

**Activity
Report**
2025
INSTITUTOTERRA

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Letter from the president of the board



Letter from the president



Juliano Salgado

President of the Board of Directors

The year 2025 was marked by the loss of Sebastião Salgado, our founder. In 1998, when Lélia and Sebastião founded Instituto Terra, they gave life and spirit to the ideas that continue to inspire us today. He was part of our family and also the person who best represented Instituto Terra to the world.

Throughout this year, we had to come to terms with this loss and grow collectively in order to continue, without him, along the path we had always walked together. At the same time, we received an outpouring of affection, recognition and support from partners, friends, collaborators and the communities with which we work. In many moments, this grief was also transformed into unity and into a renewed collective commitment to Instituto Terra's mission.

It was through this collective strength that we were able to turn such a difficult year into a moment of growth and continuity in our work.

Once again, our native tree nursery operated at full capacity: we produced

more than 450,000 seedlings from 131 different tree species.

Half of these trees were planted within Instituto Terra's own areas, enriching both our historic forest and the new areas acquired in 2023 and 2024. As proof that Instituto Terra continues to generate and improve knowledge, we achieved a record 91% survival rate among the trees planted this year.

The other half of our seedlings was distributed beyond the Institute through our Terra Doce programme. In 2025 alone, these seedlings enabled the restoration of 3,000 hectares of degraded land and the establishment of 90 hectares of Sustainable Production Systems (agroforestry and silvopastoral systems) on the smallholdings of the 255 families that joined Terra Doce this year.

Despite these remarkable figures, our historic nursery — which has been operating at full capacity for three consecutive years — became a limiting factor for our work. For this reason, we were delighted to begin

operations, at the end of 2025, at a new nursery capable of producing up to 2 million seedlings, which will be officially inaugurated in 2026 as the “Sebastião Salgado Nursery” — the result of Sebastião's dream and dedication to expanding our region's capacity for environmental restoration.

Together, our two nurseries have multiplied our production capacity fivefold, increasing from 500,000 to 2.5 million seedlings per year.

There is still significant technical and technological development work to be carried out next year; however, we are already projecting the production of 1.5 million seedlings in 2026. Among them will be 20,000 cocoa plants and 400,000 coffee plants to support the major expansion we are planning in agroforestry systems across the region.

This expansion is a strong sign that the Terra Doce programme, in its current scale, is becoming a major success. Our innovative methodology — which seeks primarily to transform people and the



region's culture, rather than focusing solely on adapting production systems — is proving to be a powerful way of transforming agriculture and the relationship between rural communities and the environment.

Throughout this year, we witnessed even greater engagement from families, communities and partner organisations around this transformation. The necessary adaptation to climate change will also bring immense gains in productivity and, consequently, greater prosperity for the poorest populations in our region.

In 2025, Terra Doce's transformative power became even more tangible. It is no coincidence that we had many opportunities

to advocate for and present this programme on important international stages, including alongside the United Nations Convention to Combat Desertification, the G20 and during COP30, among others.

2026 will be the year in which the Doce river repactuation becomes effective. We see a historic opportunity to bring this methodology to a vast region and begin transforming an area marked by profound socio-economic and environmental inequalities.

Far from the Doce river region, yet in a coherent and complementary way, this year also saw the creation of an organisation closely linked to Instituto Terra: "Instituto

Terra Foundation", based in Geneva. The Foundation was established to enable the development of our international advocacy initiatives. It will also represent Instituto Terra abroad, fostering partnerships with higher education institutions, enriching our activities and sharing our knowledge even more widely.

This year, I would once again like to highlight Instituto Terra's strong governance and high level of compliance. We maintain complete transparency in the management of the resources entrusted to us. Instituto Terra, which employs around 140 people, is an organisation that cares deeply for its staff. We maintain a strong focus on occupational safety and cultivate a horizontal organisational culture that values

everyone's intelligence and contribution.

The year 2025 showed us, in a profound way, that the dream which gave rise to Instituto Terra continues to live on today in communities, teams, restored landscapes and in the transformations we help build every single day.

We are ready to continue growing and embracing the challenge of the necessary transformation of the rural world through programmes that are both innovative and transformative for our reality.

Instituto Terra continues to dream boldly, challenge limits and sow the seeds of the future.

About Instituto Terra



Our Story

Over more than two decades, we have transformed a deeply degraded landscape into a territory of regeneration within the Atlantic Forest. Where once there were pastures exhausted by intensive use, compacted soils and silted springs, there now grows a young forest with millions of native trees, once again inhabited by a wide variety of wildlife species.

This transformation began in 1998, when Lélia Deluiz Wanick Salgado and Sebastião Salgado decided to restore the family's former cattle ranch, located in Aimorés, Minas Gerais. From this decision, Instituto Terra was born, with the mission of demonstrating that ecological restoration can be a concrete pathway to regenerating landscapes and strengthening communities.

The first major planting took place

during the rainy season, in the summer of 1999/2000. At that time, hundreds of local students, along with friends of the couple, partners and the first members of Instituto Terra, mobilised in a collective effort that made it possible to plant the first 10,000 trees — the initial milestone in the forest recovery process.

Our restoration work led to an important



recognition in Brazil: the designation of a Private Natural Heritage Reserve (PNHR), granted unprecedentedly to an area that had already been degraded, under the commitment that it would be restored. Since then, we have carried out a continuous process of forest recovery in a region marked by challenging environmental conditions,

such as steep terrain, depleted soils, high temperatures and prolonged periods of drought. Over the years, this project has expanded and evolved into a model that integrates environmental restoration, education and sustainable rural development.

Education is one of our core pillars. In 2005, we established the Centre for Environmental Restoration Education (CERA), through

which we develop programmes aimed at training young people, students and educators. Initiatives such as Terrinhas, the Centre for Ecosystem Restoration Studies (NERE), and Terra Jovens help to expand access to environmental knowledge and strengthen the role of new generations in building more sustainable territories.

Another important milestone in the regeneration of the landscape has been the gradual return of wildlife. Over the years, we have once again recorded species such as the red-browed Amazon parrot, howler monkeys, southern tamanduas, maned wolves, ocelots and pumas within our territory. Today, more than 200 species have been identified in the Instituto Terra area — a significant indicator of the recovery of the forest's ecological processes.

We also understand that landscape restoration must go hand in hand with strengthening rural communities. In this context, in 2010 we created the Olhos d'Água Programme, focused on restoring springs on rural properties within the Doce river basin. In partnership with local landowners, we have already contributed to the restoration of more than 2,000 springs, promoting water security and encouraging sustainable land management practices.

The experience gained through this work led to the creation, in 2023, of the Terra Doce Programme, which expanded our activities to include the implementation of sustainable production systems, such as agroforestry, silvopastoral systems and agroecological orchards. Through this, we aim to integrate environmental conservation, rural production and income generation, strengthening new development pathways for the region.

Alongside the expansion of our activities, we have continued to strengthen our



territorial base in the Doce river basin. In recent years, new areas have been incorporated into Instituto Terra, including Cantinho do Céu farm in 2023, and the Maria Bonita and Chucha farms, as well as Sítio Constância, in 2024. With these acquisitions, our total area now amounts to 2,346 hectares dedicated to forest restoration and biodiversity conservation.

The year 2025 was also marked by important institutional progress. We began the construction of a new nursery, which will significantly expand our capacity to produce Atlantic Forest species. With a projected capacity of up to 2 million seedlings per year, this facility will be essential to sustain the next cycles of restoration in the Doce river basin, strengthening the restoration supply chain, expanding the reach of our initiatives and preparing Instituto Terra to meet increasingly ambitious forest recovery targets.

In addition, the past year was marked by the passing of Sebastião Salgado, founder of Instituto Terra. Internationally

recognised for his photographic work, Sebastião dedicated much of his life to revealing, through images, the relationship between humanity, nature and territory. Alongside Lélia Wanick Salgado, he transformed a personal journey of returning to the land into a collective project of environmental regeneration. His legacy lives on in the forest we have helped restore, in the people he inspired, and in the seeds of the future we continue to plant.

In the face of the environmental and climate challenges of our time, we remain committed to our mission of restoring forests, educating people and promoting the responsible use of natural resources — contributing to the creation of more resilient territories and a more sustainable future.



New nursery with capacity for up to 2 million native seedlings per year.

Our mission and vision

To drive sustainable development by restoring and conserving forests, promoting environmental education, and encouraging the responsible use of natural resources.



Our values



Democracy is inherent to our work, as ecological science, critical thinking, and the free exchange of ideas depend on it.



We are committed to the scientific method: observation, hypothesis formulation, experimentation, and the acceptance or rejection of hypotheses for validation with our peers.



We believe in ecosystem restoration and environmental conservation as concrete means of social transformation.



Our work should strongly contribute to improving the living conditions of all living beings.



Respect for ethical and moral principles above any personal interest or advantage.



Transparency is the foundation of all our actions.



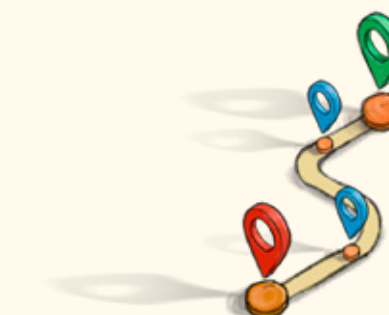
Our partners are entitled to solutions that incorporate the best available technical and managerial knowledge, at the lowest possible cost, while still ensuring the highest level of performance in delivering agreed outcomes.



