AMORIM NEWS

YEAR 37 / NUMBER 2

Passion for innovation

Cork stoppers that dispense with the need for a corkscrew, composite cork with biopolymers used to create unprecedented shapes, natural turf solutions that, by replacing traditional turf, reduce soccer players' injuries by 40%. Technology that delivers non-detectable TCA (trichloroanisole) performance via individual analysis of each stopper, 100% waterproof and PVC-free sustainable floating floors, innovative applications for the aerospace, construction, transport, energy or design industries . Reduction of the first cork extraction cycle, sequencing of the genome of the cork oak tree, drip irrigation. Circular economy, green products, energy efficiency. Welcome to Amorim's world.

Corticeira Amorim generically and transversally views innovation as the systematic capacity to develop new materials, products, applications and processes that explore strategic competitive fields, where cork's characteristics are highly valued by customers, generating added value for the company and other stakeholders.

Let's start at the end. One of the Amorim Group's most striking and distinctive characteristics is that it is highly results-orientated. The group's annual €8 million investment in innovation must deliver tangible and significant results, otherwise it is a waste of resources. Without results, there is no innovation.

Second, we have to be able to achieve this performance on a systematic basis, year after year, consistently and ensuring positive predictability for our customers, employees and shareholders.
Third, as market leaders, we have to assume the attitude and the risk of delivering new projects. Over the last three years, Corticeira Amorim has submitted 14 patent applications, set up an innovation factory - i.cork factory – launched two joint ventures to develop business plans for applications that did not exist four years ago, where sales of new products and applications have recorded an increasing proportion of the global sales mix. Fourth, cork must always be the distinctive and differentiating element, exploring its sensory, eco and functional dimensions. If there is no strong reason for cork in a given application, we will never be able to achieve sufficiently interesting levels of value creation, in line with the valuation expected by our shareholders.

At Amorim Cork Composites, new products have an average margin that is over ten percentage points higher than the average margin of the global sales mix. It is essential that new products enrich the portfolio rather than the other way around. Fifth, innovation is valued by the market in a naked and raw manner, measured in terms of sales and margins. That should be the start and end point.

The decision taken several years ago by Corticeira Amorim to create innovation departments in the various Business Units, has reinforced our capacity to understand the problems and opportunities of each business segment and application. Would it be possible to have new products such as Neutrocork, Wise, Corkeen, or watch the entire revolution in processes that lies ahead at Amorim Florestal, without a vision focused on the concrete and specific problems of each Business Unit? I don't think so!

Looking ahead, there will be no growth without a strong capacity to deliver innovation. Operational efficiency is a necessary condition for success, but it is not a sufficient condition for any of our Business Units. Given what I know personally and see on a daily basis, I have never seen so many opportunities for cork as those that exist now. It's up to us to make it happen.

João Pedro Azevedo
CEO Amorim Cork Composites

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Amorim Cork Italy wins Business Social Responsibility Award

Amorim Cork Italy (ACIT) was recently distinguished with the BBS award, granted by the Biblioteca Bilancio Sociale (Social Balance Library). The award is one of Italy's most important distinctions in the field of Corporate Social Responsibility.

ETICO, ACIT's cork stopper recycling programme, was ranked in second place in the competition, in absolute terms. Operating since 2011, ETICO involves several associations and institutions that mobilise around 1,000 volunteers and manage more than 5,000 cork stopper collection points throughout Italy.
On average, 100 tons of corks have been collected per year, over the past five years. After nine years of existence, this was the first time that Amorim Cork Italy decided to submit its pioneering programme for the BBS award.
Carlos Santos, Amorim Cork Italy's general director, explains that "This is an unprecedented initiative. We therefore had to legalise our operations, such as stocking, transportation, granulation. Today we have a mature and credible process. So we thought that this would be the ideal time to submit our project to the BBS competition".

In 2019, 115 tons of cork stoppers were collected, which two Italian architects transformed into the SUBER collection. The recycled stoppers were transformed into small cork granules which, after being combined with other materials, were used to produce new objects, lighting systems, tables, benches, umbrella holders and coat hangers with a distinct design.
The objective is to take the SUBER collection to "the general public, shops, and the Amorim network at the world level" explains Carlos Santos, while also referring to wine cellars. "We want used corks to be returned to the wine cellars as an object of design and decoration". ACIT's general director stresses that the main objective is to give "even greater importance and protagonism to cork and to the gesture of opening a bottle of wine".

Cork in the Venice Biennale of Architecture in 2021

Lebanese architect, Hashim Sarkis, curator of the next edition of the Venice Biennale of Architecture, posed the question: "How will we live together?"

The answer is simple and embodied in the project, *In Conflict*, developed by the Porto architects collective, depA, which was chosen to lead the curatorship of the Portuguese representation in the 17th Venice Biennale of Architecture. Due to the Covid-19 pandemic, the Biennale has been postponed to 2021. The winning proposal was supported by Corticeira Amorim (CA), which contributed 100 linear metres of fine agglomerated cork, produced by Amorim Cork Composites. The material will give life to 14 exhibition panels used in the installation.

In Conflict is yet another project supported by Corticeira Amorim. Over recent years the company has provided support to enable cork to be featured in some of the world's most important artistic showcases. Examples include Joana Vasconcelos' project "Trafaria-Praia", presented at the 2013 Venice Art Biennale, and, more recently, the installations by Leonor Antunes and Nacho Carbonell presented at the Venice Biennale in 2017 and 2019, respectively.

The Portuguese studio's proposal aims to provide a direct answer to the question "How will we live together?", learning from processes characterised by conflict, that question the problem of living in its physical and social dimensions. Through a series of exhibitions and debates, depA seeks to "think about the role of architecture as an artistic, public, political and ethical discipline".

The exhibition highlights a Portugal in the early years of democracy, impoverished and in the process of decolonisation. The country was marked by material destruction, social displacement and social participation. In this context, other projects related to the problem are also discussed, while "building a broad and transversal panorama of the first 45 years of national democracy through its reflection in Portuguese architecture".

In view of the public health crisis, the 17th Venice Biennale of Architecture, initially foreseen for 2020, will now take place in 2021. As a consequence, the Venice Art Biennale will take place in 2022.

Cork is not meant to be hidden. It should be seen

Eduardo Souto de Moura's architectural style reveals an evident fascination with materials, including their beauty and authenticity. From domestic residences to large-scale urban projects, his architecture always fosters an encounter between intelligence and sensitivity, highly attentive to the context, and bringing a historical sense to the present day. In an illuminating conversation, the Portuguese architect, winner of the Pritzker Prize, reveals...

What is your first memory of cork?
My first contact with cork was via cork stoppers. That tends to be our first interaction with cork. Through cork stoppers. As a child, I saw cork stoppers that were used to seal bottles of bleach, olive oil, cooking oil.

Even as a child, did you ever imagine that cork could be more than a cork stopper?
No. Not at all. I still have some doubts today. (Cork) is fundamentally linked to cork stoppers, where it's an unbeatable material. Nothing comes close. It's impossible. In terms of insulation, we have some options. My first contact was with the cork stopper, and it's 100% efficient. End of discussion. Anyone who wants to argue with this, has to remain silent, because this has been proven for centuries.

How do you use cork in your professional life?
I have a memory, linked to a paramedic in the S. João Hospital in Porto. When I was sick or had a toothache and I went to the hospital, the hospital stairs were lined with cork. I said: how is it possible that cork, which in the case of cork stoppers is so soft to the touch, can withstand so many thousands of people walking on it? A few years later I went to Sweden, after I'd been contacted by a Norwegian architectural firm to help design Lisbon airport. They had designed the airport in Gothenburg, using cork from Amorim. An airport has intense traffic. There are millions of passengers a day and they used Portuguese cork.

