



TDM PLATFORM DOCTRINE

The Institutional Philosophy of Tierras de Montaña



	Document Reference:	TDM-DCT-001
	Version:	1.0
	Date:	July 2026
	Issued by:	SARAH JO S.A.S., Platform Operator
	Status:	Foundational Institutional Document – In Force
	Confidentiality:	Internal Use – Not for Distribution Without Approval



PREAMBLE

“Every technology eventually becomes obsolete.
Every machine is replaced by a better one. Every process is improved.
Every patent expires.

But institutions endure.

Tierras de Montaña was not created to deploy a specific technology.
It was created to build an institutional architecture capable of
outliving its founders, its projects, and its machines.

We do not measure success by the number of machines deployed.
We measure success by the **strength of the alliances**
capable of sustaining territorial transformation over generations.”



TDM GOVERNANCE PYRAMID

INSTITUTIONAL ARCHITECTURE



DOCTRINE (Why)

TDM-DCT-001

Institutional Philosophy
Principles. Vision. Mission.



CONSTITUTIONAL FRAMEWORK (How)

TDM Institutional Framework
Volumes 0 to X

Governance. Rules. Standards.



OPERATIONAL GOVERNANCE MANUAL (Who/What)

TDM Strategic Partnership Manual – This
Procedures. Protocols. Decision Gates.



OPERATIONAL RECORDS (Evidence)

Meeting Reports. Evaluations. Decisions.
Institutional Registry (Volume X)



BUILDING
REGENERATIVE
INFRASTRUCTURE
FOR TERRITORIES
AND FUTURE
GENERATIONS



INSTITUTION
OVER COMPANY



LONG-TERM
OVER SHORT-TERM



GENERATIONS
OVER PROJECTS



TERRITORIES
OVER MARKETS



PURPOSE
WHY WE EXIST



GOVERNANCE
HOW WE OPERATE



EXECUTION
WHAT WE DO



EVIDENCE
WHAT WE ACHIEVE

PART I – WHY WE EXIST

1.1 The Fragmentation Problem

The climate transition will not emerge from disconnected initiatives.

Governments issue regulations. Corporations set targets. Technology providers sell equipment. Producers work the land. Investors seek returns.

Each actor operates in isolation. Each actor optimizes for its own metrics.

The result is fragmentation.

Symptom	Consequence
Overlapping efforts	Wasted resources
Duplicated costs	Inefficient investment
Uncoordinated investments	Missed opportunities
Competing standards	Confusion and delay
Short-term thinking	Fragile outcomes

TDM exists to solve this fragmentation problem.

TDM PRINCIPLE

"TDM is an institutional platform , not simply a company. Procedures exist to preserve institutional continuity. Projects come and go. Partners change. Technologies evolve. The institution remains."

1.2 The Institutional Response

Tierras de Montaña (TDM) is an institutional platform legally incorporated and operated by SARA JO S.A.S., a company registered in Colombia.

We provide the institutional architecture that allows diverse actors to cooperate without being exploited by the strongest, without losing their identity, and without sacrificing their strategic objectives.

This is what makes TDM unique.

Not a technology. Not a project. Not a business model.

An institution.

1.3 Why Institutions Matter

"Individuals act. Projects end. Technologies become obsolete. But institutions endure."

An institution is not a company. A company can be bought, sold, or dissolved.

An institution is a **constitutional system** designed to:

Function	Description
Outlive its founders	It persists beyond any individual.
Resist predation	It protects its members from exploitation.
Serve generations	It acts for the long term, not the quarter.
Preserve knowledge	It learns and remembers.
Enable trust	It creates predictability.

TDM is designed as an institution.

1.4 The Core Insight

"Technologies are interchangeable. Institutions are not."

A pyrolysis reactor can be replaced by another. An ORC can be swapped. A carbon methodology can be updated.

But the **institutional architecture** that enables cooperation, trust, and continuity – that is irreplaceable.

This is what distinguishes TDM.

Not the machines we integrate. The **trust** we enable.

INSTITUTIONAL CONTINUITY DIAGRAM



1.5 TDM Governance Principles – RACI Matrix

Principle	Responsible	Accountable	Consulted	Informed
Institution before Projects	Platform Operator	Founder	Advisory Council	All Fellows
One Source of Truth	Registry Manager	Platform Operator	Editorial Committee	All Fellows
Scientific Integrity	Scientific Council	Platform Operator	Technical Fellows	All Fellows
Technology Neutrality	Platform Operator	Founder	Technical Committee	All Fellows
Shared Governance	Platform Operator	Founder	Advisory Council	All Fellows
Learning Continuity	Knowledge Manager	Platform Operator	All Fellows	Public
Territorial Stewardship	Platform Operator	Founder	Community Fellows	All Fellows

The governance bodies referenced in this matrix describe the institutional architecture as designed. Their operational activation follows the Platform's phased implementation.

PART II – WHAT WE ARE

2.1 Our Nature

TDM is a **territorial structuring platform**.

We design and coordinate territorial architectures that connect local resources, producers, institutions, technologies and markets to enable structured implementation.

We are NOT	Because
An equipment manufacturer	We do not build machines. We integrate technologies.
An EPC contractor	We do not construct. We design and coordinate.
A carbon credit broker	We generate carbon assets as one outcome among many.
A consulting firm	We do not produce reports. We structure projects.

We are NOT	Because
A NGO	We are a for-profit platform designed for long-term sustainability.

Our role is to design, structure, and accelerate territorial ecosystems.

2.2 The Five Domains

TDM operates at the intersection of five strategic domains:



2.3 Our Constitutional Principles

Seven principles are inviolable. They guide every decision, project, and partnership.

Principle	Meaning
1. Institution before Projects	Projects begin and end. The Institution remains. Every project contributes to the continuity of the Platform while serving territorial outcomes.
2. One Source of Truth	Every concept has one authoritative location. No duplication. No confusion.

Principle	Meaning
3. Scientific Integrity	Decisions rely on verifiable evidence, not opinion, ideology, or commercial pressure.
4. Technology Neutrality	Principles are stable. Technologies evolve. We govern principles, not tools.
5. Shared Governance	Responsibilities are explicit, transparent, and accountable. No hidden powers.
6. Learning Continuity	Every project strengthens institutional memory. We never start from zero.
7. Territorial Stewardship	Territories are living systems. They are observed, understood, and managed as such.

PART III – WHY TERRITORY

3.1 The Starting Point

"Technology is not the starting point. The territory is."

TDM does not begin with a machine. We begin with a territory.

Why?

Because every territory is unique. Different biomass. Different communities. Different institutions. Different markets.

