

AMORIM

Sustainable by nature

April, 2026

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Environmental

Social



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

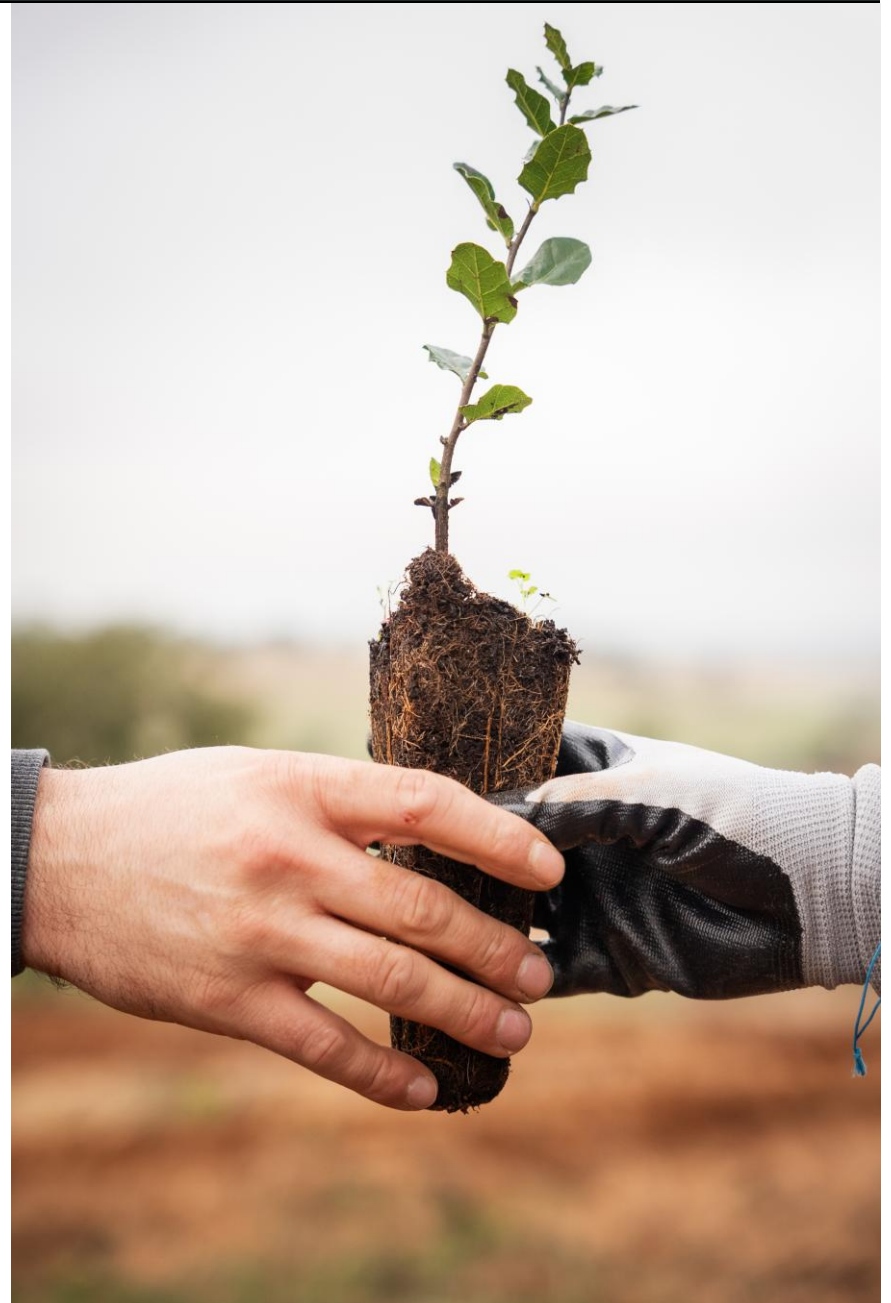
Add value to cork, in an ethical, competitive, distinctive and innovative way that is in perfect harmony with nature

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



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

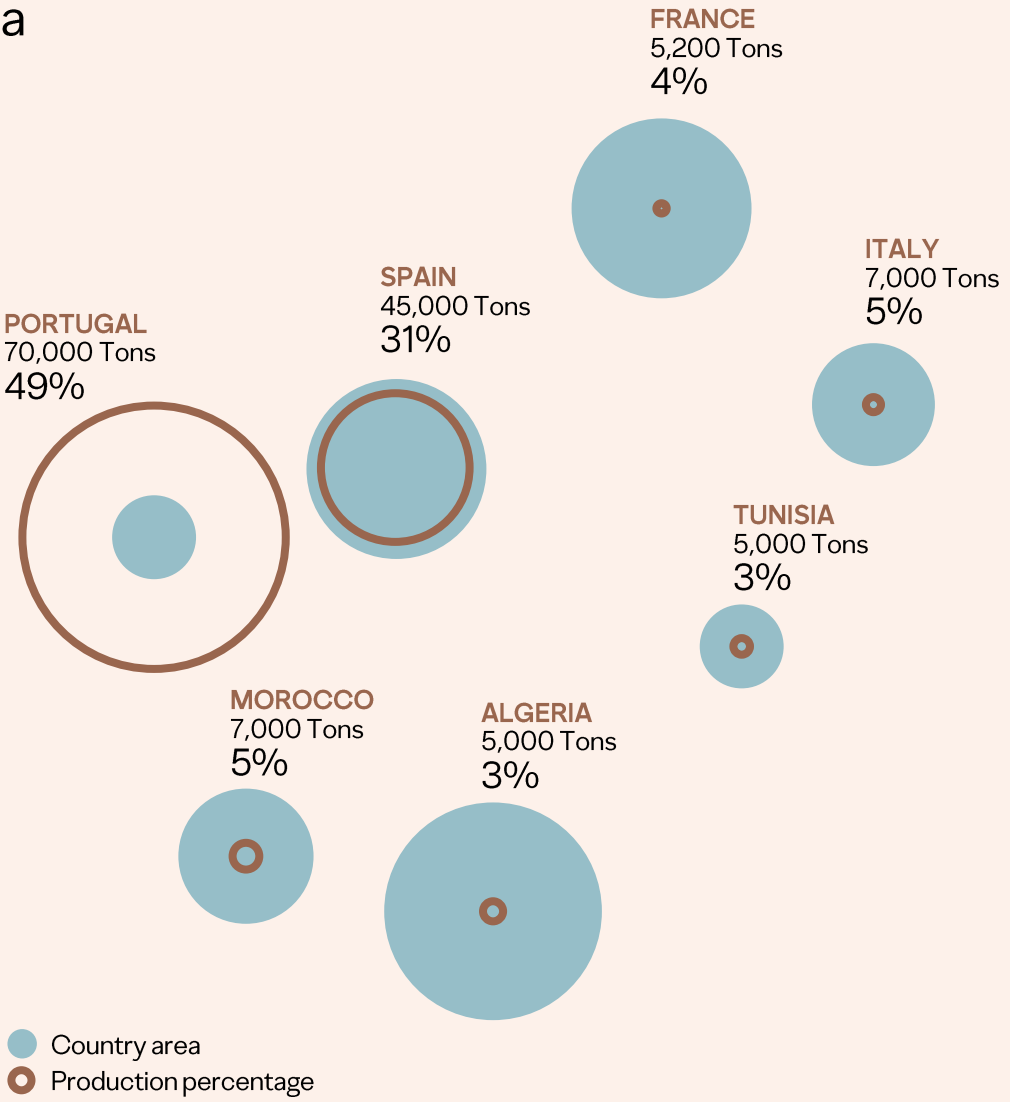
Cork oak forest area (thousand hectares)