What do you think are cork's most important properties?
We have already talked about its insulation properties. There is one factor that I discovered in the USA, when I visited what is perhaps the world's most famous house - Frank Lloyd Wright's "Fallingwater". When we visited it I opened the door and saw that the bathrooms had cork panels glued to the walls. I touched the cork with my hand and said: this must be wonderful for taking a shower, because when we lean against tiles it is so cold. This is extremely pleasant to touch. When Amorim asked me to design an object in cork, I designed a door handle. Because I remembered "Fallingwater": I put my hands on the walls and it was wonderful.

When was that? Do you remember how many years ago it was?
That was in 2011, when I won the Pritzker Prize. I went to see the house in the morning and at night I received the Pritzker Prize...

Was that the time that you realised that such a genuinely Portuguese material, a Portuguese raw material, can have such a democratic use?
Perhaps it was back then. I'm not sure. Because today cork is used and abused. I don't think it's good to have cork-coated mobile phones. I think that cork has objective advantages, and everything that is good has a restricted field of use. When something can be used for anything, it ends up becoming useless and I don't like that. I defend my Portuguese cork. I see cork being used in so many things. Cork dresses, cork wallets, cork mobile phones, cork bags ... I find that excessive.

What memories do you have of the Hannover Pavilion?
The project for the Hannover Pavilion began abroad. It was a suggestion. I had been very impressed by several works that used stone sheets, as if they were schist. Based on

"For me, architecture is a global issue. There is no such thing as ecological architecture, intelligent architecture or sustainable architecture: there is simply good architecture. There are always problems that we cannot ignore: for example, energy, resources, costs, social aspects - we always have to pay attention to everyone"

the world exposition's theme we thought, why don't we produce sheets of cork? The building was designed in conjunction with Siza Vieira. We designed it. It went very well. I received outstanding technical support from Amorim. We invented an agglomerate cork block, that could have been made of concrete. It was an extraordinary cork block.

What about the exhibition at the CCB, which used cork blocks?
At the CCB I wanted to make about seven cubicles in which we could project seven videos. We needed to create seven spaces demarcated with blocks, bricks. Obviously I thought that cork was the best choice, because it provides insulation, absorption and people could sit on it to watch the films. It is easy to transport and easy to assemble. So I produced the installation entirely in cork. Amorim was kind enough to offer me the cork for the exhibition (which was recovered afterwards, because it wasn't damaged). That was great. I would like to make a special reference to Amorim, which is always amazing when it comes to sponsoring events. I never asked for anything. Whenever I use cork, Amorim views this as a form of sponsorship. That's very rare in Portugal. There is almost no sponsorship in Portugal. The two things that I most highlight about Amorim is the company's availability and professionalism. It has a level of professionalism that is unusual in Portugal.

What was it like to take part in Amorim's project, Metamorphosis?
I designed the door handle and the handrail. The project happened when I had just got back from the USA and I was very impressed. I was familiar with cork in terms of its use in scale models, and its tactile qualities, but I had never applied it directly in architectural projects, in which it is unconsciously touched and used (in the bathroom). I was impressed and directly applied the material in order to be touched – in the handrail and the door handle. I don't know if it's being commercialised or not. I really liked it. And I also find it to be very beautiful.

In relation to the door handle, architects always pay close attention to this kind of detail. You think that details are fundamental in the overall construction project. This is not just about cork. It's about your way of being, drawing and designing ...
The detail is the icing on the cake. Good ideas – the road to hell is paved with good intentions. It is never easy to implement ideas and practise them. It's very difficult. It's very difficult to practise them later consistently with the general and particular aspects. And therefore, the click, the difference, is definitely a question of details.

And what about cork's inherent sustainability?
Of course, cork is sustainable, but these days it's all about the bottom line. Price is always the determining factor. It's horrible, but that's how it is. There's no point in being romantic and falling in love with things ... because the customer says no - I want this one, it's the cheapest option. End of story. In terms of sustainability, I don't need to know about the material's chemical and physical qualities. I need to know whether it is cost-effective when we apply it.

Assuming that there is no budget ceiling, when the door is wide open, do you consider using cork, as a noble, organic, sustainable, recyclable material ...
I will be sincere and honest with you. I may be wrong, but cork is not meant to be hidden. It should be seen. It's a great shame to cover it up. When I cross the Alentejo and see the cork oak trees and those barks, I don't see the trees coated in cement. That's a horrible image. I think cork is beautiful, because of its colour, texture and naturalness. It's no coincidence that the Hannover Pavilion was a great success. First it is beautiful and then cork gave it an identity. Now we have to study its effectiveness. It's one thing to be in love with the material... Don't you think that it's a shame that a material which takes 45 years to be produced, is glued to a wall and then plastered over? It has to be carefully rationalised.

Eduardo Souto de Moura was born in Porto, in 1952. He graduated in architecture from the School of Fine Arts of Porto, and began his career working with Álvaro Siza, while still a student. In 1981, as a recent graduate, he won the competition to design the Cultural Centre of the Secretariat of State for Culture, in Porto, and began his independent activity. His best-known projects include the Burgo Tower, in Porto, Braga municipal stadium, and the Paula Rego House of Stories, in Cascais.
In addition to his work as an architect, Souto de Moura is a professor at the University of Porto, and is also a guest professor in the universities of Geneva, Paris-Belleville, Harvard, Dublin, ETH Zurich and Lausanne. In 2011 he became the second Portuguese architect to receive the Pritzker Prize, and in 2018 he received the Golden Lion for the best project at the Venice Biennale of Architecture.

Corticeira Amorim: Passion for innovation

If curiosity moves the world, innovation is the force that allows us to move forward and achieve more. At Corticeira Amorim, Research & Development + Innovation are central to the group's strategy. They play a decisive role in consolidating leadership and span all business units. Innovation transforms dreams into reality, makes the impossible real, finds new applications for an ancient material and adds new layers of meaning to cork. But the underlying question remains: what does the innovative impulse consist of?

Corticeira Amorim's ambition over the past 150 years has been to raise the profile of cork. This has only been possible through a strong, sustained and unwavering commitment to innovation.
It is clear that cork is by nature an outstanding material, combining a unique set of properties and characteristics that no artificial material is able to replicate. But it is only through scientific knowledge and technological research, combined with strategic and creative thinking, that it is possible to take cork further, develop new applications for this 100% sustainable material and explore hitherto unimagined paths, further perfecting this gift from nature.
Given cork's natural characteristics and its enormous potential, the challenge for Corticeira Amorim has always been to develop new applications, capable of making a difference and adding value. Therefore, through innovation, a field of unlimited possibilities has been opened up for cork, materialised through an unparalleled portfolio in the sector, which crosses all of the group's units. What began as the first laboratory specialised in quality control, production and processes (Labcork, created in 1983), R & D + i has gained such a dimension that it currently involves an average annual investment of over €8 million, in addition to investment in autonomous projects, state-of-the-art technology and exclusive production processes.
As António Amorim, Corticeira Amorim's Chairman and CEO sums up: "Thanks to an unprecedented investment in R & D + i, the incorporation of state-of-the-art technology that enhances productive capacity and a spirit of entrepreneurship, rigour, creativity and quality, we have attributed a new dimension to what in the 19th century began as a small cork stopper business.
We have opened the door to product innovation, evolving from traditional techniques to the most sophisticated applications, capable of responding to technical challenges and of some of the world's most demanding industries."
For years, Corticeira Amorim's innovative drive was mainly focused on cork. Over the coming decades, the challenge will be to continue to expand the potential of this unique material, while deepening our knowledge of the tree where everything begins, the cork oak tree. In fact, the best cork depends on the best cork trees, in sufficient quantity and quality to respond to the enormous challenges that lie ahead for the wine sector and beyond. This journey of discovery begins with empirical knowledge, experienced on the ground, selecting the best raw material. But we also have experience in the cork oak forests, where the cork is extracted, and in factories, learning from those who know best, and we thereby continue to develop new materials and solutions with cork, expanding its range of applications.

