being implemented within the Conservation Units, the more impact it will have on residents' income generation.

Carlos Gonçalves
Mamirauá Sustainable Development Reserve



SUMMARY

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In 2025, a water supply system was installed in the quilombola community of Tambor, in the Jaú National Park, in partnership with Coca-Cola and ICMBio, benefiting 126 people.

PRESENTATION



The year 2025 was marked by important advances for FAS, both in strengthening our financial sustainability and in expanding our strategic performance in agendas related to the future of the Amazon. Throughout the year, we structured a robust agenda for COP30, connecting community mobilization and political advocacy to bring proposals built in Amazonian territories to the center of the climate debate.

The COP30 Conference brought together 1,285 people on its training track and supported the elaboration of Territorial Climate Action Plans: 99 plans were submitted and 30 were selected to integrate the fluvial expedition. In this context, Banzeiro da Esperança traveled the Amazon River in the Manaus-Belém stretch, promoting dialogue, mobilization and political advocacy.

The initiative brought together guests and leaders from different backgrounds and knowledge, strengthening the connection between Amazonian territories and the climate debate. In Belém, more than 80 activities were carried out, with emphasis on deliveries such as the Amazon Charter and the systematization of Climate Action Plans.

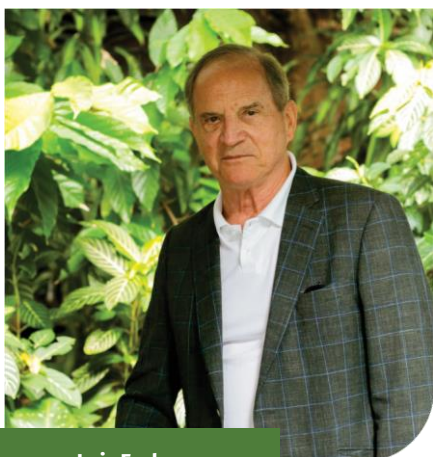
We also advanced in the financial sustainability of the institution, with the final approval of two projects, Pirão no Prato and Prospera na Floresta,

through the Amazon Fund, in addition to relevant donations to the Executive Management Fund and the FAS Wealth Management Fund, which brought us greater security for the coming years. We also highlight the projects financed by KfW, especially the partnership with the Ministry of Environment and Climate Change aimed at strengthening socio-bioeconomics in the Amazon.

In 2026, we will have new challenges and opportunities, with the expansion of our actions in Pará, Mato Grosso and Amazonas. In the field of governance, we started the process of restructuring and executive succession, conducted within the scope of the Board of Directors, with the support of Fundação Dom Cabral.

In FAS programs, we recorded advances in areas such as community-based tourism, public health, socio-bioeconomics and solar energy. We acknowledge and express our appreciation to PwC for its pro bono work and for achieving the milestone of 35 unqualified audit reports, and to Bain & Company for its support of the institution. We thank the Amazonian communities, the partners, FAS team and the members of our boards. We remain committed to a more prosperous, just and sustainable Amazon.

Photo: Laura Souza



Luiz Furlan
Chairman of the Board of
Directors of FAS

Photo: Michael Dantas



Virgílio Viana General
Superintendent of FAS

Photo: Yasmin Tabosa

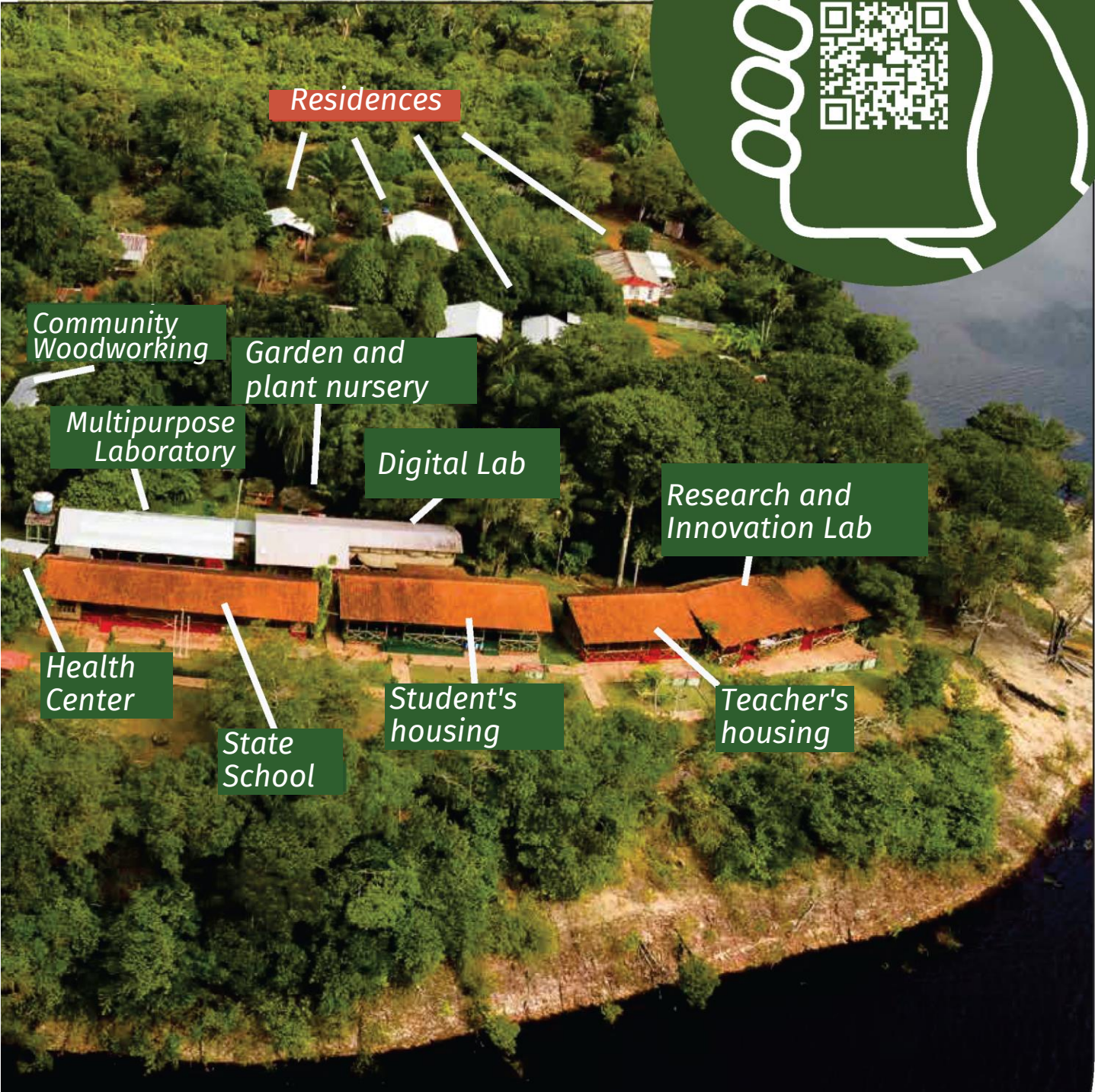


Valcléia Lima Deputy
General
Superintendent of FAS

Center for Innovation and Education for Sustainable Development (NIEDS)

In the image, Nieds Agnelo Bittencourt, in the Rio Negro Sustainable Development Reserve





The Niefs are spaces formed by classrooms, library, accommodation, computer lab and agroecological production units, built in indigenous and riverside conservation units in the Amazon. In 2025, Niefs Uatumã, located in the São Francisco do Caribi Community, Uatumã Sustainable Development Reserve, in Itapiranga, completed 15 years.

WHO WE ARE



Created in 2008, the Foundation for Amazon Sustainability (FAS) is a non-profit civil society organization that promotes sustainable development in the Amazon. Recognized as a social assistance entity, FAS works to improve the quality of life of its target audience, guaranteeing the rights of traditional populations of riverside, indigenous and quilombola communities through a systemic approach, contextualized action, social empowerment, development and innovation.

Photo: Roberta Anjos



Photo: Rodolfo Pongelupe

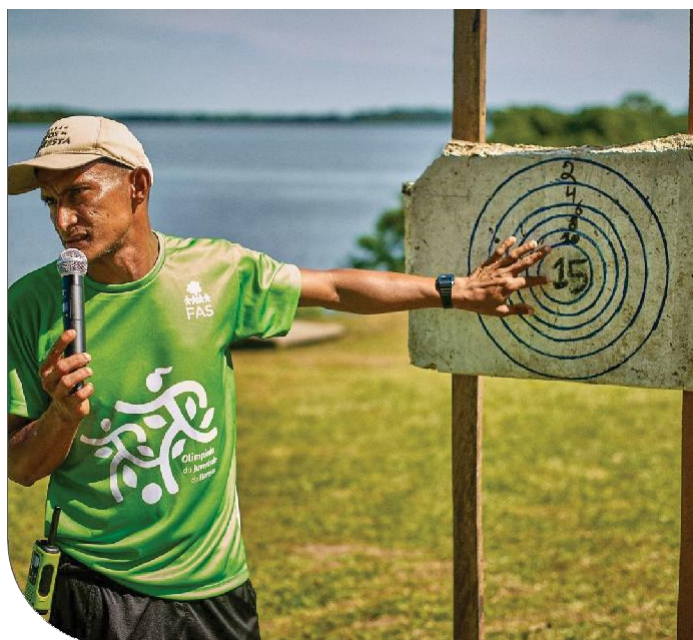


Photo: Rodolfo Pongelupe



Photo: Roberta Anjos



“Gelo Cabloco” project aimed to build an ice factory in the Santa Helena do Inglês Community, in the RDS of Rio Negro. The initiative was inaugurated in 2025 and executed by FAS with the support of Positivo Tecnologia, through the Priority Bioeconomy Program (PPBio) – SUFRAMA’s public policy, coordinated by Idesam, in addition to the partnership between UCB Power and the State Secretariat for the Environment of Amazonas (SEMA/AM).