We must pursue continuous improvement in technical and managerial knowledge, as well as its formalization, in order to enhance our internal processes and share it with other organizations.



We cultivate an environment where collaborative work and the exchange of ideas (with respect for differing opinions) prevail, fostering creativity and initiative.



Our career development model is based on performance, professional maturity, and knowledge.

Our areas of activity



ECOSYSTEM RESTORATION

We are replanting a native forest within our Private Natural Heritage Reserve (PNHR) in Aimorés, Minas Gerais.



ENVIRONMENTAL EDUCATION

We are educating and training children, technicians, and communities in the states of Minas Gerais and Espírito Santo.



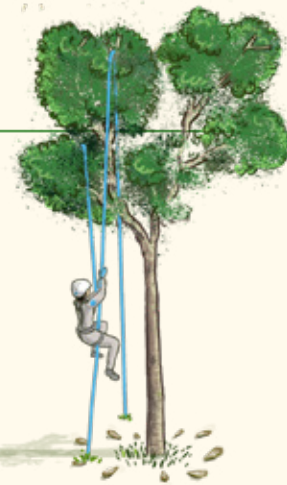
SUSTAINABLE RURAL DEVELOPMENT

We are transforming the economy, the landscape, and the culture in the Doce River Basin.

How we work

Atlantic Forest Seed Collection

Our team collects seeds both in our own forest and in surrounding forest fragments, covering a radius of up to 200 km to ensure the genetic diversity of our seedlings.



Native and agricultural seedling nursery

At the heart of Instituto Terra is a nursery with the capacity to grow up to 1.5 million seedlings per year, including native forest and agricultural species, which support our various programmes.



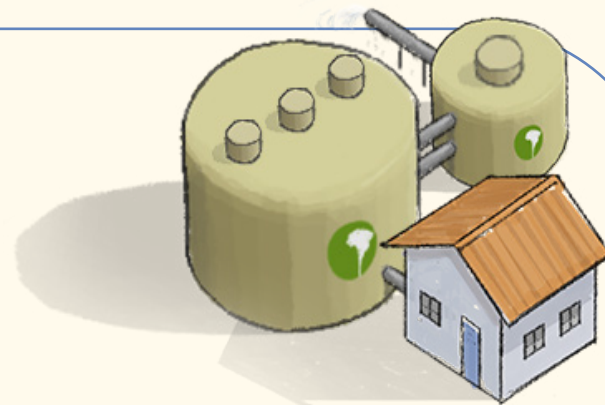
Planting in the Rio Doce Basin

The seedlings are used for planting both in our forest and on small and medium-sized rural properties enrolled in our programs, contributing to the restoration of the Atlantic Forest and native wildlife.



Water and Soil Conservation

Tree planting, combined with improvements such as biodigesters and small water retention basins, helps restore springs and preserve water resources, making communities more resilient.



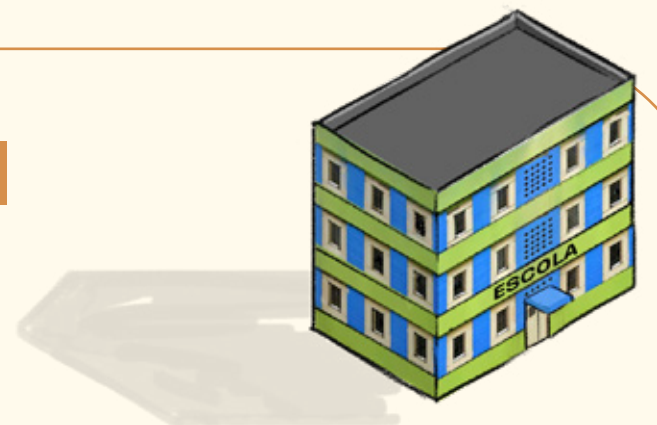
Sustainable Production Systems

With improved water security, rural producers are encouraged to gradually transition their production to agroforestry and silvopastoral systems, increasing income while generating environmental benefits for the land.



Environmental Education in Communities

We promote the training of environmental technicians for the local job market and raise awareness among children, youth, and communities, empowering them to become advocates of sustainable environmental practices.



Our Biome

The Atlantic Forest of Brasil

Characteristic:

Tropical Forest

Original Area:

Covered approximately 15% of Brazil's territory, totaling about 1.3 million km².

Remaining Area:

Only 24% of the original forest remains, of which just 12.4% consists of mature and well-preserved forests.

Species:

Home to around 20,000 plant species and 2,040 animal species.

Biodiversity:

Considered a global biodiversity hotspot and one of the richest biomes on the planet.

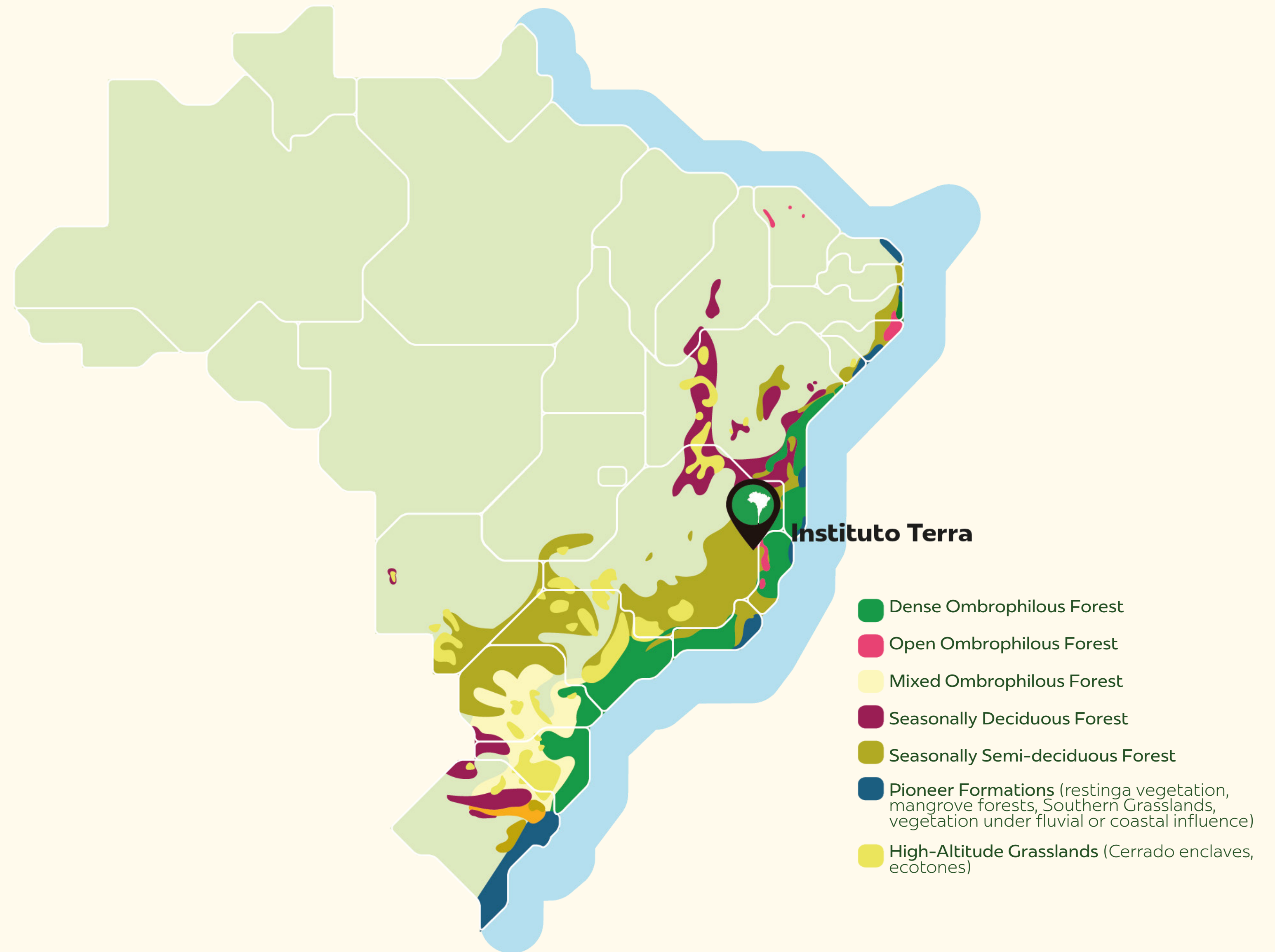


Our Biome

Forest Types

One of the richest and most complex biomes on the planet, the **Atlantic Forest** stretches along Brazil's coastline and into inland areas, encompassing a wide variety of forest formations: mangroves, restingas, dense ombrophilous forests, hillside forests, high-altitude forests, rupestrian grasslands, and dry forests.

Instituto Terra is located in an area of **seasonal semideciduous forest**, characterized by a rainy summer and a dry winter. This climate causes the region's vegetation to lose between 20% and 50% of its leaves during the dry season, alternating with lush green foliage in the summer.