A technology that works in Europe may fail in Colombia. A solution that fits coffee may not fit sugarcane.

The territory determines the solution. Not the reverse.

3.2 The Territorial Value Chain

3.3 Territorial Stewardship

"Territories are not commodities. They are living systems entrusted to present generations for the benefit of future generations."

TDM exists to serve territories, not to extract from them.



Our measures of success are not quarterly returns. They are the health of territories in 30, 50, and 100 years.

This is the principle that guides TDM's work.

PART IV – WHY ALLIANCE

4.1 The Alliance Philosophy

TDM works with technology suppliers, industrial partners and strategic allies, according to the role each can play in the development of a territorial system. A supplier sells equipment. An industrial ally co-develops a platform.

Supplier	Industrial Ally
Provides a product	Provides a capability
Transfers ownership	Shares risk
Delivers on time	Co-invests in engineering
Offers warranty	Guarantees performance
Responds to RFQs	Participates in FEED studies
Sells one unit	Supports replication

4.2 The Alliance Value Proposition

When you join the TDM Alliance, you become part of a long-term institutional ecosystem.

Benefit	Description
Access to Territories	Pipeline of projects across multiple regions
Institutional Stability	A governance framework that endures
Shared Learning	Knowledge from every project strengthens the ecosystem
Market Positioning	First-mover advantage in regenerative infrastructure
Risk Mitigation	Shared engineering, shared risk, shared learning

PART V – WHY OBSERVING NET

5.1 The Cognitive Engine

"We do not guess. We observe. We learn. We act."

TDM's institutional intelligence is powered by the **Observing Net** – a permanent learning architecture.

5.2 The Perpetual Cycle



5.3 Living System, Not Machine

The Observing Net is inspired by biological systems, not mechanical systems.

Mechanical System	Biological System (Observing Net)
Centralised control	Distributed intelligence
Linear processes	Circular cycles
Fixed responses	Adaptive responses
Predictable outputs	Emergent outcomes
Efficiency	Resilience

Mechanical System	Biological System (Observing Net)
Commands	Signals
Programs	Evolves

PART VI – WHAT WE OFFER

6.1 The Partner Proposition

"Joining the TDM Alliance means becoming part of a long-term institutional ecosystem. Each partner contributes unique expertise while benefiting from a structured platform designed to generate replicable projects across territories."



6.2 The Alliance Journey

PART VII – HOW WE MEASURE SUCCESS

7.1 Beyond Machines

"We do not measure success by the number of machines deployed. We measure success by the strength of the alliances capable of sustaining territorial transformation over generations."

7.2 Success Metrics

Metric	Description
Alliance Strength	Number and quality of long-term partnerships
Territorial Impact	Health of territories – carbon, biodiversity, communities
Knowledge Continuity	Institutional memory preserved and applied
Replicability	Number of territories where the model is deployed
Trust	Long-term relationships that outlast any single project

PART VIII – THE INVITATION

8.1 The Call to Action

"We are building the territorial infrastructure required for the next generation of climate, biodiversity, and circular economy solutions. The future of regenerative supply chains will be built at origin."

8.2 Who We Seek

TDM seeks to build long-term partnerships with organizations whose capabilities, interests and commitments are aligned with the needs of the territories in which the platform operates.

Criteria	Description
Share Our Vision	Believe in territorial transformation, not just equipment sales
Invest in Engineering	Willing to co-invest in FEED and project development
Think Long-Term	Committed to building enduring alliances, not transactional relationships
Respect Territories	Understand that communities are partners, not beneficiaries
Value Learning	Open to continuous improvement and institutional knowledge

8.3 The Promise

"Technologies do not transform territories. Partnerships do."

"Tierras de Montaña does not seek the best machine. We seek the right partners to build the future together."

"We are not building an organization for today. We are building an institutional architecture designed to ensure continuity beyond its founders, protect the integrity of its partnerships, and serve territories over the long term."

CLOSING DECLARATION

This Doctrine defines **why** TDM exists.

The **TDM Strategic Partnership Manual** defines **how** we work.

The **TDM Operational Standards** define **how far** we go.

Together, these three documents constitute the foundational institutional architecture of Tierras de Montana..

Issued by: SARAH JO S.A.S., Platform Operator

Date: July 2026

Status: Foundational Institutional Document – In Force

Document Reference: TDM-DCT-001

Version: 1.0



TDM STRATEGIC PARTNERSHIP MANUAL

Institutional Governance &
Partnership Management System



	Document Reference:	TDM-MAN-001
	Version:	1.0
	Date:	July 2026
	Issued by:	SARAH JO S.A.S., Platform Operator
	Status:	Operational Governance Document – In Force
	Confidentiality:	Internal Use – Not for Distribution Without Approval
	Related Documents:	TDM-DCT-001, TDM Institutional Framework (Volumes 0-X)



**STRONG
INSTITUTIONS**



**LONG-TERM
PARTNERSHIPS**



**SUSTAINABLE
IMPACT**



**SHARED
PROSPERITY**

TDM exists to solve this fragmentation problem.

We provide the institutional architecture that allows diverse actors to cooperate without being exploited by the strongest, without losing their identity, and without sacrificing their strategic objectives.

TDM PRINCIPLE

"TDM is an institution, not simply a company. Procedures exist to preserve institutional continuity. Projects come and go. Partners change. Technologies evolve. The institution remains."

1.2 What TDM Is

TDM is a **territorial structuring platform**.

TDM designs and coordinates territorial architectures that connect local resources, producers, institutions, technologies and markets to enable structured implementation.

Our role is to design, structure, and accelerate territorial ecosystems capable of generating environmental, productive, and industrial value simultaneously.

We connect:

- Rural producers
- Technology providers
- Industrial partners
- Public institutions
- Climate finance organizations
- Carbon market stakeholders

By creating alignment between these actors, we reduce technical, operational, and institutional barriers while accelerating implementation.

1.3 What TDM Is Not

We are NOT	Because
An EPC contractor	We do not build. We design and coordinate.
An equipment supplier	We do not sell machines. We integrate technologies.
A carbon credit broker	We generate carbon assets as one outcome among many.
A consulting firm	We do not produce reports. We structure projects.
A NGO	We are a for-profit platform designed for long-term sustainability.

1.4 The Architecture of Trust

TDM operates on a simple principle:

Trust is the currency of long-term partnerships.

Trust is not built on contracts. Contracts formalize trust. Trust is built on:

- **Transparency** – decisions are documented, traceable, and explainable.
 - **Predictability** – we do what we say, when we say.
 - **Reciprocity** – value is shared fairly.
 - **Continuity** – the platform outlives any single project or partner.
-

1.5 The Seven Cardinal Principles

These principles are inviolable. They guide every decision, project, and partnership.