Photo: Rodolfo Pongelupe



MISSION

To contribute to the environmental conservation of the Amazon by valuing the standing forest, its biodiversity and improving the quality of life of riverine communities, associated with the implementation of knowledge on sustainable development.



VISION

To be a world reference in solutions for sustainable development in the Amazon, through the appreciation of the standing forest and its socio-biodiversity, community empowerment and the expansion and strengthening of partnerships.



AUDIENCE

- Beneficiary peoples: indigenous, riverine and quilombola populations
- Financiers
- Associated Institutions



VALUES

- Transformative passion
- Responsible Doing
- Systemic look
- Shared knowledge
- Efficient management and governance



PURPOSE

Taking care of the people who take care of the forest.



WHERE WE OPERATE

Map of South America with countries and states of Amazonian coverage (highlighted in green)



Global Scale



Working in international thematic forums aligned with FAS's mission, such as the United Nations (UN) Climate and Biodiversity Conferences.

Pan-Amazon



Working in collaboration with partner institutions in the Pan-Amazon countries.

Legal Amazon



Projects as a result of international partnerships in the states of Amazonas, Amapá, Pará, Roraima and Mato Grosso.

Amazonas



FAS directly benefited 323 communities in the state of Amazonas in 2025 and maintains a historical performance that reaches 528 communities, through different programs, projects and initiatives aimed at sustainable development.

10,680
Families benefited

37,554
People benefited

8
Municipalities in the Integral Development Project of Riverside Children and Adolescents in the Amazon (Dicara)

23
Units of Conservation

54
Indigenous Territories

27
Municipalities of Amazonas

1
Quilombola Territory

HOW WE OPERATE

The Amazon is an environment rich in biodiversity, but interconnected by social, environmental, cultural, technological and economic issues. FAS's systemic approach, illustrated in the mandala below, is based on Amazonian complexities and structures strategies for the sustainable development of the region. Since its creation, FAS has adopted a participatory model to develop projects together with indigenous, riverside and quilombola communities.

The institutional approach is composed of our legacy "Prosperity with communities and forests", and our performance is structured in five priority axes: environmental conservation, education and citizenship, community infrastructure, health and well-being and Amazonian socio-bioeconomics. These axes are developed considering transversal actions of empowerment of the target audience, climate mitigation and adaptation, public policies, innovation and transparency. All projects are connected to the 17 Sustainable Development Goals (SDGs).

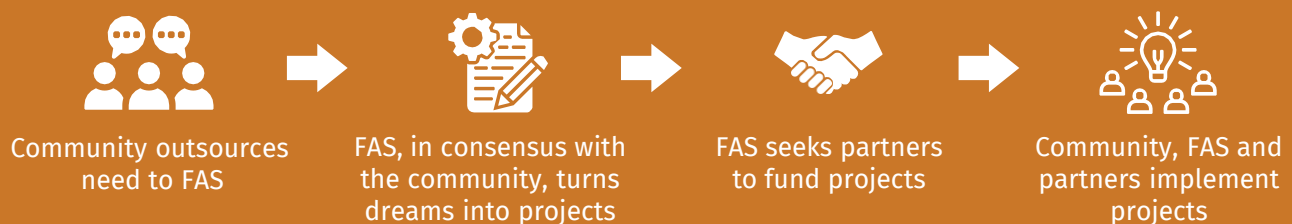
Mandala: systemic approach



HOW TO UNDERSTAND THE MANDALA?

- Legacy
- Operational Axis
- Transversal topics
- SDG

How do the demands of communities become a reality?



TIME LINE

2008 – 2011

Foundation, Bolsa Floresta and first partnerships

- Creation of FAS; beginning of the partnership with the Government of Amazonas and Bradesco for the Forest Conservation Allowance Program (Bolsa Floresta Program).
- REDD+ Juma: first in the world with international certification for deforestation prevention.
- New partners and technology: Coca-Cola, Fundo Amazônia, Samsung, Google Street View and Schneider (solar energy).

2012–2015

Innovation, training and consolidation

- Innovation incubator and technical course (Cetam/RDS Uacari).
- Launch of SDSN Amazônia and RD&I projects (Videolar).
- Riverine entrepreneurship (Sebrae) and 1st Virada Sustentável in Manaus.
- National awards series (ODM Brasil, Von Martius, Hugo Werneck).

2016–2019

Public policies, 2030 strategy and international projection

- Riverside Early Childhood inspires public policy in Amazonas.
- Preparation of the 2030 Strategic Plan.
- 10 years of FAS, new partnerships (Petrobras, Lojas Americanas, Avina) and awards, with emphasis on UNESCO-Japan and Banco do Brasil Foundation; launch of Jirau da Amazônia.

2020–2024

Repositioning, pandemic and Amazon scale

- Repositioning for Foundation for Amazon Sustainability; Amazon Covid Alliance (119 partners).
- Execution at scale: Standing Forest (international selection) and Guardians of the Forest; management innovation with SAP.
- Climate and institutional advancement: Amazon Climate Alliance, REDD pioneers, partnership with COIAB, Zayed Prize finalist; new milestones in territory and education.
- FAS is selected to run the REM-MT Program in Mato Grosso, funded by the governments of Germany and Great Britain.

2025

Consolidation, COP30 and innovation

- Among the 100 best NGOs in Brazil for the eighth time and best in Amazonas for the second; finalist of the National Tourism Award.
- Banheiro da Esperança brings leaders to COP30.
- Launch of the Gygas App (arapaima traceability) and the Gigantio brand to strengthen arapaima management.
- Start of the Amazon Sociobioeconomics project, in partnership with the Ministry of the Environment and the German bank KfW, and signing of contracts for the "Pirão no Prato" and "Prospera na Floresta" projects with support from the Amazon Fund.



Access our full
timeline

Photo: Yasmim Tabosa



In November, Virgilio Viana, general superintendent of FAS, received the "Collar of Merit of Accounts 2025", an honor granted by the Court of Auditors of the State of Amazonas.

Photo: Lucas Bonny



Indigenous women's associations are honored by the Guaranteed Ox in the album of the 2025 season, through the song "Indigenous Artisans". The verse "the parents who make the art that comes from the heart of the forest and enchants the eyes of the world" can also be a symbolic reference to the FAS project, "Parents Who Make".

Photo: Disclosure/Ministry of Tourism



The project "Conservation of the Amazon: an alliance between nature and creativity", an initiative of FAS in partnership with LVMH and Nilton Lins University, trained 10 riverine students from communities in the Amazon, who graduated in the technological course in Tourism Management. The initiative became a finalist of the National Tourism Award 2025, in the category "Qualification, Training and Productive Insertion of People in Tourism".

BANZEIRO DA ESPERANÇA



BANZEIRO IN NUMBERS

22
TRAVEL DAYS

80
ACTIVITIES

330
PASSENGERS

103
LEADERS

63 INDIGENOUS PEOPLE
12 RIVERSIDE COMMUNITIES
28 QUILOMBOLAS

Banzeiro da Esperança was a river and cultural expedition that brought Amazonian leaders to COP30, connecting territories, knowledge and proposals of the forest to the center of the climate debate. Along the way, a collective process of listening, articulation and formulation was structured, which resulted in strategic deliveries such as the construction of the Amazon Charter, the systematization of Climate Action Plans and the creation of a political-visual mural as an expression of the memories, demands and proposals of the forest peoples. The initiative has also consolidated itself as a platform for social mobilization around COP30, expanding the participation of Amazonian actors in the climate agenda and strengthening the connection between territories and decision-making spaces.



We participated in several activities that brought solutions, learning and new friendships. I never thought I'd be here,

but when we believe in our ability, it reaches new spaces. I learned a lot at COP30 and it was very important to participate".

Richard Jardim Pereira, from Juma's RDS and a participant in the "Reporters of the Forest" project, shares his experience as a member of Banzeiro da Esperança.

Photos: Lucas Bonny



Check out the full report on Banzeiro da Esperança and all the partners of the project carried out by FAS and Virada Sustentável.

