AMORIM

Corticeira Amorim
Profile

April, 2026

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The World Leader in Cork

- The largest global exporter of cork
- The oldest cork company in the world in continuous operation (1870)
- The world's largest cork processing company
- Presence in 25 countries in 5 continents
- The biggest distribution network in the sector (44 distribution companies)
- Diversified client base, over 25,000 customers
- 93% of sales are made outside Portugal
- Sales to close to 100 countries
- Over 4,600 workers (more than 1,400 outside Portugal)
- Internal structures of Research & Development in all Business Units: 8.3 M€ average R&D+I investment



Mission, Vision and Values

Mission

Add value to cork, in an ethical, competitive, distinctive and innovative way that is in perfect harmony with nature

Vision

Be a sustainable company, providing suitable value for the capital invested while promoting social equity, diversity integration and environmental safeguards, with differentiating factors at product and service level

Values

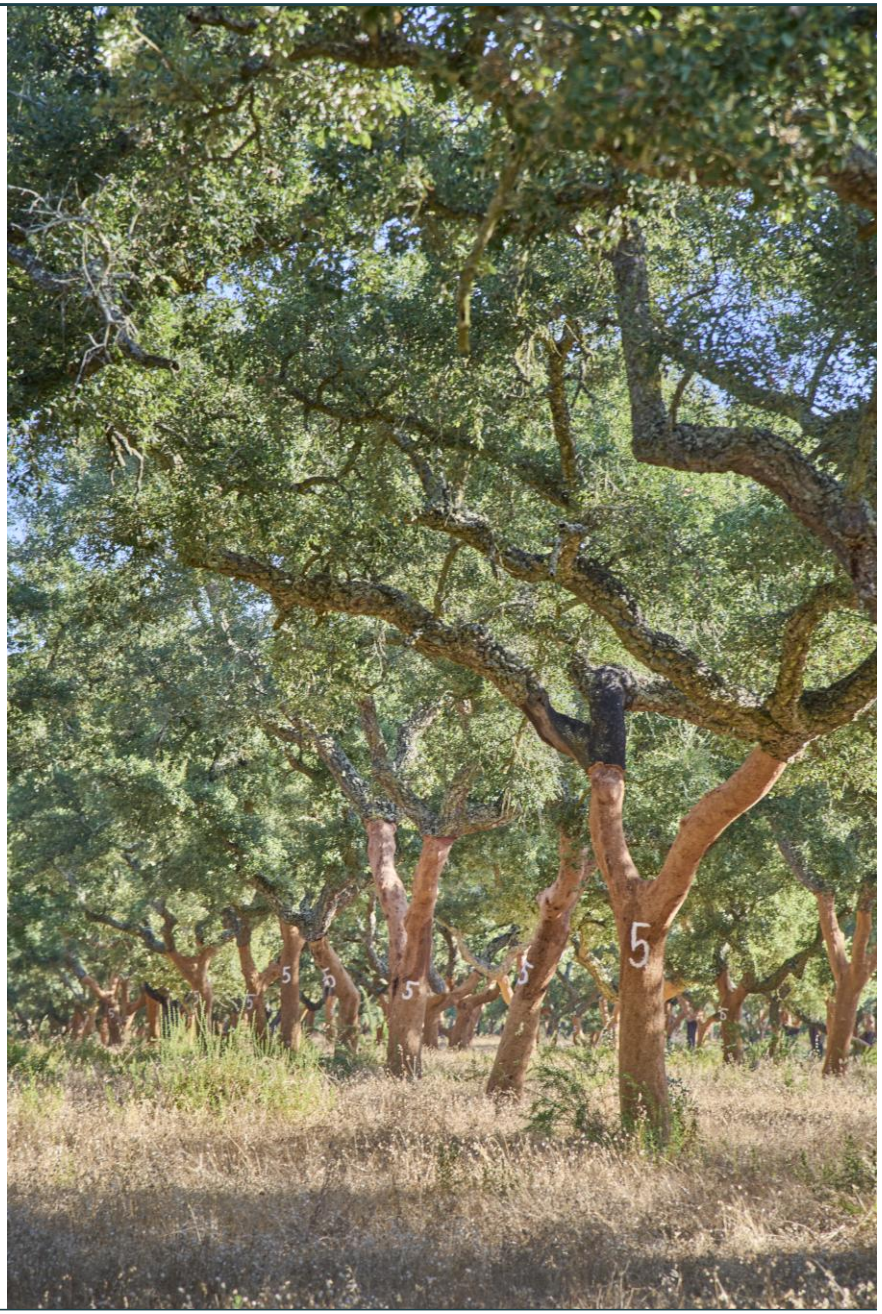
Pride; Ambition; Initiative; Sobriety and Attitude



Raw Material: Cork

The outer bark of the *Quercus Suber L.* (cork oak tree)

- The process of natural cork extraction is called harvesting, a highly specialized process that does not harm the tree
- It takes, on average, ***25 years*** before a cork oak can be harvested for the first time
- The following harvestings are made at intervals of, at least, ***nine years***, always between May and August, when the tree is at its most active phase of growth
- It is only after the ***3rd harvest – 43 years*** – that the cork bark achieves the standards of quality required for a natural cork stopper
- A cork oak tree ***can live up to 200 years***, during which time it may be harvested 15 to 18 times



Cork's Own Nature

Cork is a biodegradable and sustainable material, 100% natural, renewable, recyclable and reusable

- Acoustic insulator
- Thermal effective
- Impermeable to liquids and gases
- Elastic and compressible
- High temperature resistant
- Resilient
- Very light
- Hypoallergenic
- Shock absorbent
- Soft touch
- Warm feeling



Cork Oak Forest

Annual cork production and cork forest area

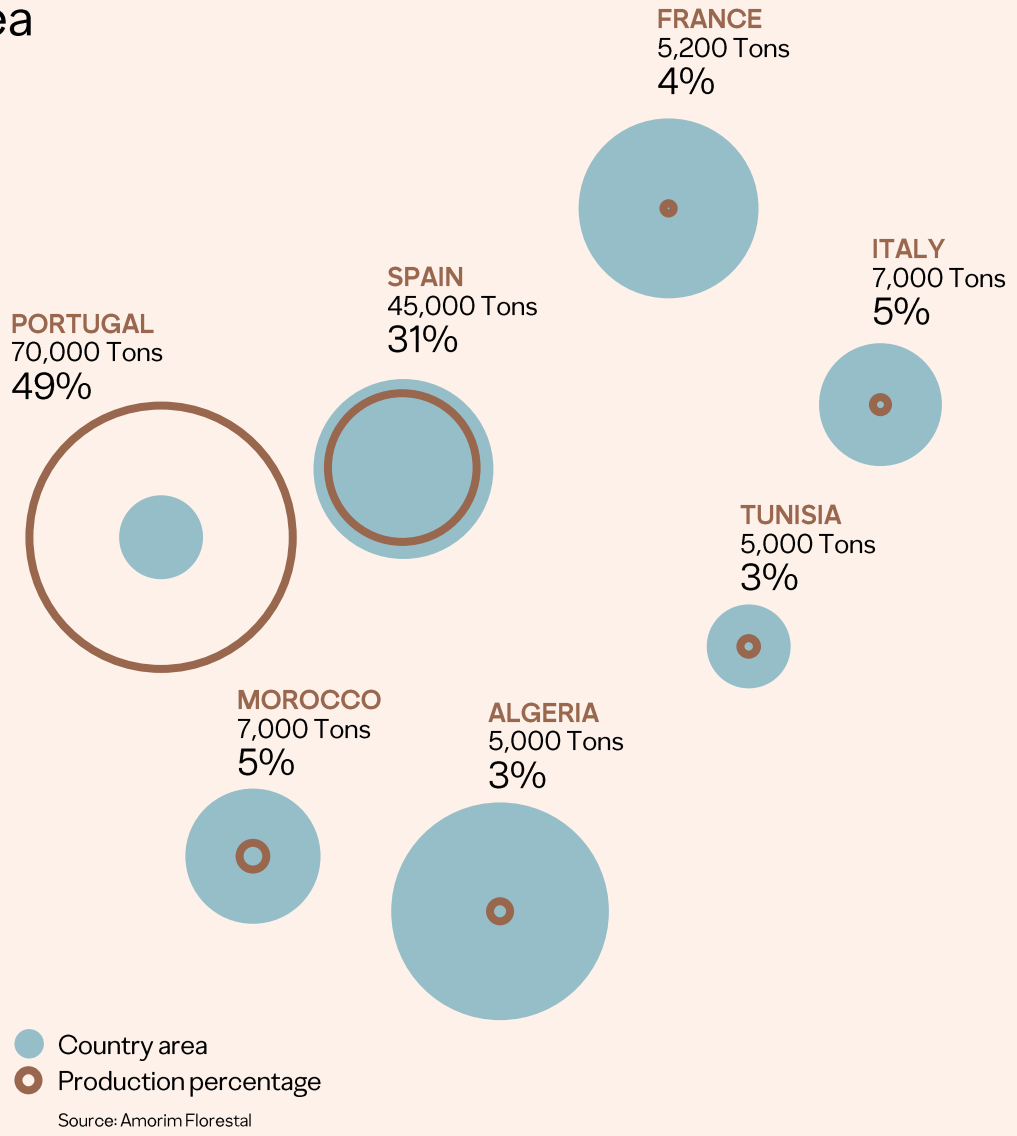
Cork oak forest area (thousand hectares)

Portugal	720	34%
Spain	574	27%
Morocco	383	18%
Algeria	230	11%
Tunisia	86	4%
France	65	3%
Italy	65	3%

Source: Portugal: IFN6, 2019; Spain: MARM, 2012; Italy: FAO, 2005; France: IM Liège, 2014; Morocco: HCEF Marroc, 2011; Algeria: EFI, 2009; Tunisia: Ben Jamaa, 2011

2.1 million hectares in the West Mediterranean Basin

with ideal growing conditions for this species: soil composition, temperature, water and altitude