Our Territory

Doce River Basin
Minas Gerais and Espírito Santo

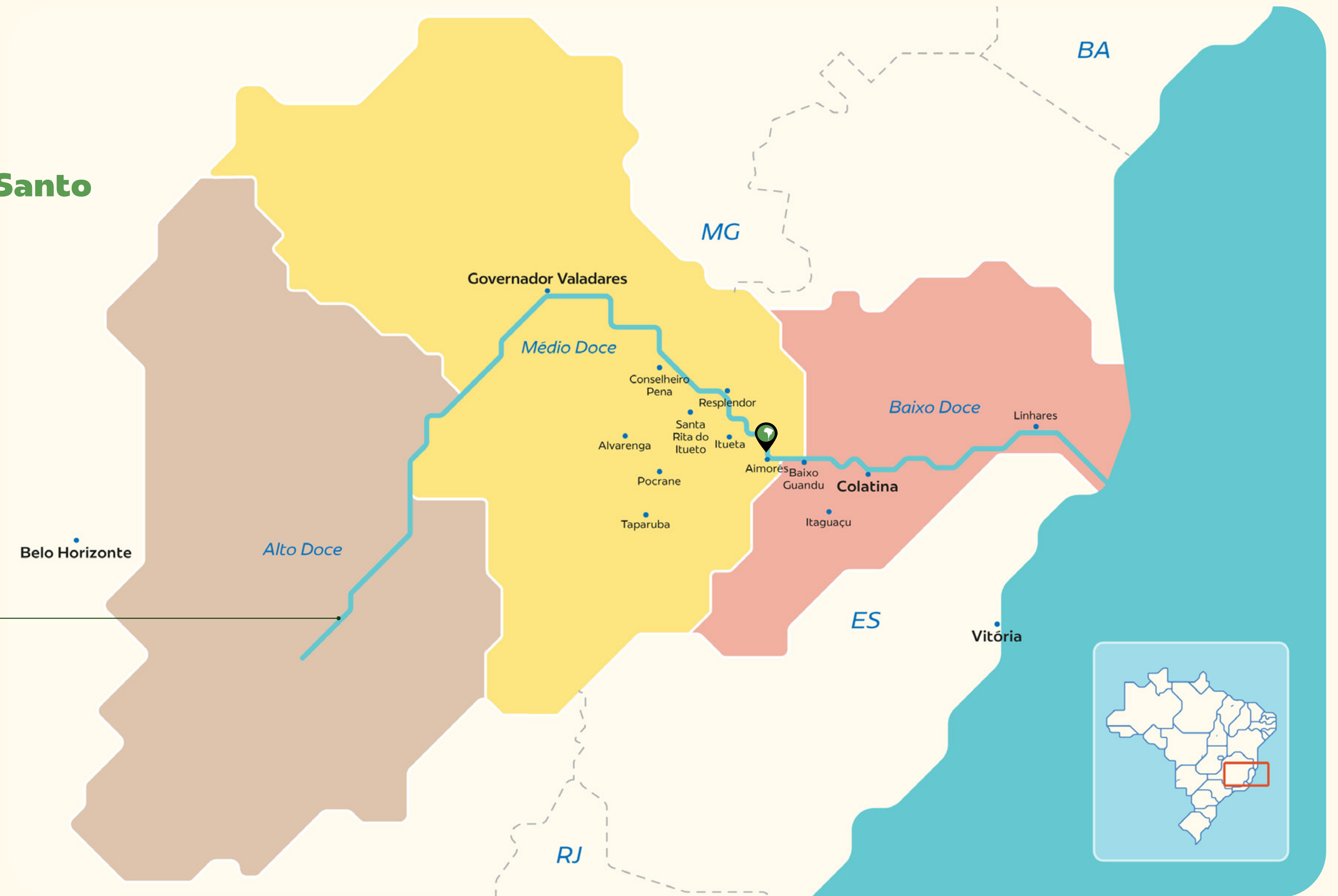
Relief:
Rolling hills

Area:
86,000km²

Population:
3.5million

River Length:
853km

Municipalities Reached:
230



Our area of operation

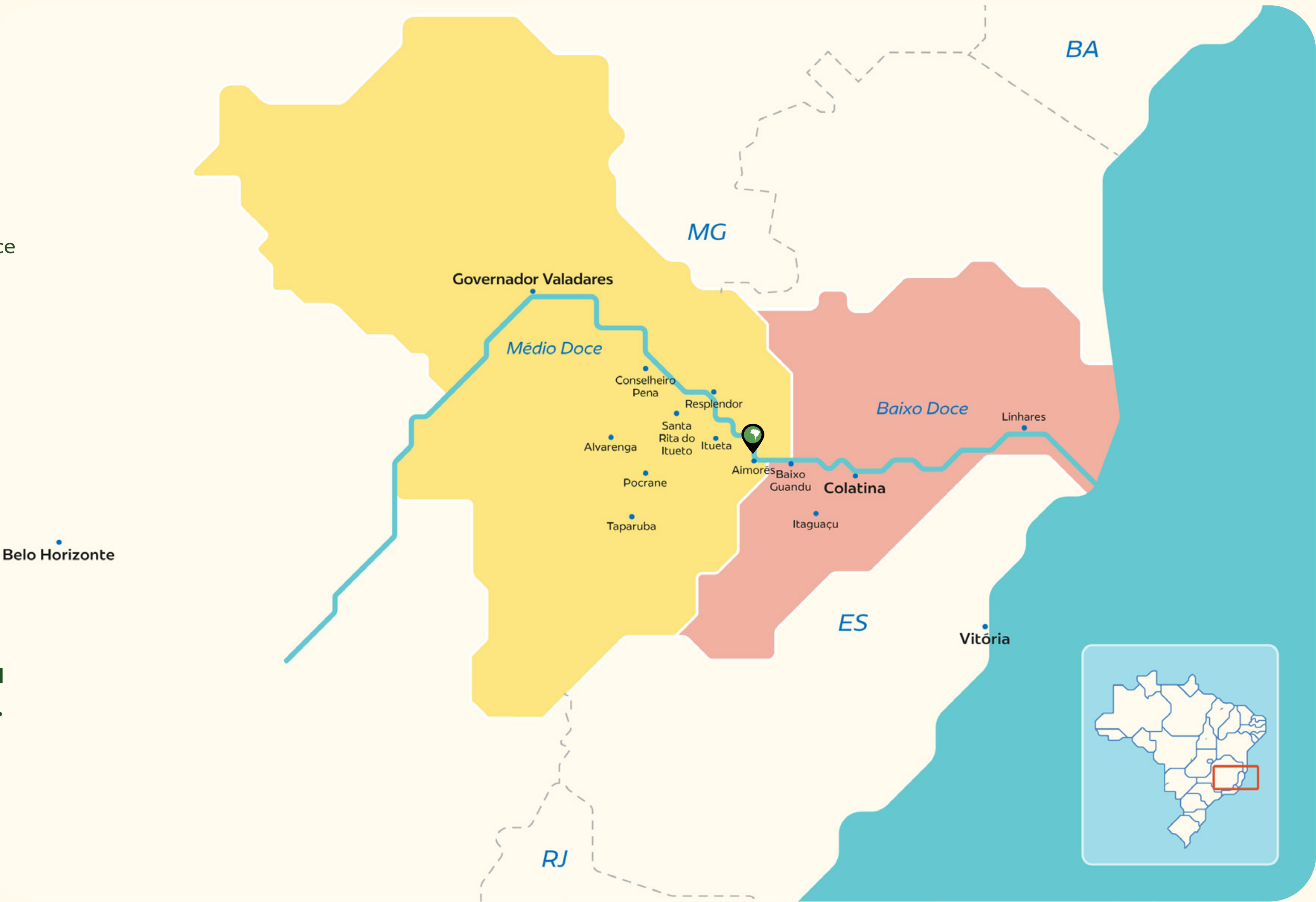
Lower and Middle Doce River

We focus our work in the Lower and Middle Doce River regions, directing efforts to territories where it is possible to operate efficiently and generate consistent long-term results.

This choice strengthens our proximity to the areas we serve and enhances the effective allocation of resources.

This definition is **guided by hydro-environmental modeling studies***, which identify areas with greater recovery potential. In this way, we expand benefits for water, soil, and ecosystems, **promoting more integrated and long-lasting impacts on the landscape.**