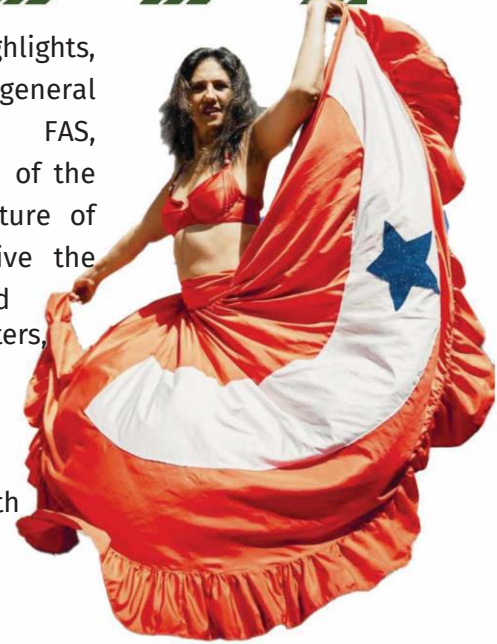
FAS AT COP30

Before the 2025 United Nations Conference on Climate Change, FAS and partners structured the COP30 Conference to connect local mobilization, political advocacy and public communication, with the objective of bringing proposals built in the Amazonian territories to the global climate debate. The Conference brought together 1,285 people from 11 states, and supported the construction of practical solutions in the territories through Territorial Climate Action Plans, strengthening local capacities, the articulation between different actors and qualified advocacy.

In total, 99 plans were submitted, of which 30 were selected to be part of the “Banzeiro da Esperança” river expedition, taking their leaders to COP30 to represent their territories and present their proposals in the international climate debate. In all, the initiative mobilized 103 leaders, including indigenous, riverside dwellers and quilombolas, consolidating a representative and territorially diverse process.

During COP30, FAS consolidated its acting on the global climate agenda, with a qualified presence, strategic incidence and network articulation. In all, 46 events were held, 26 official speeches, nine led events and mobilization of more than 20 strategic partners.

Among the highlights, Valcléia Lima, deputy general superintendent of FAS, participated in the launch of the book “Amazonia: The culture of native peoples keeps alive the knowledge of the forest and the testimony of its characters, when the institution highlighted structural challenges faced by traditional populations, with emphasis on continuous access to electricity.



Delivery of the Youth Manifesto to the COP30 presidency.

Photo: Roberta Anjos



Participants of the Banzeiro da Esperança in the presentation of 'Boi Caprichoso', in Parintins



Presence of Minister Sônia Guajajara on the boat

Photo: Lucas Bonny

Photo: Lucas Bonny

ENVIRONMENTAL CONSERVATION



FAS strengthened environmental conservation actions that articulate territorial protection, valorization of traditional knowledge and practical solutions to reduce pressures on the forest, supporting communities and institutions that work at the forefront of the climate agenda in the Amazon.

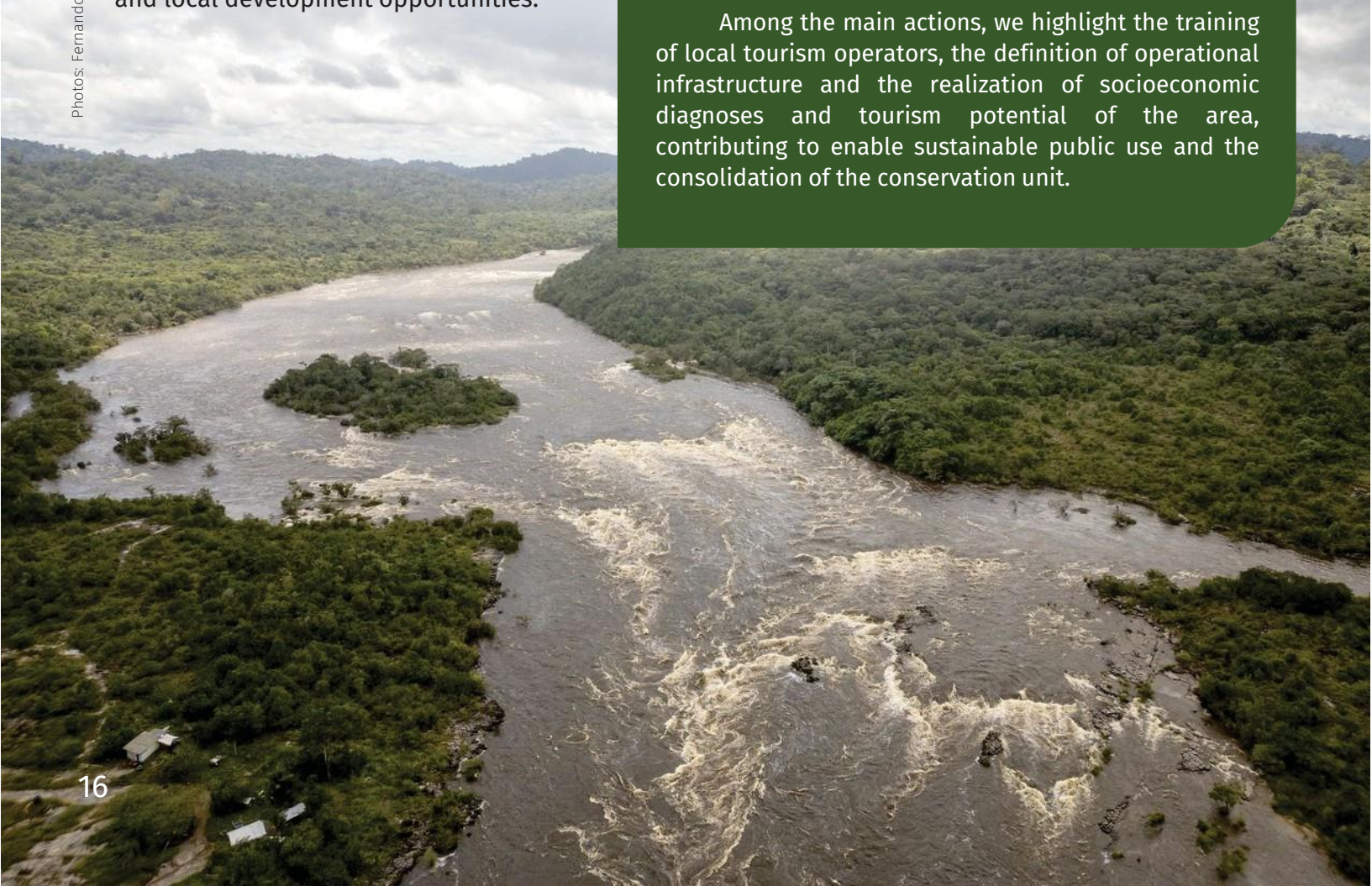
In this context, action in protected areas has advanced with the implementation of initiatives aimed at the consolidation and management of protected areas, with emphasis on the Environmental State Park of Giant Trees of the Amazon, in Pará. The initiative contributed to structuring the bases of governance and sustainable use of the territory, connecting biodiversity conservation, knowledge generation and local development opportunities.



The Environmental State Park of the Giant Trees of the Amazon has an extension of 560 thousand hectares and was created in 2024 by the Government of Pará, through IDEFLOR-Bio, with financing from the Andes Amazon Fund (AAF). In 2025, the initiative advanced to its implementation phase, supporting the structuring of the conservation unit and strengthening its management.

Among the main actions, we highlight the training of local tourism operators, the definition of operational infrastructure and the realization of socioeconomic diagnoses and tourism potential of the area, contributing to enable sustainable public use and the consolidation of the conservation unit.

Photos: Fernando Sette





With the support of the Government of Germany, enforcement actions are strengthened in Amazonas and Pará



Photo: Arthur Castro/Government of Amazonas

In Pará, through the Realiza Pará project, developed in partnership with the State Secretariat for the Environment, Climate and Sustainability (SEMAS), FAS contributed to the strengthening of environmental management, with emphasis on coordination, institutional responsiveness and the promotion of sustainable production and the bioeconomy. The initiative enabled the delivery of 14 tank kits to support field actions, personal protective equipment (PPE) aimed at preventing and fighting forest fires, in addition to the allocation of 14 off-road trucks to operate in priority territories. A Bioeconomy Platform, a Project Management Platform and a system for monitoring native vegetation alerts were also structured, strengthening the planning, monitoring and decision-making instruments.

In Amazonas, through the Environmental Governance and Bioeconomy Strengthening Project, developed in partnership with the State Secretariat for the Environment (SEMA), FAS has supported environmental governance actions and contributed to expanding the capacity to act in strategic territories, focusing on prevention, monitoring and response to forest fires in the south of the state, in addition to other initiatives in the RDS of Rio Negro and Puranga Conquista. Among the results, the delivery of 16 4x4 pick-up trucks to support field actions stands out.



Added to this is the mobilization of 153 brigade members, reinforcing the capacity to prevent and respond to forest fires. Within the scope of bioeconomy, we highlight the supply of 227,920 items for the composition of rubber tree kits, delivered to Sema, organized into 280 kits and distributed among the RDS Juma, RDS Uacari, RESEX do Rio Gregório, RESEX Canutama and the Canutama State Forest.

The actions are made possible through the Standing Forest Program, the result of financial cooperation between the governments of Germany and Brazil, through the KfW Development Bank, and implemented by FAS, contributing to the strengthening of environmental management and the advancement of the bioeconomy in the region.