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 Maroc, 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



● Country area
 ○ Production percentage

Source: Amorim Florestal

Biodiversity and Ecosystem Services

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

- › Natural **CO₂ 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



-73tCO₂ / 1t of cork

maximum recorded carbon sequestration per tonne of cork harvested

1/36 part of a biodiversity hotspot

100,000 people depend on cork oak forests

> €1,300 /ha/year

average value estimated of the ecosystem services associated with a cork oak forest properly managed

Source: The value of cork oak montado ecosystem services, EY 2019

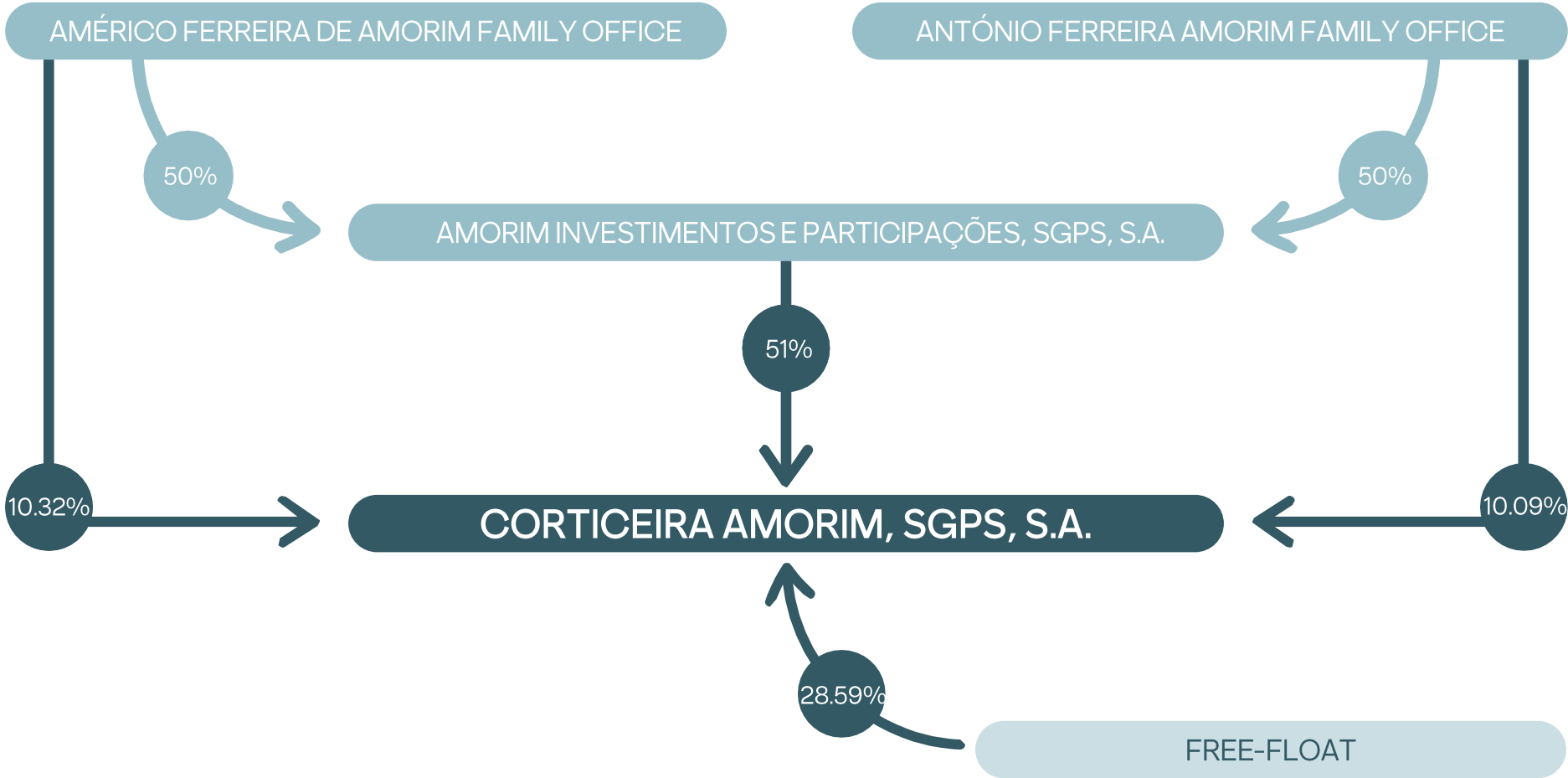
Sustainable Value Creation

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

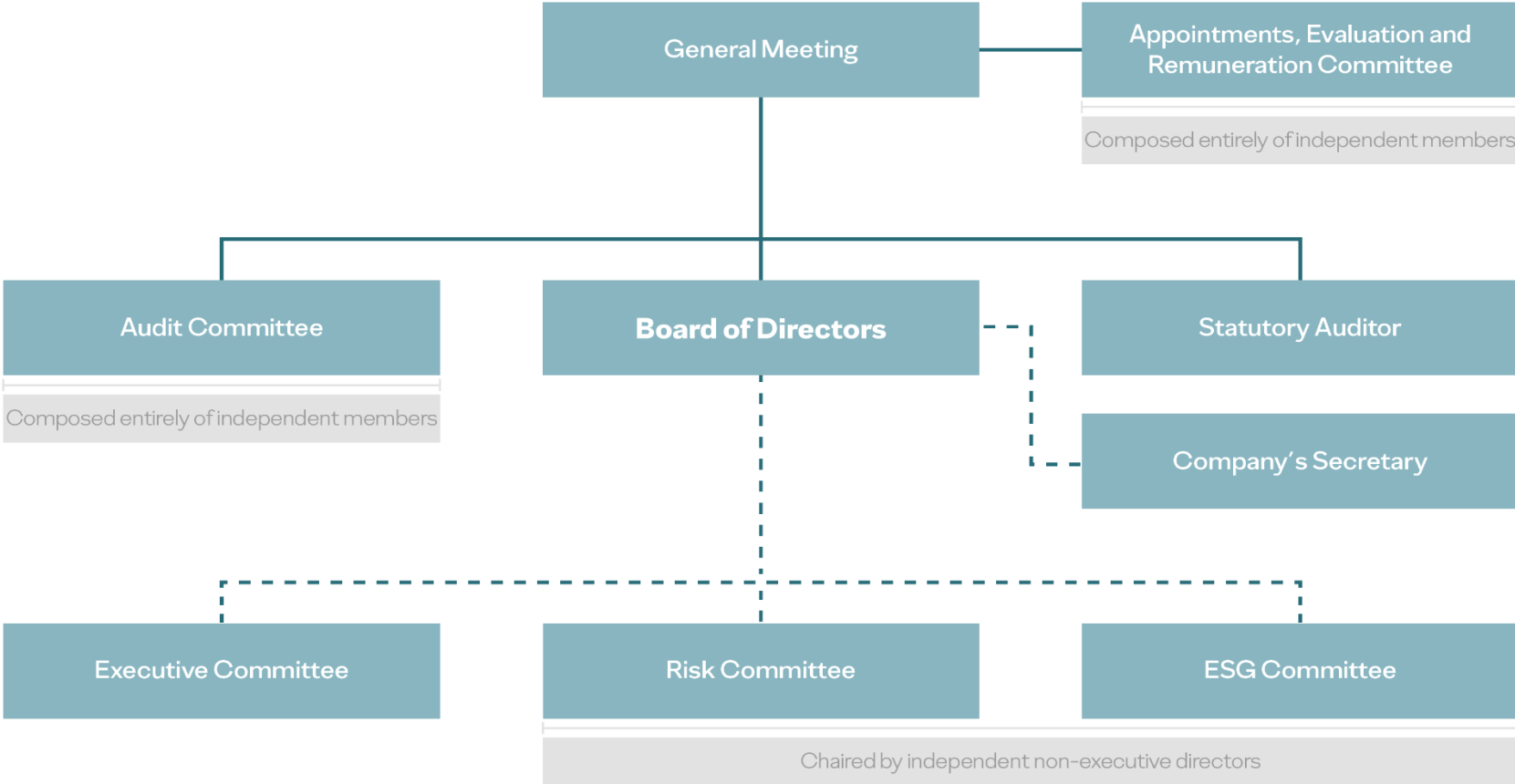
1870 - 1960	1960 - 1990	1990 - 2000	2000 - 2019	2019 - PRESENT