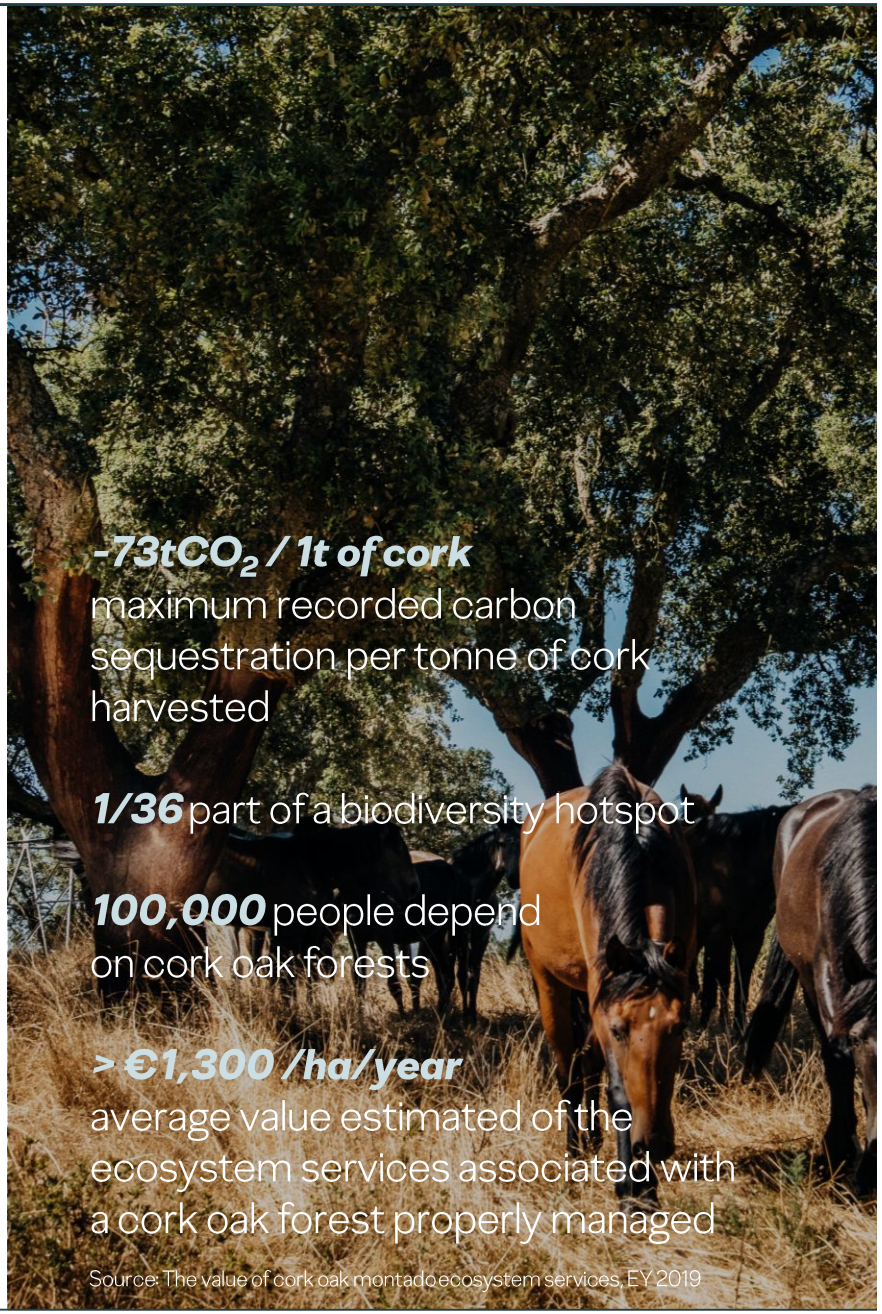


Source: Amorim Florestal

Biodiversity and Ecosystem Services

Cork oak forests' multifunctional production system provides a series of ecosystem services (provision, regulation and cultural)

- Natural ***CO_2 capture and storage***
- Act as a ***barrier against fires***
- ***Hydrological regulation and soil protection,*** halting desertification risk
- Generate ***high rates of biodiversity***
- ***Create employment and wealth***
- Unique landscape and ***part of a cultural identity*** with its own uses and traditions



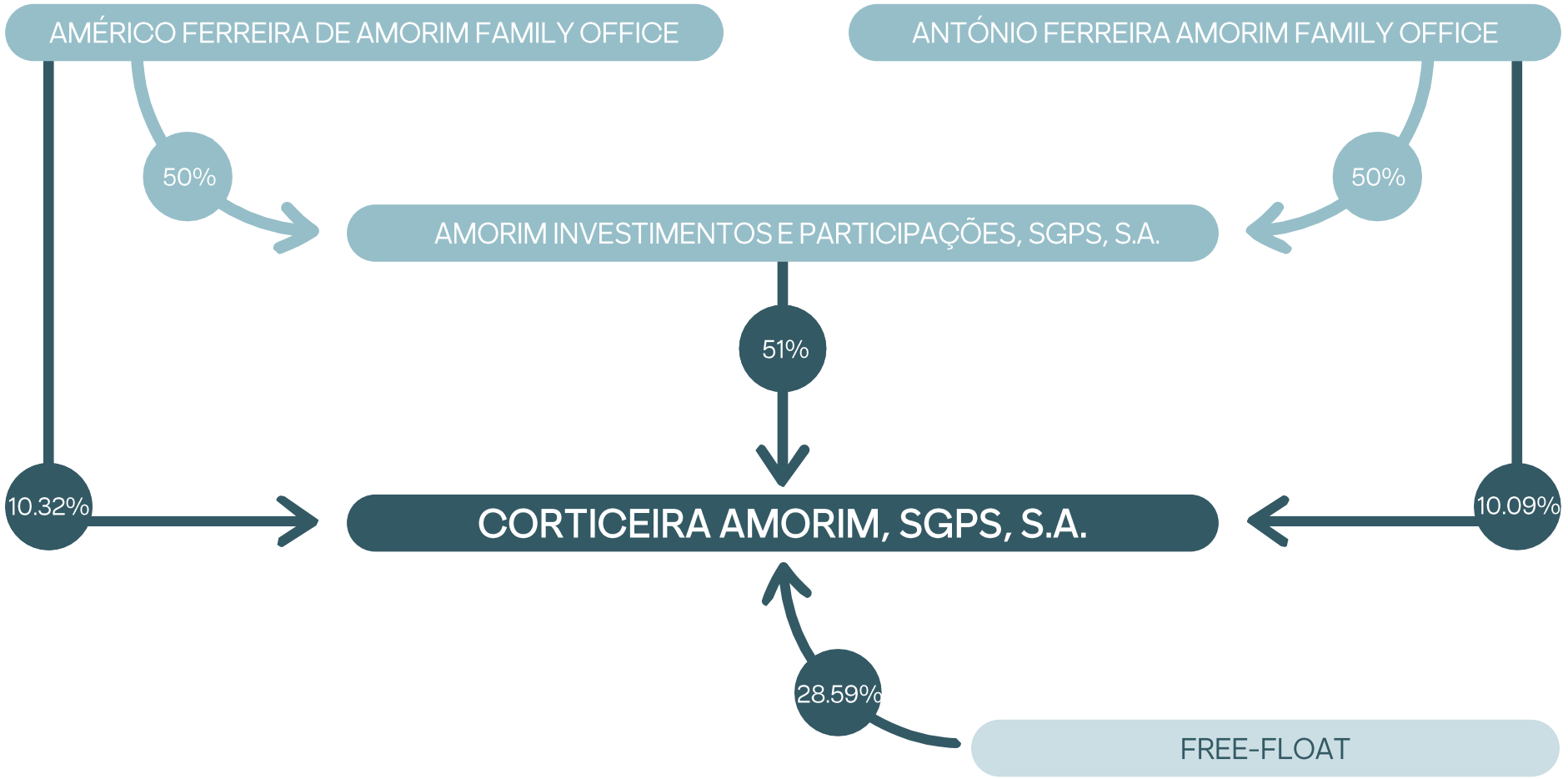
Sustainable Value Creation

Family-owned business with a strong track record of sustainable growth

Fourth generation committed to foster investment and adopt best practices to address future challenges and to enhance long-term growth, profitability and positive impact

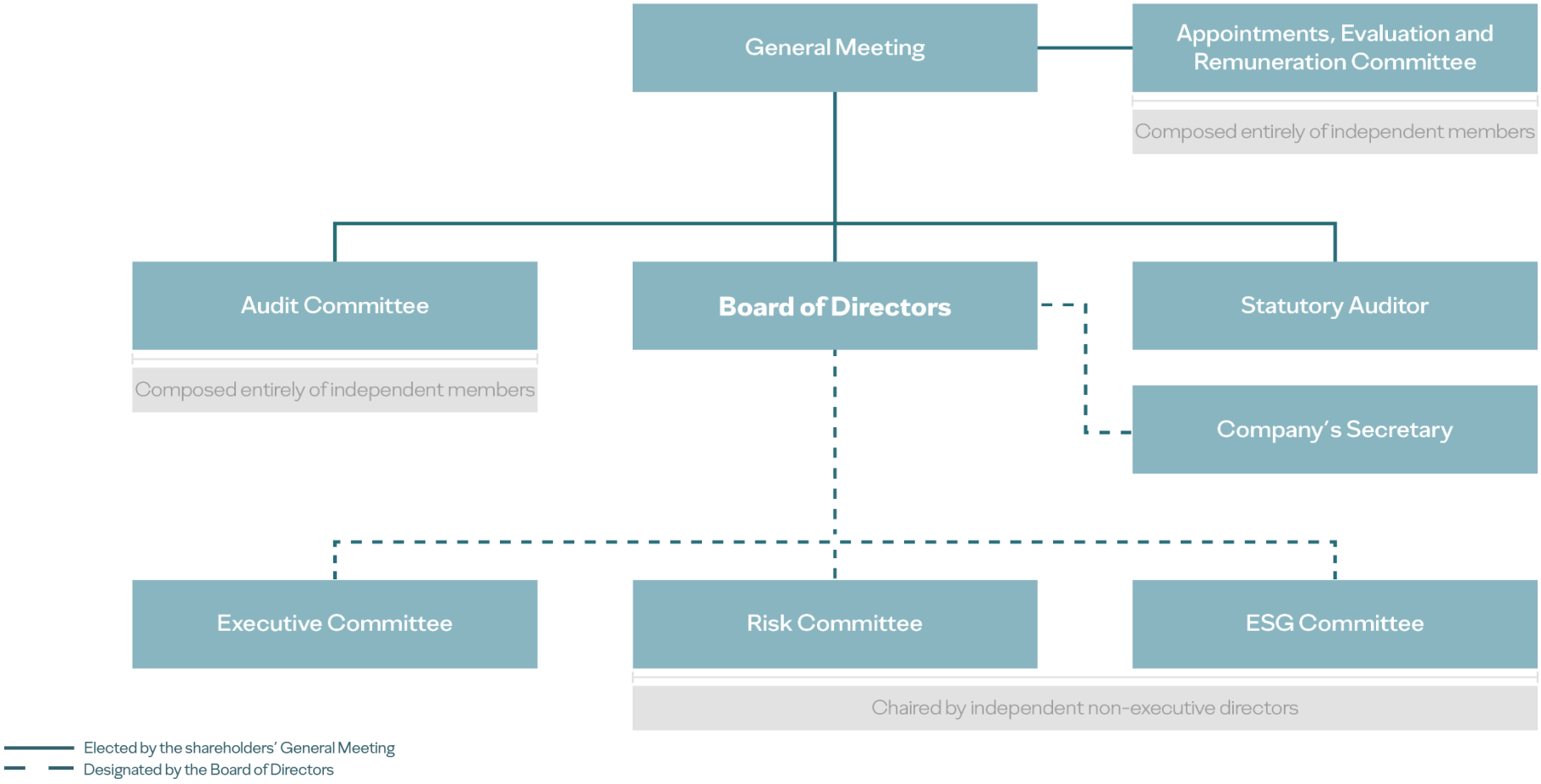
1870 - 1960	1960 - 1990	1990 - 2000	2000 - 2019	2019 - PRESENT
EXPORTER OF CORK AND HALF-FINISHED PRODUCTS	**GLOBAL SOURCING OF CORK**	**CONTROL OF DISTRIBUTION CHANNELS**	**"REINVENTING" THE INDUSTRY**	**FOREST KNOW-HOW & "CORK PRODUCTION"**
Producer of cork stoppers Seller of cork by-products Exporter to other markets	Presence in producing countries Diversification and verticalization Industrial base enlargement Listing in the Portuguese Stock Exchange	Direct exposure to key markets Increased control of production quality Emergence of alternative closures	Innovation Sound organic growth Selective acquisitions Partnerships Professionalisation of management teams	Investigation : more resilient cork oak trees Intervention: new planted areas and increasing density of existing forests Induction: share knowledge and technical support