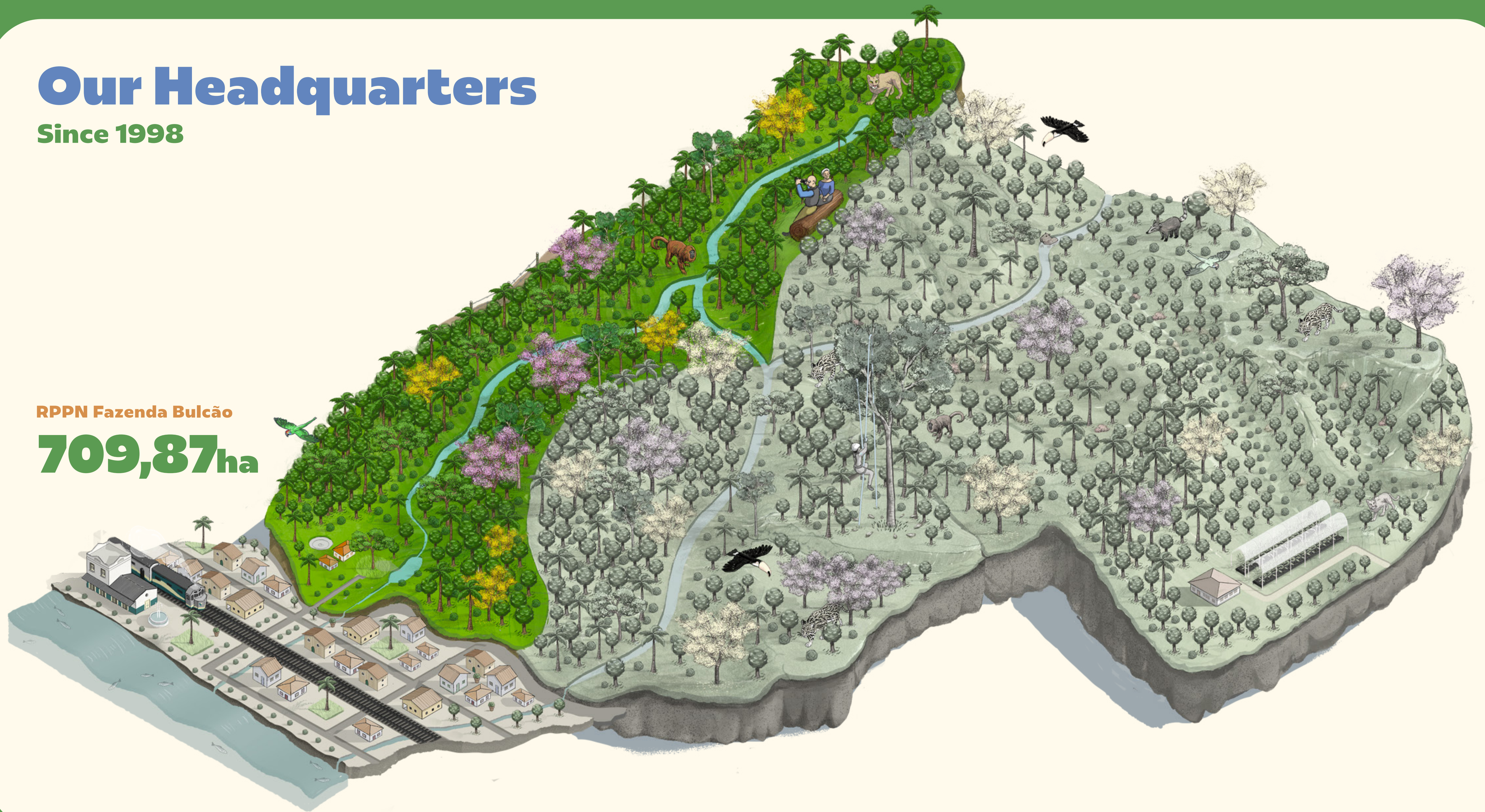
*CHAVES, Henrique M. L.; FONSECA, Maria Rita. Modelagem hídrica: restauração da Bacia do Doce. Produto 4: Base cartográfica da modelagem hídrica e sedimentológica dos cenários de restauração (regeneração natural e APPs ripárias degradadas). 2024.



