



**FOREST MANAGEMENT**  
*PUBLIC SUMMARY*

**PanAmerican Woods Plantations S.A., Costa Rica**

January 2026

Plantations Palo Arco, Moravia and Carrillo  
Guanacaste, Costa Rica.

**This document was prepared in accordance with the  
Forest Stewardship Council® (FSC®) Forest Management certification guidelines.  
The evaluation was conducted by Preferred by Nature as the certification body.  
No part of this report shall be published separately.**

Certifier: Preferred by Nature  
Skindergade 23,3, Copenhagen 1159, Denmark



## **FSC® Statement**

**Panamerican Woods Plantations (PAWP) is voluntarily and fully committed to the principles and criteria promoted by the Forest Stewardship Council® for environmentally appropriate, socially beneficial and economically viable management of its forest management units located in Guanacaste, Costa Rica.**

**PAWP as a company, promotes and sponsors the independent monitoring of its operations, including its social and environmental impacts, in order to ensure compliance with the FSC® standards and principles as well as continuously strive to improve the nature and scope of its activities.**

**PAWP proudly received its first FSC® certificate in 1999, successfully maintained its status for over a decade as an FSC® certified company and currently holds license code FSC® C018348.**

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**Folkert Kottman**  
**CEO Panamerican Woods Plantations S.A.**

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## Labor Policy

**Panamerican Woods Plantations (PAWP) is voluntarily and fully committed to the principles and criteria promoted by the Forest Stewardship Council® for environmentally appropriate, socially beneficial and economically viable management of its forest management units located in Guanacaste, Costa Rica.**

**PAWP as a company, has adopted and implemented a internal policy that does not allow any type of child labor, nor any type of forced or compulsory labor, does not discriminate in employment and occupation, and allows free association and the right to collective negotiation.**



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**Folkert Kottman**  
**CEO Panamerican Woods Plantations S.A.**



## **Anti-corruption commitment**

**Panamerican Woods Plantations (PAWP) is voluntarily and fully committed to environmentally appropriate, socially beneficial, and economically viable management of forest management units located in Guanacaste, Costa Rica.**

**PAWP as a company is against any type of corruption and maintains a public commitment not to offer or receive any kind of bribe, or lend itself to any other form of corruption.**

**PAWP adheres to Law 8422 against corruption and illicit enrichment in the public service.**



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**Folkert Kottman**  
**CEO Panamerican Woods Plantations S.A.**

## **Introduction**

Between 1983 and 1994 the company Bosque Puerto Carrillo purchased 3822 hectares of land on the Nicoya Peninsula. The properties bought were located in three areas.:

- The plantation “Puerto Carrillo” measures 1363 ha and is situated close to the Pacific coast behind the beach towns of Puerto Carrillo and Samara.
- The plantation “Palo Arco” measures 2124 ha and is located some 30 kilometers southeast from Carrillo. The plantation can be reached by road from Jicaral-Coyote.
- The plantation “Moravia” measures 335 ha and is situated in the valley east of Palo Arco. The nearest village is Moravia (also called Zapote).

The previous land use of the properties purchased, was almost exclusively extensive cattle ranching on the slopes and hills. In the flat areas of Palo Arco and Moravia the land was used for cattle ranching and to a lesser extent for the cultivation of maize, sorghum and rice.

Approximately 2895 hectares of the properties were planted by Bosque Puerto Carrillo in the 1980’s and 90’s with teak (*Tectona grandis*) and the native species pochote (*Pochota fendleri*). Bosque Puerto Carrillo made significant investments in local infrastructure including among others bridges, houses and a 16.000 m<sup>2</sup> flooring factory “Bosque Puerto Carrillo Industry S.A.”. These developments resulted in positive impacts to the surrounding communities in the form of vast labour opportunities, public infrastructure and local services contracted.

However, during this starting up phase, negative impacts were also observed such as the large-scale felling of trees in pastures and (small) areas of secondary forest were converted in plantations. These actions, although they must be observed taking into account the common practices of the time with deforestation in Guanacaste reaching its peak level due to cattle ranching, were regrettable.