Shareholder Structure



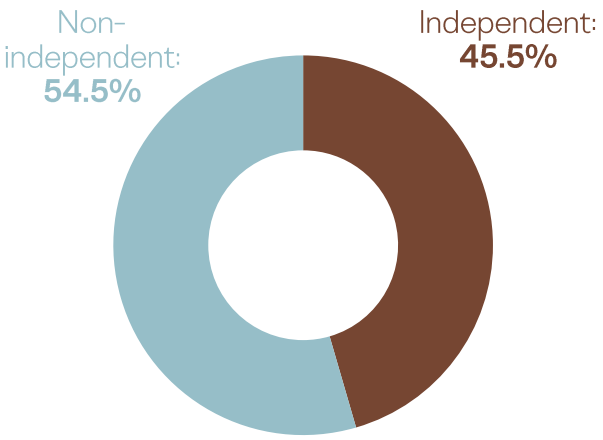
Balanced and Agile Governance Model

Anglo-Saxon Model

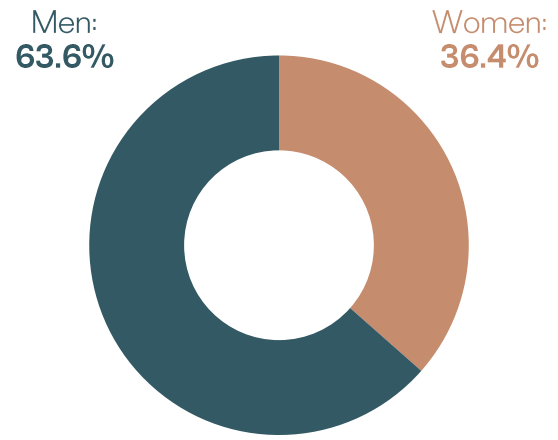


Balanced and Agile Governance Model

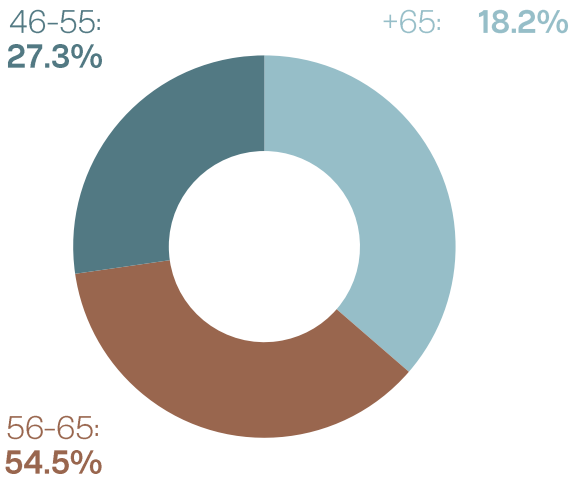
Leveraging Board Effectiveness



Including an Independent Lead Director



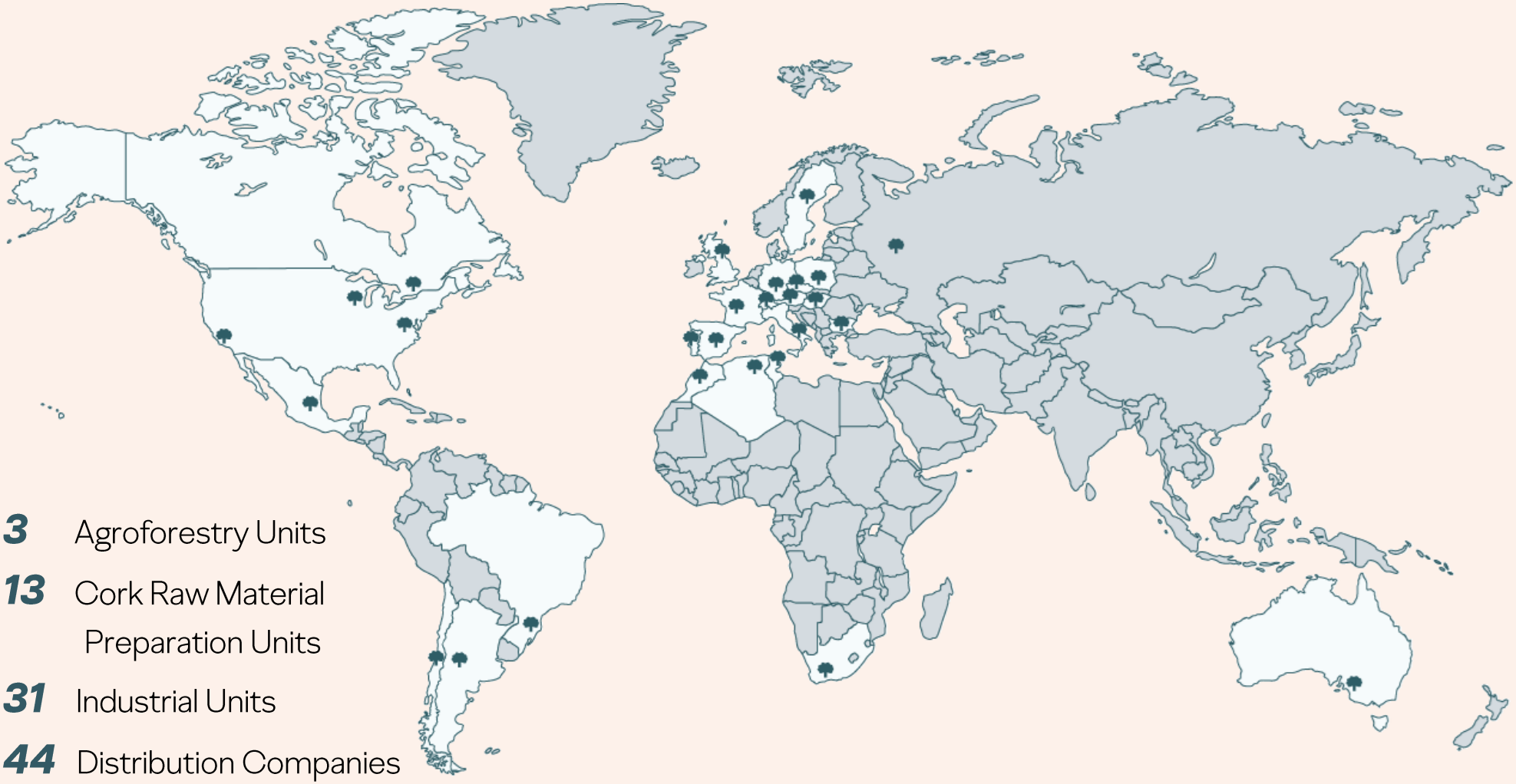
25% of women at the Executive Committee



Combining vision, experience and challenging approaches

Term of Office: 2024-2026

Worldwide Presence



3 Agroforestry Units

13 Cork Raw Material Preparation Units

31 Industrial Units

44 Distribution Companies

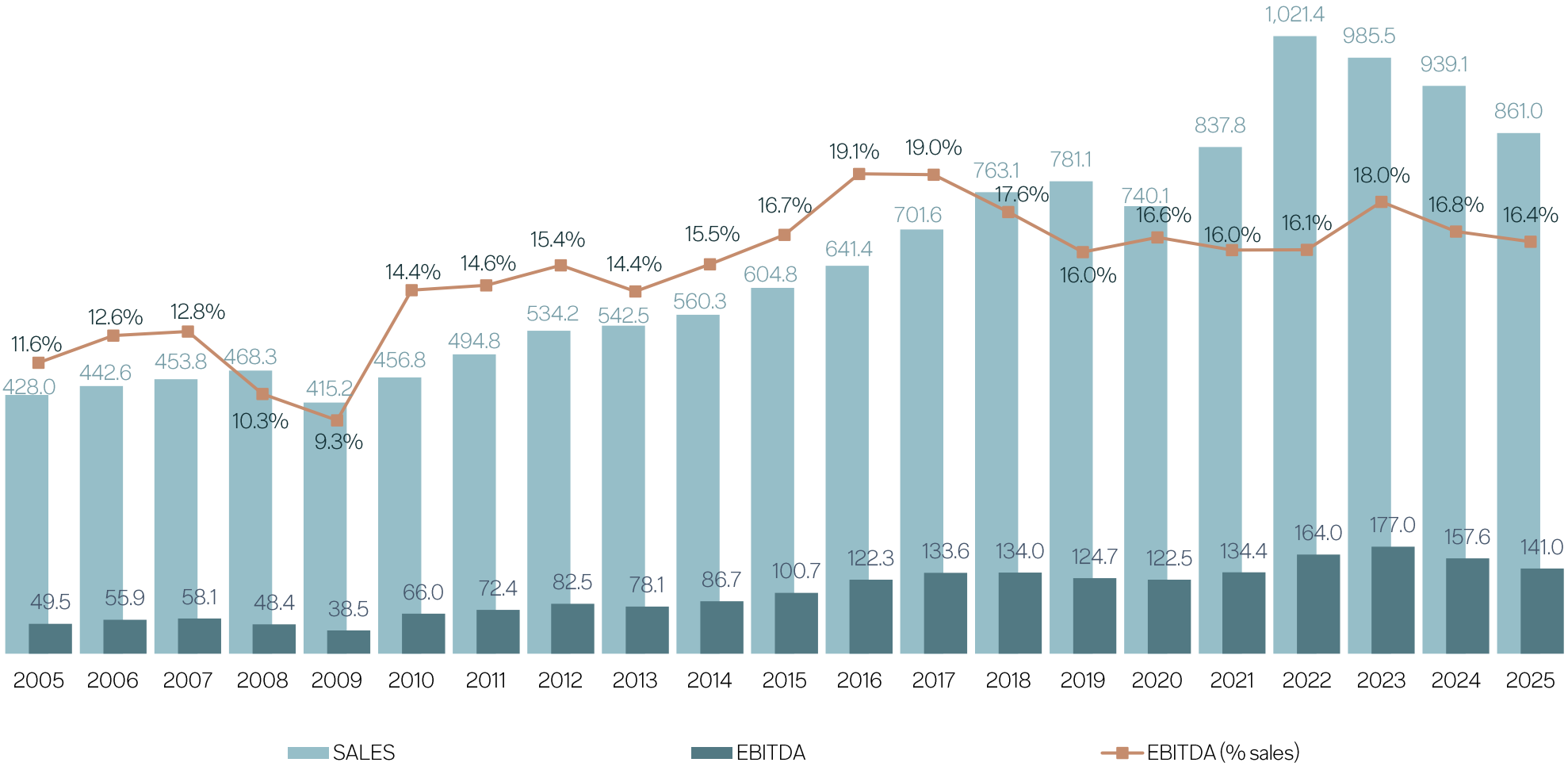
9 Joint Ventures

Russia: Low-activity company that solely sells products that were exported to Russia before 24 February 2022 (the date economic sanctions were imposed)