Since 1998

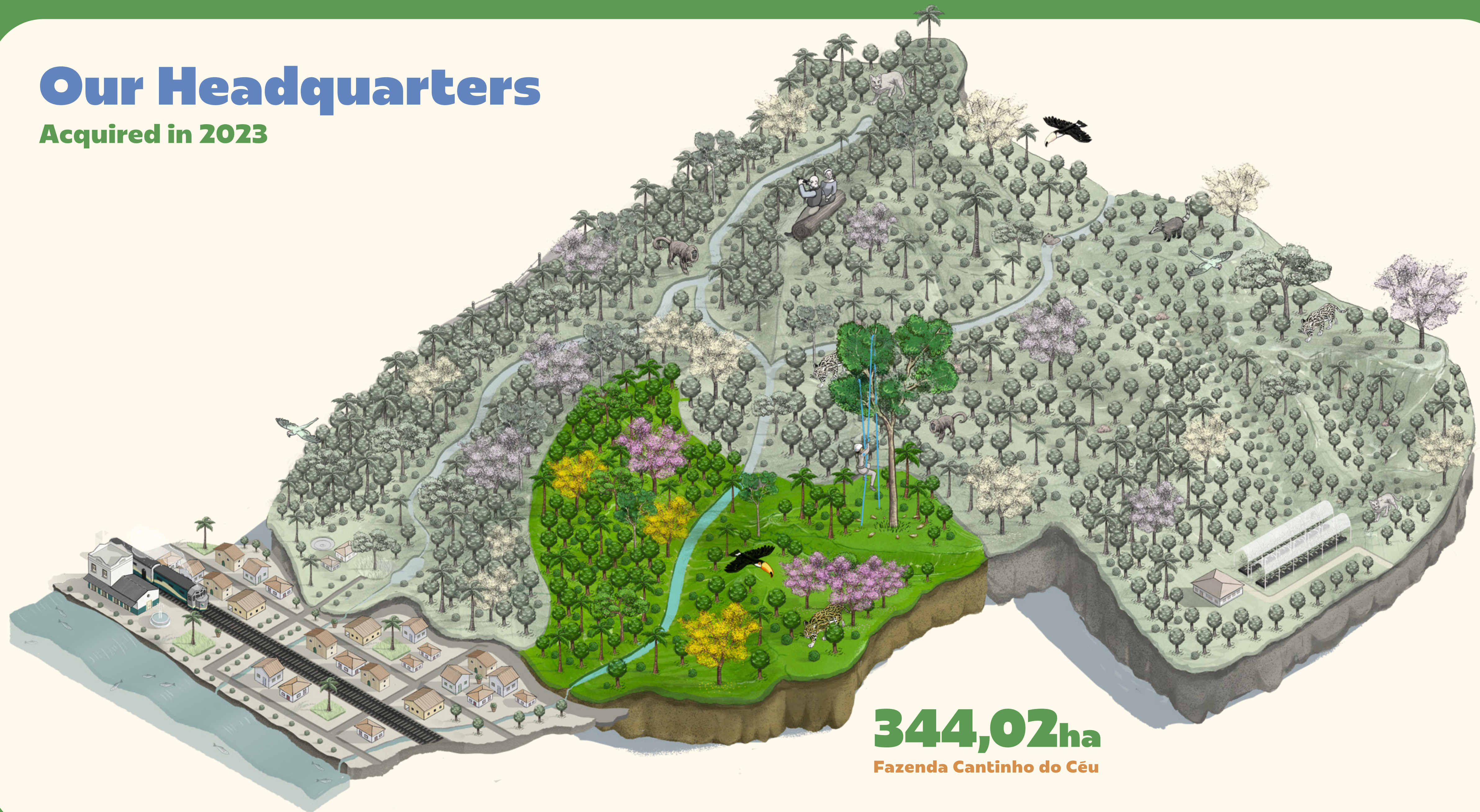
RPPN Fazenda Bulcão

709,87_{ha}



Acquired in 2023

Acquired in 2023



Fazenda Cantinho do Céu

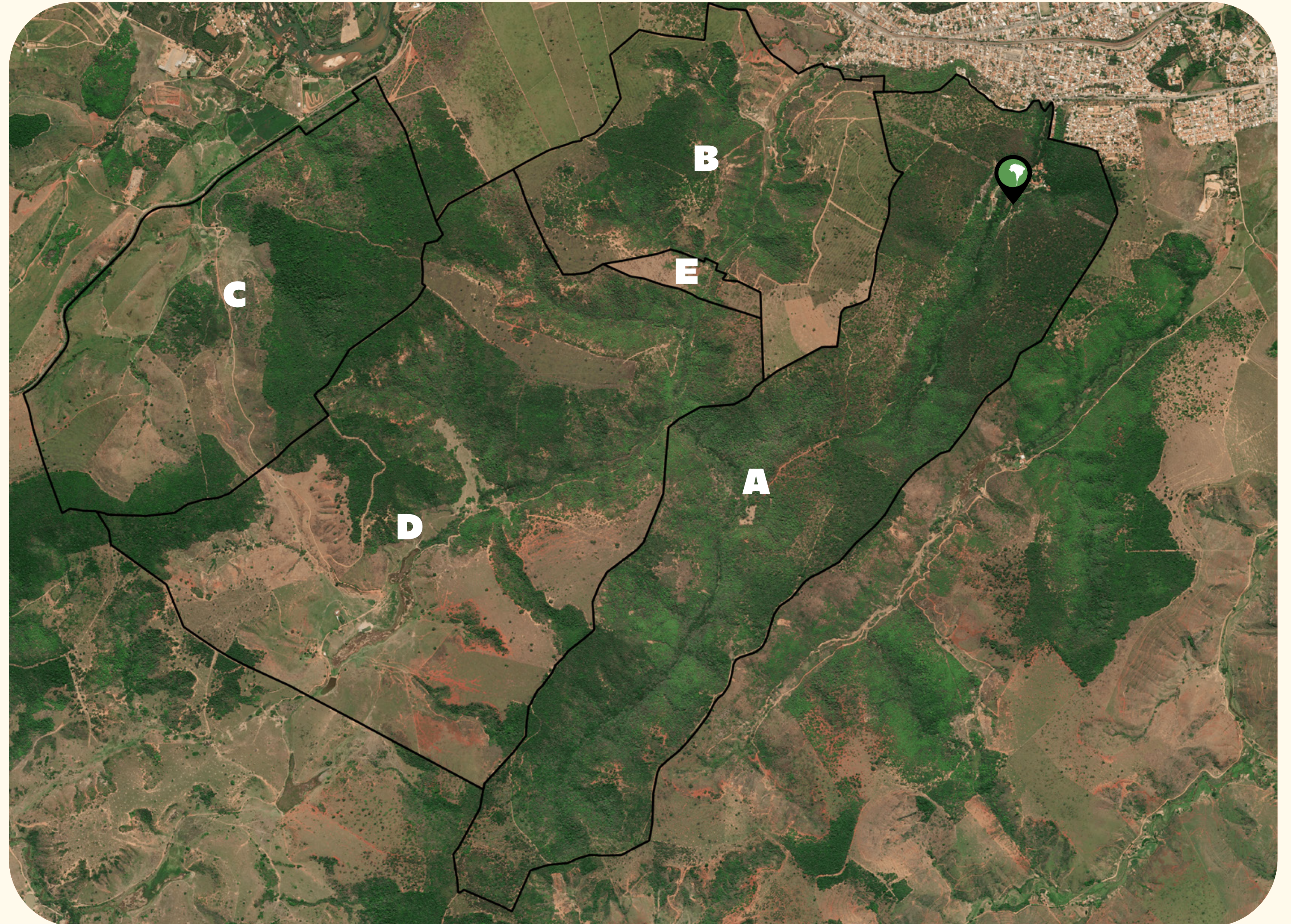
Our Headquarters

2,346.96_{ha}

belong to Instituto Terra today

 Administrative Area
of Instituto Terra

- A - PNHR Bulcão Farm**
- B - Cantinho do Céu Farm**
- C - Maria Bonita Farm**
- D - Chucha Farm**
- E - Sítio Constância Farm**





Impacts

Ecosystem Restoration



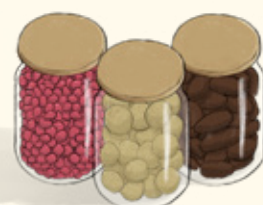
7,910,958

native seedlings produced in our nursery



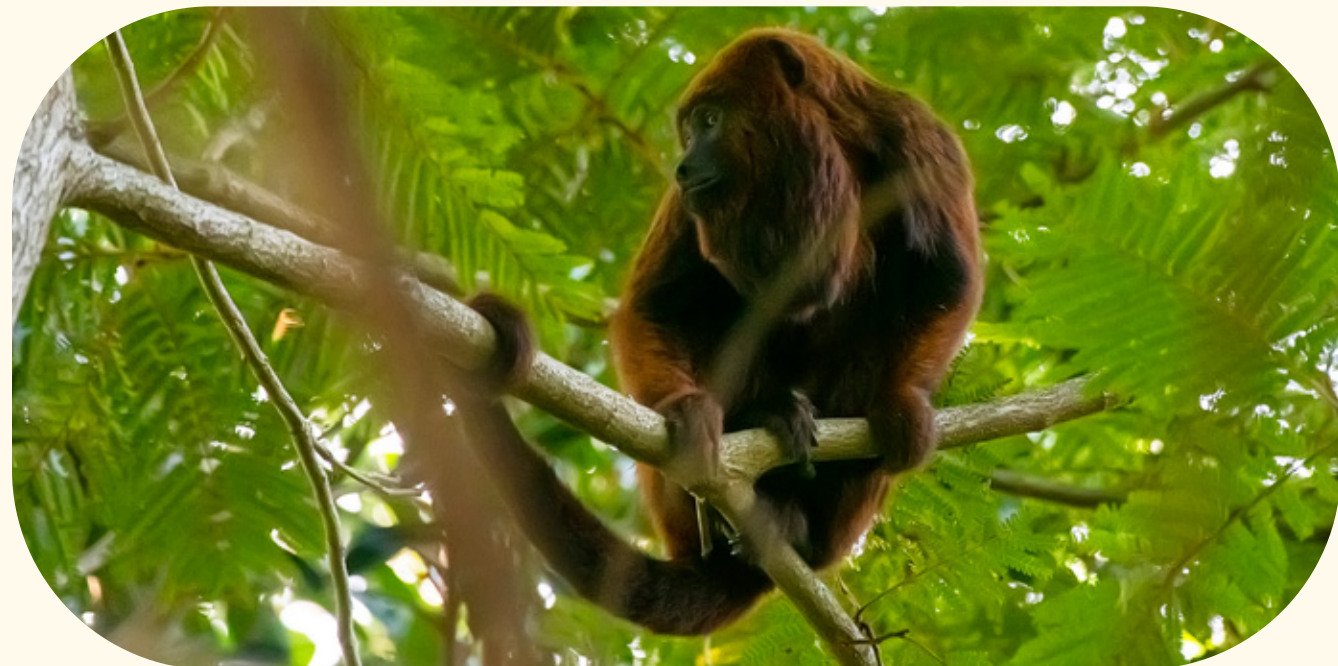
+3.6 million

trees planted in our forest



+450

seed species collected within a 200 km radius



+235 ANIMAL SPECIES HAVE RETURNED:



172

bird species (6 endangered)



33

espécies de mamíferos (6 endangered)



15

reptile species



15

amphibian species



Environmental education



2,092

children educated
(Terrinhas)

68

youths engaged (Terra Jovens)

156,373

people have visited
Instituto Terra and
gained knowledge
about the
environment



96,320

have received training
in good agricultural
practices throughout
our history

263

technicians trained
(NERE)

Sustainable Rural Development

1,739
families supported

1,076
water and soil
improvement structures
implemented



2,622
springs under restoration
(an average of 0.5 ha per spring)

147.62 ha
under Sustainable Production
Systems (Agroforestry and
Silvopastoral)

1.411,5 ha
of Water Recharge Areas

643
biodigesters
installed

1,335.5 ha
under Pasture Management

Our Impacts

In 2025



[Assista aos depoimentos](#)



ECOSYSTEM RESTORATION

451,765

seedlings from 131 native species produced in our nursery (planted in our forest and in Sustainable Rural Development projects)

250,926

seedlings planted in our forest

1,139kg

of seeds collected from 151 native species



ENVIRONMENTAL EDUCATION

26

technicians trained

782

children educated (Terrinhas)

39

young people engaged (Terra Jovens)

4.562

visitors came through Instituto Terra

70%

of the young people trained by NERE employed in the field



SUSTAINABLE RURAL DEVELOPMENT

196

springs under restoration

255

families supported

372

water and soil improvement structures implemented

127

biodigesters installed

90.62ha 1,757.5ha

under Sustainable Production Systems (Agroforestry and Silvopastoral) of Water Recharge Areas

1,335.5ha

under Pasture Management



Highlights of 2025

Sebastião Salgado's legacy lives on and continues to inspire

On May 23, 2025, we said goodbye to Sebastião Salgado, whose life's work left a profound mark on the history of environmental restoration in Brazil and around the world. Alongside Lélia Wanick Salgado, he transformed a degraded area into one of the most recognized Atlantic Forest restoration projects. His legacy lives on in every restored area, every recovered spring, and every life touched by Instituto Terra. It is this legacy that continues to guide and strengthen our mission, with a commitment to keep sowing life, knowledge, and hope.

[**Learn more**](#)



Partnership with IFES strengthens the training of restoration professionals

We have established a partnership with the Federal Institute of Education, Science and Technology of Espírito Santo (IFES), strengthening the connection between education, science, and hands-on practice in environmental restoration. In doing so, we are paving the way for new initiatives in teaching, research, and the training of professionals committed to ecosystem restoration.

[Learn more](#)



Survival rate above 91% marks a new record in restoration

In 2025, we reached a new milestone at the PNHR Bulcão Farm: a survival rate of 91.12% in restoration areas. The result was recorded during the first monitoring cycle of 2025, conducted by the Ecosystem Restoration team. This performance reflects the consistent application of technical practices, such as proper soil preparation, careful species selection, and ongoing maintenance, combined with systematic field monitoring.

[Learn more](#)



Instituto Terra brings sustainable development and restoration solutions to COP 30

We took part in COP30, held in Belém, bringing our experience in forest restoration and sustainable development to the global stage. At one of the world's leading international climate forums, we presented practical solutions that demonstrate how agricultural production, environmental conservation, and prosperity can go hand in hand. We also exchanged knowledge, built partnerships, and expanded international cooperation networks.

[See more](#)



TerrinhasCast and Terra Jovens give voice to environmental education

We launched the second season of TerrinhasCast and kicked off the Terra Jovens podcast project with the recording of a special episode, expanding the reach of environmental education initiatives in the Doce River Basin. Available on YouTube and Spotify, the content reinforces the role of communication as an educational tool, amplifying local voices and connecting diverse audiences to the restoration and sustainability agenda.

[Learn more](#)



Construction of the new nursery was completed in 2025

We closed 2025 with the completion of the construction of the new nursery, a strategic structure to support the expansion of restoration efforts in the Doce River Basin. Built with the support of Zurich, the new nursery, with a projected capacity to produce up to 2 million seedlings, will expand the reach of Instituto Terra's initiatives and strengthen the entire restoration chain, preparing the organization for increasingly ambitious goals.

[**Learn more**](#)



Terra Doce advances community engagement in the Doce River Basin

We advanced our engagement with rural communities in the Doce River Basin, strengthening the Terra Doce program as an integrated strategy for environmental regeneration and sustainable development. As part of this approach, we implemented an agroforestry system in the Krenak territory, in Resplendor, reinforcing the integration of scientific knowledge and traditional practices while expanding the program's socio-environmental impact in the region.