Pioneering role in the circular economy

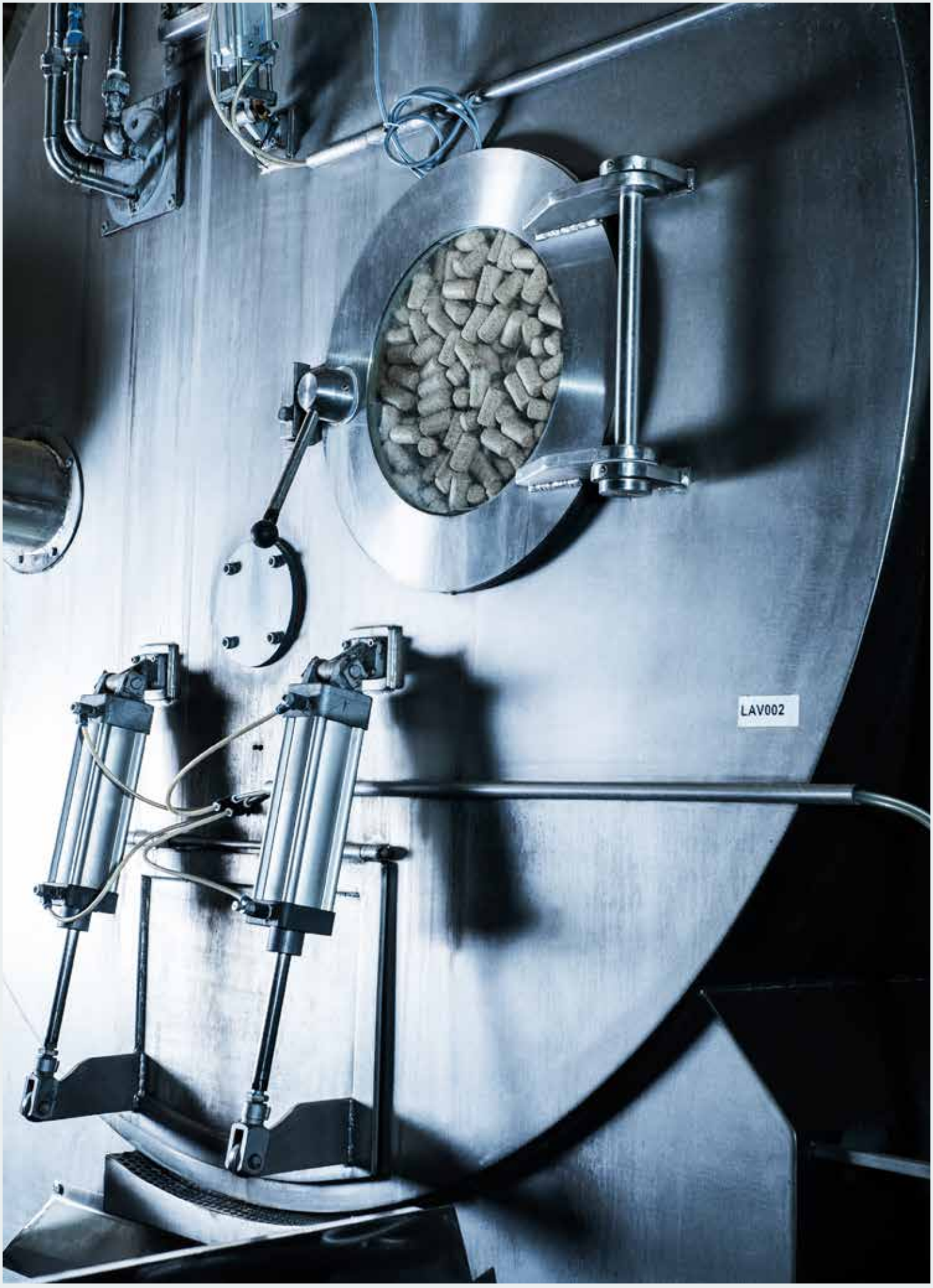
The opening, in 1963, of a unit specially created to take advantage of the waste from the production of stoppers played a decisive role in expanding and diversifying the possibilities of using cork. This was a milestone in the history of Corticeira Amorim, as a group whose mission is to add value to cork, develop the potential of this noble and unique material and expand its range of applications. It also clearly marks, and this is especially significant, the group's pioneering spirit, which in the 1960s already took its first steps in the circular economy model that today spans all its business units. The journey began with empirical knowledge, in order to deepen the understanding of cork, and, consequently, to ascertain its full potential. The next step was to create industrial units that could transform this ambition into higher value, to fulfil this potential. But it was necessary to go further. That is why cork, whose history is linked to the scientific discovery of cells, was analysed under a magnifying glass, so that it could reveal all its characteristics. In laboratories, universities and research centres, crossing different fields of knowledge to answer each challenge with creativity, ingenuity and vision, always in profound respect for Nature. The result of this passionate and transformative journey is that today, driven by innovation, cork is asserting itself worldwide as a highly coveted raw material. This has been true from the outset in sectors such as wine, but also applies to sustainable construction, the aeronautical and aerospace industries, transport, design, fashion, architecture and the arts, landscaping, sport and other endless applications in world-renowned projects.

AMORIM CORK:

Reinventing the cork stopper

In the late 1990s, due to the rising use of alternative closures, the cork stopper industry faced the biggest challenge in its history. The question was simple: innovate or die. Major innovation ensued, and today knowledge, combined with cutting-edge technology, produces the finest corks in the world, preferred by wine producers and consumers. From eradication of TCA to interaction between wines and stoppers, Amorim Cork applies innovation to take tradition even further.

Miguel Cabral, the head of Research and Development at Amorim Cork, joined the company in late 1999 and immediately found himself in the eye of the hurricane. "I vividly remember that key moment when I arrived here. There was a significant market challenge to the use of cork stoppers and it was necessary to find answers". The answer didn't take long to come. Two new factories were created at the turn of the twenty-first century, one in Coruche (2000) and another in Ponte de Sor (2001), which introduced a new way of working, where innovation played a decisive role, from prophylactic measures to quality control. The main priority was to fight cork's public enemy - TCA (trichloroanisole). This was achieved across three main stages, using preventive, curative and control measures. Preventive measures, recalls Miguel Cabral, were relatively easy to implement in new industrial units such as those created in the Alentejo. In terms of control measures, there was a happy coincidence, or "perfect timing". Miguel Cabral recalls that in May 2000 an American laboratory presented the results of a study on quality control of cork stoppers in Portugal. The study was about a tool that facilitated objective analysis of the presence of TCA. In 2001, based on this investigation, the first chromatography process was carried out in Amorim Cork's facilities. "It was extremely important to separate the wheat from the chaff and distinguish the contaminated batches of cork", Miguel Cabral recalls. It was necessary to introduce new curative measures and in this context the ROSA® system - a TCA extraction method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developed and patented by Amorim Cork – played a decisive role in combating TCA. "It was the first step forward", stresses Miguel Cabral, "we managed to achieve much cleaner lots and reduce the presence of TCA by around 80%". In 2007, the same system, until then solely used for technical stoppers, was applied to natural stoppers, through the ROSA Evolution® system, which led to a significant reduction in contamination. Systems such as ROSA® considerably increased the credibility of cork in the market. But it was still possible to do more. In 2008, an absolutely disruptive project was set in motion that would lead to a watershed moment in the history of Amorim Cork, and also in the history of the cork industry as a whole. In 2014, following an unprecedented R&D + i investment a revolutionary stopper-by-stopped analytic system was launched - the NDtech system, the first natural cork stopper to deliver non-detectable TCA performance. By 2019, Amorim Cork produced 57 million NDtech corks, and the system was extended to champagne corks, with the launch of NDtech Sparkling. 57 million is an impressive number, but what about the other natural cork stoppers? As an industry leader, Amorim has the responsibility to set an example, and this is only possible through an unwavering commitment to innovation. It is not enough to eliminate TCA from some stoppers, it is necessary to eradicate it from all stoppers, and that was the commitment assumed for 2021. "All technical stoppers are already covered, now we need to extend this performance to all natural stoppers", stresses Miguel Cabral.