Diversified Client Portfolio



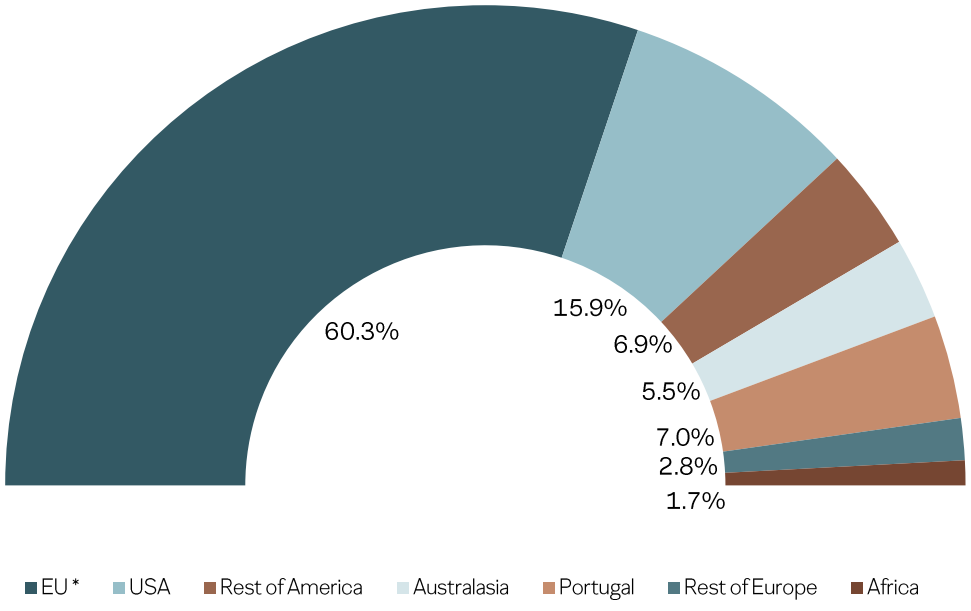
Sales & EBITDA



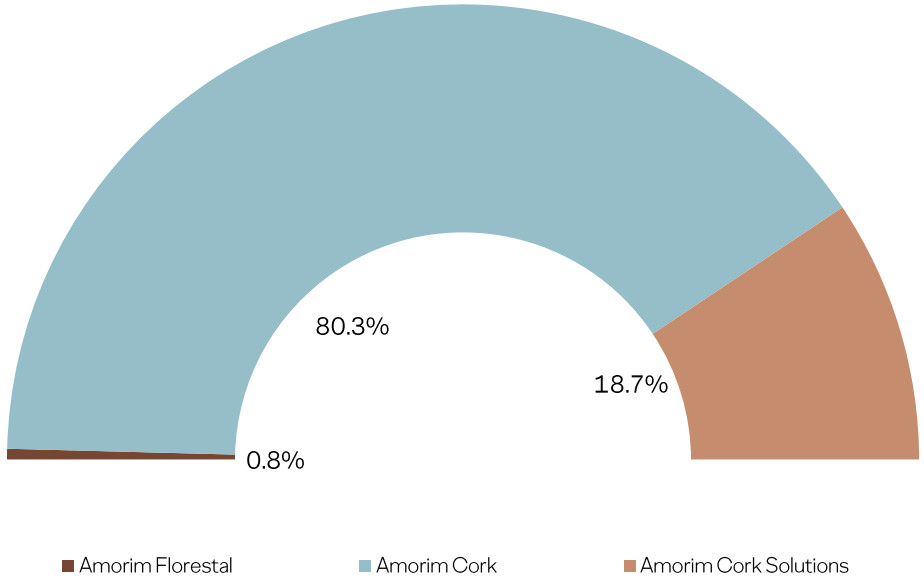
Values in million euros.

Sales, 2025

Sales by Geographical Area



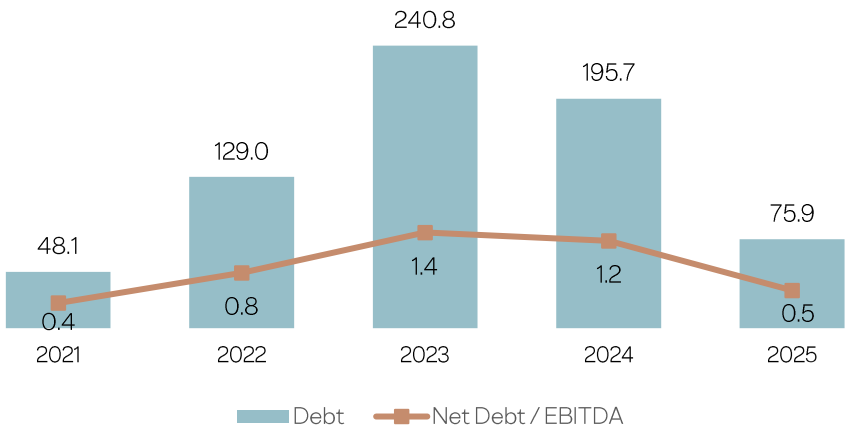
Sales by Business Unit



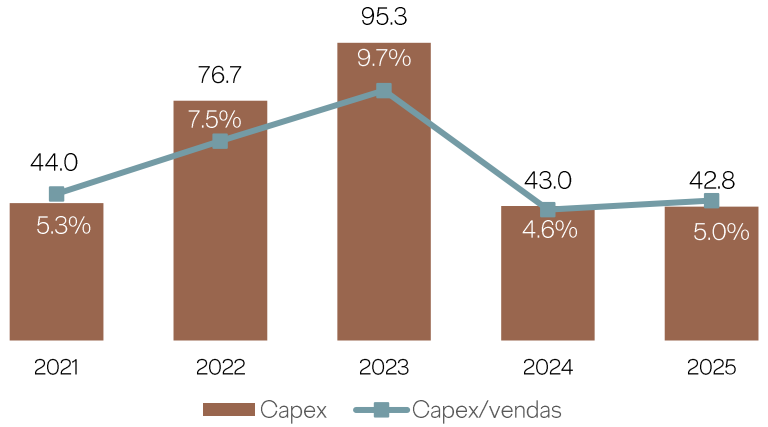
* Includes Switzerland and Norway and excludes Portugal

Capital Allocation

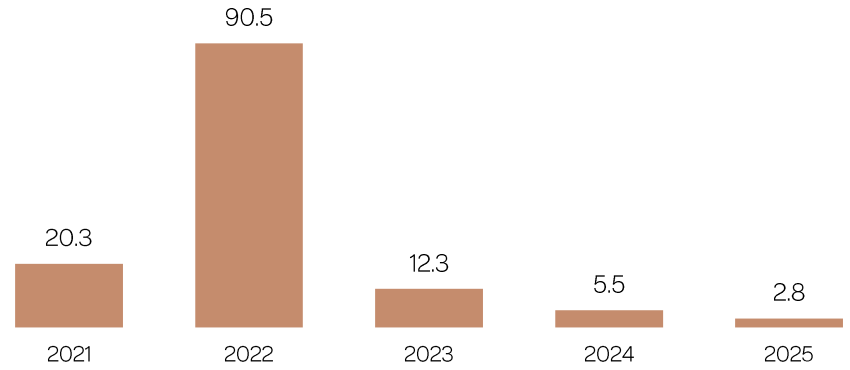
Debt evolution



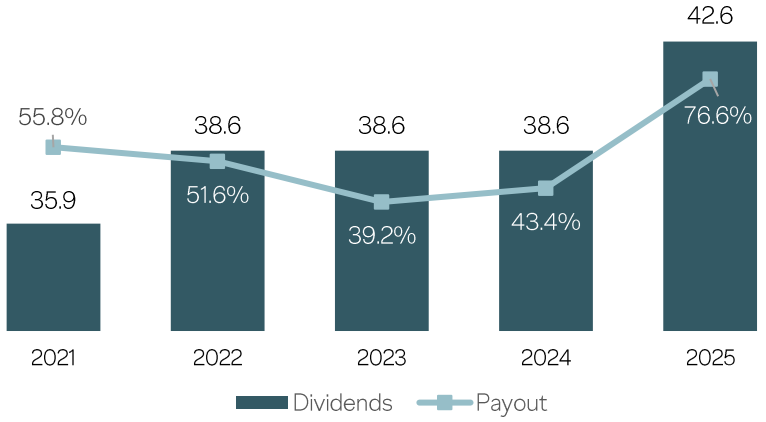
Capex



Acquisitions



Dividends paid



Values in million euros.

Vertical Integration

Maximizing the value of resources through product diversification

CORTICEIRA AMORIM

AMORIM FLORESTAL



Deep knowledge about cork and strategic vision of natural resources over the long term

AMORIM CORK



Unique portfolio of cork stoppers covering still wine, sparkling wine and spirits