EXPORTER OF CORK AND HALF-FINISHED PRODUCTS	GLOBAL SOURCING OF CORK	CONTROL OF DISTRIBUTION CHANNELS	"REINVENTING" THE INDUSTRY	FOREST KNOW-HOW & "CORK PRODUCTION"
<ul style="list-style-type: none"> Producer of cork stoppers Seller of cork by-products Exporter to other markets 	<ul style="list-style-type: none"> Presence in producing countries Diversification and verticalization Industrial base enlargement Listing in the Portuguese Stock Exchange 	<ul style="list-style-type: none"> Direct exposure to key markets Increased control of production quality Emergence of alternative closures 	<ul style="list-style-type: none"> Innovation Sound organic growth Selective acquisitions Partnerships Professionalisation of management teams 	<ul style="list-style-type: none"> 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

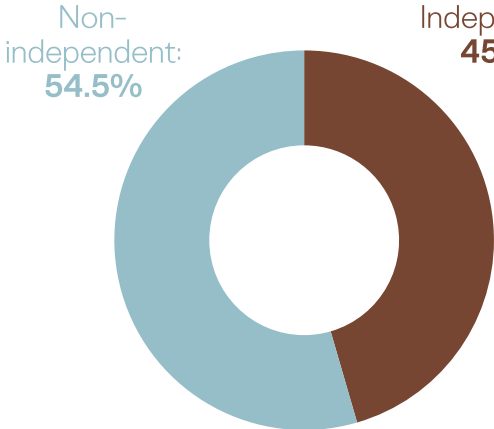
Anglo-Saxon Model



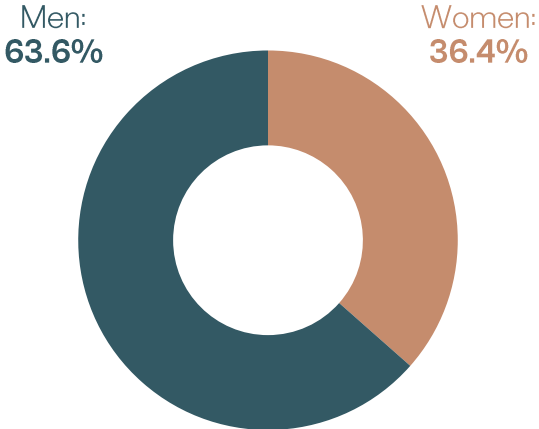
— Elected by the shareholders' General Meeting
- - Designated by the Board of Directors