Controlling interest of the company came in the year 1998 in the hands of the Dutch 'Nederlandse Internationale Bosbouw Onderneming' (NIBO) N.V. and this led to major changes in the company. The name of the company was changed into PanAmerican Woods in order to mark this important turning-point in the company. The new course of the company was set by a completely new management team at sustainable forest management at both an environmental as well as a social level.

Thanks to these changes, the company received in 1999 its first FSC® certificate and maintained the same ever since. Annual FSC® audits, fulfilled by independent auditors, check the company’s compliance with the FSC® set of rules and principles which aim at ensuring sustainable forest management.

## **Policy statement PanAmerican Woods Plantations S.A.**

- *PanAmerican Woods Plantations S.A. aims at the sustainable production of high-quality teak (*Tectona grandis* L.f.) hardwood. The property of PanAmerican Woods S.A. will produce a constant quantity of teak timber that mainly will be exported in the form of logs or Rough squares.*
- *PAWP will protect the long term social and economic well-being of its workers and local communities, through the provision of safe working conditions, acknowledging the right of workers to negotiate terms and conditions of living and of work in accordance with Costa Rican policies and regulations, complying with all other applicable laws and regulations related to worker's rights and privileges, providing appropriate training, and encouraging worker's commitment and productivity.*
- *PAWP will respect all applicable laws and regulations and keep close contact with government bodies in Costa Rica.*
- *PAWP will only operate on land to which it has clearly defined and documented legal rights.*
- *PAWP aims at operating a commercially viable tree plantation to produce high quality teak timber, in such a way as to complement the remaining natural forests and surrounding ecosystems, and to provide benefits to local communities.*
- *PAWP will also aim at adding shareholder value i.e. creating a healthy financial return. By making this third and last step after acting ecologically and socially sound, PAW aims at being a truly sustainable company, able to be self-financing and thus serving the needs of all.*
- *PAWP will incorporate in its management operations the protection of watersheds, natural forest remnants, wildlife and other forms of biological diversity, within the boundaries of its properties.*
- *The areas where ecological values are preserved or restored and maximized will be spatially arranged by PAWP in such a way as to form a lasting, interlinked ecological network within the plantation and serve to restore and to preserve ecological corridors for the environment of the plantations. These ecological areas will be legally secured for future generations.*
- *PAWP will conduct appropriate and reliable monitoring of its operations, including its social and environmental impacts, to continuously improve the nature and scope of its activities.*

- *PAWP will sponsor the independent monitoring of its operations, in order to ensure compliance with internationally accepted criteria for the establishment and management of plantations in the tropics, such as the principles and criteria proposed by the Forest Stewardship Council® [FSC®] for plantations anywhere in the world.*
- *PAWP will implement, and periodically review and update, its Management Plan, in order to meet the objectives of the company, to maintain full compliance with national regulations, and to continuously improve its financial, social and environmental performance.*
- *PAWP agrees not to use labour with minors.*
- *PAWP undertakes not to carry out all forms of forced or compulsory labour as established in national laws and international conventions.*
- *PAWP is committed to non-discrimination in staff employment and occupations.*
- *PAWP workers have the free right to organize, to discuss and negotiate working conditions with management.*
- *PAWP prioritizes local suppliers for procurement of goods and services.*

## **Tree crop specie planted**

Pochote (*Pochota fendleri*) is a native species that grows well in the area and produces good quality wood in the very long term. Thirty-nine hectares of pochote have been planted in the Carrillo plantation during the ninety eighties.

In 1986 the main species planted in the plantations of the company changed into *Tectona grandis* (teak), since that year 2861 hectares had been planted with this species until 1994. The selection for teak as the major species to plant is directly related to the overall objective of the enterprise: the production of high-quality wood. Teak wood is used for a wide variety of applications and is excellently suited for structures of all kinds, both in and out of the water, as well as for interior finishing and furniture.