[**Learn more**](#)



Instituto Terra Foundation expanding our international reach

Instituto Terra Foundation, was formally created, a strategic step in expanding our international presence, strengthening partnerships, and creating new opportunities for cooperation between Brazil and Switzerland. With Juliano Ribeiro Salgado as Chairman and supported by a multidisciplinary board, the Foundation enhances our capacity for international collaboration and broadens our socio-environmental impact.

[Learn more](#)



Our programs in 2025



Refloresta

Our Ecosystem Restoration program

In 2025, our dream of restoring the Atlantic Forest took another important step forward with the continuation of forest enrichment activities at the PNHR Bulcão Farm. At the same time, we continued our efforts in the Doce River Basin, initiating planting in adjacent areas such as Cantinho do Céu and Maria Bonita Farms. This progress was made possible thanks to the support of partners who contributed infrastructure and machinery, strengthening and expanding our initiative.

MAIN IMPACTS IN 2025:



451,765

seedlings from 131 native species produced in our nursery



250,926

seedlings from 109 species planted in our forest



1,139kg

of seeds collected from 151 native species

SOCIO-ENVIRONMENTAL BENEFITS

As the native forest reestablishes itself, we observe the gradual return of wildlife, strengthening regeneration processes and consolidating the area as an important hub of biodiversity. Water resources are being restored, and temperature regulation under the forest canopy can already be felt. In addition, the forest creates opportunities for environmental awareness, job creation, and leisure for the local community.



[Watch the testimonials](#)

NEXT STEPS

-  Complete the forest biodiversity enrichment project by the summer of 2026/2027.
-  Continue ecosystem restoration efforts through the Refloresta Program, expanding activities to newly acquired areas.
-  Finalize the construction of the new native seedling nursery, enabling the scaling up of restoration initiatives.



Terra Doce

Our Sustainable Rural Development Program



[Watch the testimonials](#)

Launched in 2023, Terra Doce program builds on and expands the actions of the former Olhos d'Água initiative, consolidating Instituto Terra's work in Sustainable Rural Development. In doing so, we strengthen water security, encourage the adoption of sustainable production systems, and promote socio-economic and environmentally responsible practices, contributing to the prosperity of the Doce River Basin.

MAIN IMPACTS IN 2025:

196

springs under restoration

255

families supported

372

water and soil improvement structures implemented

127

biodigesters installed

90.62ha

under Sustainable Production Systems (Agroforestry and Silvopastoral)

1,335.5ha

under Pasture Management

1,757.5ha

of Water Recharge Areas

SOCIO-ENVIRONMENTAL BENEFITS

By supporting rural producers in adopting sustainable production practices, we help increase land-use efficiency, boost income generation in rural areas, and conserve soil and water resources. In this way, we drive large-scale socio-economic and environmental transformation in one of the most degraded watersheds in Brazil.

NEXT STEPS

-  Consolidate ongoing deliverables and structure the program's next expansion phase, scaling up spring restoration and the protection of Permanent Preservation Areas (PPAs) in the Doce River Basin.
-  Expand our operations in partnership with other organizations in the Doce Rive Basin.



Terrinhas

One of our Environmental Education Programs



[Watch the testimonials](#)



[Watch the 2nd season of Terrinhascast](#)

Awarded by UNESCO, Terrinhas is an environmental education program aimed at school communities in the Doce River Basin. Throughout the academic year, it promotes direct contact between children aged 10 to 12 and nature through immersive experiences at Instituto Terra. The program also produces an annual podcast season featuring student participation, expanding dialogue on environmental issues.



MAIN IMPACTS IN 2025:

782

students graduated from 5th to 7th grade

88

teachers and school administrators impacted

32

participating schools across 7 municipalities in Minas Gerais

3,780

people indirectly impacted through multipliers (estimated)

SOCIO-ENVIRONMENTAL BENEFITS

By fostering environmental awareness among children in communities across the Doce River Basin, we help shape a new generation more committed to protecting the environment. This learning extends beyond the classroom, encouraging dialogue on environmental issues within families and expanding the reach of environmental education throughout communities.

NEXT STEPS

-  Train teaching staff, strengthening the integration of environmental education within the school environment.
-  Consolidate the program's environmental education methodology, focusing on its replicability and the expansion of its impact.
-  Strengthen the engagement of educators and families, enhancing the connection between activities and the realities of their communities.



Terra Jovens

One of our Environmental Education Programs

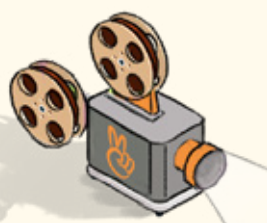
Focused on strengthening citizenship and developing young leaders in the Doce River Basin, Terra Jovens encourages young people aged 16 to 29 to reflect on the challenges of today's world, while building social, environmental, and communication skills. Throughout the year, participants take part in thematic workshops covering topics ranging from community engagement and the creative economy to audiovisual production and the use of social media as tools for expression and mobilization.

MAIN IMPACTS IN 2025:



39

Terra Jovens participants took part in the workshops



19

videos produced by the participants



01

internship position for a program graduate

SOCIO-ENVIRONMENTAL BENEFITS

Adolescents and young adults trained through Terra Jovens develop socio-environmental skills that enable them to act responsibly within their communities. These learnings guide them toward sustainable practices in their daily lives, whether in rural production, community projects, or local economic and service initiatives.

[Watch the testimonials](#)

NEXT STEPS

- Increase the number of places offered for future cohorts.
- Develop a calendar of complementary activities that encourage participants' engagement in projects and initiatives within their communities.
- Implement an artistic residency project for former Terra Jovens participants, fostering the development of their artistic and creative potential.

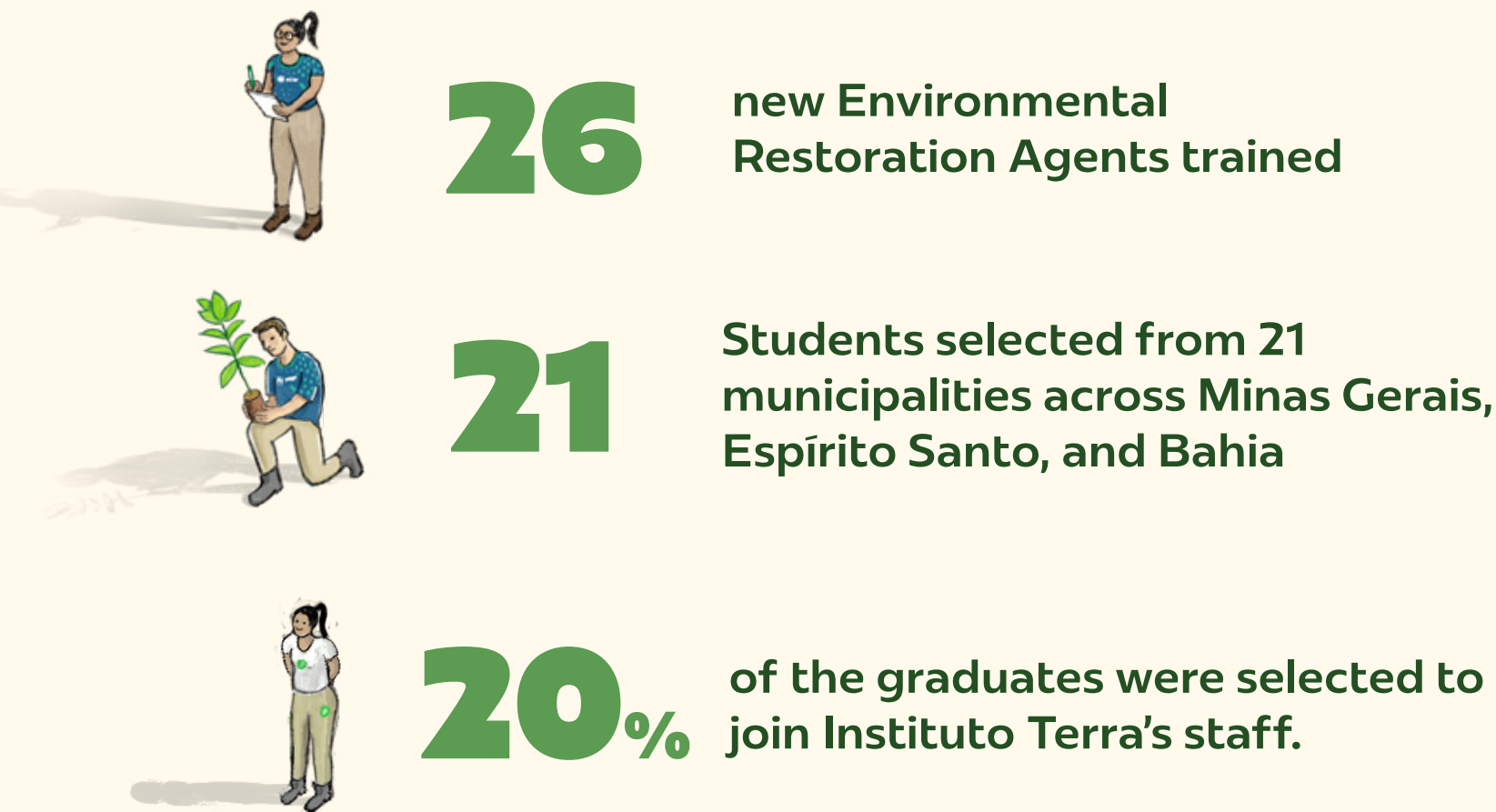


NERE

One of our Environmental Education Programs

The Center for Studies in Ecosystem Restoration (NERE) is our post-technical training program for young people interested in working in the environmental field in the Doce River Basin. Established in 2005, around 20 students participate each year in a 2,000-hour program, with 80% practical activities and 20% theoretical instruction. In addition, we provide scholarships, housing, meals, driving lessons, English classes, and other benefits.