Corks that dispense with the need for a corkscrew

The eradication of TCA will undoubtedly be a great achievement, but innovation doesn't stop there. As Miguel Cabral points out, "innovation means solving negative aspects, while also developing positive aspects." A good example is the Helix system - the world's first cork stopper that dispenses with the need for a corkscrew, that innovatively reinvents the cork-glass binomial. Innovation at Amorim Cork currently focuses on projects linked to the area of the interaction between wine and stoppers, in order to understand how cork stoppers help wine age over time. Two decades ago, when Miguel Cabral joined the company, it was difficult to explain what he set out to do. People often asked him: "But you're going to research how stoppers interact with a bottle?". After two decades, he thinks that the results are clearly positive. "Few people imagine what is behind a cork stopper and the importance of the interaction between the cork stopper and the wine, in particular, how it can help the wine age in a bottle in a balanced way over time."

AMORIM CORK FLOORING:

Design thinking as a guiding principle

Amorim Cork Flooring (ACF) has just launched Cork Signature, a fully customisable flooring solution programme that promises to revolutionise the sector. Innovation is nothing new for a company that adopts design thinking as its guiding principle.

"Innovation lies at the heart of the group and extends to all units," explains Jean-Sebastien Moinier, head of Innovation at Amorim Cork Flooring. He emphasises that in the new millennium, innovation has assumed a truly central role in the company. "It was at the turn of the century that we began to develop a new generation of products that directly responded to the market's emerging needs and consumers' expectations ". "The innovation process always begins by understanding what people are looking for and identifying the main market trends", he continues. "We are seeing major concern with domestic comfort, which is increasingly important. In short this is about finding sustainable solutions for people, and also for the planet.

This is where our strategy is focused: to be the world's leading flooring company in terms of sustainability, because our products are made from cork which has unique sustainability credentials", stresses Jean-Sebastien Moinier. Sustainability is obviously a major concern for consumers, as well as health issues, in particular indoor air quality. Cork also makes all the difference in this regard. Our choices have a very relevant on the climate. The way that we use materials in the context of the circular economy is now vitally important for companies. "Cork has a unique legacy: it is natural, renewable, recyclable and does not add any chemical element to our environments" explains Amorim Cork Flooring's head of Innovation. "When we look at this market trend, we have to translate it into floor and wall solutions, and that's what we're doing. Step by step, we are following this *cradle-to-cradle* journey, which begins with the choice of materials that are classified as healthy".

Invisible innovation

The secret is to look at innovation from a fresh perspective: "We are used to thinking of innovation as something that is visible - the latest aeroplane, the latest smartphone. But innovation is highly pragmatic and may be invisible. It may be hidden inside the product. What is inside the product will be significant and highly valued by the consumer". The second pillar of innovation for Amorim Cork Flooring is focused on the product, which should deliver clear benefits, be easy to use, and, as Jean-Sébastien Moinier explains, should basically offer a "problem-free solution". In other words it must be durable, easy to maintain, and resistant to the vicissitudes of home use or places used by a high number of people.

In the product development process, which brings together engineers, designers and project managers, it is essential to include inputs from consumers who interact with the products: "we have to define where we want to go, and achieve success on a step-by-step basis. It is not enough to look at the norm. It is important to be close to users, to spend time with them, so that we can exchange viewpoints, and interpret and translate their needs. The relationship with users is part of the innovation process". The next step in this innovation culture is the adoption of this design thinking methodology. Observing people and their behaviour enables us to develop solutions that they really need. In this sense, customisation is the future, and also the present, which is why Amorim Cork Flooring developed the Cork Signature flooring programme that makes it possible to produce 17,000 different combinations of colours, shapes, finishes, and even installation forms. The result is a highly personalised solution, which creates unique spaces tailored to customers' needs. The version of this programme for wall solutions is currently being developed - the Dekwall Signature programme, and also a new eco-friendly solution for the LVT category - Luxury Vinyl Tile, in the luxury segment.

AMORIM CORK COMPOSITES:

The sky is never the limit

Innovation lies at the origin of Amorim Cork Composites (ACC), whose roots date back to 1963, when a unit was set up to produce granulated and agglomerated cork using waste from the cork industry. This paved the way to discovering new applications for cork. With a solid innovation culture, this pioneering unit has already demonstrated that for cork, the sky is never the limit.

Visible, hidden, external or internal, cork is found in the most unexpected places and the most incredible products. If there is a company that has first hand knowledge of this reality, it is Amorim Cork Composites, whose DNA is based on innovation and considers that the biggest challenge is always looming on the horizon. ACC currently operates in 25 different business segments, supplying materials to some of the world's most demanding and advanced industries, in highly diverse sectors such as aerospace, construction or sports surfaces, to name just a few. "We constantly seek new applications for cork, always adding value to our raw material", explains Eduardo Soares, ACC's Innovation Director.

"We have developed many incremental projects, that directly respond to market needs, and others that are more disruptive and pioneering". In both cases, a key role is assumed by our product development and application of knowledge. "In reality, our main competitors are not suppliers of other cork products and other cork companies, but of totally different types of materials" says Eduardo Soares. "We try to take cork to many other fields, to find new applications. That is why innovation assumes a fundamental role for us". Firstly, because it is a process that involves a great deal of knowledge and an extremely competent technical area, capable of responding to multiple business areas, each with their own specific characteristics, particularities and challenges. "It is very attractive for those who work here, because every day is different, and we deal with challenges that derive from different sectors and technological sectors" summarises ACC's Innovation Director.

Generator of ideas

To maintain its ground-breaking position and its attractive portfolio of innovative materials, ACC is rightly perceived as a leader. It is a generator of ideas, that launches new disruptive concepts into the market, with a higher associated risk (30% of projects, according to the Innovation Director), or that respond directly to customer requests, focusing on concrete gaps that need to be filled. (70% of projects). In 2020, one of Amorim Cork Composites' main new products is a cork surface for playgrounds. A clear need was identified: to create playgrounds that are safe, sustainable and accessible. The answer was Corkeen by Amorim, a project that crucially depends upon innovation. "Corkeen by Amorim is the major new product development this year. We developed and patented the first version that is already available in the market, and we have designed a business model that we are implementing in several countries". In parallel, two other areas with major development are underlays and underscreeds, within the theme of the circular economy. As Eduardo Soares explains, "the U38 underscreed offers premium performance, clearly at the top of the pyramid, since it uses recycled materials and cork. It is only natural that this has led to such an encouraging market response". The theme of material formats is another major driver of innovation at ACC. To respond to this challenge, which makes it possible to develop new products that can essentially replace the use of traditional plastics, ACC has developed the Extrucork materials programme – composite cork products with biopolymers, which allow cork to be injectable, extrudable, mouldable and thermoformable, creating unprecedented shapes and opening the doors to further applications. ACC's innovative impulse

is so strong that in a perfect world the company would be developing new products every day. To further stimulate this capacity to innovate, develop and test differentiated materials in October 2018, ACC inaugurated the i.cork factory, a pilot factory for innovation that works as a laboratory and experimentation space *par excellence*, for new composite cork solutions and pioneering technologies. "I.cork was born with the clear objective of accelerating our ability to develop materials and test new technologies for these new materials or renew our current processes." summarises Eduardo Soares.