Teak is native from India, Burma, Thailand and Laos and grows best in a warm tropical climate with a dry season of 3-5 months, rainfall of about 1500 to 2000 or more millimeters per year, and a mean annual temperature of 22-27°C. (Keogh, 1987). Teak is a deciduous tree what implies it sheds its leaves during the dry season when dormant, very similar to species of Guanacaste such as ceiba, Guanacaste trees, roble sabana, etc. Teak attains heights of 25-35 meters and diameters of 100 centimeters or more. The root system of teak remains shallow and responds sensitively to oxygen deprivation and does not tolerate waterlogging.

## **Natural forest areas, Protection zones and ecological upgrading**

Transects of natural forest are mainly located alongside streams, valley bottoms, around wells and in the more inclined areas. The larger part of the natural forest can be classified as *Bosque Húmedo Tropical con asociación atmosférica seca*.

Since 1999 tropical biologists have conducted on a regular basis extensive inventory of the local flora and fauna inside the protection zones and the teak production areas. Based on the findings of these inventories and recommendations made by the biologists, 8 connecting ecological corridors have been installed in which the teak trees have been removed and native tree species planted which are developing satisfactory. An annual average of 1000 seedlings of native tree species, most of them in danger of extinction and all native to the local area such as Cristobal (*Platymiscium parviflorum*) and Caoba (*Swietenia macrophylla*), have been planted by the company since 2000. These plantings took mainly place in protection areas as well as along roadsides and drainage channels.

Biological inventories have identified 71 tree species, 218 bird species and 32 species of mammals. These sightings were mainly made in protection zones as the same provide ample benefits such as food and water sources, shelter and reproduction areas. However, several fauna species make use of teak plantations as an alternative habitat. Teak plantations do provide animals forested transit options between protection zones and do provide protection, shelter and resting areas (for example deer, felines, boar). Furthermore, teak plantations provide food sources (for example, termite nests are very common and are frequented on a large scale by anteaters and squirrels do love teak seeds). Teak trees provide well used nesting options for a wide variety of birds (among other raptors, warblers, fly catchers, parakeets).

Since the year 2000 the total area of protection zones in the 3 farms have increased, in line with the policy of the company, with 365,0 hectares and now cover 1224 hectares which represent 31% of the total area of PanAmerican Woods. It is strictly forbidden to hunt, burn, graze or collect flora and fauna in these protection zones.

## **Environmental impact assessment**

An environmental impact assessment has been carried out. The compensatory recommendations of this study have been incorporated in the operational forest management plans of the company. These compensatory and corrective measures are thought to diminish or compensate for negative impact, as well as to improve the general environmental quality of the properties.

- In the garages sawdust and special oil baths are used to avoid oil spills.
- Fuel and oil residues should be handled and stored with care in a designated location awaiting proper waste treatment by licensed entities all in accordance with regulations and national laws.
- Used oil and fuel filters from cars, tractors, saw-machines, etc. are recycled thanks to the collaboration with suppliers and ECOWAY.
- Education on *environmental awareness* continues to be given to the people working in the field and in garages. Discussion about this issue is encouraged in group meetings.
- Environmental education includes the identification of threatened or endangered species to be able to protect them better.
- Agrochemicals will always be used with extreme precautions, minimized where possible, respecting national regulations and with the outmost care for the safety of our workers and the environment (ECOWAY and suppliers).
- Protection gear used in the application of agrochemicals is transported at the end of its usage to authorized kilns for proper destruction (ECOWAY and suppliers)
- The use of heavy machinery will be restricted to the roads and temporary log tracks to minimize the damage to the soil in the field and diminish the risk of erosion. Skyline systems and winches will continue to be used to extract wood from inclined sites and harvesting operations are only carried out during the dry season when the soil is firm.
- It is important to consider the important biological balancing role of the natural protection zones in the plantations that are preserved, protected and increased in size on a yearly basis
- Planting of native trees in the protection zones of the plantation and along public roads to improve the status of the local ecosystem.
- Increase the presence of a native vegetation layer in the tree plantation by means of better management of the light. This implies stronger thinning, when possible, to allow more vegetation to develop under the tree canopy layer. This will be considered during the thinning schedule planning.
- Unwanted expansion of teak outside the plantation is monitored and controlled if necessary.
- Improving and following a fire-fight strategy in all the plantations as well as aid in neighboring properties in case of wildfire
- Monitor any illegal activities such as hunting, grazing or collection of flora and fauna inside the plantations and protection zones. In case the same is detected assistance of officials of SINAC will be requested.