EDUCATION AND CITIZENSHIP



FAS intensified education actions in the Amazonian territories, focusing on supporting educators, children, adolescents and young people. 21 pedagogical trainings were carried out, training 648 teachers in 11 municipalities, with an impact on 180 communities, in addition to signing

of an agreement with the Federal University of Amazonas (UFAM) for graduate courses, benefiting 200 teachers in 11 municipalities.

Educators and managers from the Amazon gathered to discuss education in the region during the 3rd Integrated Planning of Municipal Education Networks, promoted by the Innovative Pedagogical Practices for the Improvement of Elementary and Secondary Education in the Deep Amazon project, an initiative of FAS, with the support of Movimento Bem Maior (MBM) and Banco Nacional de Desenvolvimento Econômico e Social (BNDES).



Photo: Laura Sousa



Indigenous and riverine youth participated in the 2nd Forest Youth Congress, in the community of Tumbira, in the Rio Negro Sustainable Development Reserve.

In 2025, 4,924 children and adolescents were involved in childhood and citizenship actions, such as the Youth Encounters (left) and the Forest Olympics (right).



Photos: Lucas Bomny

In the component of environmental education and innovation, training and practical activities connected to the daily life of the community and the climate agenda were carried out. At the Solar Community Hub, nine teachers were trained in active methodologies related to climate change, reaching five communities. In addition, in partnership with the Federal Institute of Amazonas (IFAM) and Dell Technologies, the FIC agroecology course was held, which benefited 17 students, working in two communities and the implementation of three community gardens.

In childhood and citizenship, the program expanded spaces for coexistence, learning and protagonism, articulating training, sports and community activities. The Youth Leadership Workshop brought together 506 participants, 347 children and adolescents, from 54 communities, while the Youth

Youth mobilized 368 participants from 31 communities.

Sports events, such as the Olympics and the Forest Cup, totaled 857 participants in the four editions recorded in the year. The agenda also incorporated actions such as computer courses, with 129 children and adolescents, and 13 workshops with the theme of female empowerment.

FAS also invested in the training of leaders capable of acting as knowledge multipliers, strengthening local networks and expanding the capacity of territories to formulate, articulate and implement solutions to climate challenges. In this context, the project "Forming Leaders for a Living Amazon", an FAS initiative with support from the Mitsubishi Corporation Foundation for the Americas (MCFA), held two workshops that mobilized 49 young people from 15 communities.

Photo: Emile Gomes



Photo: Graziela Santos

The indigenous archers and brothers Graziela Yaci Santos and Gustavo Santos, from the Karapãna people, continued to shine in the Brazilian sports scene. Among more than 240 athletes from 21 states, they took Amazonas to the podium of the 51st Brazilian Interclub Adult/Open Archery Championship, held in September in Maricá (RJ), winning the silver medal in the Mixed Double category and reaffirming indigenous protagonism in national sport.

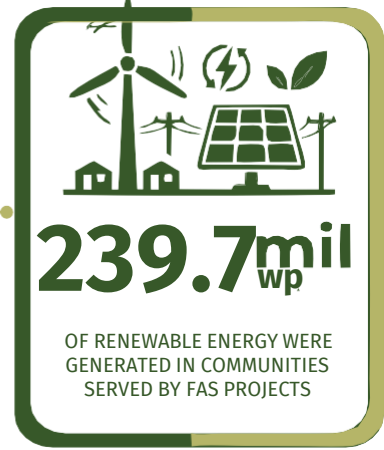
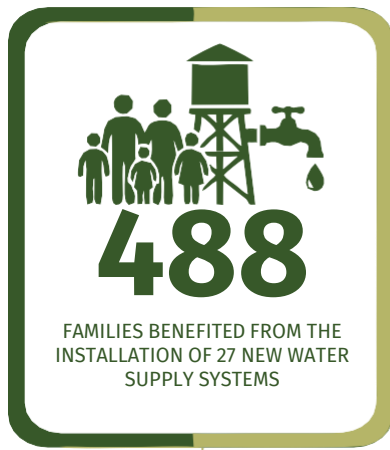
In 2025, the Brazilian Canoeing Confederation started a new phase of the Indigenous Canoeing project, in partnership with FAS and the Federation of Indigenous Organizations of Rio Negro, benefiting young people from São Gabriel da Cachoeira. Currently, 55 athletes are enrolled in the projects, 42% of whom are indigenous women.



Photo: Bruno Kelly

COMMUNITY

INFRASTRUCTURE



FAS has been strengthening and expanding the reach of climate action projects, integrating mitigation and adaptation strategies to reduce vulnerabilities and increase the resilience of Amazonian communities in the face of the impacts of climate change. In 2025, the actions prioritized access to essential infrastructure and practical solutions in the territories, with emphasis on the installation of 15 water collection and treatment kits in the Gregório River RESEX, benefiting 150 families in 14 communities. In the same territory, ten flour houses were also built, strengthening local production and the autonomy of 52 families.

In 2025, FAS made progress in expanding access to drinking water in traditional communities through the Water+Access program, an initiative created in 2017 with the CocaCola Foundation, Fundación Avina and Instituto Coca-Cola Brasil. One of the highlights was the installation of the supply system in the community

quilombola do Tambor, in Novo Airão, directly benefiting 126 people. The initiative ensures water collection, treatment, storage and distribution with technologies adapted to the Amazonian reality, including the use of solar energy. The action contributes to the reduction of waterborne diseases, improves sanitary conditions and strengthens the autonomy of communities. With this, FAS reinforces its commitment to promoting health, dignity and quality of life in the Amazon.



Photo: Rodolfo Pongelupe

Photo: Michael Dantas



“That’s a dream come true.” It was something that people really wanted. There had been years and years of promises, but in the end, FAS was the only organization that was able to deliver the project.”

Sebastião Ferreira de Almeida, quilombola leader in the Tambor community, on the drinking water system with the use of solar energy delivered to the community as part of the Water+Access project.

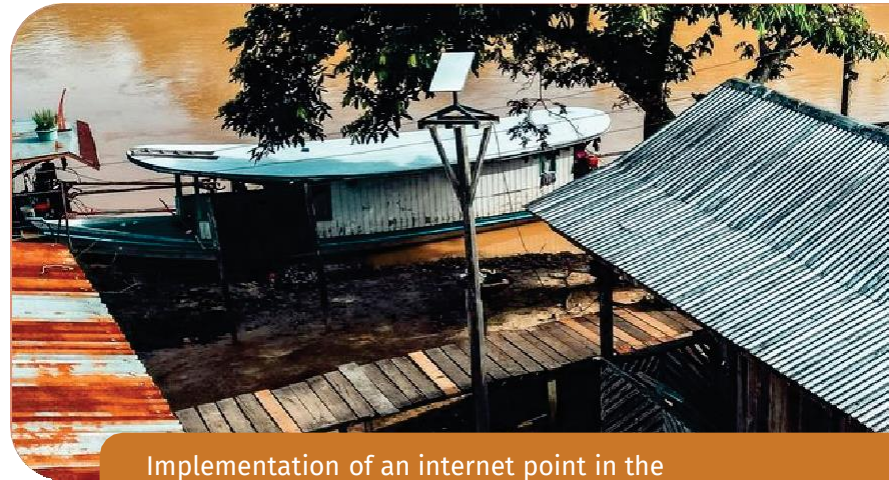
Another strategic front for adaptation was to expand connectivity in remote areas, reducing isolation and supporting access to information and services at critical times. In 2025, through the Forest Peoples Connection Network, 27 connectivity kits were installed in state, federal and indigenous territories such as Uatumã, Mamirauá, Piagaçu, Amanã, Gregório and Uacari, reaching 6 communities, with 540 connected families and 1,620 people with internet access. The network is a joint initiative that works to network, through broadband internet, communities of forest peoples in protected territories of Brazil. The project is led by the representative grassroots organizations of the forest peoples: National Coordination of Articulation of Quilombola Rural Black Communities (CONAQ), Coordination of Indigenous Organizations of the Brazilian Amazon (COIAB) and National Council of Extractive Populations (CNS).

Photo: Thais Mesquita



In the image, the delivery of an internet kit to Cine Aldeia, in Aldeia Inhaã-Bé, which is in Manaus (AM).

Photo: Lucas Bonny



Implementation of an internet point in the Gregório River Extractive Reserve.

The installation of the solar plant in the Três Unidos Indigenous Community, in the Rio Negro Environmental Protection Area, expanded access to clean and renewable energy for families and community infrastructures. The photovoltaic system has an installed capacity of 176.5 Wp and storage of 655 kWh, allowing continuous power supply to homes, schools, health clinics and local enterprises. The community, composed of 45 families, will have energy 24 hours a day.

Photo: Rodolfo Pongelupe

Solar plant installation



The initiative was made possible with support from Germany's Federal Ministry for the Environment, through the International Climate Initiative (IKI) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and implemented by FAS. The action reinforces the role of Amazonian communities as guardians of the forest and protagonists of the energy transition in the Amazon.

FAS and Schneider Electric have made progress in structuring the "Kanata Katu Sustainable Energy Schneider Electric Pole", also in the Três Unidos indigenous community, which aims to be a reference center for sustainable energy projects in the Amazon, carry out educational training activities, host technical and scientific events, and disseminate sustainable energy solutions adapted to the Amazonian reality developed by Schneider and other FAS partners.