i.cork factory: factory, laboratory and test centre

In an environment that is a mix between a factory, a laboratory and a test centre, with a clear hands-on approach, i.cork factory prototypes the materials of tomorrow and can produce prototype series with new processes that are aimed to be scaled for ACC's operations. ACC was originally set up to value cork waste, by transforming 70% of the derivatives from the production of cork stoppers into granulated cork, and then use this to make valuable agglomerated cork products that offer new uses for cork. This model, inscribed in the company's DNA, is now stronger than ever. "The circular economy is a core dimension of ACC's activity", stresses Eduardo Soares. "We use our knowledge of the circular economy in the cork industry to acquire unused materials from other industries and give them a new life." An example of this is a "structuring project", pursued in partnership with Nike, in which ACC incorporates recycled materials to create new composite cork products with numerous applications, in a clear example of industrial symbiosis. The issue of sustainability is obviously central. At a time when most of the solutions launched by the plastics sector have become obsolete, cork is an excellent alternative. "For various sectors of the industry, cork represents nature, and transporting that nature to our most current applications is increasingly the way forward" concludes Eduardo Soares.

AMORIM CORK INSULATION:

Building the cities of the future

At Amorim Cork Insulation (ACI), innovation is a dynamic concept that follows the challenges posed by the people working at the cutting edge: architects, engineers and landscape designers. From iconic products in the area of sustainable construction, such as MDFachada, to new solutions for natural turf, and including the green façades of the cities of the future, cork reveals its most innovative face.

Since the first Amorim Cork Insulation unit was set up in Silves, in 1967, to the present day, a great deal has changed in the way that we live, build and inhabit spaces. Leading architectural projects are no longer conceivable without a sustainability perspective. The search for sustainable building materials and solutions is no longer just of interest to designers, it has also become a priority for the end consumer. Moreover, innovation emerges as a response to the challenges that the market has posed since Amorim Cork Insulation was set up, as explained by Carlos Manuel, Amorim Cork Insulation's CEO: "our idea of innovation is a dynamic concept, which means that we are always attentive to what the market needs." In this sense, the specific requests made by architects are often the engine of innovation at Amorim Cork Insulation. This led to the development of a completely innovative product in 2000, which became one of Amorim Cork Insulation's icons: the MDFachada solution. It is an innovative application placed on the external façades of buildings, in which cork is clearly visible. It was initially developed in response to the project designed by the architects Siza Vieira and Eduardo Souto de Moura for the Portuguese Pavilion at Expo 2000 in Hannover, Germany. In 2012, the search for innovation was further refined. The market was looking for new solutions, with greater emphasis on the use of cork in interior design. Amorim Cork Insulation responded with products that enable a more decorative and personalised use of cork. Carlos Manuel explains that these products are destined for the global market: Portugal, European countries, with emphasis on Italy, which has historically been at the forefront of design, and territories in Asia. Architects and designers exploit cork's full potential, investing in customisable patterns and custom-made designs.

Corksorb, a response to environmental disasters

Innovation at Amorim Cork Insulation goes far beyond the fields of architecture and interior design. The company is constantly looking for new solutions that will expand the possibilities of cork, while also helping to protect the planet. This led to the development of Corksorb which mitigates oil spills in the oceans, caused by large oil tankers, offering an effective response to an environmental disaster. As Carlos Manuel points out: "fortunately the situation that led us to develop this product today has been essentially eradicated, because legislation obliges these vessels to have double hulls. However, the Corksorb solution continues to fulfil its absorbent function on a different scale: applied to industries where there are leakages of oil and other hydrocarbons". Due to its inherent characteristics, cork only absorbs crude oil, and doesn't absorb water, and has the advantage that it can later be compressed to recover crude oil, which can be reused. "There is a core concept - in this case the use of expanded cork granules to absorb unwanted materials - and then there are variations, adapted to market needs", highlights Amorim Cork Insulation's CEO. The application of circular economy practices within Amorim Cork Insulation has also delivered important results in terms of innovation. An example of this is the use of by-products from the production and recycling process in new natural turf solutions. This innovative solution replaces traditional turf, substantially reducing water consumption and helping reduce player injuries by 40%. Sustainability and safety are two key concepts in a solution that was adopted during the 2016 European Championship, and is used in Spain, at Real Madrid's training grounds. This type of application can also be used in buildings' roof gardens, providing a sustainable solution, improving air quality and enhancing thermal comfort. "It is an innovative way to value a recycled product that is perfectly integrated within the concept of the circular economy", concludes Carlos Manuel.


葡萄牙
PORTUGAL

AMORIM FLORESTAL:

In the beginning was the cork oak tree

All innovation brings the future to the present, and at Amorim Florestal the seeds of the future are sown today. Launched in 2013, the Forestry Intervention Project (PIF) is the unit's innovation pillar for forestry interventions. It relies on R&D to ensure that we have more and better cork. Doubly focused on the areas of scientific research and forest production, this ambitious project is beginning to bear fruits, through an exemplary combination of innovation and vision.

It all starts with the raw material. Cork is the basis of this entire industry, and therefore, to think about the future, it is necessary to return to the origin of everything - the cork oak tree. As the industry leader, Corticeira Amorim knows more about cork that any other entity in the world. The challenge ahead is to also to become the entity that makes the biggest contribution to the development and knowledge of the cork oak tree. And all steps are being taken in this direction. As Francisco Carvalho, director of Amorim Florestal explains: "we have taken the lead in this area. I do not believe that anyone has both the dimension, financial capacity and vision to do so". Launched in 2013, the Forestry Intervention Project is a response to the challenges posed by biotic and abiotic factors to the cork oak forest, to improve the future of the cork sector. In overall terms the projects aims to pursue scientific research into the cork oak tree and its biotechnology in order to ensure that cork production will be able to accompany foreseeable market growth in terms of quality and quantity. The goal is to plant 50,000 hectares of cork oak trees over the next ten years, an increase of 7% in the total plantation area, which will enable 35% growth in cork production. This major advance will only be possible through innovation. Before conceiving the project, Corticeira Amorim's management team undertook a thorough analysis of the context, in order to understand which areas required further intervention and what could be achieved in the short and medium-long term. "We were facing a scenario in which the market is demanding more and better cork, whereas developments in the cork oak forest were countercyclical, with permanent qualitative and quantitative degradation. For several months, we worked in the field, getting to know and studying other realities and understanding their dynamics, identifying the areas where we could have an intervention".

Taking care of the present and building the future

From the beginning, it was clear that the strategy would have to be divided into two main aspects: taking care of the present and building the future, based on scientific research and knowledge transfer. Protocols were quickly established with various academic and scientific institutions, in Portugal (University of Évora, Universidade Católica Portuguesa, and ISA, among many others) and abroad (CSIC, Generalitat de Catalunya) in order to expand knowledge about the cork oak tree, in complementary fields. In parallel, work began in the field with forest producers, in order to implement and test new methodologies and approaches and inject a new dynamic in the sector. The project spans three stages: the first focuses on scientific research and biotechnology to produce knowledge about the cork oak forest, the cork oak tree and its pests. The second stage involves testing this knowledge and expertise in the field, in Corticeira Amorim's forestry plantations and in partnerships. The third stage aims to extend this knowledge, sharing it with other forest producers so that they can install more robust and profitable cork oak plantations using the new methodologies. The main immediate objective was to reduce the time of the first cork extraction cycle. Through the application of innovative methodologies for cork oak plantations, such as drip irrigation in a limited initial period and mycorrhisation (symbiotic association of the cork oak tree with the mycelium of a fungus that makes it more resistant and robust), it has already been possible to anticipate the first cork extraction cycle. The density of cork oak plantations is also being studied, as well as genome sequencing - improvement of the cork oak tree and combating pests and diseases, such as the Coraebus undatus beetle, and this research is then tested in the field, either in new plantations or by monitoring plantations installed at the beginning of the Forestry Intervention Project, or in adult cork oak trees. Moreover, as explained by Nuno Ribeiro, professor at the University of Évora's Department of Phytotechnics, mathematical models are currently being developed that combine several factors and could be a valuable tool for forest producers.