- Participate actively in the ecological corridor organization “Corredor Biológico Hojancha-Nandayure” through BOD membership.

## **Health and Safety Programs**

PanAmerican Woods Plantations S.A. aims to offer its workers with the safest and healthiest working conditions available. Therefore, PAWP has developed a complete Health and Safety Policy. The company is executing this Policy through the development of “*Health and Safety Programs*” according to the Costa Rican laws and procedures. The process includes the development and Implementation of:

- "Health and Safety Regulations" (Reglamento de Seguridad e Higiene Ocupacional)
- "Health at Work Program" (Programa de Salud Ocupacional)
- "Emergency Plan" (Plan de atención de Emergencias).
- “Health and Safety Supervision: Department” (Departamento de Seguridad y Salud Ocupacional)

All these programs and documents have been revised and approved by the ministry of Labour and the National Insurance Company of Costa Rica, and its implementation is being carried out with the help of a full-time work-safety office which has been established in 2008. The documents have been explained and are available to all employees. The compliance of all requisites is periodically checked by inspectors of the government, independent auditors as well as by an on-going supervision system carried out by the officers of PAWP’s health and safety department.

The Health and Safety Regulations present all rights and duties of the company and for employees to be accomplished in relation to safety matters. It includes rights and duties compulsory by national legislation, but also voluntary commitments from the company itself. An example is the obligation of the company to provide employees with all the required safety equipment, and the obligation for the employees to wear safety equipment, etc.

The Health at Work Program is where the safety policy of the enterprise is transformed into an operational plan. It includes schedules and organisation of Training activities.

The health and safety office carries out an on-going continuous system of controlling the implementation of all formerly explained activities, and of the Health and Safety situation of the company. It is carried out by a specialist in "Ciencias de Salud Ocupacional y Seguridad Laboral" who has been hired in 2008 on a full-time basis to supervise all operations related to the programs and control. This supervision is also in charge of all training activities related with Safety, Health, Labour Laws, Firefighting, Emergencies, Management of Safety Equipments, etc. This office will last for as long as the company itself.

## **Social Impact**

PAWP provides a year-round stable source of income in a region with limited economic activities. PAWP applies preference in contracting people from the local region and trains them for their specific job and supplies the necessary safety equipment. PAWP complies with all Costa Rican legislations and laws regarding social security and wages paid.

PAWP aims to maintain good, open relations with the local communities. Neighbors of these communities are given the opportunity to participate in training and educational programs by the company. The company provides for its neighbor's free access to recreational and sporting facilities, loans machinery, provides free fuel and construction wood, assists in the case of the occurrence of natural disasters. Financial donations are made to local non-profit organizations to assist in realizing programs and projects that benefit the local communities and the surrounding natural environment.

Furthermore, PAWP collaborates in the maintenance of public roads and infrastructure. PAWP has good and stable relationships with local and regional governments, research institutes and universities and will maintain these relationships, share information and provide free access and lodging to visitors.

A most recent social impact study was fulfilled in 2014 and 2017 by an independent group of Costa Rican consultants. The following text contains the conclusions of this report:

- A significant advance has been made regarding communal development in the local area. The same can be determined when considering the financial investments made in public spending in infrastructures, housing, education as well as the development of more diversified job openings.
- The participation of communal organizations is fundamental for the development of the region and the work done has improved the overall quality of life for the inhabitants of the region which indicates the importance of assisting these types of organizations.
- Education in the region requires important impulses, significant steps have been taken. However, poverty prevails as the largest obstacle for the possible gain to be made. Education is not being enjoyed by all the inhabitants of the region and is not entirely promoting conditions for young people to prepare themselves for the job opportunities in the region.
- The unemployment problem is clearly visible in the region, reflected in the migratory search for stable, good employment in accordance with national laws and regulations, which locally is quite scarce with the exceptions of reforestation companies, tourist operators and some real estate developers.

