
AMORIM NEWS

YEAR 37 / NUMBER 1

Sustainable by nature

Under the motto “nothing is lost, everything is valued”, Corticeira Amorim has been transforming waste resulting from the production of cork stoppers since 1963, which is converted into granules, and then into agglomerated cork, thus offering new possibilities for cork. This was the first step towards the circular economy, that is now one of the group’s main pillars – 150 years after its foundation. Today we have 29 establishments with a FSC® certification, 63% of our energy derives from renewable sources (biomass), we have planted almost 1 million autochthonous trees, our waste recovery rate is over 90%, and we conduct recycling across five continents.



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Sustainability and innovation are two intrinsic pillars of Corticeira Amorim's business culture and strategy. Our objective is simple: to combine technology with nature, fostering a sustainable balance between the two.

Leader of the cork industry, which is considered to be one of the world's most sustainable industries, Corticeira Amorim is annually reinforcing its commitment to the future, by maintaining a solid, cohesive and dynamic brand, with sustainability as one of its core elements.

Always striving to excel, Corticeira Amorim invests in research and innovation to produce new projects, products and solutions that offer incomparable advantages - such as reducing the carbon footprint of the final product, reducing our energy or water consumption, ensuring a cleaner environment, improving indoor air quality and fostering well-being and comfort.

Corticeira Amorim's strategy focuses on initiatives that are intrinsically connected to the United Nations' Sustainable Development Goals, defined in 2015: to support research, development and innovation; leverage economic growth; promote training and well-being for all; ensure the health and safety of our employees; increase the circularity of our activity; develop green products; reduce the environmental impact of our operations; preserve and foster the cork oak forest and ecosystem services.

Corticeira Amorim's 150-year history has been filled with vision, work, passion and nature. Values shared by the successive generations of the Amorim Family, and our Employees and Stakeholders who, throughout this journey, have placed their talent at the service of cork and this unique activity.

This edition of Amorim News gives a voice to some of these People. It pays testimony to the enthusiastic and committed way that more than 4400 employees, located throughout the world, seek to do more and better, overcoming challenges, setting an example and fostering the well-being of the communities that are closest to us and society as a whole.

Warmest regards,

Cristina Rios de Amorim
Director

YEAR 37
NUMBER 1

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Graphic design
Studio Eduardo Aires
Studio Dobra (pagination)

English translation
Sombra Chinesa

**German, Spanish,
French translation**
Expressão

Printing and Binding
Lidergraf – Artes
Gráficas, S.A.

Distribution
Iberomail Correio
Internacional, Lda

Packaging
Porenvel Distribuição,
Comércio e Serviços,
S.A.

Periodicity
Trimestral

Print-run
22.000 exemplares

Legal Deposit
386410/15

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Vitra Design Museum

The exhibition “Home Stories:
100 Years, 20 Visionary Interiors”
includes cork



Home Stories: 100 Years, 20 Visionary Interiors
© Vitra Design Museum, Photo: Ludger Paffrath

100 years of design history revisited through 20 iconic interiors, in one of the year’s most important exhibitions, held at the Vitra Design Museum, in Weil am Rhein, Germany. Portuguese cork is present in one of the world’s most important design institutions. 3,200 cork blocks, produced in Corticeira Amorim’s premises, are being used to tell the story of a century of design, in *Home Stories: 100 Years, 20 Visionary Interiors*. The thousands of blocks made it possible to create artistic structures that occupied about one third of the exhibition space, supporting the design objects, decorative items and furniture selected by the curators.

The exhibition is designed by Space Caviar, the Italian design, architecture and research atelier, which designed these structures with organic shapes, produced from agglomerated cork blocks manufactured by Amorim Cork Composites (ACC). ACC is recognised as one of Corticeira Amori’s most technological industrial units. ACC’s main raw material is cork waste from the cork stopper industry, which it uses to develop a unique set of high-performance materials, for industries such as aerospace, automotive, energy, construction and sports, among many others. Inaugurated on February 8, 2020, and temporarily closed due to the COVID-19

pandemic, the exhibition proposes a retrospective journey to the interiors of the last 100 years, reflecting the social, political, urban and technical changes that have shaped the evolution of interiors in the Western world. The conversation is reopened, supported by cork.



Serpentine Pavilion 2020 designed by Counterspace, Design Render, Exterior View © Counterspace

Serpentine Pavilion 2020/21

Eight years after the project for the pavilion designed by Herzog & de Meuron and Ai Wei Wei, cork has once again been chosen for the Serpentine Summer Pavilion. This time in an installation that focuses on sustainability. The work has been designed by the South African architecture studio, Counterspace.