AMORIM CORK SOLUTIONS



An unrivalled range of breakthrough cork solutions for countless business areas

Key Figures, 2025

222.3 M€ in turnover

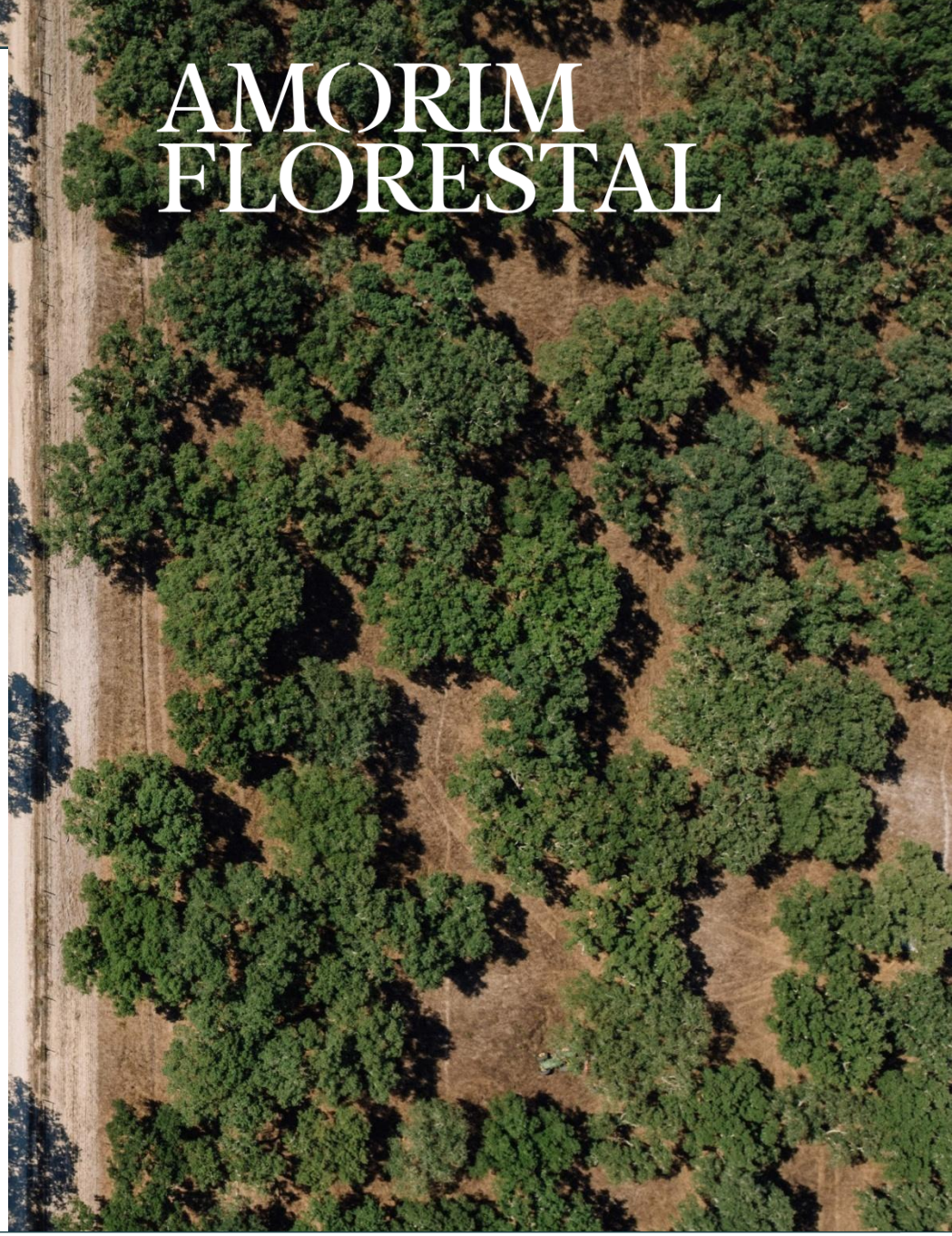
1.2 million m^2 of cork yards

8,181 ha of owned agroforestry land

3 Agroforestry Units

13 Raw Material Preparation Units

- Development of agroforestry projects in its owned estates
- Responsible for the sourcing, purchase, stocking and preparation of cork and then to supply it to the other business units
- In-depth knowledge of cork, the different production areas and the forestry estates
- Extensive experience from the relationship with forest producers, developed over many years
- Areas of R&D+I intervention: product quality, efficiency of industrial and forestry processes



Key Figures, 2025

707.0 M€ in turnover

5.2 billion closures sold (21 million /day)

20,000 active **clients** in **86** countries

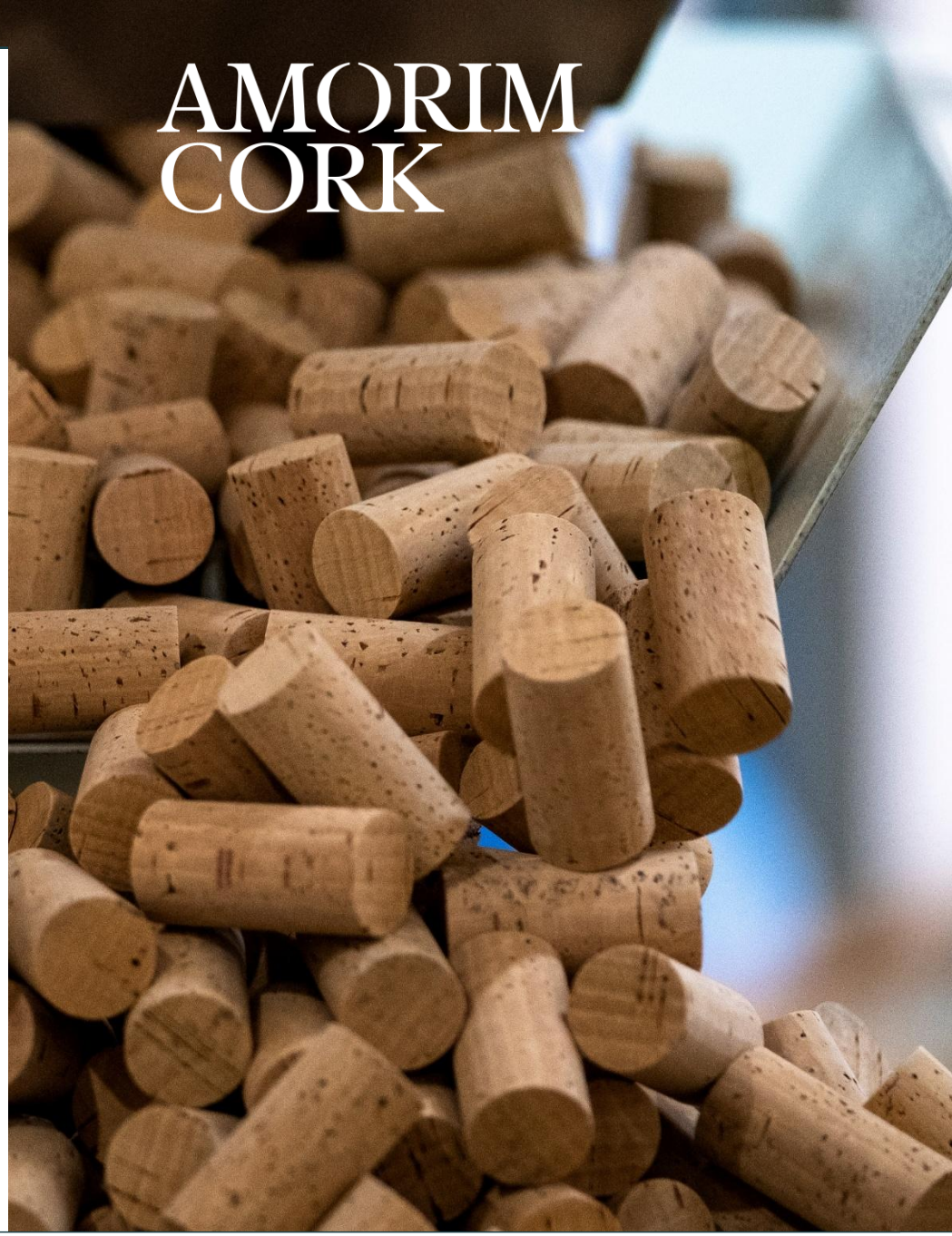
Main markets: France, Italy, USA, Spain, Portugal, Germany, Chile

26 Industrial Units

38 Distribution Companies

- R&D+I with special focus on sensory performance
- Cork stoppers offering non-detectable TCA performance
- Wide portfolio of products with negative carbon footprint*
- Innovation in industrial processes and product development

* https://www.amorimcork.com/en/sustainability/studies-and-certificates/



Business Segments

Still Wine

› Wide range of high-quality cork stoppers for still wines, as different wines demand different solutions

› Cork stoppers are divided into several categories, according to different sizes, formats and technical specifications according to each bottle and drink

Sparkling Wine

› Champagne and sparkling wine cork stoppers, with high levels of physical, chemical, and oenological performance

› An expanded cork agglomerate or micro granulated body and one or two natural cork discs at the end, these corks are the ideal closure to sustain the higher pressures existing inside the sparkling wine bottles



Spirits

› Variety of stopper solutions, responding to most in-depth needs and aspirations of the spirits industry

› Specialized team dedicated to the design, engineering and production of exclusive capsulated cork closures

Non-detectable TCA Performance

Breakthrough technologies to deliver non-detectable* TCA performance across different cork stoppers price points

Naturity®
delivers premium value with superior neutrality, maximising the performance of natural cork stoppers





Xpür®
allows for a robust and deeper cleansing of cork's cellular structure, delivering non-detectable TCA performance and eliminating other volatile substances



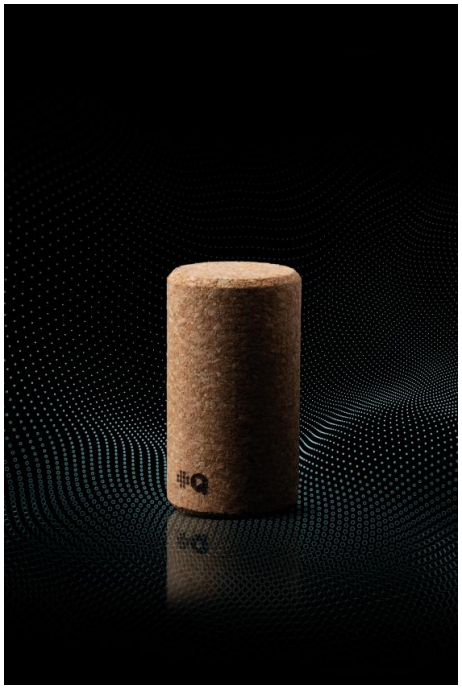


NDtech®
NDtech® Sparkling
a quality control service using a high precision individual screening technology and that, when requested by the client, works in tandem with Naturity®, maximising the outputs of this non-detectable TCA measure

*Releasable TCA content at or below the 0.5ng/L quantification limit; analysis performed in accordance to ISO 20752.

Product Innovation

Qork®



High-performance cork stopper featuring a binding agent made from 100% plant-based polyols

BeeW



The ultimate bio-based beeswax coating made for natural cork stoppers

TWIST & POP



A game-changer in wine closures that doesn't require a corkscrew

ALØ



A full range specifically designed for NOLO still and sparkling wines and spirits

Key Figures, 2025

162.0 M€ in turnover

More than **500** applications | products

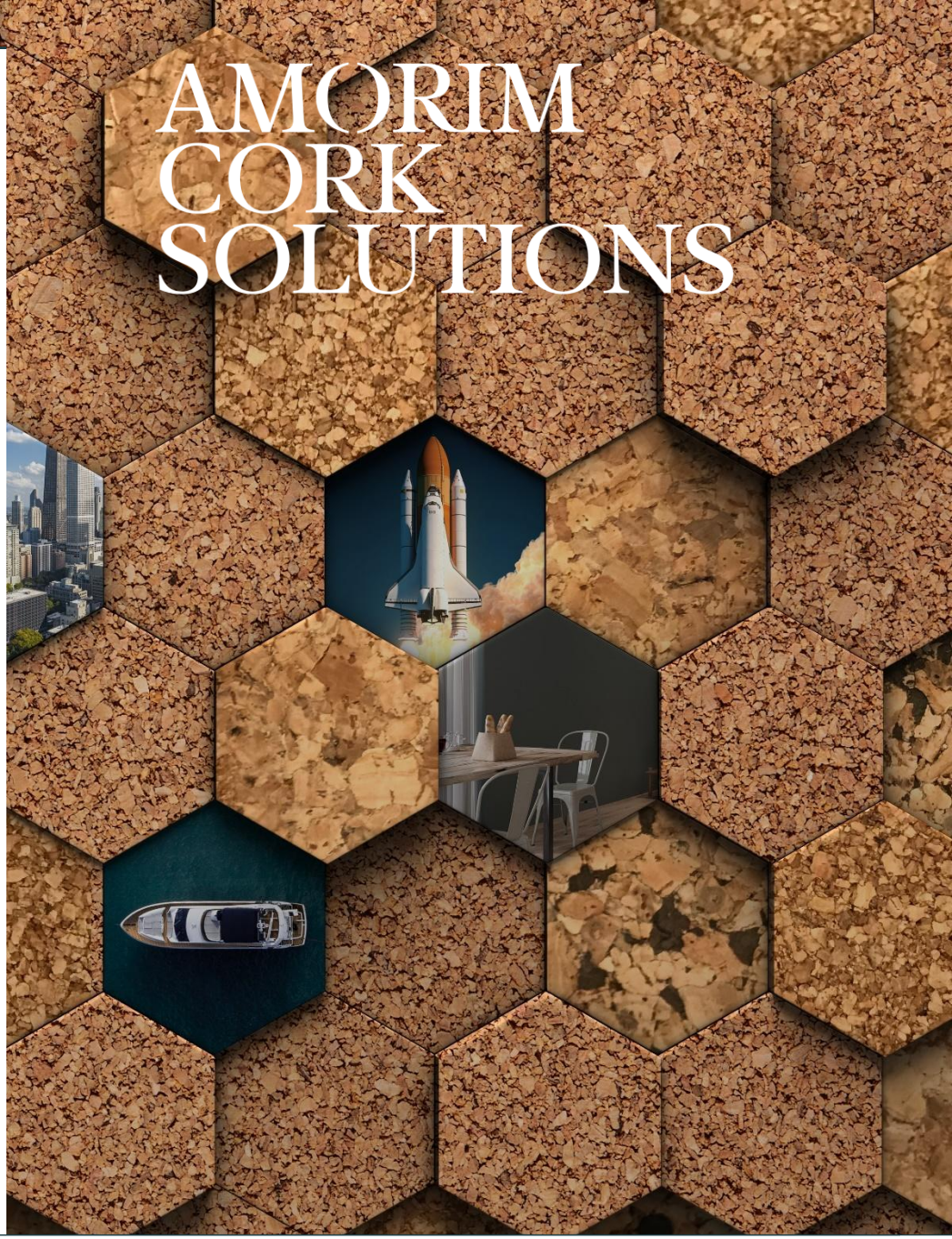
Main markets: USA, Germany, Portugal, France