HEALTH AND WELL-BEING



In 2025, FAS intensified actions to improve the quality of life in Amazonian communities. Among the initiatives, we highlight the nutritional mapping in the Boa Esperança community, with 44 families and 129 people served, and Nutrition and Eating Habits workshops for 11 health and education professionals.

The "Goodbye Mosquito" project, in partnership with SC Johnson and Edupas, trained 203 multipliers in the prevention of diseases such as dengue, Zika and malaria.

The sus na Floresta project, a partnership with BNDES, IDIS, Umame and Fundo Vale, advanced with alignment actions between city halls and communities, strengthening health infrastructure in regions such as the Uatumã RDS and the Gregório River RESEX.

In addition, 180 teleconsultations and 25 teleguidances were carried out, connecting remote communities to health specialists and ensuring rapid emergency care.

In 2025, FAS started the implementation of the sus project in the Forest that seeks to strengthen Primary Health Care in riverside communities in the Amazon. In the images, care at the José Rodrigues Health Care Point at the Extractive Reserve (Resex) of the Gregório River.

Photos: Lucas Bonny

Sociobioeconomy



AMAZONIAN



Photo: Rodolfo Pongelupe



GIGANTIO
PIRARUCU CABOCLO

FAS + POSITIVO
TECNOLOGIA

Photos: Rodolfo Pongelupe



FAS's socio-bioeconomics actions connect innovation and market solutions to strengthen sustainable production chains, generate income and value those who live the forest. In the managed arapaima chain, 2025 marked the progress of the project "Traceability System - Innovation and Market Intelligence in the Pirarucu Production Chain of RDS Mamirauá", an initiative of FAS with the support of Positivo Tecnologia, through the Priority Bioeconomy Program (PPBio), a public policy of the Superintendence of the Manaus Free Trade Zone (SUFRAMA), coordinated by Idesam.

The initiative brings together actions that structure a new stage for the pirarucu chain. Among them are the use of blockchain to ensure traceability and origin of fish, with data collected in the Gygas application.

Also the construction of a pre-benefication float in the Santa Luzia do Jussara community, in the Mamirauá Sustainable Development Reserve.

And also the creation of the Gigantio brand, focused on the marketing strategies of the pirarucu fillet. In the Ingaiorá community, in RDS Mamirauá, in partnership with Bradesco, FAS supported the management of pirarucu with the implementation of a pre-benefication float and the training of 30 managers, strengthening an activity that combines conservation of aquatic ecosystems, food security and income generation. In addition, FAS strengthened Community-Based Tourism (tbc) with the following results in the Lower Rio Negro: 6,536 tourists and BRL 5.73 million in gross revenue, in addition to an average ticket growth of 13.8%.

Photo: Orlando Júnior

See how the delivery of floating pre-processing boosts the arapaima chain in the Amazon, with support from Bradesco.



Four fairs were held, three of pirarucu and one of tambaqui, at FAS headquarters, with a total turnover of BRL 297,570 to the managers, totaling 12 tons of fish purchased by 1,200 consumers, benefiting 169 people.



Photo: Bruna Martins

Photo: Laura Souza



FAS Women's Entrepreneurship Laboratory, held in Manaus, brought together women entrepreneurs from Floresta in training activities, exchange of experiences and sustainable business development.

FAS promoted the Women's Entrepreneurship Laboratory, an initiative aimed at strengthening Amazonian women in the development of sustainable and creative businesses. The initiative was part of the Forest Entrepreneurs project, carried out in partnership with L'Oréal Fund for Women.

In the field of promotion and articulation of networks, FAS contributed to expanding opportunities through public notices and platforms to strengthen bio-businesses. The Inova Sociobio 2.0 Notice registered 150 proposals submitted and selected 15 organizations. The signing of the contracts with the entrepreneurs selected by the public notice, coordinated by the Government of Pará, with a contribution of BRL 3.4 million, of which BRL .4 million from the Standing Forest Program, the result of financial cooperation between the governments of Germany and Brazil through the KfW Development Bank and implemented by FAS and BRL 1 million by the Gordon and Betty Moore Foundation.

The performance of FAS also contributed to the strengthening of sociobioeconomics as a public policy agenda. Within the scope of the Dialogues for the State Bioeconomy Plan, carried out by the Secretariat for Development, Science, Technology and Innovation of Amazonas (Sedecti), with the support of the Institute for Climate and Society (ICS), 30 of the 57 workshops promoted in municipalities of Amazonas were supported, mobilizing 1,211 participants, with 46% participation of women and young people, and contributing to the systematization of 3,265 territorial contributions.

FAS also participated in the construction of the National Bioeconomy Development Plan (PNDBio), mobilizing 29 employees, analyzing 38 axes and actions and submitting more than 130 contributions to the process.

Also in this field, it integrated articulations related to the Ecological Transformation Plan (PTE), in partnership with the Brazilian Agency for Industrial Development (ABDI) and the Ministry of Development, Industry, Trade and Services (MDIC), with the proposal of the Bioeconomy Ecological Transformation Plan (PTEB) in the Western Amazon and Amapá, aimed at the regionalization of its guidelines, focusing on the axes of bioeconomy and food systems, which was presented at COP30. This action contributes to bringing the national agenda closer to the territorial realities of the Amazon, strengthening the insertion of sociobioeconomics as a strategic vector of the ecological transition in Brazil.

MANAGEMENT AND TRANSPARENCY

To sustain its operations in the Amazon, FAS maintains a robust organizational structure, combined with management practices based on responsibility, integrity, efficiency and excellence. The institution adopts continuous monitoring, evaluation and learning processes, which ensure the quality of deliveries and the consistency of results over time. This management model strengthens institutional transparency, guides decision making and expands the ability to adapt to different contexts

and challenges of the region. By integrating strategic planning, qualified execution and monitoring of indicators, FAS consolidates an increasingly efficient performance and aligned with the demands of the territories and their partners.



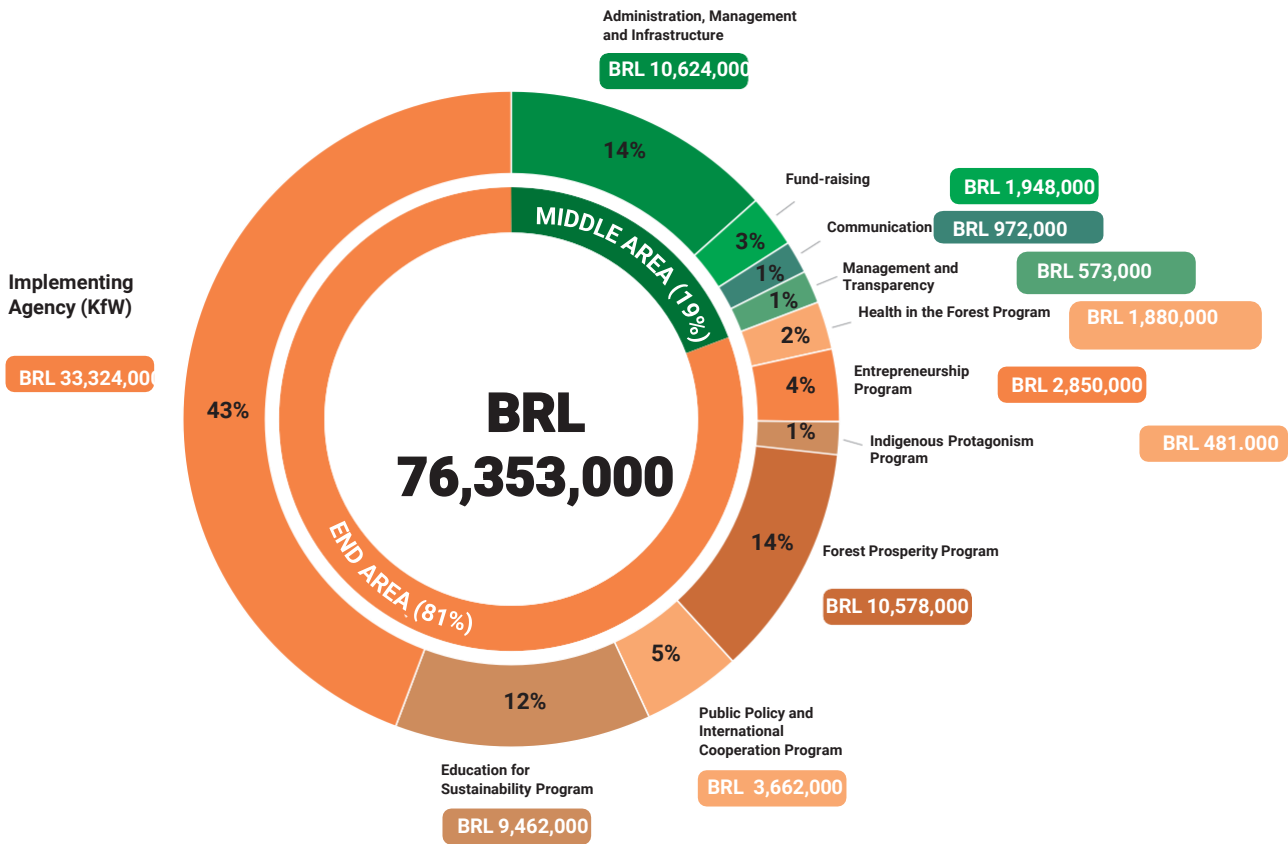
Check out the article "How SAP links reforestation to data center sustainability", published in DataCentre Magazine.