Three architects aged under 30 - Sumayya Vally, Sarah de Villiers and Amina Kaskar – designed the project selected for the Serpentine Summer Pavilion 2020/21. In the year of the famous London gallery's 50th anniversary, and in which the Summer Pavilion is celebrating its 20th edition, the programme will be curated for a 2-year period, for the first time ever. This is an opportunity to leverage a set of research projects that will certainly create significant connections between the structure, people and communities.

Counterspace's trio of women designers from Johannesburg, is the youngest team ever chosen to design the temporary installation. Cork has once again been chosen for one of the world's most important design and architecture events. The first time this occurred was in 2012, in a landmark project designed by the Swiss architects Herzog & de Meuron and the Chinese artist and activist Ai Wei Wei: a circular structure integrating more than 100 pieces of Portuguese agglomerated cork furniture.

For the project designed by Counterspace, Corticeira Amorim will provide 200m² of cork, which due to its unique sustainability

credentials – as a 100% natural, renewable, recyclable and reusable material – is able to respond particularly well to the designers' goal to create a markedly ecological installation. Focused on sustainability, combining traditional construction techniques and innovative approaches, Counterspace's proposal focuses on the experiences of London's peripheral and migrant communities. Overcoming the fixed nature of the architecture, the pavilion has been conceived as an event in its own right. It includes mobile elements that will be displaced to several neighbourhoods in the city before returning to the base structure.

In addition to cork, other sustainable materials will also be used to build the pavilion, such as bricks recycled from waste from the construction industry and urban demolitions.

In a year marked by unprecedented global challenges, the proposal for the Serpentine Summer Pavilion 2020/21 appears to be an invitation to reflect upon and discuss new ideas about architecture, the environment, well-being and the community.



© FSCGD

At the helm of the Forest Stewardship Council since 2012, the Danish sociologist, Kim Carstensen, has a proven track record in the area of sustainability and development. In an exclusive interview, he highlights the crucial role played by cork and the cork oak forest in protecting biodiversity and fighting climate change. He also underlines what Corticeira Amorim has achieved over recent years in these fields.

There is a lot to gain from telling the stories of cork

150 years ago, sustainability wasn't really an issue. But a lot of things have happened since then, and now we are seeing the growth of environmental awareness. What, in your opinion, can FSC do to improve this awareness? Well I think FSC has very much been established as part of the growing global environmental awareness that has happened over the past 40 or 50 years. When FSC came into existence, it was a time when there was a major global concern about the world's tropical forest, about deforestation, about loss of biological diversity around the world. I think that at that time it also became clear that the environment was not only something that would be a political issue, it was also something that was also linked to our consumption and the very way that we conduct our daily lives. So FSC came in as a possible solution for everyone in the world who was buying products that came from the forest. And that was very important because it created a solution in a context where you could either not buy the product and therefore you protect the forest, or you buy the product and you are part of the destruction. FSC created a solution in-between where you could actually be part of the solution, where you could be part of helping the forest by using the responsibly produced forest products. I think that in the world today FSC will

continue to play that role and I think one of the things that we want to do - and I think Amorim is a very good example of that - is to be able to tell the stories even more strongly and more clearly - to companies, but also to consumers about how these products are actually helping the biological diversity, the life in the forest. I think cork is a very good example of that.

When we received the FSC certification for cork stoppers, we felt that this resulted in an increase in demand. So, in the future what do you think should FSC's approach be, in order to influence the big retailers to follow its rules? Since 2018, we at FSC International have incorporated cork as one of four non-timber forest products as we call them - distinct from the wood itself - that we work with our national network partners to support and promote globally. Products such as bamboo, rubber, nuts, and cork. What that does, I think, it gives us a new potential. Up until 2018 it was mainly FSC Portugal and FSC Spain who were working on the issue of cork, because that's where the cork production is. But since 2018 we are developing a programme where we want to work together with FSC Portugal and FSC Spain to promote the use of cork also internationally. This also includes, for example, working with our network of partners. We also think that there is a lot to

gain from telling the stories of the benefits, by showing the pictures of the beautiful forest areas that cork comes from.

It's also true that recycling, global warming and CO2 emissions are some of the big words in everybody's minds. But that isn't the case of the word deforestation. Why do you think this happens? Why doesn't the media put the same emphasis on this issue?