Principle	Meaning
1. Institution before Projects	Projects begin and end. The Institution remains. Every project contributes to the continuity of the Platform while serving territorial outcomes.
2. One Source of Truth	Every concept has one authoritative location. No duplication. No confusion.
3. Scientific Integrity	Decisions rely on verifiable evidence, not opinion, ideology, or commercial pressure.
4. Technology Neutrality	Principles are stable. Technologies evolve. We govern principles, not tools.
5. Shared Governance	Responsibilities are explicit, transparent, and accountable. No hidden powers.
6. Learning Continuity	Every project strengthens institutional memory. We never start from zero.
7. Territorial Stewardship	Territories are living systems. They are observed, understood, and managed as such.

1.6 The Observing Net

We do not guess. We observe. We learn. We act.

The Perpetual Cycle



The Observing Net is inspired by biological systems, not mechanical systems. It grows, adapts, learns, heals, and evolves. Knowledge generated by one project becomes intelligence available to all future projects.

PART II – PARTNERSHIP MODEL

2.1 The Partnership Philosophy

TDM works with technology suppliers, industrial partners and strategic allies, according to the role each can play in the development of a territorial system.

A supplier sells equipment. An industrial ally co-develops a platform.

Supplier	Industrial Ally
Provides a product	Provides a capability
Transfers ownership	Shares risk
Delivers on time	Co-invests in engineering
Offers warranty	Guarantees performance
Responds to RFQs	Participates in FEED studies
Sells one unit	Supports replication

2.2 Partnership Categories

TDM recognizes five categories of strategic partners:

Category	Description	Examples
Technology Partners	Provide core equipment and process know-how	ORC manufacturers, pyrolysis suppliers, drying specialists
Industrial Partners	Integrate products into value chains	Cement companies, coffee roasters, energy off-takers
Financial Partners	Provide capital and risk management	Climate funds, development banks, impact investors
Institutional Partners	Provide regulatory and territorial access	Ministries, municipalities, development agencies
Scientific Partners	Provide research, validation, and MRV	Universities, research centers, standard bodies

2.3 Partnership Lifecycle

Every strategic partnership follows a structured lifecycle:

Phase	Duration	Objective
1. Identification	1-2 months	Identify potential partners, evaluate strategic alignment
2. Initial Meeting	1 meeting	Establish relationship, understand vision, assess compatibility
3. NDA Signature	1-2 weeks	Secure mutual confidentiality, enable technical exchange
4. Technical Workshop	2-4 weeks	Share project data, validate technology fit, identify integration points
5. Expression of Interest	2-4 weeks	Define collaboration scope, identify key value drivers
6. Pilot Structuring	2-6 months	Design pilot scope, define roles, secure initial resources
7. Implementation	6-18 months	Deploy pilot, monitor performance, validate results
8. Alliance	Ongoing	Formalize long-term collaboration, replicate across territories

2.4 Partnership Lifecycle – RACI Matrix

Phase	Activity	TDM (R)	Partner (R)	Platform Operator (A)	Advisory Council (C)
Identification	Prospecting	✓ R		A	C
Initial Contact	Introductory Meeting	R	R	A	I
Evaluation	Partner Assessment	R		A	C
Engagement	NDA Execution	R	R	A	
Technical Evaluation	Technical Workshop	R	R	A	C
Commitment	EOI / MoU	R	R	A	I
Implementation	Project Execution	R	R	A	C
Long-Term Alliance	Governance Review	R	R	A	C

PART III – INDUSTRIAL NEGOTIATION PLAYBOOK

3.1 Philosophy of Negotiation

You are not buying equipment. You are building a relationship.

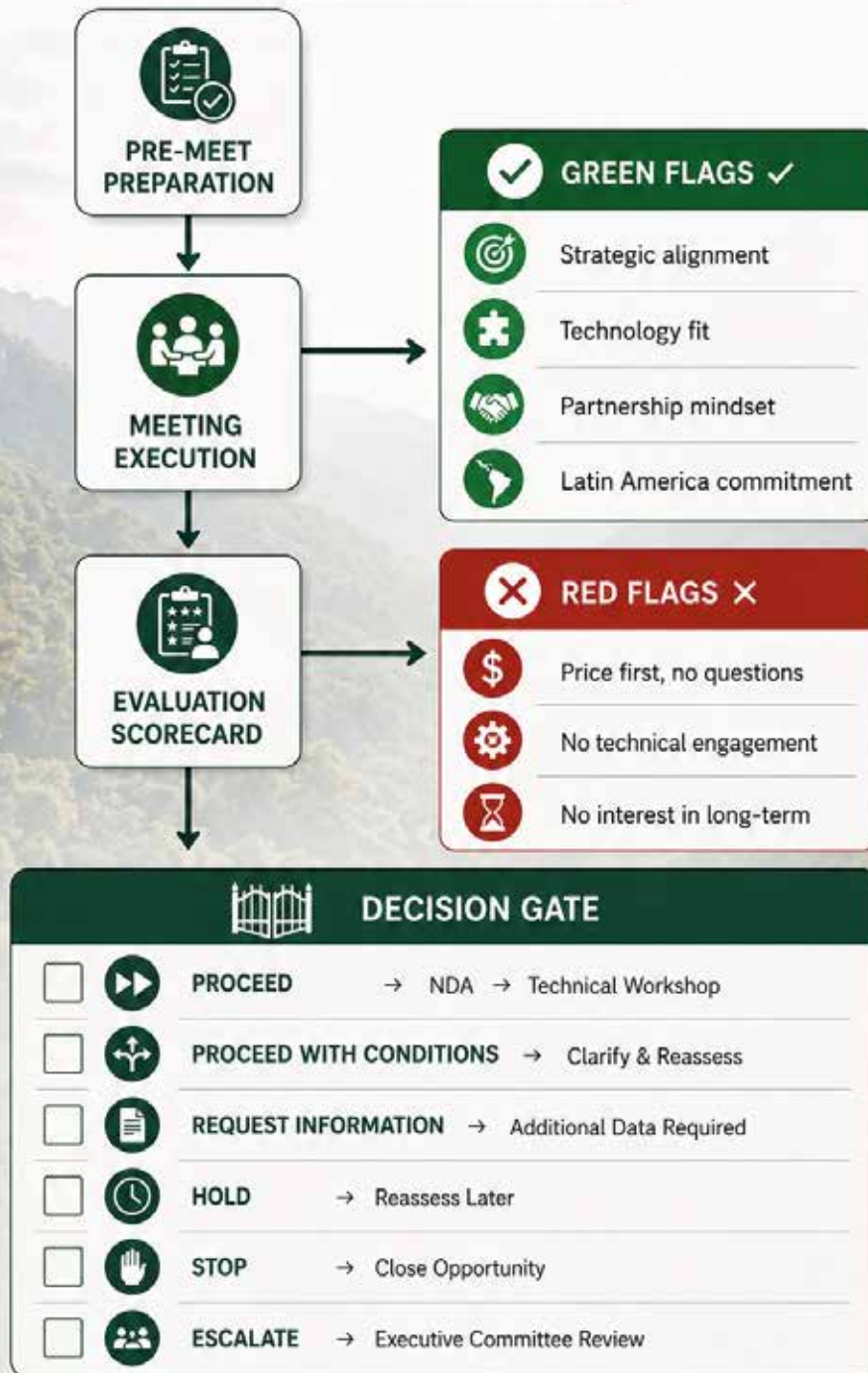
Every negotiation is a test of three things:

1. **Alignment** – Do we share the same long-term vision?
2. **Trust** – Do we believe each other's commitments?
3. **Capability** – Can we deliver what we promise?

If any of these is missing, the negotiation will fail—eventually.



DECISION FLOW – NEGOTIATION



3.2 Decision Flow – Negotiation

3.3 Red Flags & Green Flags

TDM WARNING

"When a partner immediately asks for budget, delivery date, or purchase order, they are evaluating a transaction – not a partnership. This is a strong indicator of a supplier relationship, not a strategic alliance."

BEST PRACTICE

"The most valuable question in any first meeting: 'If you looked at TDM as a strategic platform, what would you need to see to justify a long-term relationship?' This shifts the conversation from transactional to institutional."

GREEN FLAGS

They ask questions about:

- Your business model
- The TDM vision
- Replicability
- Future projects
- Latin America

They propose:

- A technical workshop
- An engineering review
- An NDA
- Engineering participation
- References
- Site visits

They seek to understand before they sell.

→ **This is an excellent sign.**

RED FLAGS

They immediately ask:

- "What is your budget?"
- "How many units do you want to buy?"
- "When do you sign the purchase order?"

They refuse to speak with their technical team.

They only want to send a brochure or a quotation.

They are not interested in the overall process.

They say: *"We only sell the ORC."* without wanting to understand the rest.

→ **This is probably not a strategic partner.**

3.4 Scorecard – Evaluating Partners

At the end of every meeting, rate from 1 to 5:

Criteria	Score (1-5)
Strategic vision alignment	
Understanding of the project	
Openness to co-development	
Engineering capability	
Biomass experience	
Commercial flexibility	
Technical support	
Presence in Latin America	
Responsiveness	
Long-term potential	

Total Score: ____ / 50

PART IV – TECHNOLOGY INTEGRATION FRAMEWORK

4.1 Philosophy of Technology Selection

Technology is not the starting point. The territory is.

TDM does not select technology in isolation. We select technology as part of an **integrated thermal architecture** designed to serve the territory.

TDM PRINCIPLE

"Technology is not the starting point. The territory is. We do not select machines. We design architectures."

TDM RULE

"Every technology evaluation must consider five criteria: Technical Fit (30%), Operational Robustness (25%), Engineering Support (20%), Partnership Philosophy (15%), Commercial Terms (10%). Price is the least important criterion."

4.2 Technology Selection Criteria – The TDM Matrix

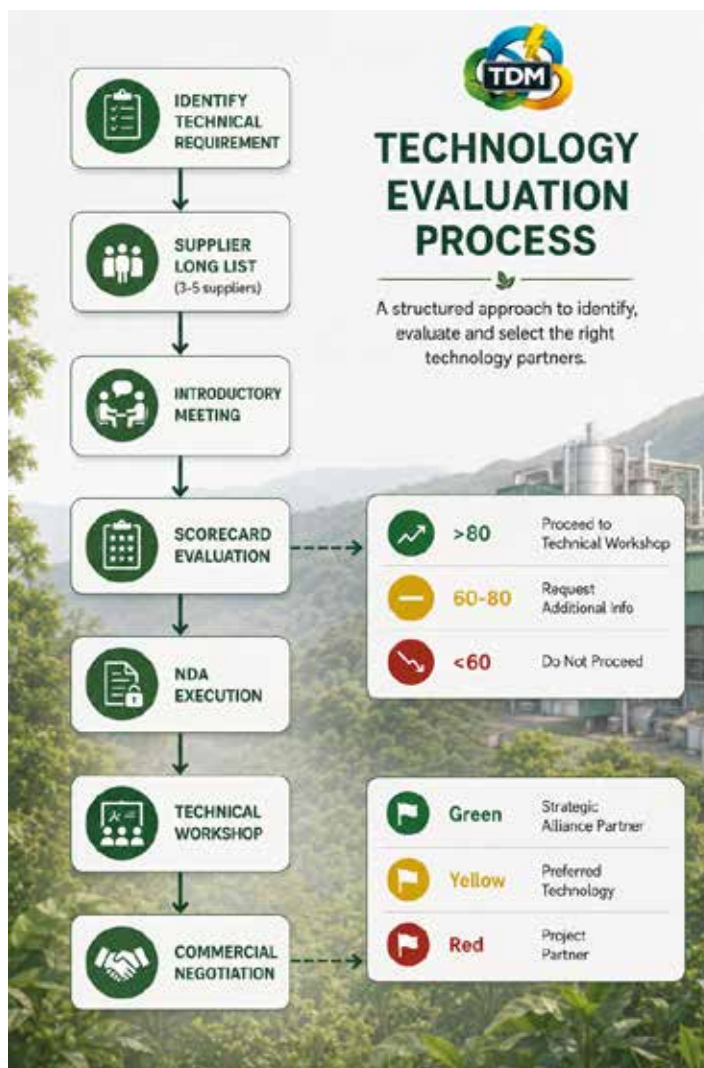
Every technology is evaluated against five criteria:

Criteria	Weight	Why
1. Technical Fit	30%	Does it work with our biomass, our scale, our climate?
2. Operational Robustness	25%	Can it operate continuously in tropical, remote conditions?
3. Engineering Support	20%	Does the supplier provide process integration, FEED support, local commissioning?
4. Partnership Philosophy	15%	Are they open to co-development, replication, long-term alliance?
5. Commercial Terms	10%	Is pricing transparent, fair, aligned with project bankability?