The magical factor of long-term vision

These are indispensable steps for major achievements. The strategy is progressive and inevitably there is always a difference between concrete actions and results. The fact that the cork oak is a slow-growing tree poses very specific challenges. It requires time in order to see and measure the results. According to Nuno Ribeiro, "the magical factor" is that Corticeira Amorim has a long-term vision, with multi-year protocols signed, which enables scientists to work with a very comfortable time horizon. Despite the time involved, to achieve progress in only seven years is quite remarkable. Good examples include the Regagork project, implemented in 2003, which enables virgin cork to be extracted after only 12 years, or sequencing of the cork oak genome in the context of the Genosuber consortium.

“Without sacrifice, there is no passion”

90 years of history link the Cardoso family to the Amorim Group. From Mesão Frio to Meladas, from the farm to the factories, and including the local neighbourhood. Memories of dances, corn husking and excursions. Decades of hard work and intense dedication. “A great family life”, along the way. A family that everyone proudly describes as having been “always united”.

To tell the story of the Cardoso family, we have to return to the origins. To journey up the River Douro, to Mesão Frio, in Vila Real. It was here, in 1970, during one of their business visits to this small village, that José and Joaquim Amorim first met Manuel Pinto Cardoso and Ermelinda Lopes. Manuel and Ermelinda “used to till the land, in the estates of farmers who sold cork to Amorim”. José and Joaquim were looking for someone to look after their family farm in Meladas. This led to “the agreement” that changed the lives of the Cardoso family forever. Manuel and Ermelinda left Mesão Frio that same year, with “their youngest children, who hadn’t yet started working”: Fernando, Joaquim, António, Celestino and Francisco. They were soon followed by four other children, Idalina, Alice, José Luís and José Manuel, in that order. That was the agreement, although we don’t know whether it was “written or verbal”. The Cardoso moved to Meladas on the condition that they would “bring their married and unmarried children”, who would help them in the field, “and would also start to work for the Amorim family’s companies ”. And that’s how it happened. In the early 1970s, with the exception of Celestino and Francisco, all of Manuel Cardoso’s and Ermelinda Lopes’ younger children and their two sons-in-law, Zé, who was married to Alice, and Manuel, who was married to Idalina, started to work in the factories . One after the other, almost all of them started to work for Corticeira Amorim Indústria, now called Amorim Cork Composites. Only Fernando and António stayed at the Floor & Wall Coverings Unit, now called Amorim Cork Flooring. José Almeida, one of Manuel and Ermelinda’s sons-in-law, worked at Corticeira Amorim Indústria for 37 years. “He was the lord of the mountains” and “also a shoemaker for all the other members of staff”. António Martins Pereira, the second son-in-law, worked in the granulating operations. José Luís, one of the oldest children, operated “the BL2 press, which at the time they called it the block press”. He worked for the company during almost four decades, until he retired. Also at Corticeira Amorim, his brother, José Manuel, now 74, did a little bit of everything. “I worked from the gate entrance to the rear section of the factory”. “I still have friends there,” he says. Friendships from a time when “the mindset and spirit were different”. “It was another life. Another life where you worked a lot. ” Even then, “more members of the family worked on the farm”, adds José Manuel. “We even had 23 oxen,” he says proudly. Cardoso “worked in the factory and, at the end of his shift, went to the farm”. Dona Ermelinda and Mr. Manuel “of the farm”, as Manuel Cardoso was fondly known in the local area. They had no direct salary but could use everything that the farm gave them. “They could have all the cattle they wanted” and they earned money from selling the animals and fruit. They carried on working like that for “nine to ten years”, until, with the arrival of old age, “they could no longer till the fields” and went to live with their daughter Idalina, in the Amorim neighbourhood. Happy memories from the farm are worth “everything” explains José Manuel with a smile. “We met the children of Dona Margarida, Dona Luzia, Mr. Américo... everyone went there and we spent time with them”. Laurinda, José Manuel’s wife, recalls that “these were good times, especially for the children”.

The memories of the third generation

There was never a shortage of children in the Cardoso family. Their nine children produced a dozen grandchildren. More than a dozen cousins of the Cardoso family grew up in the Meladas farm. Little by little, the members of the Cardoso family began to “have their own houses in the Amorim neighbourhood”, the most striking memories were spent in the Quinta de Meladas farm”, says Luís Cardoso, José Manuel’s son. “We came back home to sleep, but all our life was spent on the farm”, he recalls. In the case of Luís, this couldn’t be truer because, that’s where he was born, 48 years ago. “There was no time to go to Oleiros hospital”.

Teresa and Ana Paula, Idalina Cardoso’s daughters, remember their childhood on the farm with “great nostalgia”. “We could do anything, they were beautiful times”, recalls Ana Paula. Teresa, now 49, has vivid memories of those days. “Walking with the oxen that pulled the carts. My grandfather would say - hold tight, don’t move! - I held a short stick in my hand and they remained still. Picking wild strawberries ... happy

From left to right: Teresa Cardoso; João Pedro Cardoso; Maria do Céu Cardoso; Isabel Cardoso; Ana Paula Cardoso; Luís Cardoso

times and the family always together", she concludes. In turn, João Pedro, José Luís Cardoso's son, remembers his grandmother "selling fruit" and "going to play football in a field that we had there". Isabel, Alice Cardoso's daughter, and Ivo, Fernando's son, can't remember much from this period. They are two of the younger cousins. But what Isabel lacks in memories, is more than compensated by her older sister, Maria do Céu. "I have a lot of memories! During our school holidays, my grandfather used to put us with a can and a little stick to scare away the birds in the corn field. I remember the ox carts, the pigs... we went with him to pick grass from the top of the ox cart, very comfortable. We helped out during the cork husking. Locally, everyone gave a helping hand".

Tininha, the excursions and dances

Although none of the Amorim family lived on the farm, it "was a meeting place". It was always filled with people. "They offered the farm for summer camps", and for 'missionaries'. "Every year, excursions for seniors citizens were organised. They held big parties there. Tininha allowed them to use the farm. There were dances ... we can still remember them. We took part in everything". Tininha was one of the Amorim sisters – Albertina - the middle sister, who Cardoso liked very much. "We always had a very close relationship with Tininha, while she was alive", explains Maria do Céu. Ana Paula adds: "I liked her a lot and she loved me. I miss her. I miss her a lot". Of the ten Cardoso cousins who were raised on the farm, nine ended up working at Amorim Cork Composites (ACC). Today, seven still work there: Luís, Teresa, Ana Paula, Maria do Céu, Isabel, João Pedro and Ivo. They work in the different parts of the factory. Maria do Céu is a receptionist, but she has done a little bit of everything in the company. She joined Amorim at the age of 17, and has been with the company for 32 years. "In the past, few women worked in the factory, just a few old ladies who would bake bags of granulated cork. They started employing more women when they opened the joint pavilion. We were known as the young girls, it was the youngest sector of Corticeira Amorim", she fondly recalls. Her cousin Ana Paula also began in the assembly section. Today it is dedicated to "the assembly of memo boards". She joined ACC at the age of 19, "to have social security rights", today she's 48. "Every moment I spend in the company is special for me. I like to work, I like doing what I do, I learn new things every day". In the same sector of the company we also find Isabel and Teresa. Isabel is the coordinator of her sector. She is 44 years old and has been working for the group for 26 years. There is a simple philosophy about working with family members: "inside the company there are no cousins or uncles, we are all co-workers". Her cousin Teresa has been working in the industry for 32 years. "If anyone has a doubt they come to talk with me". "I really like what I do, I feel at home here".