Well, I think the urgency of the climate crisis has been very compelling in terms of discussions of what we need to do to improve the environmental situation in the world. And I think the issue of plastic pollution which has come up very strongly within the past couple of years is also very potent in the discussion. Part of the reason for that is that these issues are close up, climate change is something that we feel on a daily basis. This winter is not even a winter, in Europe at least. With heat waves in Germany which are way beyond what they should be. So, these things are quite close to us, whereas deforestation is something that happens quite far away. However, I think the discussion is changing. I think there is in fact a big recognition that forests are part of the solution of the climate crisis. And I think there is a growing recognition that the other big crises of the world's biological diversity are as important and as urgent as the climate crisis.

What can FSC and its certified partners, such as Amorim, do to put this theme on the agenda?

I think we can tell our story and I think we can do that more than we have done so far. I think there are fantastic stories to tell about cork. Both about the properties of the cork and the quality that it has, and about the place it comes from – the cork forest. Pictures of the cork forest are very beautiful. I think it's a spectacular environment. It has a very big role to play for biological diversity. I think there are some very important stories to tell there, which it would not be possible to tell about a screw cap or about a plastic stopper or anything like that. I think we need to develop and spread those stories and I think that is something we would be very happy to do together with Amorim and other players in the industry.

Do you think there is a bit more awareness right now only among citizens and consumers but also in the forest industry? Can we dare to say that in 150 years all the corporations that work in the forest

industry will work with this certificate?

I think we can say that in 150 years from now we will have a situation where forests are sustainably managed around the world. If all forests are sustainably managed, I do not know whether we'll still need FSC. My success criterion would actually be that FSC becomes redundant; that all forests are so well managed that we don't need a specific forest management certification scheme to check it.

Let's talk about the Amorim group. Amorim Cork Composites was the first company to obtain an FSC certificate. Nowadays, all our companies are FSC-certified. What can you tell us about our contribution to the sector, the contribution of a group of our size and importance, to reach this ideal scenario. What would you highlight?

I'm very impressed with what the Amorim group has done over the past years. I think you are a very good example for others to follow and I'm very happy that you can now celebrate your 150 years, as an FSC-certified company. Inside that, there are some very good and relevant stories to tell. We would be very happy to work with Amorim for the next 150 years to make sure that the stories about the quality of the forest, the quality of the cork, and the quality of the company, get known by a wider public, because I think they deserve it.

“There are fantastic stories to tell about cork. Both about the properties of the cork and the quality that it has, and about the place it comes from – the cork forest, which is a spectacular environment and has a very big role to play for biological diversity.”

Kim Carstensen

Director-General,

Forest Stewardship Council

Kim Carstensen has been the Director General of the Forest Stewardship Council (FSC) since October 2012. His strategic approach comes from a long history of global leadership - most recently as the leader of WWF International's Global Climate Initiative, and as CEO of WWF Denmark - making him well-suited to consolidate FSC's position as a global leader in responsible forest certification.

Sustainability: the ambition to go further

At Corticeira Amorim, sustainability is an ambition and commitment, but above all is an intensely experienced reality. Cork, a 100% natural, renewable, recyclable and reusable raw material, is an excellent starting point. But it is the ambition to go further that creates a really positive impact for the planet, communities and people.

In 1963, under the motto “nothing is lost, everything is valued”, Corticeira Amorim began to transform waste from the production of cork stoppers, converting them into granules, and then into agglomerated cork, which has opened up new possibilities for cork. This was just the first step on a long road towards the circular economy, which today, 150 years after its foundation, is one of the pullers of the group’s activity. It was followed by other symbolic moments. In 2004 Amorim was the first packaging company in the world to achieve a FSC® certification in the chain of custody in the cork industry. Since 2006 the group has published an annual sustainability report. And in 2008 the group joined the Green Cork project dedicated to the collection of cork stoppers for recycling. As the leader of one of the world’s most sustainable industries, Corticeira Amorim’s responsibility in this vital contemporary issue is even clearer. As the group’s business director, Cristina Amorim, points out, this commitment is one of the pillars of Amorim’s identity, playing an absolutely

central role in its culture and strategy: “The vision, entrepreneurial capacity, work and passion of the entire Corticeira Amorim team have been contributing to the company’s objectives, that are intrinsically connected with the United Nations’ Sustainable Development Goals, defined in 2015.” In fact, in response to the mission of adding value to cork, in a competitive, differentiated and innovative manner, in perfect harmony with nature, Corticeira Amorim has identified 12 Sustainable Development Goals (SDGs) and 44 objectives, which constitute priorities for its strategy. The group’s entire sustainability programme is therefore aligned to meet these objectives, using a wide array of concerted initiatives. The fact that the group develops its business activity based on cork - a 100% natural raw material, extracted cyclically from trees without damaging them - places Corticeira Amorim in a privileged strategic position. For this reason, it positions itself as “sustainable by nature”. But the group’s ambition to go further makes all the difference.