Balanced and Agile Governance Model

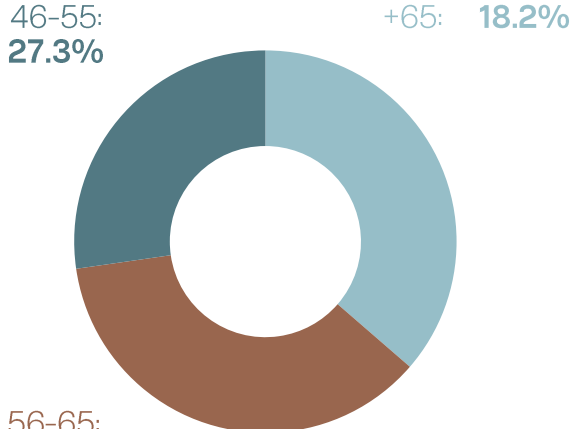
Leveraging Board Effectiveness



Including an Independent Lead Director

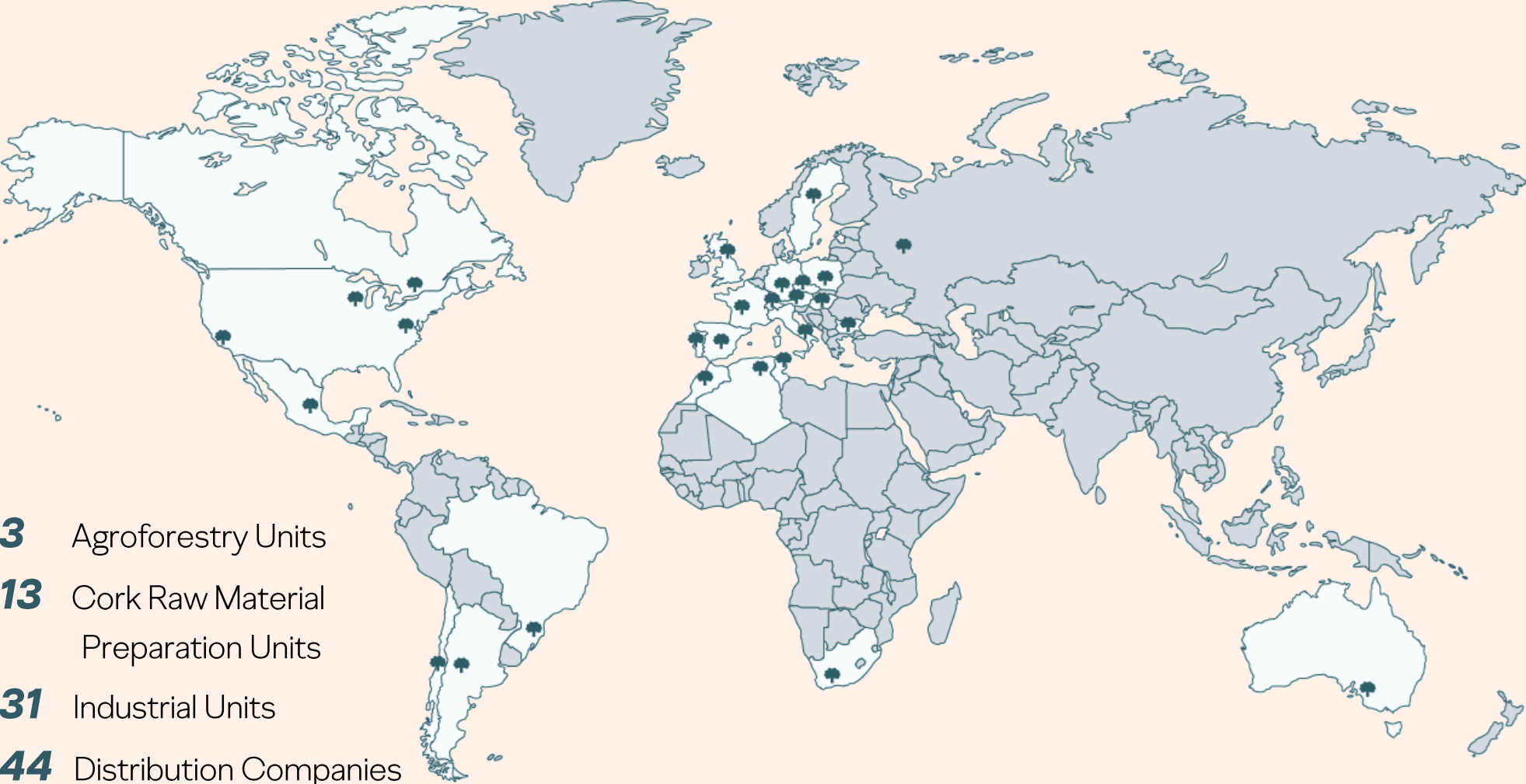


25% of women at the Executive Committee



Combining vision, experience and challenging approaches