Sales to **88** countries

5 Industrial Units

6 Distribution Companies

- Reuses and reinvents materials in a wide array of areas, having adopted circular economy practices since 1963
- Researches, develops and produces high-performance cork solutions for applications in multiple industries
- Incorporation of various raw materials into the products, aiming to innovatively respond to competitive market demands



Business Areas



Aerospace



Flooring



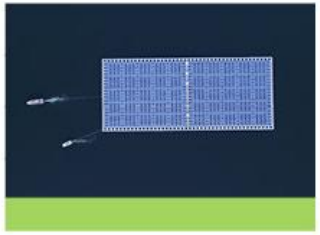
Sealing



Construction



Insulation



Energy



Mobility



Home, Office & Leisure Goods



Footwear



Marine



Playground surfaces

Corkeen by Amorim



Sports surfaces

AMORIM SPORTS


AMORIM
Sustainable
by nature

ESG Strategic Pillars

Ethics and integrity

Act ethically, transparently and responsibly, in favour of competitiveness and the creation of sustainable value for all stakeholders and the planet

Climate change

Reduce the environmental impact of operations by adopting renewable, affordable and efficient solutions

Labour relations, employment and DEI

Create an inclusive and diverse working environment, guarantee equal opportunities and fair pay, and adopt policies that eliminate discrimination and harassment in the workplace

Value chain

Reinforce responsible production and consumption, preferably selecting suppliers that adopt good ESG practices

Biodiversity and ecosystems

Preserve the cork oak forest and ecosystem services by increasing knowledge, mobilising resources and proposing initiatives

Talent management

Encourage training and personal and professional development for all workers

Customers and end-consumers

Ensure product safety and quality, support research, development and innovation, and promote sustainable solutions for all

Circular economy

Apply the principles of circular economy through the reduction of waste, extend the life of materials and regeneration of natural systems

Safety, health and well-being

Ensure the safety, health and physical and psychological well-being of all workers, and promote appropriate work environments

Community / Society

Leverage economic growth in a sustainable and inclusive way, ensuring efficient production and decent work for all

Drivers

Promote the environmental features of the products and the cork oak forest

Promote well-being and equal opportunities for all

Promote R&D+I and leverage economic performance



ESG Ambition: 2030

(Sustainability targets perimeter | baseline 2020)

13 CLIMATE ACTION

-42%* scopes 1 & 2

-25%* scope 3

15 LIFE ON LAND

1 million
cork oak trees planted (FIP)

7 AFFORDABLE AND CLEAN ENERGY

100%
controlled renewable electricity

11 SUSTAINABLE CITIES AND COMMUNITIES

50%*
production units with ISO 14001 certification

7 AFFORDABLE AND CLEAN ENERGY

20%
energy efficiency

5 GENDER EQUALITY

33.3%
women in management positions

6 CLEAN WATER AND SANITATION

40%
water use efficiency

8 DECENT WORK AND ECONOMIC GROWTH

Zero
recordable work-related accidents

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Zero
non-renewable virgin packaging materials

4 QUALITY EDUCATION

100%
workers with training

*Financial Perimeter | baseline 2024



Ethics and Integrity

Act ethically, transparently and responsibly, in favour of competitiveness and the creation of sustainable value for all stakeholders and the planet

- Adopting ***CSRD*** and implementing ***ESRS*** as sustainability reporting standards
- Reporting under ***EU Taxonomy***
- Actively participating in discussion meetings with national and international entities on sustainable development, such as ***BCSD Portugal*** and the ***UN Global Compact***
- ***Direct engagement*** with investors, analysts, ESG rating companies and other market participants
- Strategic commitment to sustainability recognised ***by independent entities and stakeholders***



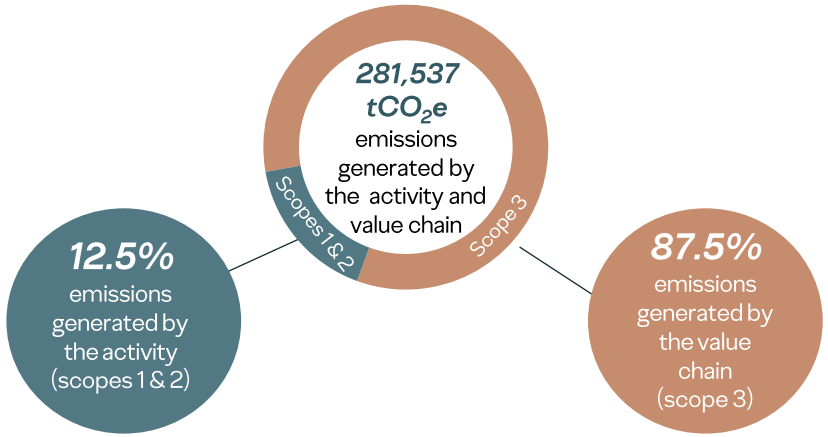
Climate Change

Reduce the environmental impact of operations by adopting renewable, affordable and efficient solutions

- Increase the use of renewable energy
- Improve energy efficiency
- Reduce negative environmental impact

Commitment to set near-term company-wide emission reductions in line with the Science Based Targets initiative – SBTi (2024-2030)

- **42% reduction of emissions for scopes 1 & 2**
- **25% reduction of emissions for scope 3**





Biodiversity and Ecosystems

Preserve the cork oak forest and ecosystem services by increasing knowledge, mobilising resources and proposing initiatives

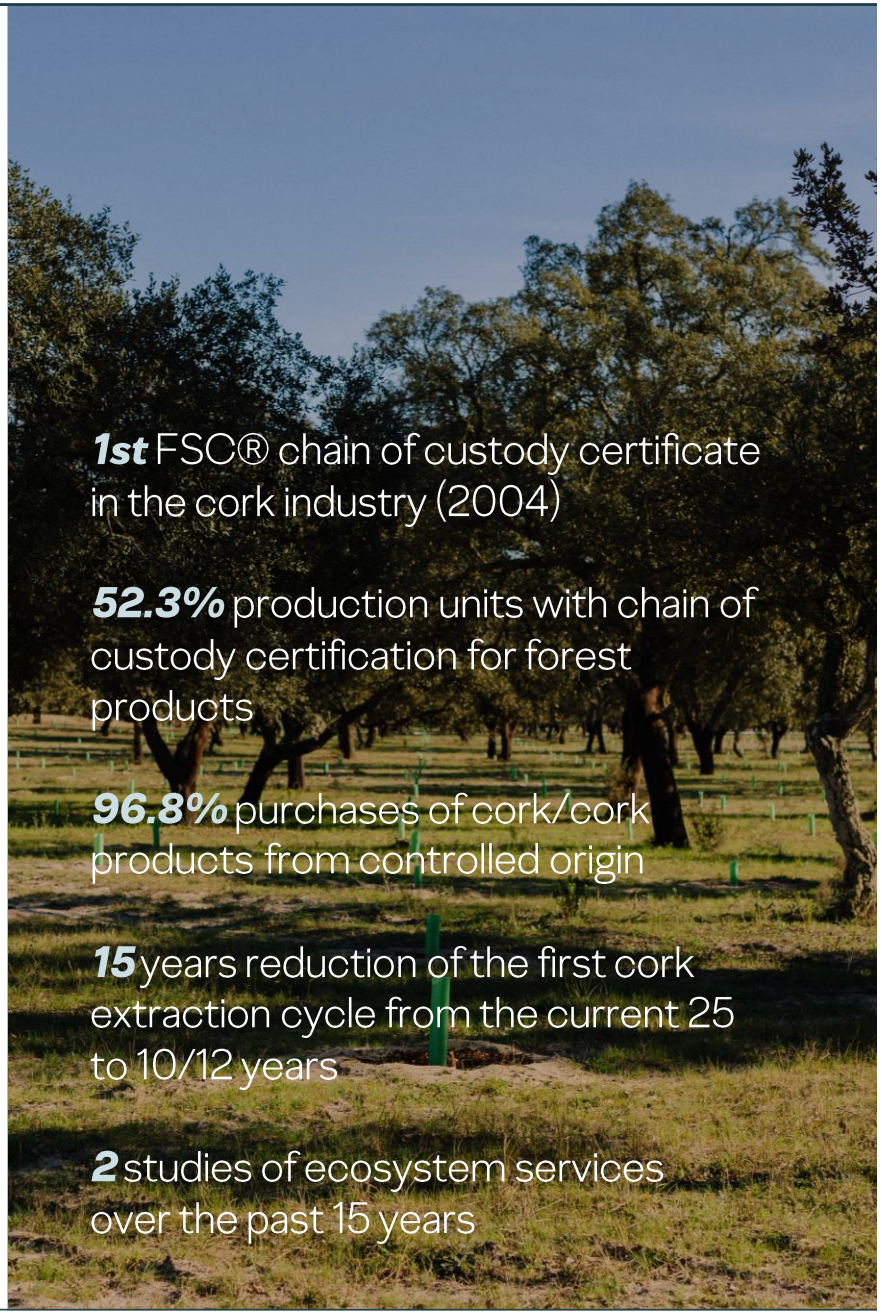
Reinforce a responsible Supply Chain

- Close relationship with cork producers
- Purchasing cork from controlled origin
- Promotion of forest management certification

Developing a Forestry Intervention Project

- *Investigation:* more resilient cork oak trees (climate change, pests and diseases)
- *Intervention:* new planted areas and increase density of existing forests, using innovative processes and technologies
- *Induction:* share knowledge and technical support to forestry producers