- There seems to be a lack of information with regards to the cultivation of teak. This results in a negative profile in the communities despite the major impact the company has had on the overall development of the region, being one of the major employers in the area with benefits not only reaching its employees but the local communities.
- The different peaks in productivity of the plantations have caused considerable numbers of jobs resulting in positive and fast-moving positive trends in local development. However, from time to time the amounts of jobs have fluctuated affecting the household economy of families.
- The management of water is very important. The overall objective is always to prevent unnecessary water usage, share water with the local communities, and protect natural vegetation in protection zones.
- PanAmerican Woods Plantations S.A, has provided materials for local development projects which directly benefit the inhabitants of the region. However, social policy should always aim at diversification and anticipate material requests with proactive action plan proposals. The social approval of the communities of the region is always positive for future projects that aim to impulse better coexistence and improved relations.
- Continue with the assistance to national policies regarding sustainable development and the protection of biogenetic resources.
- Inform the local communities about steps and actions taken for the protection of natural resources and water management.
- Promote the development of public infrastructure through negotiations with municipalities and searching for alternative resources for the realization of better transport and communication in the region
- The company has assisted universities and their students who are conducting forestry related research, facilitating transport and lodging as well as providing information and internal research results.
- In 2014, the perception of the community leaders of direct influence improved positively in terms of project knowledge, social and environmental responsibility. In addition to the positive impact generated by a company of this type around direct influence.
- In 2017, a strategic plan for socio-environmental projection was initiated, giving priority to the sectors with the greatest doubts about forestry, such as ASADAS, and work began with the “Corredor Biológico Hojanca-Nandayure” to work on environmental policies.

In the same social impact study report a social plan was presented which can summarize with the following table and which have been incorporated in the long term and operational Forest Management Plans of the company:

Area	PAWP activities
Local community development	<p>Periodic social consultations: participate in meetings which permit communication with the local community leaders and development groups</p> <p>Continue with the cooperation with local, organized, community groups</p> <p>The company's social policies will continue to be respected</p> <p>Occupational health and safety programs will continue as well as the emergency plan provided by the company being in this way a model example for the region</p> <p>Assistance and financial donations will continue to be provided to local community development groups which request the same (schools, colleges, churches, nature conservation groups, etc.)</p>
Natural resources	<p>The company will continue to participate in community activities related to environmental education organized in the region</p> <p>The water catchment areas within the company's estates will continue to be protected</p> <p>The natural resources and ecosystems present in the estates will continue to be monitored and the scientific results will continue to be available to research institutes, schools and colleges.</p> <p>The company will maintain contact with MINAE and CBHN for the protection of natural resources</p> <p>The company will maintain contact with MINAE and emergency commissions in order to prevent and combat natural wildfires whenever necessary</p>
Social economic	<p>Local people will have preference when hiring workers</p> <p>The company's installations will continue to be available for training by for example public and private organization to contribute to the local social and economic development</p>
Education	<p>The natural resources and ecosystems present in the states will continue to be monitored and the scientific results will continue to be available to research institutes, schools and colleges.</p> <p>Students and universities will be assisted in their research by providing access and lodging</p> <p>The company will continue to be active in the local activities related to the environmental education in the region</p>
Training	<p>Training programs will continue to be provided to the company's workers and neighbors who might be interested</p> <p>The public version of the FMP will be available for the public as well as ecological inventory reports</p> <p>Refreshment courses will be given to the company's workers and neighbors</p>
Recreation, sport and culture	<p>Local initiatives for the stimulation of culture, recreation and sport will be promoted</p>

## **Monitoring and field research**

To be able to estimate standing timber volumes, annual increment and harvesting volumes to be expected an annual silvicultural inventory has been carried out during the last decade. The following tables provide a summary of the mean diameter at breast height and mean commercial volume per hectare as well as total commercial volume per plantation area as far as the first and second cycle are concerned. All results have been calculated based on the inventory conducted in 2025.