"She will stay there for life, ..."

On the men's side, we find Luís Cardoso, 46 years old. "I always said that I didn't want to work here, and I really didn't want to, but in 1995, when I returned from military service, I came here for an interview and ended up staying". He has worked with ACC for 25 years. "Over the past quarter century there have been some difficult moments, such as 2009." That was when I put in charge of production and there was a global economic crisis. Back then "I entered work at 6 am and left late at night". Nonetheless, he believes that "Without sacrifice, there is no passion". It is exactly this passion that Luís believes is the secret of the group's 150 years of business activity. João Pedro, 48, started working at ACC at the age 14. He subsequently left the company and then returned in 1994. "I was working in the cylinders section, then I went to the presses, I practically ran the entire factory and now I am a driver". Ivo has been in the factory for the longest period of time. "I am 30 years old, I am almost from another generation". He started on the floor and wall coverings unit, but in 2005, he joined the rest of his family. He works in the night shift, "laminating the blocks". Over the course of several decades, the work at ACC "has changed a lot", everyone agrees. João Pedro says that some of the key changes have been "the dimension of the factory", and "safety, which has been increasingly reinforced". Maria do Céu misses "the sense of union" and "complicity between colleagues". "She will stay there for life, it's many years working for the company", concludes Isabel. Nowadays, the members of the Cardoso family always meet once a year, in the summer. "There are marriages with fewer people," says Maria do Céu. This year the virus spoiled our plans.

Taboadella: in the vine of the Dão, as in life

Roman roots, tradition and future. Wines that are the reflection of a place, inspired by the ancestry of the vineyard and its intrinsic local identity. At Quinta da Taboadella, in the heart of the Dão region, an excellent wine project has just been launched, the first of the Amorim family in the region.

40 hectares of vineyards, with distinctive granitic soils. Ancestral vineyards, a unique legacy, the essence of a time and place. A passion for wine, knowledge and audacity, and the desire to create a leading project in a very special wine region - the Portugal's first demarcated region for still wines and the cradle of the Touriga Nacional grape variety - which produces wines with a classic profile, which endure over time. These are the core ingredients brought together by Luísa Amorim to lead Taboadella, the group's most recent wine project and the Amorim family's first foray into the Dão region. "We view the Dão as one of the most emblematic and promising regions in the country, home to great wines with a classic profile and enormous longevity, a unique territory that not only demonstrates the full potential of Touriga Nacional and Encruzado, but also other traditional grape varieties Portuguese ", summarises Luísa Amorim. For Taboadella, the objective is "to embrace another quality project, and be a leading estate in the Dão region". With the same objective, to produce exceptional wines, capable of revealing the culture and essence of the terroir, the Taboadella project will benefit from the experience accumulated by the Amorim group in the Quinta Nova de Nossa Senhora do Carmo estate, in the Douro: "There are two completely different regions and we came to Dão with a new project. The big difference is that we have already gained 20 years of experience. It is this know-how and expertise that we can apply here ", explains Luísa Amorim. Taboadella is an exceptional wine project that also includes a wine tourism project. At the Wine House, built in the old barn, it is possible to schedule a visit to the winery, take part in a wine tasting and buy wines at producer prices as well as several gourmet products from the region. In 2021, Villae 1255 will be opened - a typical Dão manor house with 8 bedrooms and with interior design by Ana Vale. In this family house, everything has been thought out in detail to provide a unique experience of a place, a landscape and a culture, in collaboration with local artists and artisans.

Wines with altitude, filled with freshness, lightness and transparency

Taboadella encompasses a continuous stretch of 40 hectares of vines, marked by a triangular plateau located between 400 m and 530 m above sea level. The estate's magnificent expanse which can be seen at a single glance from the balcony of the winery, which has an impressive initial impact. The property is characterised by gentle slopes inclined towards the Southwest, with a privileged solar exposure to the south and west. The mountain massif protects the vineyard from the mass of air from the Atlantic ocean and the harsh winds from Spain, thereby creating a climate of transition between the ocean and the apparently temperate mainland. Like other terroirs in the world's leading wine regions, Taboadella benefits from tremendous interaction between the granite sub-soil and the local topography. During the summer months, the high temperatures that are felt in Taboadella, slightly higher than the rest of the Dão region, combined with good drainage (the flow of the waters brought by the rains, taking advantage of the slopes) and the freshness of the soil, enables slow and homogeneous maturation of the grapes - giving rise to great wines. The traditional vineyard is not irrigated, thereby perpetuating the ancestral quality and typicality of the 25 plots in integrated production mode, characterised by an average density of 3500 plants per hectare. This exceptional terroir produces wines with altitude, filled with freshness, lightness and transparency, which express all the elegance of the Dão region. It is from these light and permeable granite soils, brimming with energy, that notable wines are born. The Villae are blended, intense and delicately scented unoaked wines. Using classic grape varieties (Encruzado white grapes, so characteristic of the region, and also Jaen, Alfrochero and Touriga Nacional red grapes), the Monovarietal Reserva wines unmistakably reveal their origin, as unique and personalised wines. The Grande Villae are the ultimate expression of Taboadella's Roman soul - a tribute to its ancestry.

Roman Soul

Great wines are born from unique terroirs and Taboadella is no exception. Here, vine and wine have ancestral roots and a deep cultural sense. "I felt something different when I arrived here and saw this monolithic boulder, which I was later told was a Roman wine press and which, due to its rocky nature and which, according to researchers, is one of the oldest vestiges of

winemaking in the Dão region", explains Luísa Amorim. "In Taboadella, we sense the soul of this place, of those who spent time her and left a legacy, as if it were a well-trodden path. In this piece of land, we can breathe this unique environment every day, and in fact that is what really inspires us." Taboadella inherits a Roman *Villae*, with a unique setting next to the Ribeira das Fontainhas stream. In the Roman era it was owned by the upper rural class, and consists of a house, winery, granary and other small buildings. Later, in the medieval period, there are historical references to Taboadella dating back to 1255. The estate's houses are nestled in a mixed forest of pine, oak and chestnut trees, surrounded by a secular garden that extends to the vineyard plots. From this legacy, a futuristic project, has been created that embraces the best of contemporary winemaking. The winery, designed by the renowned architect Carlos Castanheira, has a simple and functional design, with two interconnected buildings – one nave for the wine barrels and another for gravity flow winemaking - encompassing a total area of 2500 m2, perfectly set in the forest plateau. The chosen materials - wood and cork - pay tribute to nature, the origin of wine and cork, and ensure that the building is magnificently integrated into the surroundings. At the same time, the golden tones of the structure's wood and cork cladding assume an ecological and sustainable character. From the wide balcony, visitors can see the Taboadella house and the unique magnificent vineyard in a single glance, as if enjoying a great wine.