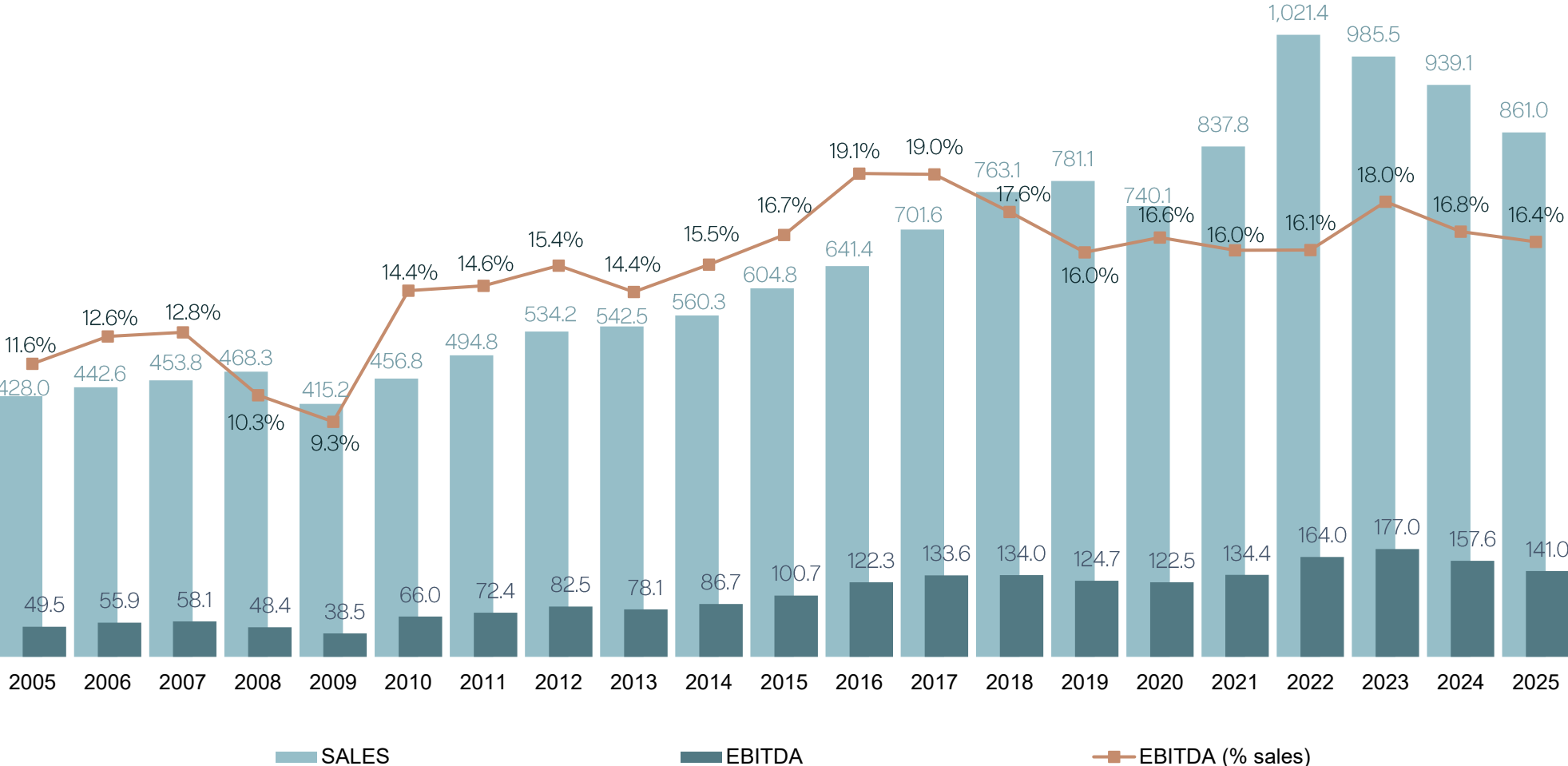
Worldwide Presence



- 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)

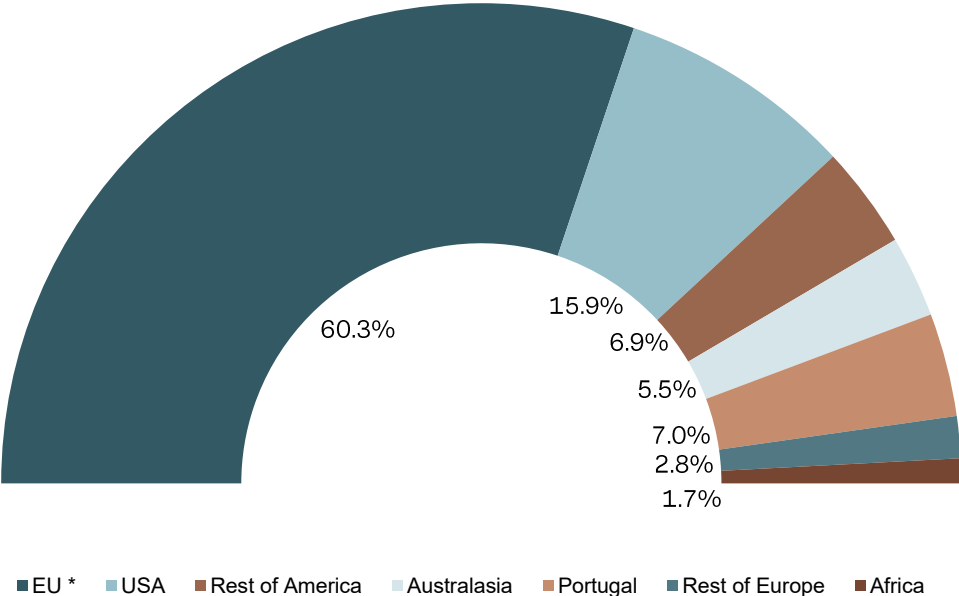
Sales & EBITDA



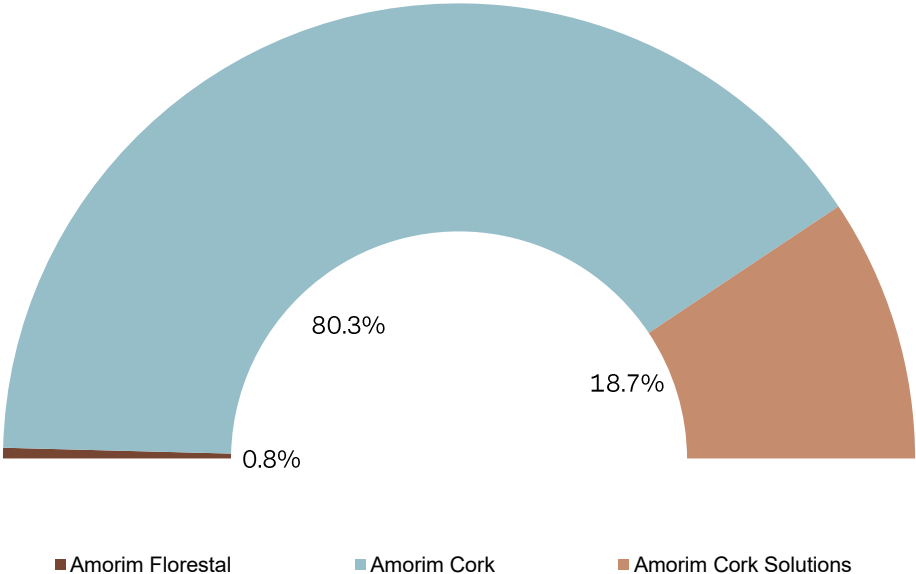
Values in million euros.