4.3 Technology Evaluation – Decision Flow

PART V – PROJECT DEVELOPMENT METHODOLOGY

5.1 The TDM Project Lifecycle



Phase	Duration	Objective	Deliverable
1. Identification	1-3 months	Identify territory, biomass, potential partners	Opportunity Brief
2. Pre-Feasibility	2-4 months	Validate technical, financial, institutional viability	Pre-Feasibility Report
3. FEED	4-8 months	Develop engineering design, cost estimates, timeline	FEED Package
4. Structuring	3-6 months	Finalize partnerships, financing, governance	Project Annex (Volume VI)
5. Implementation	12-24 months	Deploy, commission, operate	Operational Project
6. Monitoring	Continuous	MRV, performance tracking, learning	Reports, Data
7. Replication	Ongoing	Scale to new territories	New Projects

5.2 Project Governance Structure



5.3 Project Governance – RACI Matrix

Activity	Project Manager (TDM)	Steering Committee	Platform Operator	Technology Partner	Community Partner
Project Approval	R	C	A	I	C
Technical Design	R	C	A	R	I
Budget Approval	R	A	A	I	I
Implementation	R	C	I	R	C
Monitoring	R	I	A	C	C
Reporting	R	I	A	C	I
Change Management	R	A	A	C	C
Risk Management	R	C	A	C	C

PART VI – INDUSTRIAL ALLIANCE GOVERNANCE

6.1 The Alliance Philosophy

TDM does not build supplier relationships. TDM builds alliances.

A supplier relationship is transactional. An alliance is structural.

Supplier Relationship	Industrial Alliance
Transactional	Strategic
One project at a time	Long-term framework
Price-driven	Value-driven
Limited collaboration	Co-development
Risk transferred to TDM	Shared risk
One-way communication	Two-way dialogue

6.2 Alliance Governance Pyramid



6.3 Alliance Governance – RACI Matrix

Activity	Alliance Partner	TD M	Strategic Council	Platform Operator
Strategic Direction	C	R	C	A
Partnership Review	R	R	C	A
Technical Alignment	R	R	I	A
Value Sharing	C	R	I	A
IP Governance	R	R	I	A
Conflict Resolution	R	R	C	A
Termination	I	R	C	A

PART VII – CASE STUDIES – PLANADAS PILOT

7.1 Project Overview

Parameter		Value
Location		Planadas, Tolima, Colombia
Biomass Type		Coffee pulp, coffee cherry husks, pruning residues
Biomass Availability		8,000 – 12,000 t/year
Project Scale	1-2 t/hour biomass processing	
Technologies	Intermediate pyrolysis + ORC + Drying	
Outputs	Biochar, electricity (500 kW), heat for drying	
Carbon Removal Potential	4,000 – 6,000 tCO ₂ e/year	

7.2 Key Partners (Identified or In Discussion)

Partner Type	Organization	Status
Territorial Developer	Tierras de Montaña	✓ Confirmed
Producer Organizations	Aserpropaz, Jalexha, Coffee Growers of Planadas	✓ Engaged
Institutional Support	Ministry of Agriculture, ProColombia	✓ Engaged
ORC Technology	Rank ORC / ElectraTherm / Enogia	🔄 In Evaluation
Pyrolysis Technology	Greenchar / Beston / QNP	🔄 In Evaluation
Carbon Offtake	To be defined	🔄 In Discussion
Financing	To be defined	🔄 In Discussion

7.3 Lessons Learned – Planadas So Far

Lesson	Implication
Biomass Aggregation is Critical	Producers are willing but need organization and trust
Technology Integration is Non-Trivial	ORC + Pyrolysis integration requires detailed engineering
Institutional Support is Powerful	Ministry of Agriculture engagement opens doors
Community Trust Takes Time	FPIC and engagement are essential, cannot be rushed
Carbon Revenue is a Catalyst	Carbon credits make projects bankable, but are not the core purpose
Partners Must Be Carefully Selected	Sinoma experience: evaluate alignment, commitment, and reliability

PART VIII – OPERATIONAL GOVERNANCE SYSTEM

8.1 Document Management System

Every operational document shall include the following identity block:

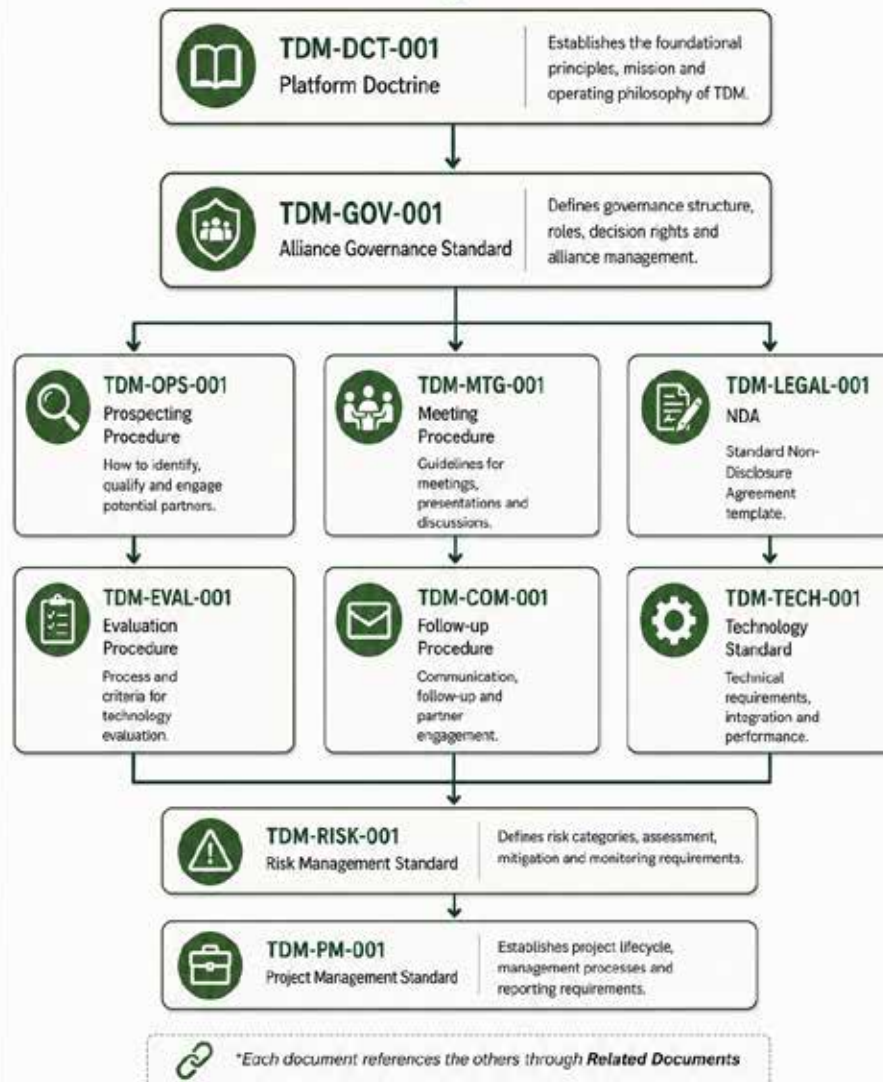
Field	Description
Document Reference	Unique code (e.g., TDM-GOV-001)
Version	Version number (e.g., 1.0)
Revision	Revision number (e.g., 0)
Date	Date of issue
Prepared By	Person/organization preparing the document
Reviewed By	Person/organization reviewing the document
Approved By	Person/organization approving the document
Document Owner	Responsible party for maintenance
Confidentiality Level	Public / Internal / Confidential / Restricted
Distribution	Who receives the document
Status	Draft / In Review / In Force / Superseded
Related Documents	References to other TDM documents