Valuing and increasing awareness of ecosystem services



Forestry Intervention Project

Leading the implementation of an innovative management model in partnership with forestry producers, research institutions and local authorities

- ***Reduction of the first cycle*** of cork extraction (from current 25 years to half of that time)
- ***Fighting pests and diseases*** (cork oak tree plus)
- ***Technical support*** to cork forest owners
- ***Proactive*** approach to the discussion of policies
- ***Three forestry estates under management***: Herdade da Baliza (2018), Herdade da Venda Nova (2019) and Herdade de Rio Frio (2021/2022)



Circular Economy

Apply the principles of circular economy through the reduction of waste, extend the life of materials and regeneration of natural systems

- ***Integrated production process*** that reuses all by-products associated with cork processing
- ***Reducing the generation of non-cork waste*** and ***promoting its valorisation***
- Extending the life of materials through ***industrial symbioses***
- ***Recycling*** of cork products at the end of their life-cycle



Labour Relations, Employment and DEI

Create an inclusive and diverse working environment, guarantee equal opportunities and fair pay, and adopt policies that eliminate discrimination and harassment in the workplace

› Ensure equal access to opportunities

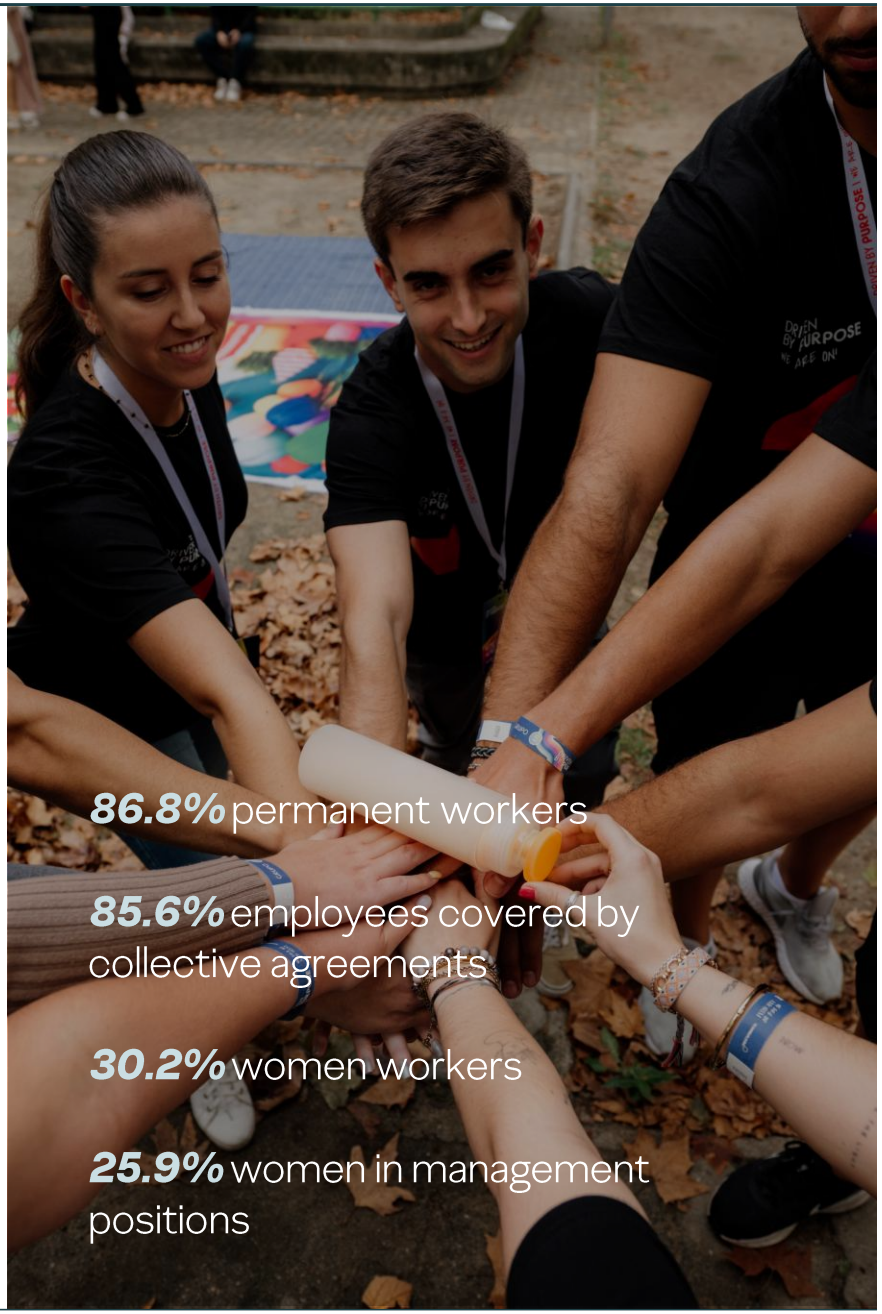
› End all forms of discrimination

› Protect labour rights

Equality plan

Inclusive and equal treatment and opportunities guide Human Resources policies, applying to recruitment, training, career evolution, and salaries

The goal is to increase the number of women in the workforce and in management positions



86.8% permanent workers

85.6% employees covered by collective agreements

30.2% women workers

25.9% women in management positions

Talent Management

Encourage training and personal and professional development for all workers

› Ensure training for all

› Value merit-based, judgement-free learning, development, recognition and compensation practices

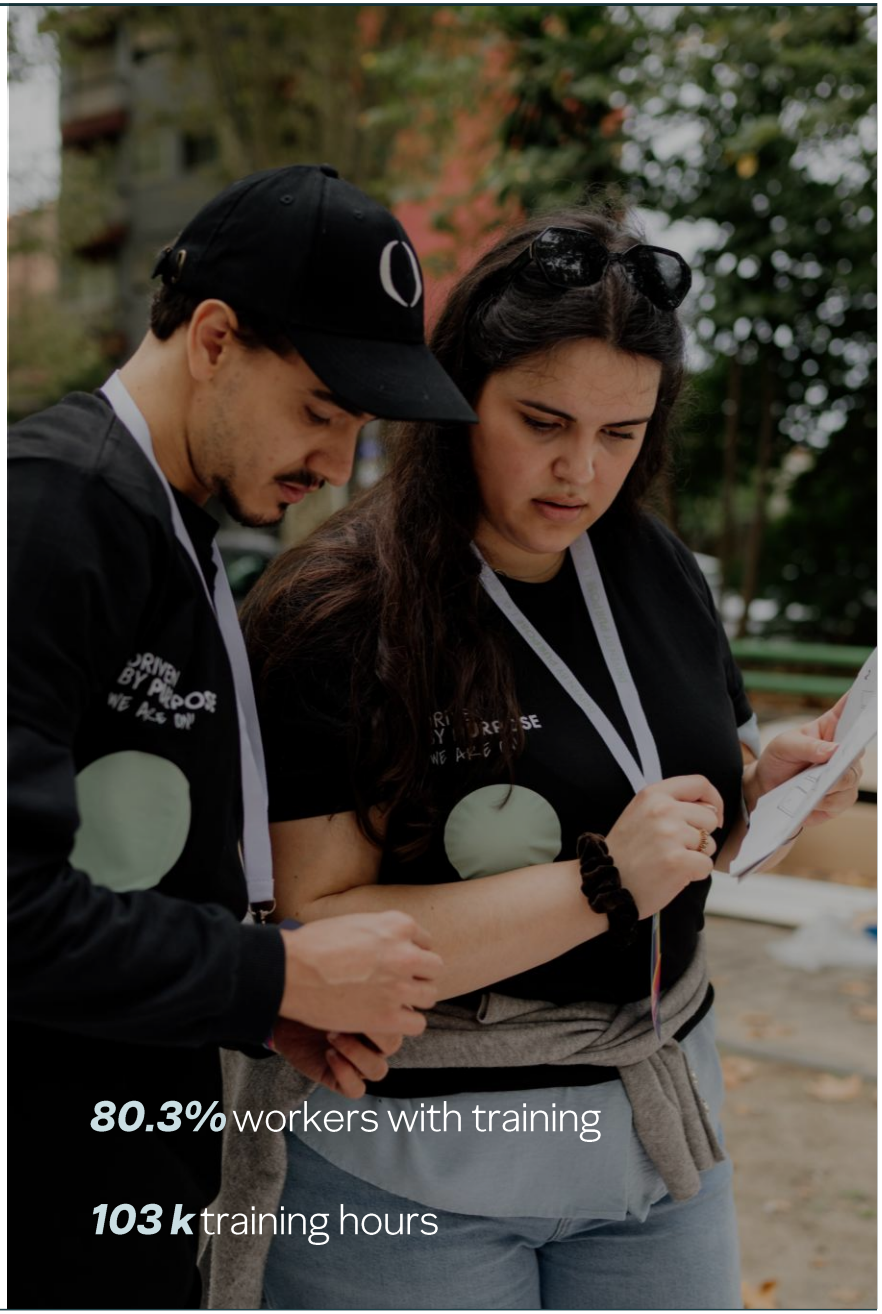
Key actions:

› ***Curricular and professional internship programmes:*** collaboration with universities to develop talent, with a focus on the Cork Potential and Cork Talent programmes

› ***Professional development programmes and internal mobility***: Young@cork Programme, Mobilidade +, Individual Development Programmes, Succession Plans

› ***Reskilling and upskilling:*** special focus on the professional categories of industrial operations maintenance and support – Industrial, Maintenance, Commercial and Digital Schools

› ***Onboarding and integration:*** On Cork Programme (onboarding Programme)