A partner of FAS since 2015, SAP Brasil has continuously contributed to strengthening the institution's data governance. Over these ten years of collaboration, the partnership has resulted in software donations, technical mentoring, corporate volunteering actions and the pioneering adoption of the **SAP Sustainability Control Tower (SCT)**, making FAS the first NGO in the world to use the tool.

Photo: André Mendes



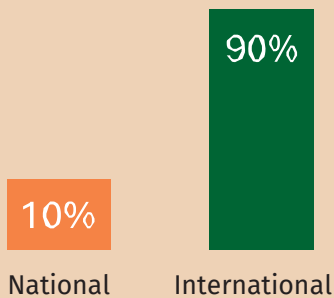
FINANCIAL EXECUTION 2025



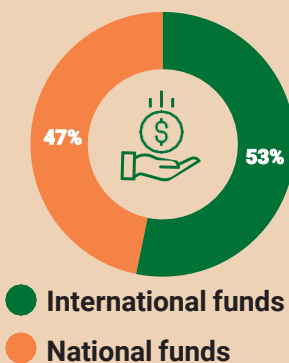
To access the audited Financial Statements, go to:
fas-amazonia.org/transparencia

SOURCE OF FUNDS:

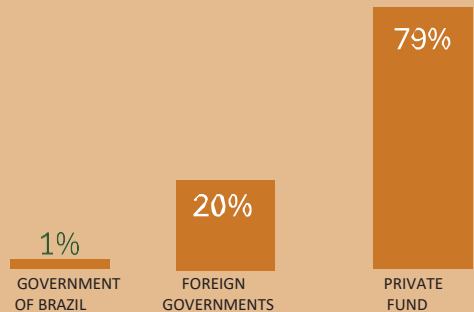
National and international resources in 2025



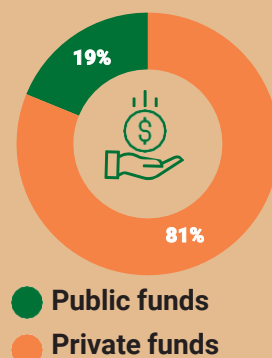
Average of national and international resources between 2008 and 2025



Public and private resources in 2025



Average of public and private resources between 2008 and 2025



HUMAN RESOURCES

In 2025, FAS strengthened its people management policy by consolidating processes and strengthening internal governance, with an emphasis on integrity and accountability. We highlight the expansion of training actions, with more than 1,100 hours of training, 70 employees trained in technical training and 144 professionals developed throughout the year.

Wellness and quality of life programs also gained momentum, with initiatives such as meditation workshops, emotion circuits and expanded use of health platforms, reaching more than 160 employees and a high satisfaction rate. Another important advance was the structuring of the performance cycle integrated into the individual development plan.

In 2025, FAS consolidated the Grievance and Manifestation Mechanism as a strategic governance and integrity tool. Operated by an external platform, the channel ensures secrecy and anonymity, strengthening the trust of employees and partners. In 2025, FAS received 11 manifestations, evidencing the use of the channel as instruments for listening and risk prevention.

Of these, seven were concluded as valid, three as unfounded and three are still under analysis, with an average resolution time of 66 days. The strengthening of the channel, combined with the training of people responsible for its treatment, contributed to the advancement of the culture of ethics, transparency and continuous improvement at FAS.

Photo: Beatriz Freitas



Photo: Beatriz Freitas

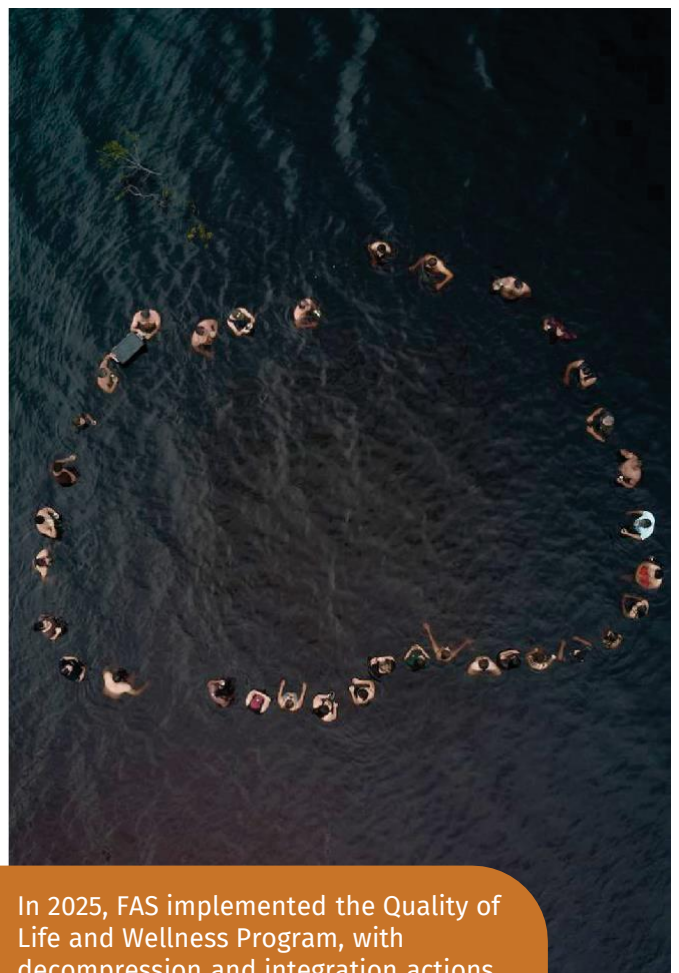
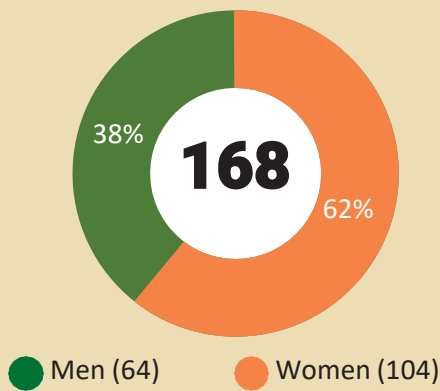


Photo: Rodolfo Pongelupe

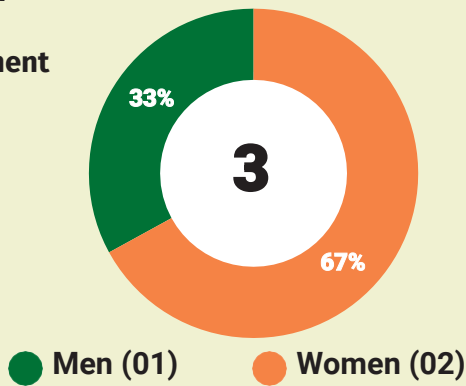
In 2025, FAS implemented the Quality of Life and Wellness Program, with decompression and integration actions, such as conversation circles, nutrition, meditation and relaxation workshops, as well as a training course in emotional health with Moodar.