Sales, 2025

Sales by Geographical Area



Sales by Business Unit



* Includes Switzerland and Norway and excludes Portugal

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

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



Sustainable by nature

ESG Ambition: 2030

(Sustainability targets perimeter | baseline 2020)



*Financial Perimeter | baseline 2024




**SUSTAINABLE
DEVELOPMENT
GOALS**

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**



2006 first Sustainability Report

1st Sustainability Report in the cork industry

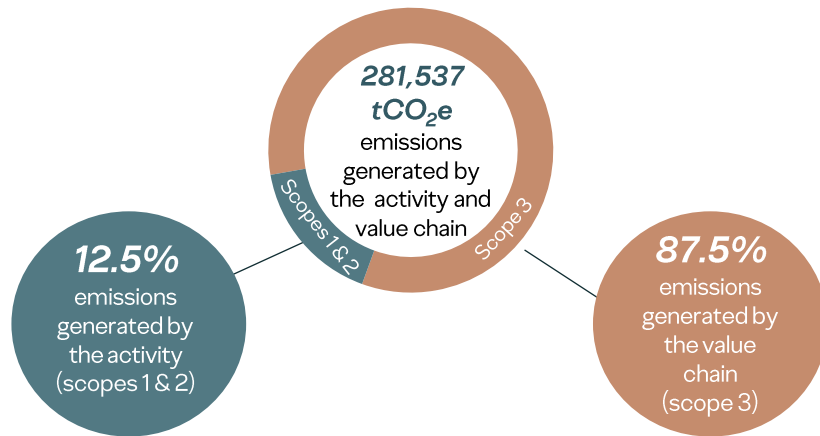
Climate Change

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

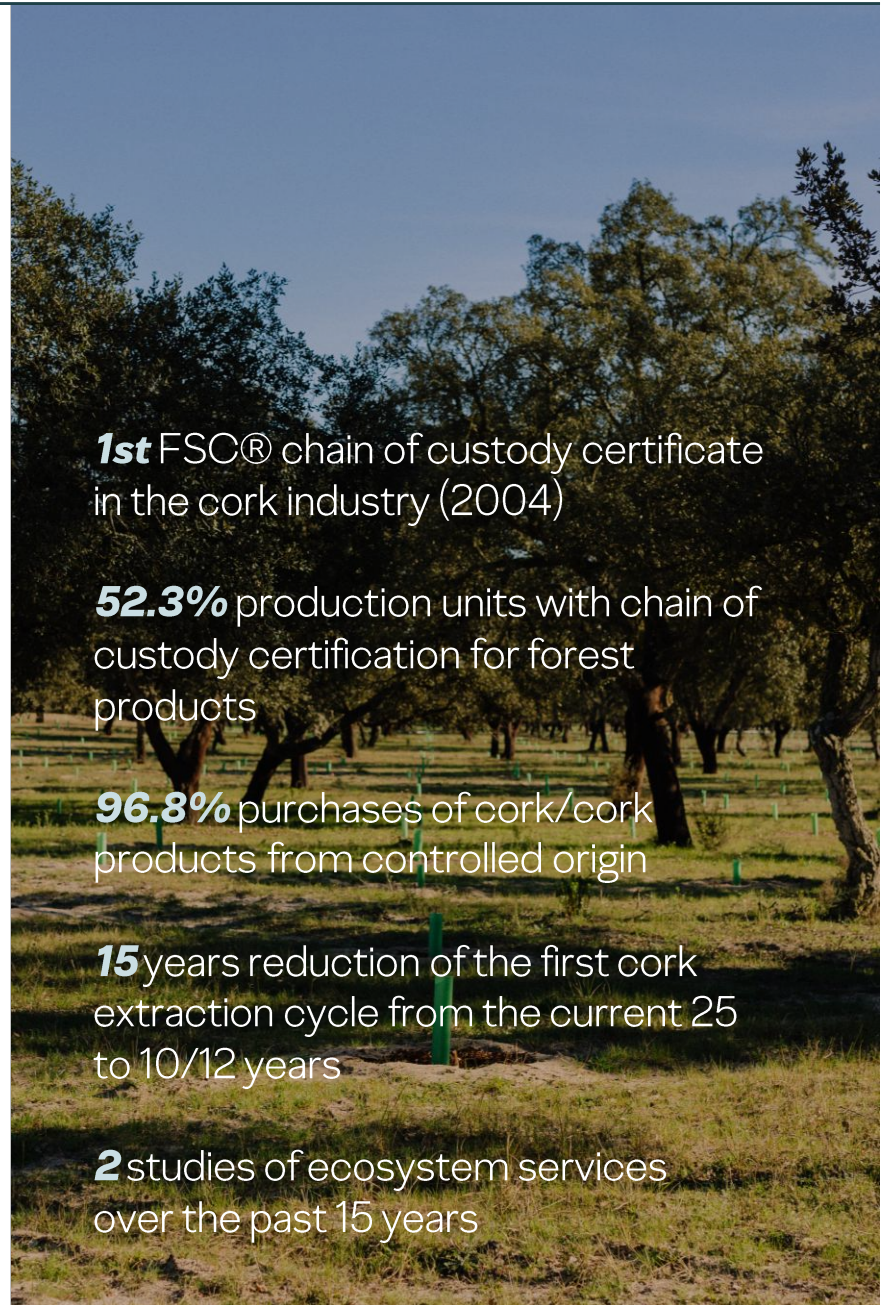
1st FSC® chain of custody certificate in the cork industry (2004)

52.3% production units with chain of custody certification for forest products

96.8% purchases of cork/cork products from controlled origin

15 years reduction of the first cork extraction cycle from the current 25 to 10/12 years

2 studies of ecosystem services over the past 15 years



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)



8,181 ha forestry estates under management

656 k cork oak trees planted since 2020

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

> **60 years** circular economy principles

100% use of cork

79.7% waste recovery rate (non-cork)