8.2 Document Coding System

Prefix	Category	Example
TDM-GOV	Governance Documents	TDM-GOV-001
TDM-OPS	Operational Procedures	TDM-OPS-001
TDM-MTG	Meeting Management	TDM-MTG-001
TDM-COM	Communications	TDM-COM-001
TDM-EVAL	Evaluations	TDM-EVAL-001
TDM-LEGAL	Legal Documents	TDM-LEGAL-001
TDM-TECH	Technical Documentation	TDM-TECH-001
TDM-RISK	Risk Management	TDM-RISK-001
TDM-PM	Project Management	TDM-PM-001



DOCUMENT HIERARCHY & RELATIONSHIPS



8.3 Document Hierarchy & Relationships

GOVERNANCE NOTE

"Every operational document is a governance instrument, not merely an administrative form. Each document supports a decision gate, captures institutional knowledge, and contributes to organizational memory. The manual functions as an integrated management system, not a collection of isolated templates."

8.4 Operational Documents

TDM-LEGAL-001: Mutual Non-Disclosure Agreement

Document Reference: TDM-LEGAL-001
Version: 1.0
Date: July 2026
Prepared By: SARAH JO S.A.S.
Reviewed By: [Legal Counsel]
Approved By: Ehoud Cola, Founder & Managing Director
Document Owner: SARAH JO S.A.S.
Confidentiality Level: Confidential
Distribution: Partner Organizations (upon execution)
Status: In Force
Related Documents: TDM-OPS-001, TDM-OPS-002, TDM-OPS-003

MUTUAL NON-DISCLOSURE AGREEMENT

1. Purpose

This Mutual Non-Disclosure Agreement establishes the framework for confidential discussions between the Parties for the evaluation of potential cooperation opportunities related to regenerative territorial infrastructure, biomass valorization, renewable energy, carbon removal, and associated technologies.

2. Parties

Party	Legal Entity	Registered Address
TDM	SARAH JO S.A.S.	Carrera 1E No. 77-68, Bogotá D.C., Colombia
Partner	[Partner Legal Name]	[Registered Address]

3. Scope of Confidential Information

Includes but is not limited to:

- Technical: Engineering studies, PFDs, P&IDs, equipment specifications, software, databases
- Commercial: Financial models, pricing, cost structures, business plans
- Strategic: Project methodologies, operational procedures, know-how, trade secrets
- Environmental: Carbon methodologies, MRV systems, biomass characterization
- Operational: Community information, stakeholder data, institutional processes

4. Obligations of the Receiving Party

1. Use Confidential Information **exclusively** for evaluating potential collaboration
2. Maintain Confidential Information with at least the same degree of care as its own confidential information
3. Limit disclosure to personnel with a legitimate need to know
4. Ensure all recipients are bound by confidentiality obligations
5. Not disclose Confidential Information without prior written authorization
6. Comply with all applicable data protection laws

5. Exclusions

- Public domain information
- Prior knowledge
- Independently developed information
- Third-party information
- Legally required disclosure

6. Intellectual Property

No transfer of intellectual property rights is granted.

7. No Commercial Commitment

This Agreement creates no commercial obligations.

8. Non-Exclusivity

Nothing prevents either Party from evaluating similar opportunities with other organizations.

9. Term

Period	Duration
Agreement Term	3 years from Effective Date
Confidentiality Obligations	5 years after termination

10. Governing Law & Dispute Resolution

- Step 1: Good-faith negotiations
- Step 2: Mediation
- Step 3: Binding arbitration in Bogotá D.C., Colombia
- Governing Law: Republic of Colombia

11. Decision Gate

Decision	Action
 Proceed	Schedule Technical Workshop (TDM-MTG-002)
 Proceed with Conditions	Clarify scope, then proceed
 Hold	Await additional information
 Stop	Close opportunity

SIGNATURES

FOR TIERRAS DE MONTAÑA (SARAH JO S.A.S.)

Field	Value
Name	Ehoud Cola
Title	Founder & Managing Director
Date	-----
Signature	-----

FOR THE PARTNER

Field	Value
Name	-----
Title	-----
Date	-----
Signature	-----

Document Reference: TDM-EVAL-001

Version: 1.0

Date: July 2026

Prepared By: SARAH JO S.A.S.

Reviewed By: TDM Management

Approved By: Ehoud Cola, Founder & Managing Director

Document Owner: SARAH JO S.A.S.

Confidentiality Level: Internal

Distribution: TDM Internal Use Only

Status: In Force

Related Documents: TDM-MTG-001, TDM-OPS-001

INITIAL PARTNER EVALUATION

Purpose

This document serves as the institutional record for evaluating a potential strategic partner following the Introductory Meeting (TDM-MTG-001).

Instructions

1. Complete within **48 hours** of the Introductory Meeting.
 2. Use a **1-5 scale**:
 - 1 = Poor / No evidence
 - 2 = Below expectation
 - 3 = Meets expectation
 - 4 = Exceeds expectation
 - 5 = Excellent / Outstanding
 3. Provide **substantive comments** for each criterion.
-

SECTION 1: GENERAL INFORMATION

Field	Value
Partner Company	
Contact Person	
Meeting Date	
Meeting Type	☐ Teams ☐ Zoom ☐ On-Site ☐ Other
Evaluator(s)	
Technology Area	☐ ORC ☐ Pyrolysis ☐ Biomass ☐ Engineering ☐ Carbon ☐ Other

SECTIONS 2-6: EVALUATION CRITERIA

Section	Criteria	Score	Comments
2. Strategic Alignment	Understands TDM Platform	/5	
	Understands territorial approach	/5	
	Interested in long-term collaboration	/5	
	Looks beyond equipment sales	/5	
	Section Score	/20	
3. Technical Excellence	Technology maturity	/5	
	Engineering capability	/5	
	Experience with biomass	/5	
	Innovation capacity	/5	
	Section Score	/20	
4. Partnership Mindset	Open to co-development	/5	