TEAM PROFILE

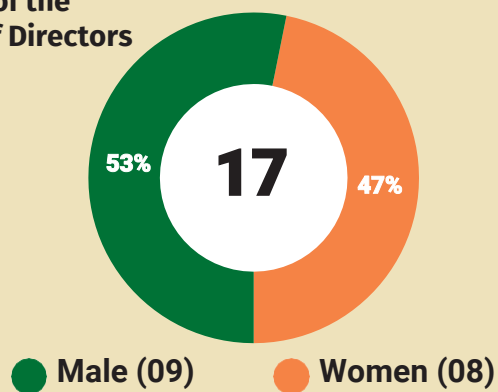
Gender



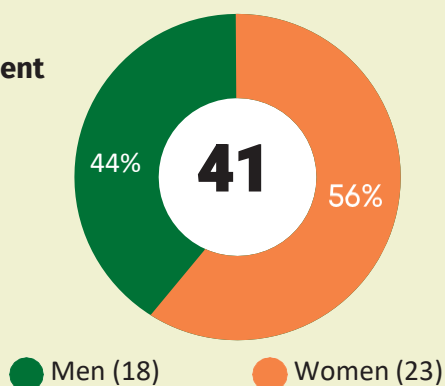
Gender of Senior Management



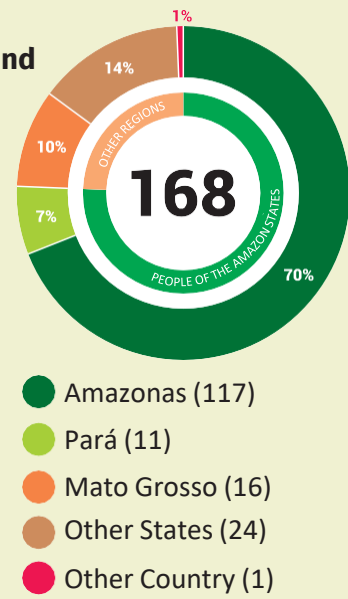
Gender of the Board of Directors



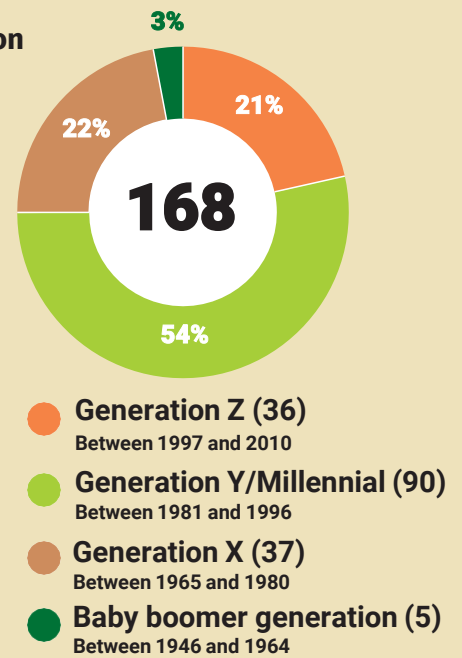
Total Management Positions



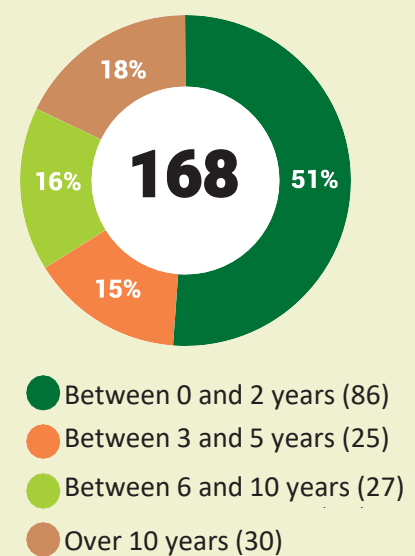
Team background



Generation



Years at FAS



PARTNERSHIPS AND RELATIONSHIP

In 2025, FAS reinforced its work aiming at partnerships with strategic actions to sustain and expand projects in the Amazon territories, keeping the focus on diversifying sources with companies, governments and development funds. In 2025, we received 101 donations from 48 different sources, with a majority allocation to 71 projects.

Photo: Lucas Bonny



FAS has made progress in attracting and articulating with Banco KfW, consolidating its role as an agency responsible for financial management and technical assistance in cooperation initiatives and supporting the formalization of a cooperation agreement with the Ministry of Environment and Climate Change (MMA) for a project focused on socio-bioeconomics in the Amazon (image above).



Photos: Lucas Bonny

At Banzeiro da Esperança, during COP30, FAS held several agendas with partners. In the image on the left, the evaluation agenda of an 18-year partnership with Bradesco and, on the right, with the institutional partner, Fundação Dom Cabral (FDC).



FAS received the *SAP Green Carpet*, a relationship action to bring partners closer and strengthen strategic connections aligned with the sustainable development of the Amazon.

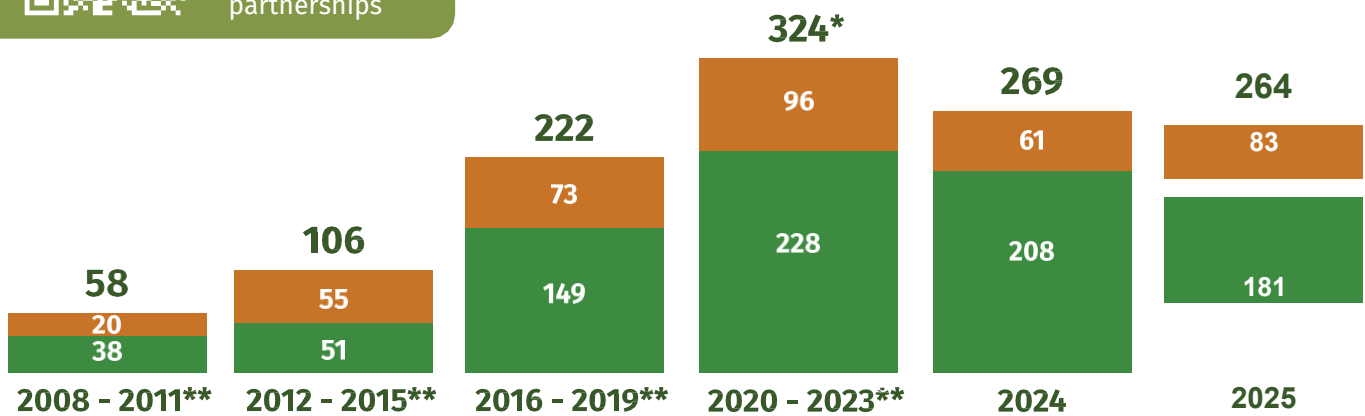
OUR ECOSYSTEM

FAS seeks to integrate different actors around sustainable solutions for the Amazon, promoting innovation and collaboration to conserve the forest and build thriving communities.

Check out, next, the total number of partnerships by category in 2025 and, below, the evolution of the total number of partnerships over the years.



Go to the website and check out the full list of partnerships



(*) In 2020, the Covid-Amazon Alliance expanded the number of FAS partners in response to the challenges posed by the pandemic.

(**) Average number of partners per quadriennium.

■ Institutional Partners

■ Funding Partners

COMMUNICATION

Photo: Lucas Bonny



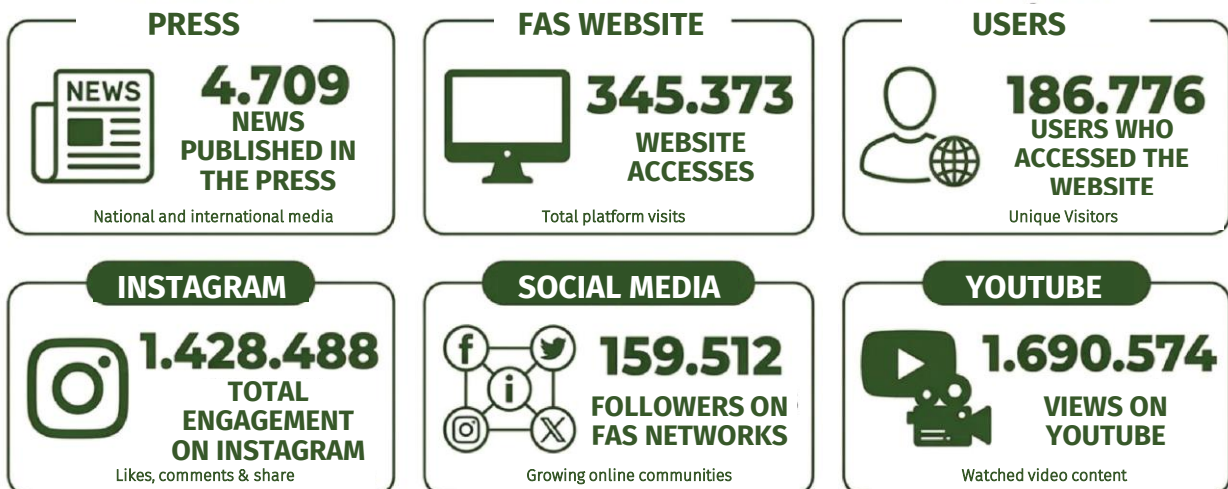
Rede Amazônica was the official media of Banzeiro da Esperança — the first partnership in this format between FAS and a Globo affiliate in the North region — significantly expanding the project's visibility.

In 2025, FAS made progress in strengthening its position as a reference on the Amazon at the regional, national and international levels. This movement was driven by strategic deliveries, such as the extensive coverage of Banzeiro da Esperança, which generated 387 news stories in 307 vehicles, distributed in 18 states, with a potential reach of more than 100 million people.

In the field of training and institutional articulation, communication has also advanced through partnerships with universities, with emphasis on collaboration with UniNorte students in the campaign "What changes in the Amazon, changes in us". The initiative integrated academic activities, including course completion work developed from the FAS theme.

External recognition also strengthened, with the achievement of the TOP Mega Brasil de Comunicação award, in the category "Communication Executive – North Region", granted to FAS's communication manager, journalist Eunice Venturi.