Precision winemaking

The winery uses a high-precision gravity flow winemaking process, on a par with the best standards in the wine world. The key element of the winery is the Pellenc destemmer / crusher which, using mechanical vibration, enables the desired amount of grape seeds to be removed, in order to vinify wines with a smoother profile, avoiding more angular tannins. This equipment, combined with the centrifugal crusher, controls the intensity of the destemming process, by calibrating the grapes, separating the driest and greenest ones, which do not have perfect maturation. Another novelty of the winery is the 11 cement vats , which express floral notes and finer and deeper textures. "It is a 21st century winery, a top winery that enables us to use the technique in a good way, with a careful selection of gravity flow winemaking", explains Luísa Amorim. Those who visit Taboadella will be able to witness part of this process, by walking along the walkway over the barrel room, that has a capacity for 500 French oak barrels. Like a suspended sculpture, the Barrel Top Walkway is an innovative architectural work that allows visitors to view the environment where the wine is left to age, interacting in the space in a natural and authentic way, respecting the structure and breadth of great wines, helping them gain expression over time. A unique and contemplative vision for a unique project.

António Ferreira Amorim Senior Citizens Residence

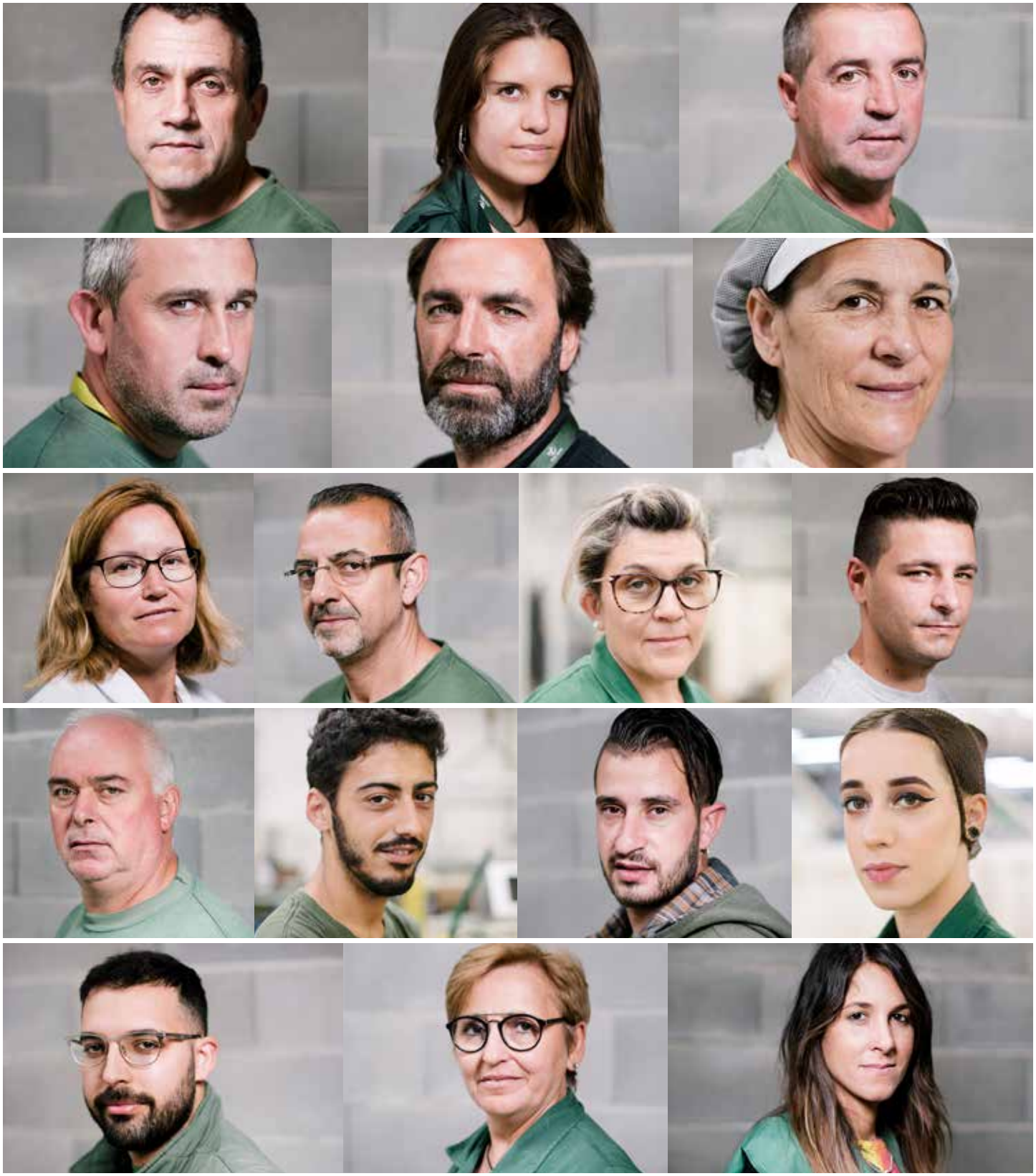
Earlier this year, in Santa Maria de Lamas, the António Ferreira Amorim Senior Citizens Residence was inaugurated. The Bem-Estar Association is the social solidarity institution responsible for the project. The name given to the new building pays tribute to the support granted by Corticeira Amorim, via the Albertina Ferreira de Amorim Foundation, and the individual support from António Ferreira Amorim, provided in a personal capacity. The António Ferreira Amorim Senior Citizens Residence has 41 rooms for residents and, in addition, also welcomes 35 senior citizens in a day care regime. In addition to the support from Corticeira Amorim and António Ferreira Amorim, the project of the Bem-Estar Association, which involved an investment of over € 2.6 million euros, was also supported by Santa Maria da Feira Municipal Council. With the inauguration of António Ferreira Amorim Senior Citizens Residence, the parish of Santa Maria de Lamas has a new social support structure that will ensure the well-being of the elderly and most deprived residents.

Bagos d'Ouro celebrates its 10th anniversary

The Bagos d'Ouro Association is ten years old and steadfastly continues to pursue its mission to promote the education of children and young people in need from the Douro. Ten years of commitment, delivery and intervention on the ground, in a strategy of proximity that sows dreams and opportunities where they are most needed.

Education is "the most powerful weapon to change the world" and it is based on this premise that the Bagos d'Ouro non-profit association develops extraordinary work in one of Portugal's most beautiful and famous, but also most deprived regions: the Douro. Created in 2010, at the initiative of Luísa Amorim and the priest Amadeu Castro, this exclusively private social solidarity institution has already supported more than 100 families in six municipalities of the Douro region, accompanying the most vulnerable children in one of the European Union's poorest regions throughout their educational path, until they start working. As Luísa Amorim explains, the role of the Bagos d'Ouro Association is "to place the opportunity within each family", reversing the cycle of poverty and social exclusion. The association's permanent staff work daily in the field, following a strategy of proximity that provides personalised accompaniment for each child, from the age of six until adulthood. The team almost operates like a "remote godfather or godmother", working with children, youth, families and teachers to create the conditions and harmony necessary for their full development. The solutions are developed together and involve things apparently as simple as buying a rucksack, glasses, or providing support for studies, tutoring and finding a first internship. In the context of COVID-19, the Bagos d'Ouro Association is striving to provide computers so that all children can have access to non-classroom education on equal terms. The Bagos d'Ouro Association's commitments are to value each child, where everyone is held accountable and called upon to intervene in the definition of annual goals and the work necessary to achieve them, enabling the development of each person's unique potential. This has made it possible to achieve very different positive results, such as 89% of successful school attendance, 84% of Bagos d'Ouro commitments fulfilled and 64% of children and young people with very good or exceptional good school performance (figures for 2019). Numbers are just one way of quantifying the impact of a transformative project, that is capable of changing lives. The Association's founding dream of achieving a "more balanced, more equitable and, above all, a more inclusive Douro" is now much closer.

150 years: Act three



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