Section	Criteria	Score	Comments
	Willing to involve engineering teams	/5	
	Open to pilot projects	/5	
	Interested in Latin America strategy	/5	
	Section Score	/20	
5. Commercial Reliability	Financial stability	/5	
	Positive references	/5	
	After-sales support capability	/5	
	Delivery capability	/5	
	Section Score	/20	
6. Cultural & Human Fit	Transparency	/5	
	Responsiveness	/5	
	Communication quality	/5	
	Trust level established	/5	
	Section Score	/20	

SECTION 7: OVERALL ASSESSMENT

Category	Score
Strategic Alignment	/20
Technical Excellence	/20
Partnership Mindset	/20
Commercial Reliability	/20
Cultural & Human Fit	/20
FINAL SCORE	/100

SECTION 8: STRATEGIC RECOMMENDATION

Score	Recommendation	Action
90-100	Alliance Partner Candidate	Proceed to NDA and strategic technical workshops
80-89	Preferred Technology Partner	Continue technical due diligence
70-79	Project Partner	Suitable for specific projects
60-69	Limited Strategic Fit	Keep under observation
<60	Not Recommended	Do not pursue at this stage

SECTION 9: DECISION GATE

Decision	Action
☐ Proceed	Advance to NDA and Technical Workshop
☐ Proceed with Conditions	Request additional information
☐ Request Information	Obtain additional data
☐ Hold	Reassess later
☐ Stop	Close opportunity

Decision	Action
☐ Escalate	Refer to Executive Committee

SECTION 10: LESSONS LEARNED

Question	Response
What impressed us most?	
What should we verify before moving forward?	
Would we trust this company with 10 projects over 10 years?	☐ Yes ☐ Probably ☐ Not Yet ☐ No
Would this partner strengthen the TDM Alliance?	☐ Yes ☐ Partially ☐ No

TDM-MTG-001: Strategic Introductory Meeting Procedure

Document Reference: TDM-MTG-001

Version: 1.0

Date: July 2026

Prepared By: SARAH JO S.A.S.

Reviewed By: TDM Management

Approved By: Ehoud Cola, Founder & Managing Director

Document Owner: SARAH JO S.A.S.

Confidentiality Level: Internal

Distribution: TDM Internal Use Only

Status: In Force

Related Documents: TDM-OPS-001, TDM-EVAL-001, TDM-LEGAL-001

STRATEGIC INTRODUCTORY MEETING PROCEDURE

1. Purpose

This procedure defines the standard for conducting Strategic Introductory Meetings between Tierras de Montaña and potential strategic partners.

2. Strategic Context

The Introductory Meeting is the first formal interaction. Its objective is **not to present the project**, but to **establish the nature of the relationship**.

3. Responsibilities

Role	Responsibility
Meeting Lead (TDM)	Conducts meeting, delivers key messages, leads strategic discussion
Meeting Coordinator	Schedules, sends agenda, prepares materials
Meeting Recorder	Documents meeting notes
Partner	Presents capabilities, answers questions, engages in strategic dialogue

4. Opening Script

"Good morning [Name]. First of all, thank you very much for taking the time to meet with us today."

[Wait.]

"Before discussing technology, I would like to briefly introduce who we are and explain why we specifically reached out to [Company Name]."

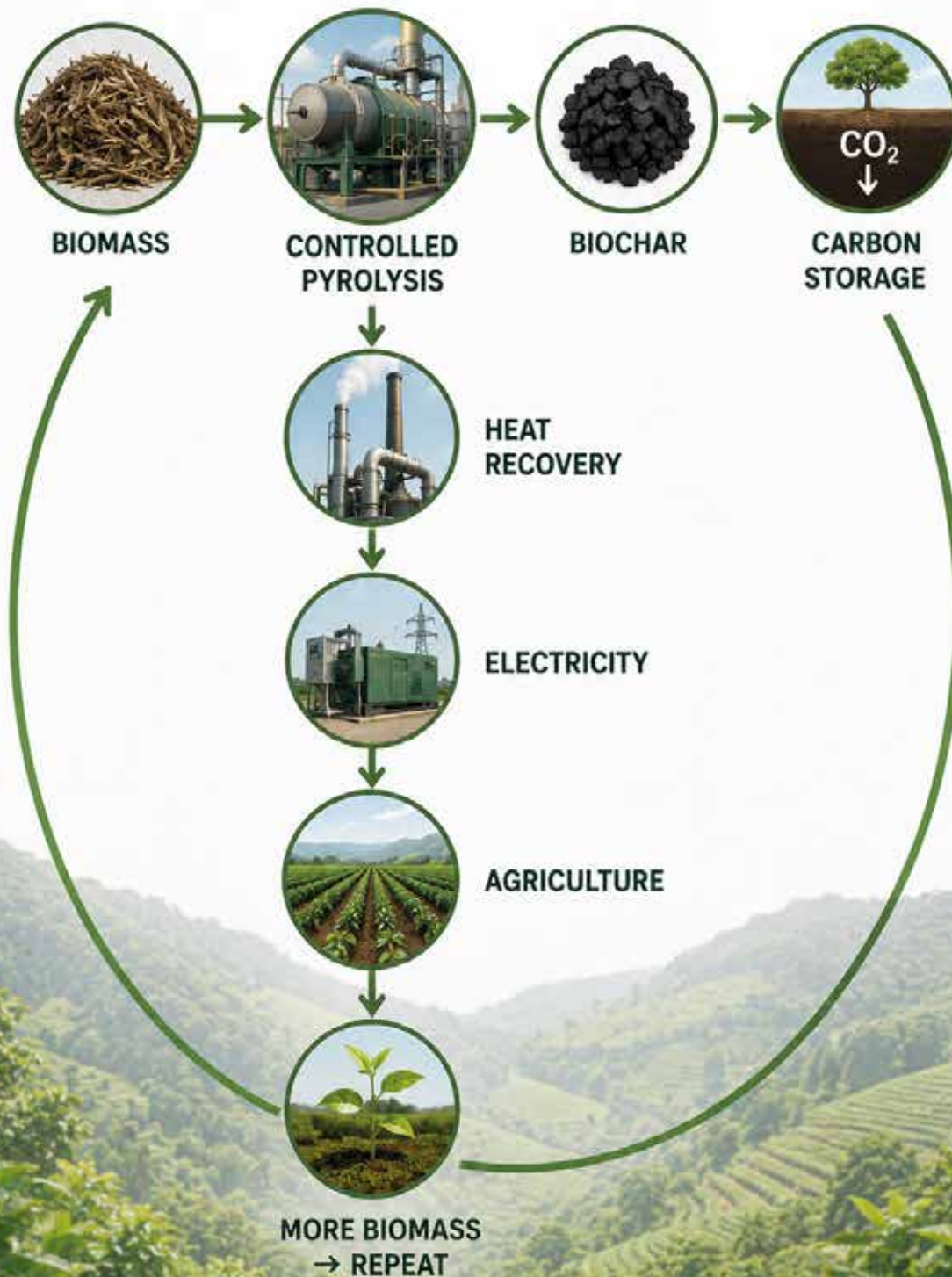
5. Who We Are

"Tierras de Montaña is a Colombian territorial development platform focused on regenerative infrastructure. Rather than developing isolated industrial projects, we structure long-term territorial ecosystems where agriculture, renewable energy, carbon management and rural development reinforce one another."