MAIN IMPACTS IN 2025:



SOCIO-ENVIRONMENTAL BENEFITS

By prioritizing young people from communities in the Rio Doce Basin, NERE helps train professionals who are able to work within their own region. The program's training enables knowledge of Atlantic Forest restoration to be shared and multiplied within communities, enhancing professional qualifications and strengthening local environmental recovery initiatives.

[Watch the testimonials](#)

NEXT STEPS

- Strengthen inclusion and equitable access policies, maintaining incentive mechanisms and benefits.
- Implement the NERE Field School, expanding our training model and establishing a dedicated space for technical and pedagogical practices.
- Expand collaboration with institutional partners, strengthening youth employability and their connection to opportunities in restoration.



Organizational Management



Strategic Planning

GUIDELINES

- 🌱 Consolidate growth within the current area of operation
- 🌱 Promote, in a holistic manner, the social and economic development of rural communities in areas not yet reached in the Doce River region and in other regions beyond its basin
- 🌱 Develop a tourism hub (ecological, cultural, and agricultural) within the organization's historical area of operation
- 🌱 Expand the role of education as a foundation for genuine cultural and environmental transformation
- 🌱 Strengthen biodiversity resilience through technical and scientific programs implemented in the IT Private Natural Heritage Reserve

Vision 2034

Consolidate growth while expanding and diversifying solutions for Brazil's socio-environmental transformation.

Mission

Promote sustainable development through the restoration, conservation, and responsible use of natural resources.

Values

- | | |
|-----------------------|------------------|
| 🌱 Economic efficiency | 🌱 Accountability |
| 🌱 Sustainability | 🌱 Equity |
| 🌱 Ethics | 🌱 Transparency |



Strategic Map 2025-2034

SOCIO-ENVIRONMENTAL TRANSFORMATION

- 14. Incorporate best practices based on scientific advancements
- 15. Strengthen institutional leadership through advocacy in support of the socio-environmental agenda

- 16. Foster ecological and cultural agritourism
- 17. Make significant progress in the delivery of comprehensive socioenvironmental programs



INTERNAL PROCESSES

- 7. Enhance and digitalize internal processes
- 8. Improve the Governance & Management Model
- 9. Foster a culture of innovation at all levels
- 10. Expand technical and scientific programs
- 11. Improve communication and engagement with society in support of socio-environmental



FINANCIAL

- 12. Build and maintain a reserve fund
- 13. Increase the predictability of financial cash flow



CAPABILITIES & INFRASTRUCTURE

- 1. Enhance talent attraction and retention
- 2. Promote continuous capacity building for the team
- 3. Design and implement a succession plan for key positions

- 4. Resize and expand infrastructure
- 5. Acquire value-creating capabilities for IT through partnerships
- 6. Build capabilities in ecological and cultural agritourism

Institutional Development



Institutional development

In 2025, Instituto Terra's institutional development process advanced steadily, strengthening strategic partnerships and expanding the organization's capacity to mobilize resources for forest restoration, environmental education, and sustainable rural development initiatives in the Rio Doce Basin region.

One of the year's highlights was the start of our multi-year collaboration with the **Z Zurich Foundation**, aimed at expanding the professional education program of the **Center for Ecosystem Restoration Studies (NERE)**, to incorporate skills training and support youth to help build sustainable livelihoods in Brazil.



We also made progress in fostering **sustainable entrepreneurship** through the implementation of a training program for eco-entrepreneurs, developed in partnership with the **G20 and the United Nations Convention to Combat Desertification (UNCCD)**. The initiative brought together participants from different regions, with the goal of strengthening socio-environmental impact businesses linked to restoration and the bioeconomy.

On the international engagement front, we had the honor of having our Head of Institutional Development, Carolina Sampaio Machado, participate in the civil society delegation at **COP 30**, expanding the organization's presence in key global forums on climate, landscape restoration, and sustainable development.

Throughout the year, we also intensified our international outreach and institutional visibility. In this context, we welcomed to our headquarters a delegation of **European Union ambassadors** to Brazil, led by Ambassador Marian Schuegraf, strengthening bridges for future cooperation.



[Watch the testimonials](#)

We also carried out a sustainable rural development project in partnership with the Institut Français, as part of the **Brazil –France Season**, and expanded our international reach through a lecture delivered in Canada. At the same time, we achieved important progress in fundraising, with the support of major institutional and individual donors, as well as the expansion of corporate partnerships focused on planting and forest restoration—strengthening the financial foundations that sustain Instituto Terra's growth and long-term impact.



Our Partners

Includes partners who supported Instituto Terra's activities between January 1, 2025 and December 31, 2025. Only contributions above R\$ 25,000.00 are recognized.

MASTER PATRONS



SILVER SPONSORS



STRATEGIC PARTNERS



MASTER SPONSORS



BRONZE SPONSORS



GOLD SPONSORS



SUPPORTERS





In September 2025, we established the Instituto Terra Foundation, headquartered in Geneva, Switzerland. Structured under Swiss non-profit law, the foundation has its own governance and represents a strategic step in consolidating Instituto Terra's international presence, expanding its ability to engage with partners across Europe.

The three objectives of Instituto Terra Foundation are:

- 🌍 To strengthen and expand partnerships with Europe funding partners, with a focus on the Terra Doce program.
- 🌍 To promote collaboration and knowledge exchange on topics such as sustainable agriculture, ecosystem restoration, agroforestry, water stewardship, and building climate resilience.
- 🌍 To expand connections with academic institutions, strengthening learning and collaboration.

2025 HIGHLIGHTS

- 🌍 We collaborated with the University of St. Gallen in Switzerland on water governance. The students from the International Development and Sustainability program at the Institute of Management in Latin America analyzed the water-related challenges addressed by the Terra Doce program.
- 🌍 At our headquarters in Brazil, we hosted Valuing Impact, a consultancy specialized in impact valuation to commence the development of an impact measurement methodology for the Terra Doce program.



Donations received in 2025

Amounts received in 2025 in the form of donations from legal entities and individuals, divided into international and national contributions. Total amounts are expressed in BRL, taking exchange rates into account where applicable.

INTERNATIONAL DONATIONS	AMOUNT	CURRENCY	ACCUMULATED AMOUNTS	% ACCUMULATED
Legal Entity	BRL 8,344,261.56	CHF 170,90	BRL 8,344,261.56	78,45%
		S\$ 77,00		
		Mex\$ 16.838,00		
		€ 558.696,31		
		\$ 881.289,15		
Individual	BRL 46,739.72	£ 149,00	BRL 8,391,001.28	0,44%
		CHF 1.000,00		
		\$ 2.844,90		
		£ 30,00		
		Mex\$ 3.452,00		
NATIONAL DONATIONS	AMOUNT		ACCUMULATED AMOUNTS	% ACCUMULATED
Legal Entity	BRL 1,436,800.90		BRL 10,636,928.30	13,51%
Individual	BRL 809,126.12		BRL 9,200,127.40	7,61%

Communication



Highlights Communication



[Watch testimonials](#)

In 2025, we consolidated a new phase in our institutional communication, guided by the repositioning expressed in the slogan **“Sowing the Future.”**

More than a shift in language, this movement integrated brand, territory, and impact—strengthening a clearer, more accessible narrative aligned with our different areas of work. Throughout the year, we carried out several initiatives, among which a few key deliverables stand out.

NEW WEBSITE

The launch of a new institutional website, unifying visual identity, tone of voice, and narrative, while organizing Instituto Terra’s data and areas of work in a clearer and more structured way.

STRENGTHENING THE DIGITAL STRATEGY

The expansion of national presence and the creation of international and regional digital profiles aimed at partners, rural producers, children, youth, and educators.

EXHIBITION DESIGN AND SIGNAGE

The implementation of a visual communication project at the headquarters, making the visitor experience more engaging while showcasing Instituto Terra’s history and results.



INSTITUTOTERRA
Semeando o futuro

Main Results



Instagram

77,305
new followers

333
stories published

404,547
accounts reached

43
reels

430,033
interactions
(Likes, comments, shares,
and saved posts)

93
posts

12,707,279
views
including reels, posts, and stories



Site

73,596
website visits in 2025



Facebook

2,064
new followers

151
posts

4,174
new page likes
6.93% growth compared to the
previous year

46
reels

53,130
interactions
Likes, reactions, comments, and shares



LinkedIn

3,464
new followers

151
posts

9,580
interactions
Likes, comments, and shares

109,970
users reached

Media Highlights

In 2025, we expanded and diversified our media presence. Media outlets such as Globo Rural and Um Só Planeta gave visibility to initiatives like ‘water planting’ and the expansion of restored Atlantic Forest areas in Minas Gerais, while O Globo offered a sensitive perspective on Sebastião Salgado’s trajectory and the cultural and human dimension of Instituto Terra. In the social sphere, Exame highlighted the partnership with Zurich in training young people for green jobs. In total, there were more than 150 media features in the national press, reflecting our growing relevance in the climate, restoration, and sustainable development debate.