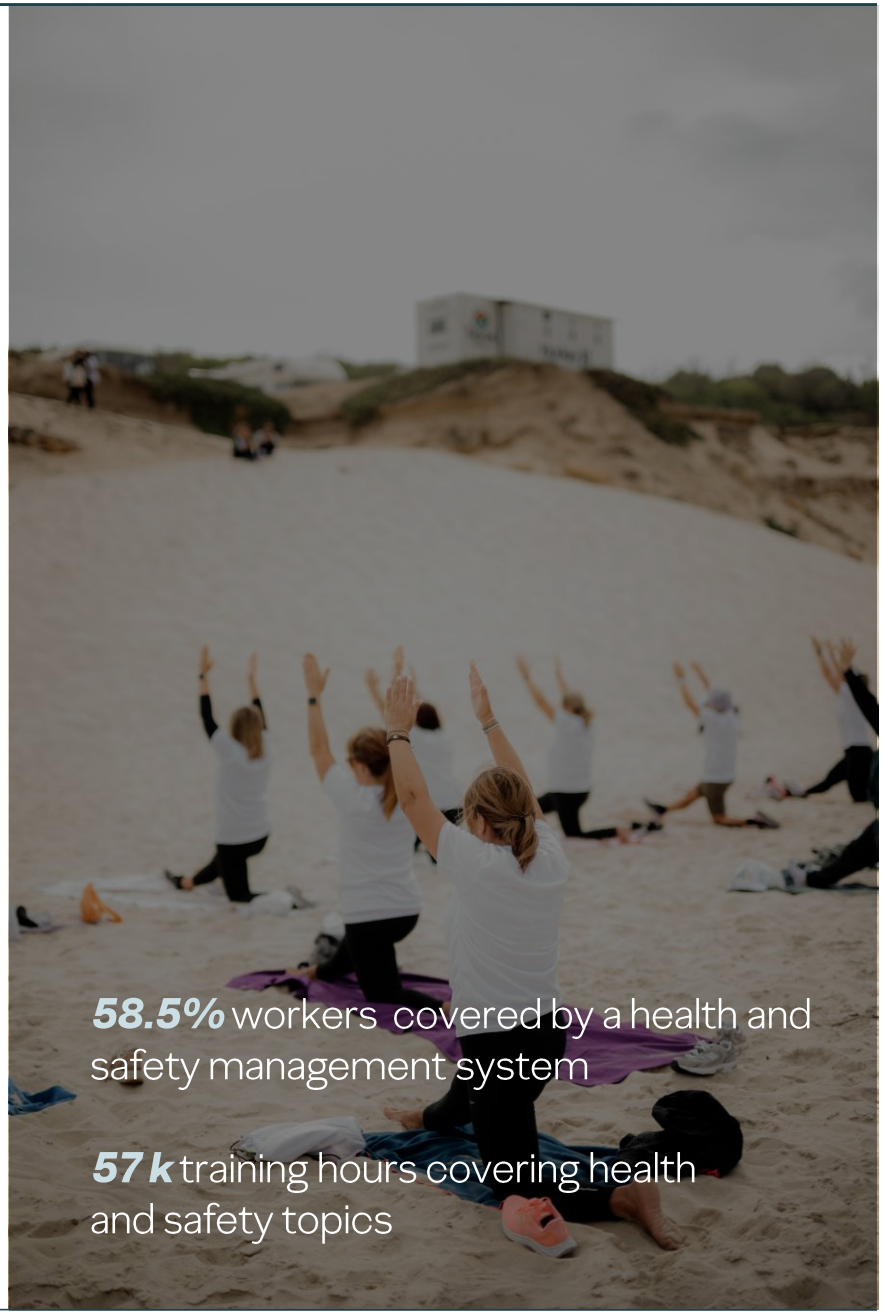
Safety, Health and Well-Being

Ensure the safety, health and physical and psychological well-being of all workers, and promote appropriate work environments

- Promote safe and secure work environments for all workers
- Provide access to essential quality health services
- Reduce the number of work-related accidents

Key actions:

- ***Regular verification of facility compliance and risk analysis***, including safety walks and inspections, adopting preventive measures
- ***Ensuring means to guarantee the safety and physical and psychological integrity of workers***, in accordance with regulations
- ***Regular training*** through thematic workshops, forums, and meetings for sharing, debating, and adopting a set of best practices
- ***Development of OHS management systems***



Value Chain

Reinforce responsible production and consumption, preferably selecting suppliers that adopt good ESG practices

- Eradicate forced labour and child labour
- Promote sustainable management and efficient use of resources
- Strengthen partnerships for sustainable development

Key actions:

- Code of Business Ethics and Professional Conduct
- Anti-corruption Code of Conduct
- Suppliers' Code of Ethics and Conduct
- Monitoring Report on Respect for Human Rights
- Due Diligence on Human Rights and the Environment

Whistleblowing:

Multiple channels to report irregularities, ensuring protection of all whistleblowers, with independent analysis



Customers and End-Consumers

Ensure product safety and quality, support research, development and innovation and promote sustainable solutions for all

› Amorim Cork:

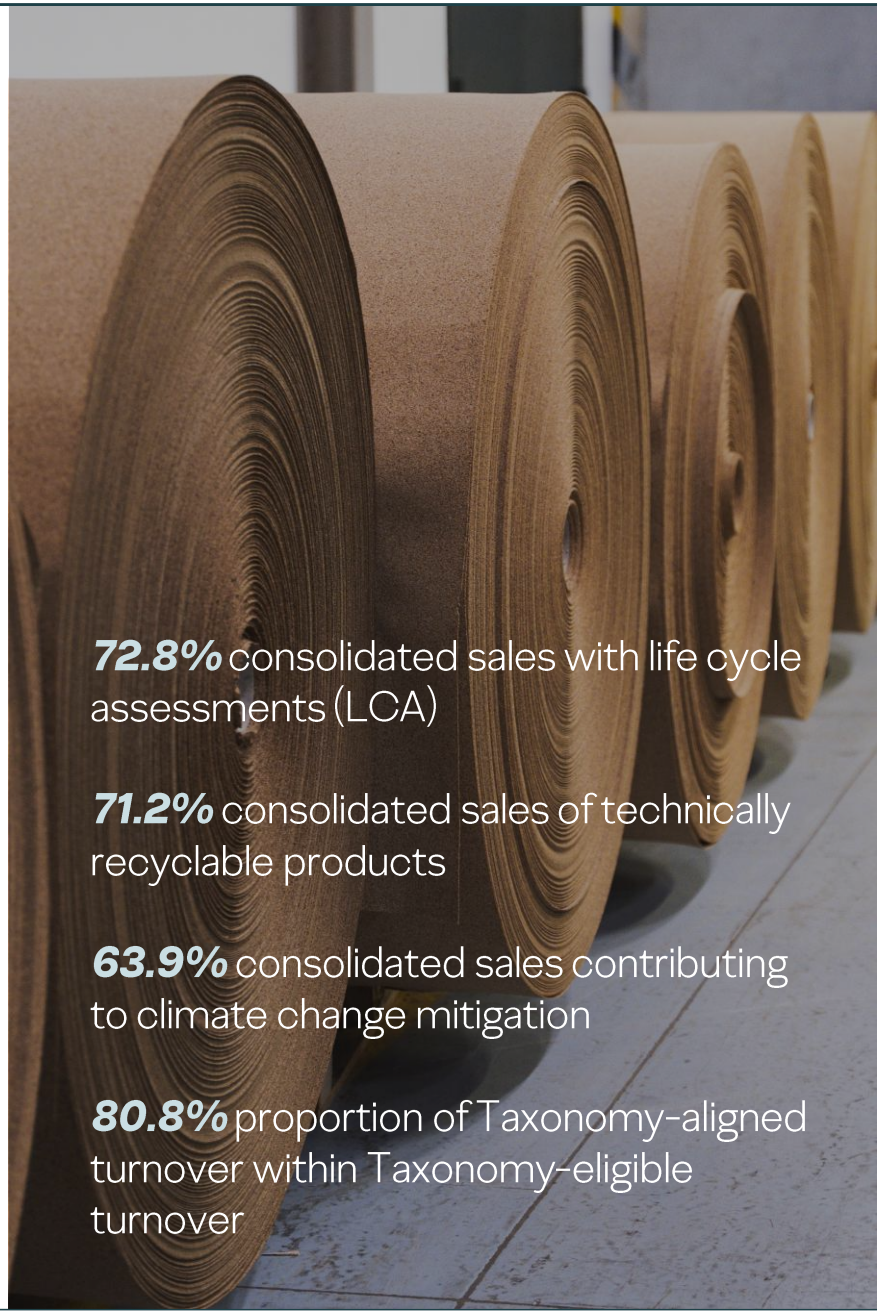
1st choice for customers seeking quality and performance, and who want to contribute to mitigating climate change

› Amorim Cork Solutions:

100% of floors and coverings with indoor air quality certification and contributions to sustainable construction certifications, LEED / BREEAM

>500 applications for various sectors, allying innovation and circular economy practices

0% additives in insulation products, that are simultaneously 100% natural, recyclable, reusable and long-lasting

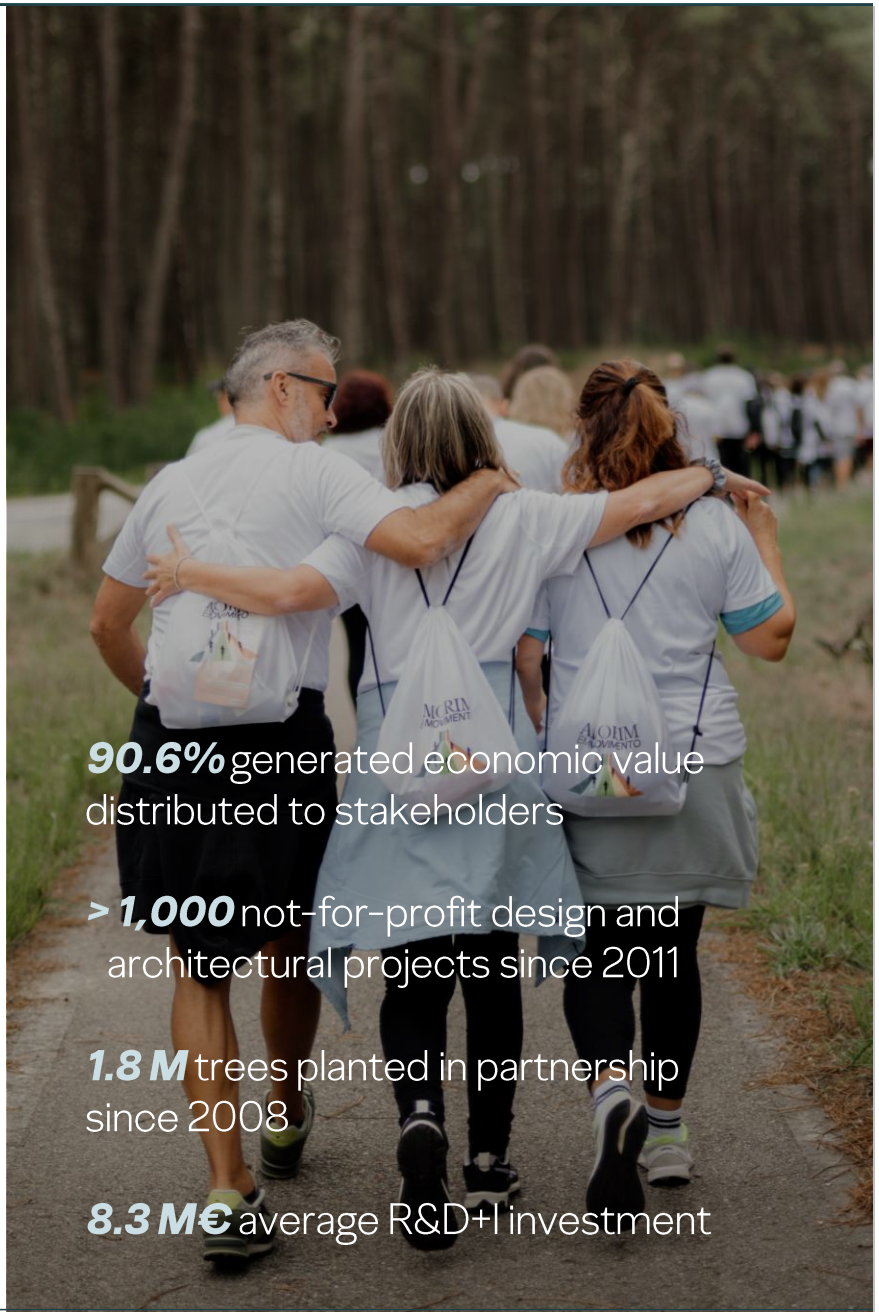


Community/Society

Leverage economic growth in a sustainable and inclusive way, ensuring efficient production and decent work for all

Dimensions





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