84.3% sustainable materials consumed (renewable and recycled)

1,305 t cork recycled

Labour Relations, Employment and DEI

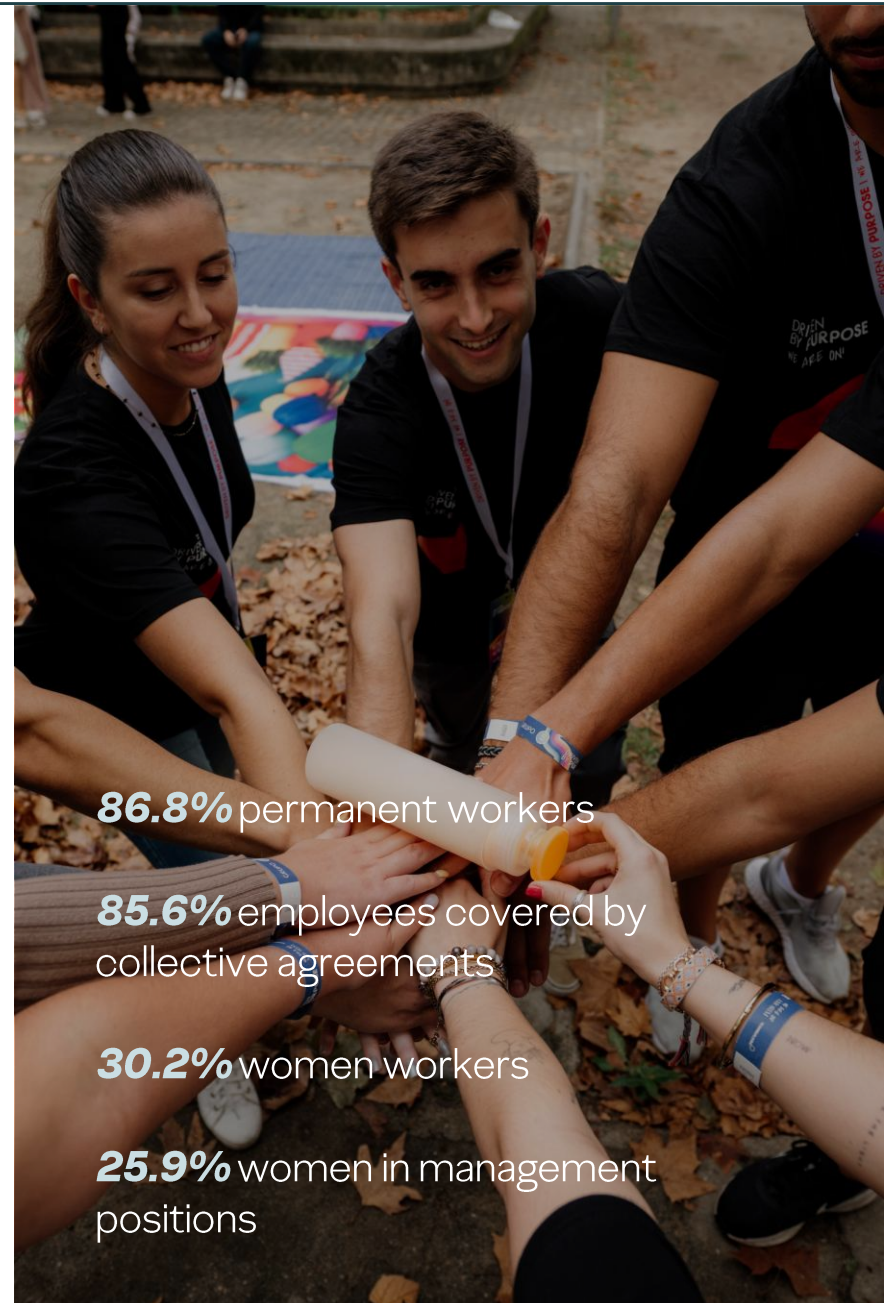
Create an inclusive and diverse working environment, guarantee equal opportunities and fair pay, and adopt policies that eliminate discrimination and harassment in the workplace