GLOBORURAL

O "plantio" de água do fotógrafo renomado que contagiou produtores rurais

Projeto do Instituto Terra, de Sebastião Salgado, atrai novos adeptos

Por Naiara Bertão — Aimorés (MG)

22/04/2025 05h02 · Atualizado há um ano



Globo Rural

PLANETA

Patrocínio

Apoio

Biodiversidade

ARICANDUVA

FIQUE POR DENTRO

O QUE É BIODIVERSIDADE

O QU

Instituto Terra quer triplicar área restaurada de Mata Atlântica em Minas Gerais

Organização já conseguiu, em pouco mais de duas décadas, reviver mais de 600 hectares de floresta nativa com apoio da iniciativa privada

Um só planeta

O GLOBO

Impresso

Últimas

Saber mais

Blogs / Míriam Leitão

Míriam Leitão

Exclusivo para assinantes

Sebastião voltou e adubou a terra

Em cerimônia emocionante, as cinzas de Sebastião Salgado foram misturadas à terra onde se plantou uma peroba, em Minas

O Globo

exame.

Entrar

Home > ESG

Zurich e Instituto Terra se unem para capacitar jovens em empregos verdes

Iniciativa visa qualificar 10 mil pessoas até 2028, conectando restauração ambiental e desenvolvimento social às vésperas da COP30



Exame

Financial



Financial

In 2025, Instituto Terra continued to grow and consolidate its activities. The year was marked by the expansion of Terra Doce programme, supported by German Development Cooperation through KfW, as well as by the continuation of the partnership with Zurich Insurance Group in environmental restoration and institutional strengthening projects.

One of the year's main achievements was the beginning of construction of the new forest nursery, which, in its first operational phase, will increase the production capacity of native Atlantic Forest seedlings from 500,000 to more than 1 million seedlings per year.

The financial results also reflect this growth. Operating revenue reached BRL 65.8 million in 2025, compared with BRL 24.3 million in 2024. The surplus for the year amounted to BRL 36.3 million, while net assets reached BRL 55 million, further strengthening the Institute's financial structure.

Voluntary contributions and donations also increased, reaching BRL 10.6 million during the period, an increase of approximately 37% compared with the previous year. This result demonstrates the continued trust and support of donors, partners and institutional supporters.

The growth in revenue throughout 2025 resulted from strengthened fundraising strategies, the expansion of institutional partnerships, and growing confidence among funders and supporters in the work carried out by Instituto Terra. This progress reinforces the organisation's ability to expand its socio-environmental impact and ensure sustainability in the years ahead.

The 2025 Financial Statements were audited by Grant Thornton, which issued an unqualified audit opinion in accordance with Brazilian and international auditing standards.

**Read the 2025
Financial Statements**



Governance

Organizational Structure

The governance model of Instituto Terra defines its macrostructure of authority, including deliberative bodies (Board of Directors), oversight bodies (internal, Fiscal Council, and external, Independent Audit), advisory bodies (Advisory Council), and executive bodies (Executive Team), as well as how these interact. The basic governance principles of Instituto Terra are transparency, equity, accountability, and responsibility. In an effort to ensure maximum transparency in the use of resources, in alignment with its values, the financial statements are reviewed and certified by renowned external auditing firms, as well as by a Fiscal Council, since its foundation.

Our Executive Team for 2025



Sérgio Rangel
Executive Director



Moisés de Souza Marcelino
Ecological Restoration
Manager



Gilson Gomes de Oliveira
Sustainable Rural
Development Manager



Carolina Sampaio
Institutional Development
Manager



Mário Constantino
Communications Manager



Jeieli Capettini
Environmental Education
Manager



Rogéria Araújo
Administration, IT and
People Manager



André Fávaro
Restoration Technical
Consultant



Silvia Paquelet
Rural Development
Expansion Coordinator



Marilda Moreira
Shared Services Coordinator



Gécio Pinto
Technical Investment
Consultant



Patrícia Fernandes
Risk and Compliance
Manager

Board of Directors

Juliano Ribeiro Salgado

President of the Board of Directors

Tomaz Benedito de Souza

Vice President of the Board of Directors

Lélia Deluiz Wanick Salgado

Founder

Sebastião Ribeiro Salgado

Founder *(in memoriam)*

Izabella Mônica Teixeira

Board Director

Henrique Lobo Gonçalves

Board Director

José Armando de Figueiredo Campos

Board Director

Fred Siqueira

Board Director

Nelson Carvalhaes

Board Director

Paulo Wanick

Board Director

Flávia de Oliveira Rapozo

President of the Fiscal Council

Paulo Victor Gomes Novaes

Fiscal Council Member

Vinícius Nascimento Marques

Fiscal Council Member

Board of Directors Instituto Terra Foundation

Juliano Ribeiro Salgado

Founder and Chairman

Lélia Deluiz Wanick Salgado

Founder and Board Member

Flavio Ribeiro Salgado

Founder and Board Member

Duncan Pollard

Board Member

Gaspard Estrada

Board Member

Stéphane Doebeli

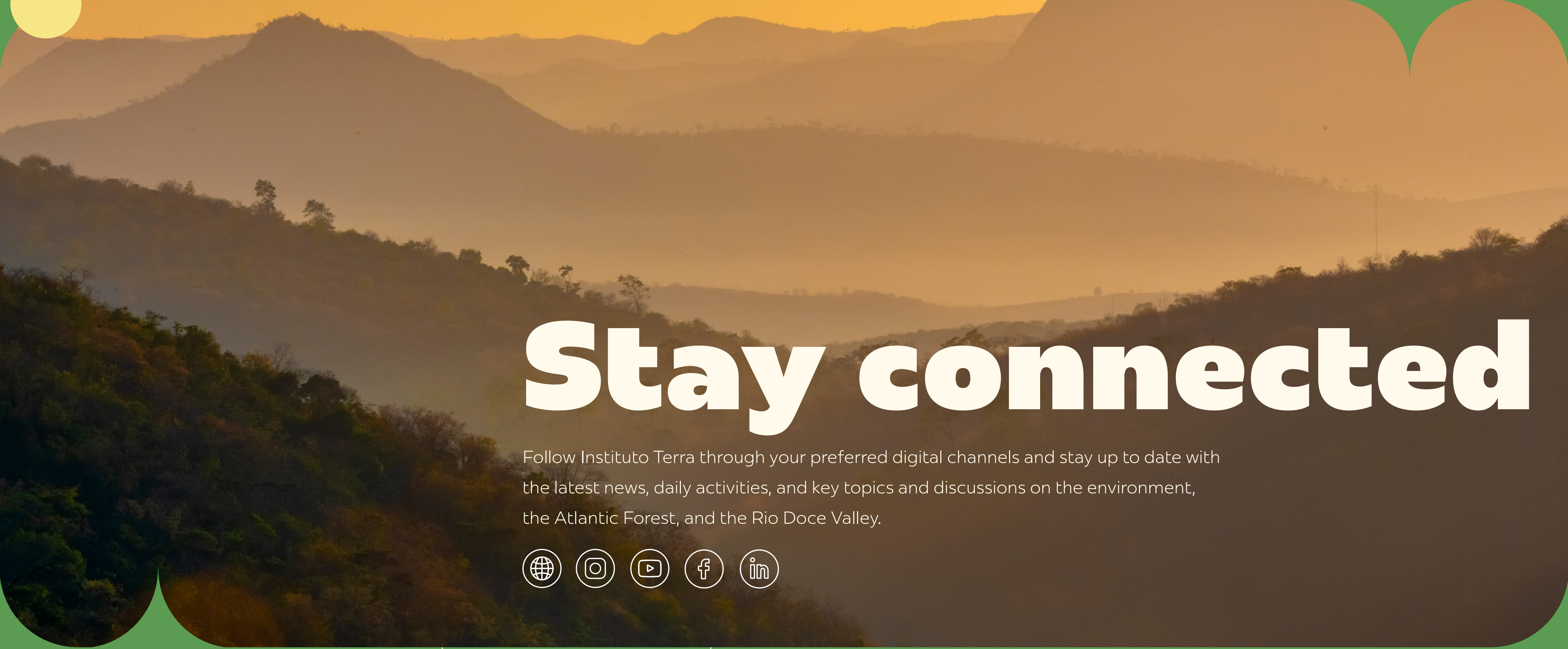
Treasurer

Executive Team

Claire Blenkinsop

Executive Director





Stay connected

Follow Instituto Terra through your preferred digital channels and stay up to date with the latest news, daily activities, and key topics and discussions on the environment, the Atlantic Forest, and the Rio Doce Valley.





2025 Activity Report:

ORGANIZATION AND TEXT

Mário Constantino
Potira Cunha

REVIEW

Daniel Lopes

ART DIRECTION

Lucas Barcelos

GRAPHIC DESIGN

Camila Cardim and Lucas Barcelos

TESTIMONIALS

Daniel Lopes, Victoria Alves and Lucas
Barcelos

PHOTOGRAPHS

Leonardo Merçon, Jovander Pito, Philippe

Lemarchand, Luiz Maximiano, Camila Cardim
and Lucas Barcelos

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Support Instituto Terra also through partner donation platforms:

Banco do Brasil Arredonde |
Banco do Brasil | Ourocard Origens |
Instituto Arredondar | DOTZ |
1% For the Planet | C6 Bank | Benevity