### **PALO ARCO 2<sup>nd</sup> cycle**

Area (ha)	Stand density (trees/ha)	DBH (cm)	Basal Area (m <sup>2</sup> /ha)	Commercial volume (m <sup>3</sup> /ha)	Commercial Volume Palo Arco (m <sup>3</sup> )
1515,1	292	24,9	13,1	90,8	137558

### **CARRILLO 2<sup>nd</sup> cycle**

Area (ha)	Stand density (trees/ha)	DBH (cm)	Basal Area (m <sup>2</sup> /ha)	Commercial volume (m <sup>3</sup> /ha)	Commercial Volume Palo Arco (m <sup>3</sup> )
914,8	258	25,0	12,5	93,0	85113

### **MORAVIA 2<sup>nd</sup> cycle**

Area (ha)	Stand density (trees/ha)	DBH (cm)	Basal Area (m <sup>2</sup> /ha)	Commercial volume (m <sup>3</sup> /ha)	Commercial Volume Moravia (m <sup>3</sup> )
201,6	244	29,3	16,0	118,1	23795

Until this date no major damage caused by pests and/or has occurred in the PAW plantation estate. A Costa Rican specialist, of the ITCR (Instituto Tecnológico de Costa Rica) and CIPROC (Centro de Investigaciones en Protección de Cultivos), visits the PAW plantations on a regular basis to evaluate the health conditions of the different plantation areas of Palo Arco, Moravia and Carrillo. Data and results of the monitoring system are available for scientific research purposes.

## Planned thinnings and final harvests

The plantations are thinned on an individual management unit basis. These units vary in size from 2 to 99 hectares. For each unit the standing wood stock and growth rates are known as a result from the annual inventory. Based on a long-term growth and financial valuation model for each unit the exact moments and volumes involved of thinning and final harvest are projected and calculated.

The following tables summarize the commercial volume that will be harvested in each of the three plantation units during the period 2026-2030.

<b>PALO ARCO 2026-2030</b>		
<b>Year</b>	<b>Industrial Harvest Volume (m<sup>3</sup>)</b>	<b>Area (Ha)</b>
2026	17891	324,4
2027	18352	291,4
2028	14787	182,7
2029	12987	188,6
2030	13273	142,3
<b>2026/30</b>	<b>77288</b>	<b>1129,4</b>
<b>CARRILLO 2026-2030</b>		
<b>Year</b>	<b>Industrial Harvest Volume (m<sup>3</sup>)</b>	<b>Area (Ha)</b>
2026	154	10,3
2027	195	13,8
2028	1417	9,8
2029	4571	43,0
2030	7157	51,2
<b>2026/30</b>	<b>13493</b>	<b>128,2</b>
<b>MORAVIA 2026-2030</b>		
<b>Year</b>	<b>Industrial Harvest Volume (m<sup>3</sup>)</b>	<b>Area (Ha)</b>
2026	1253	50,2
2027	701	4,4
2028	4336	29,6
2029	2446	12,7
2030	1648	10,1
<b>2026/30</b>	<b>10384</b>	<b>106,9</b>

## **Second rotation**

When a production stand which was planted before the year 2000 receives a final harvest the same will be prepared for the planting of the second cycle. All applicable laws and regulations will be respected. The utmost care will be taken to protect the neighboring protection zones; fire will not be used as a management tool for clearing harvest debris and log tracks will be covered with harvest debris to minimize erosion. As an innovative company the rooted cuttings of plus trees identified in 2004 in the PAW plantation area are being used as planting material for the second rotation.

## **Closing Words**

PanAmerican Woods Plantations is a company on the move. Since 2000, strong changes have been implemented. The board of directors has changed, new managers have been put in place, a completely new management style has been introduced, policies have been altered benefiting the company, local communities and natural environment, and results have become more and more visible. The company is confident that these positive trends will continue in the years to come.

The company has become an important supplier of large diameter plantation teakwood on the international market and in 2003 for the first time in the company's history financial dividends were paid to its shareholders.

Anybody that would like to propose improvements for the company or wants to familiarize themselves with the PAWP way of working is invited to do so.

We thank you for your attention,


The management staff of PanAmerican Woods Plantations S.A.



## **PanAmerican Woods Plantations S.A.**

P.O. Box 7842-1000, Guanacaste, Costa Rica

☎ (+506) 4010-0607  (+506) 6287-6109

 pawplant@pawcr.com