- › 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



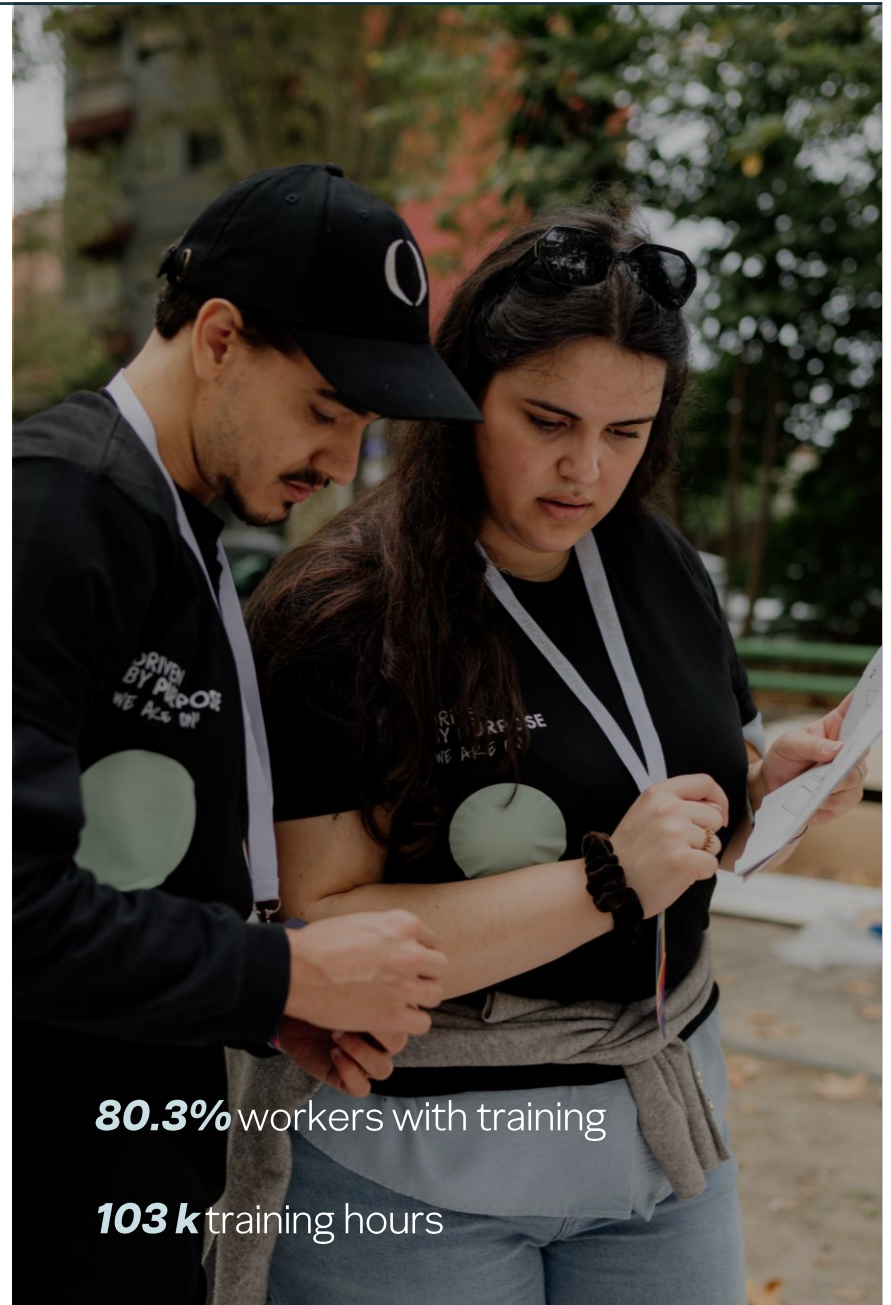
Talent Management

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)



80.3% workers with training

103 k training hours

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**



58.5% workers covered by a health and safety management system

57k training hours covering health and safety topics

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



3,603 direct suppliers

71.8% purchases made in Portugal

1st ESG financing line in the sector for cork raw material suppliers

Annual audits of suppliers

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



72.8% consolidated sales with life cycle assessments (LCA)

71.2% consolidated sales of technically recyclable products

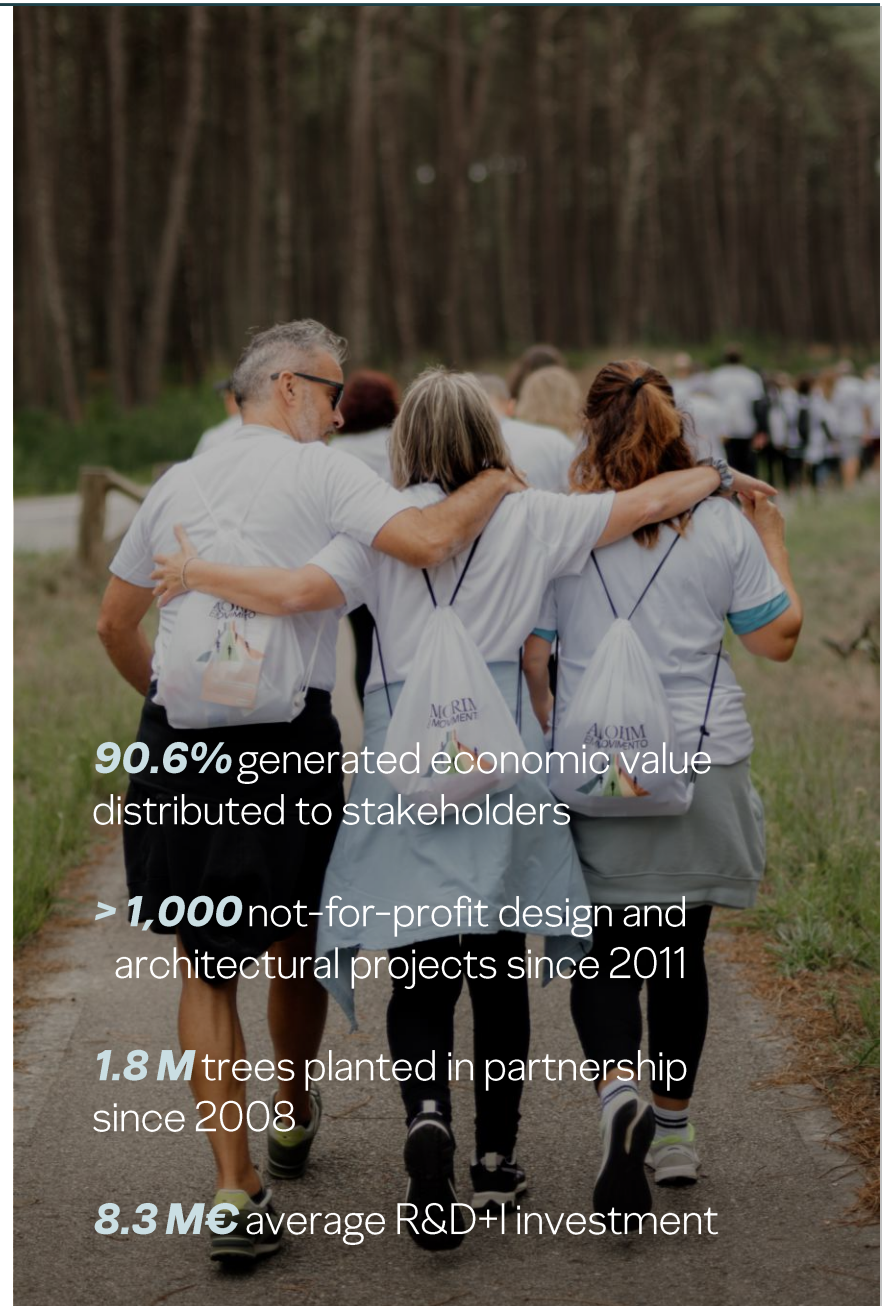
63.9% consolidated sales contributing to climate change mitigation

80.8% proportion of Taxonomy-aligned turnover within Taxonomy-eligible turnover

Community/Society

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

Dimensions



90.6% generated economic value distributed to stakeholders

> 1,000 not-for-profit design and architectural projects since 2011

1.8 M trees planted in partnership since 2008

8.3 M€ average R&D+I investment

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