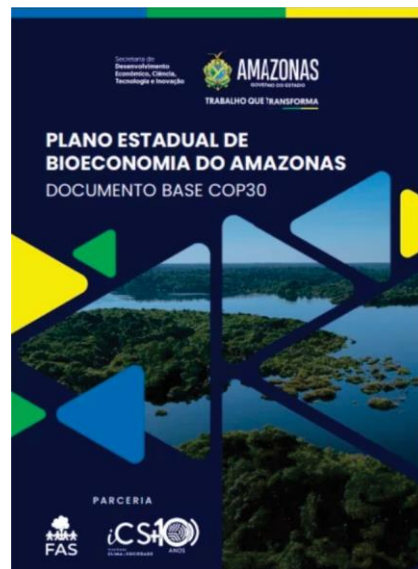
Communication Results



PUBLICATIONS



Bioeconomy as a path to a sustainable model of industrial development for the Western Amazon and Amapá - Subsidies for the regionalization of the Ecological Transformation Plan (PTE)



Amazonas State Bioeconomy Plan – COP30 Base Document



Adaptation Committee – Climate Adaptation and Mitigation: a focus on the guardians of Amazonian forests



O Olhar da Floresta – Socio-environmental monitoring and the role of communities in combating extreme poverty in the Gregório River Extractive Reserve (RESEX)



BOARD OF DIRECTORS (BOD)

President: Luiz Fernando Furlan

Vice President: Izolena Garrido

Public Administration

José Carlos Carvalho | Former Minister of the Environment of Brazil

Sergio Suchodolski | Former president of the

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Izolena Garrido | Municipal Department of Education,

Sport and Leisure (Semei - Iranduba (AM))

Civil Partnership

Maria Lucélia dos Santos | Artist and Environmentalist

André Palhano | Sustainable Turnaround São Paulo

Sinéia Bezerra do Vale | Coordinator of the Indigenous

Council of Roraima (CIR)

Alternate

Oskar Metsavaht | Instituto-E.

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Giovanni Fiorentino | Bain & Co

Wilson Ferreira Jr. | Former president of Eletrobrás

Alternate

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Academic Segment

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Nelly Falcão de Souza | Martha Falcão School

Paulo Eduardo Artaxo Netto | University of São Paulo (USP)

Alternate

Joice Nunes Ferreira | Embrapa - PA

Statutory Director

Joseny Gusmão da Silva | Regional Accounting

Council of the State of Amazonas (CRCAM)

FAS Ambassadors

Fernando Henrique Cardoso | Former President of Brazil

Fafá de Belém | Brazilian artist born in the Amazon

Richard Edelman | CEO of Edelman

Sylvie Bénard | Business Environment Specialist

Superintendency

Virgilio Viana | General Superintendent

Valcléia Lima | Deputy General Superintendent

Michelle Costa | Superintendent of Management and

Finance

ACTIVITIES REPORT 2025

Editorial Project – FAS Communications Department

Edition - Eunice Venturi, Kamila Cavalcante, Roberta Anjos

Graphic design - Tapera Consultoria

Review - Alexandre Guimarães, Ana Paula Menezes, Edvaldo Correa, Eunice Venturi, Fabiana Cunha,

Gabriela Sampaio, Jairton Melo, Kamila Cavalcante, Luiz Henrique Piva, Michelle Costa, Mickela

Souza, Roberta Anjos, Rosa dos Anjos, Valcléia Lima, Virgilio Viana and Wildney Mourão.

Cartographic products - Andressa Lopes

Cover photo: Lucas Bonny

Data Curation and Management - Bruno Neves, Lana Donatti, Antônio Mesquita and Janete Silva

Graphics that tell stories: during the “Banzeiro da Esperança” project, we connected with the indigenous communicator Thais Kokama, who elaborated all the graphics that supported the visual identity for the boat. There were three proposals used for the boat. For this Annual Activities Report, we chose the “straw” graphic motif, which symbolizes the resilience and wisdom of Indigenous peoples. Straw is a natural and sacred element, a link between earth, body and spirit.

CATALOGING-IN-PUBLICATION DATA (CIP DATA)

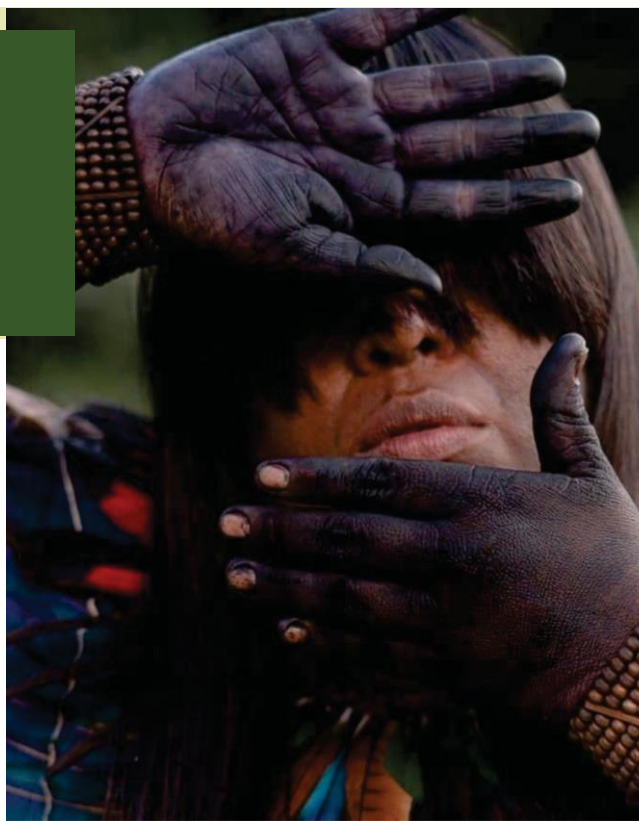
F981r Foundation for Amazon Sustainability (FAS)

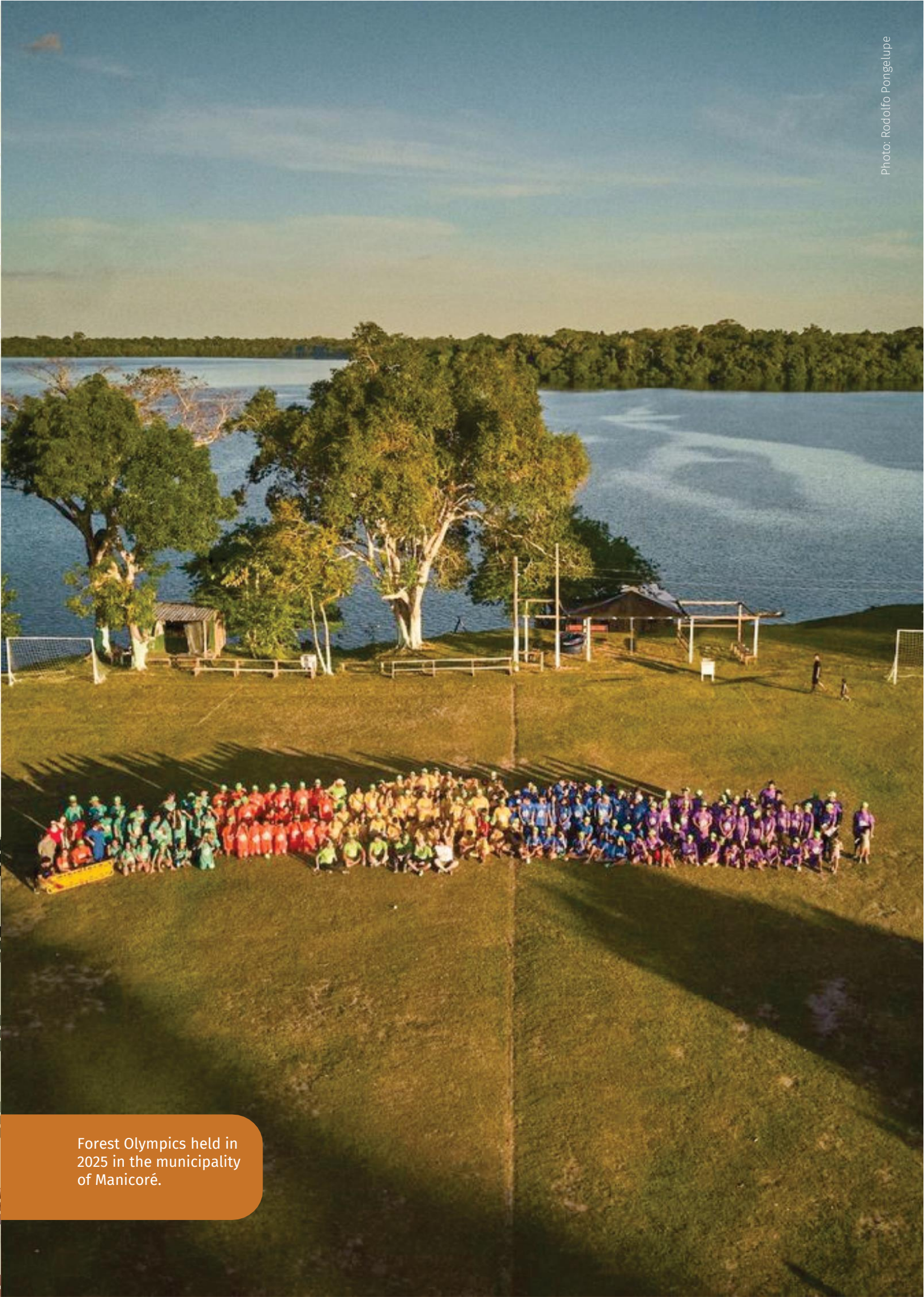
Activity Report 2024/Foundation for Amazon Sustainability. - Manaus: Sustainable Amazon Foundation, 2025. 36p.: Il.
ISSN: 2319-0787

1. Sustainable economic development. 2. Sustainable development. 3. Natural resources - Amazonas. I. Title.

ÇDD 363.70098113
25. ed.

Photo: Samara Souza





Forest Olympics held in 2025 in the municipality of Manicoré.



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