"We are not an equipment manufacturer. We are not an EPC contractor. We are not looking to become an ORC supplier. Our expertise lies in project structuring and industrial integration."

6. The Circular Model

THE CIRCULAR MODEL



7. Strategic Questions to Ask

1. "How do you see [Company Name]'s strategy evolving in Latin America over the next five years?"
2. "What types of organizations make the best long-term partners for [Company Name]?"
3. "Beyond supplying equipment, how involved does [Company Name] usually become during project development?"
4. "Have you ever integrated an [ORC / technology] with a continuous pyrolysis process?"
5. "If you looked at Tierras de Montaña not as a customer but as a strategic platform, what would you need to see from us to justify that relationship?"

8. Closing Script

"[Name], thank you for this very open discussion. As a next step, I suggest we take a few days to reflect. If we both see strategic alignment, we can move forward with a Mutual NDA and organize a more detailed technical workshop."

"Our objective is not simply to deploy a successful pilot, but to build a long-term partnership capable of supporting a replicable territorial development model across Colombia and beyond."

9. Decision Gate

Question	Response
Do we trust this company?	☐ Yes ☐ No ☐ Not Yet
Do they understand our vision?	☐ Yes ☐ Partially ☐ No
Can they become long-term partners?	☐ Yes ☐ Maybe ☐ No
Should we proceed with an NDA?	☐ Yes ☐ No ☐ Await Info

10. Post-Meeting Actions

Action	Responsible	Deadline
Send Follow-up Email	Meeting Lead	Within 24 hours
Complete Partner Evaluation	Meeting Lead	Within 48 hours
Schedule Technical Workshop	Meeting Coordinator	Within 1 week

Document Reference: TDM-COM-001
Version: 1.0
Date: July 2026
Prepared By: SARAH JO S.A.S.
Reviewed By: TDM Management
Approved By: Ehoud Cola, Founder & Managing Director
Document Owner: TDM Management
Confidentiality Level: Internal
Distribution: TDM Internal Use Only
Status: In Force
Related Documents: TDM-MTG-001, TDM-MTG-002, TDM-EVAL-001

FOLLOW-UP COMMUNICATION STANDARDS

Communication Stages

Stage	Document	Timing	Purpose
Introductory Meeting	TDM-COM-001	Within 24 hours	Confirm interest, summarize, propose next steps
Technical Workshop	TDM-COM-002	Within 48 hours	Document data requests, technical actions
Executive Meeting	TDM-COM-003	Within 24 hours	Capture strategic decisions, governance commitments
Partnership Confirmation	TDM-COM-004	Upon decision	Formalize alliance, confirm MoU

TDM PRINCIPLE

"Follow-up is not a courtesy. It is a governance act. It confirms mutual understanding, documents commitments, and advances the partnership lifecycle."

Standard Follow-up Email (TDM-COM-001)

Subject: Follow-up – Strategic Meeting – Tierras de Montaña & [Partner Name]

Dear [Name],

Thank you once again for taking the time to meet with us today.

It was a pleasure learning more about [Partner Company], your technology, and your long-term vision.

Meeting Highlights:

- Introduction to the Tierras de Montaña Platform
- Overview of our first biomass-to-energy pilot project in Colombia
- Your technological capabilities and engineering approach
- Potential areas of collaboration
- Possible next steps toward a strategic partnership

Agreed Next Steps:

- Exchange a Mutual NDA
- Share technical documentation
- Organize a technical workshop
- Conduct a preliminary technical assessment
- Schedule a second meeting

Documents Attached:

- TDM Executive Summary
- [Other document]

We appreciate your interest and look forward to continuing our discussions.

Kind regards,

Ehoud Cola

Founder & Managing Director

Tierras de Montaña Platform

SARAH JO S.A.S.

 ehoud.col@tierrasdemontana.com

 +57 318 650 56 44

FINAL LESSONS LEARNED

FIELD EXPERIENCE – Sinoma Engagement (2025-2026)

"The Sinoma experience taught us three things:

- 1. Trust is not built on documents – it is built on responsiveness. A partner who delays communication during the NDA phase will delay during the FEED phase.*
 - 2. Exclusivity without commitment is a trap. A partner who requests exclusivity but invests no engineering resources is not a partner – they are an option holder.*
 - 3. Institutional alignment is more important than technical fit. A technically excellent partner who does not share the vision will cause more problems than a technically adequate partner who does."*
-

LESSONS LEARNED – General Observations

Observation	Implication
Technology providers who ask questions before providing quotations	Are more likely to become strategic partners
Partners who request an NDA before the first meeting	Are protecting something – valuable, sensitive, or problematic
A proposal without a technical workshop	Is just a brochure
Partners who offer references unprompted	Are confident in their work
Partners who hesitate to involve engineering teams	Are not committed to co-development

FINAL INSTITUTIONAL STATEMENT

TDM PRINCIPLE

"We are not building an organization for today. We are building an institutional architecture designed to ensure continuity beyond its founders, protect the integrity of its partnerships, and serve territories over the long term."

CLOSING DECLARATION

This document, together with the TDM Institutional Framework (Volumes 0 to X), constitutes the foundational constitutional and operational framework of Tierras de Montana.

Document	Reference	Function
Platform Doctrine	TDM-DCT-001	Defines why we exist
Institutional Framework	Volumes 0–X	Defines how we govern
Strategic Partnership Manual	TDM-MAN-001	Defines how we work with partners

Future developments shall be implemented through controlled operational procedures and records, rather than by creating additional institutional volumes.

Issued by: SARAH JO S.A.S., Platform Operator

Date: July 2026

Status: Foundational Documents – In Force

Document References: TDM-DCT-001, TDM-MAN-001

Version: 1.0

End of TDM Foundational Documents