CORTICEIRA AMORIM’S OBJECTIVES

- | | |
|---|-----------------------------------|
| 1. PRESERVE THE CORK OAK FOREST AND ECO-SYSTEM SERVICES | 5. SUPPORT R&D + INNOVATION |
| 2. REDUCE ITS ENVIRONMENTAL IMPACT | 6. LEVERAGE ECONOMIC GROWTH |
| 3. APPLY CIRCULAR ECONOMY PRINCIPLES | 7. FOSTER TRAINING AND WELL-BEING |
| 4. DEVELOP GREEN PRODUCTS | 8. ENSURE HEALTH AND SAFETY |

100% use of cork

Circular Economy

Responding to the challenge of revaluing resources and materials, Corticeira Amorim bases its production process on ensuring 100% use of cork. Optimisation of the use and consumption of cork throughout the production cycle is one of the core strategies recommended by the group. In addition to ensuring 100% use of cork, the group uses recycled materials from other industries whenever viable, thereby saving natural resources on the planet, and reducing problems associated with their disposal. In 2019, more than 80% of materials used by the group were of renewable origin, approximately 90% of waste was recovered, and 485 tons of cork were recycled.

485t
recycled cork

≈ 90%
waste recovery rate

5
continents with cork stopper recycling programmes

> 80%
materials used derived from renewable sources

> 971 000
autochthonous trees planted in partnership since 2008

> 90%
cork and cork products of controlled origin

2 868
students involved in environmental education initiatives

29
FSC® certified establishments in the chain of custody

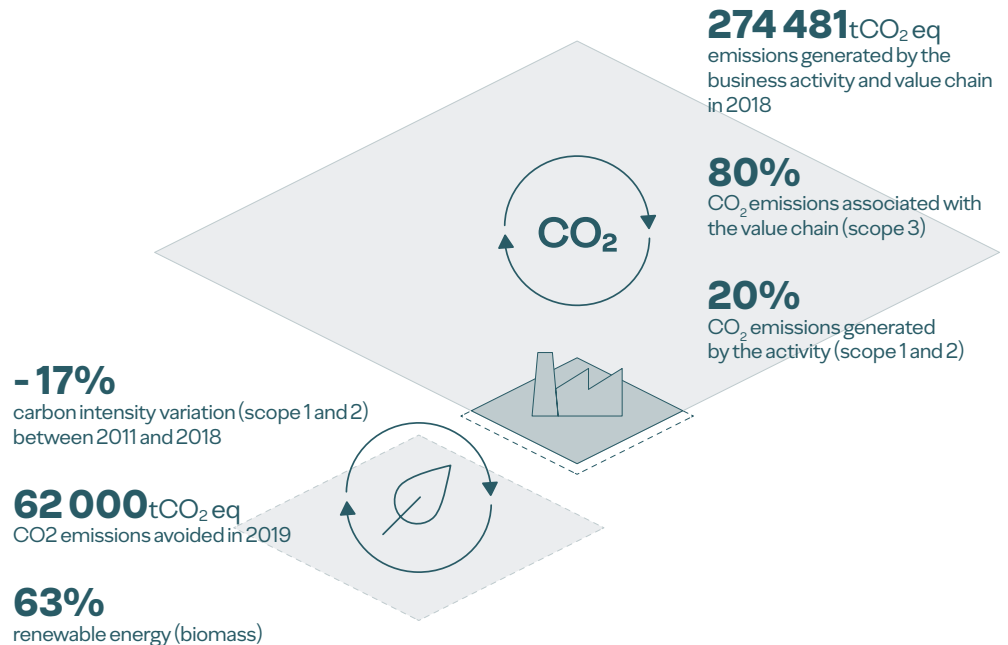
Sustainability Report 2019

- 4 600 000 tCO₂/year

approximate level of carbon sequestration promoted by the cork oak forest in 2018 (17 times more than the CO₂ emissions generated by the business activity and value chain)

Energy Efficiency

Corticeira Amorim's production process uses even the tiniest cork granules as an important energy source, which covers 63% of the group's energy needs (biomass). Approximately 80% of Corticeira Amorim's CO₂ emissions in Portugal are indirect. Corticeira Amorim accounts and reports the CO₂ emissions that result from its own activities (scope 1 and scope 2 emissions) and also, for its activity in Portugal, several sources of indirect emissions (scope 3 emissions), such as upstream and downstream transport within the value chain, air travel, commuting by employees or transport of waste produced.



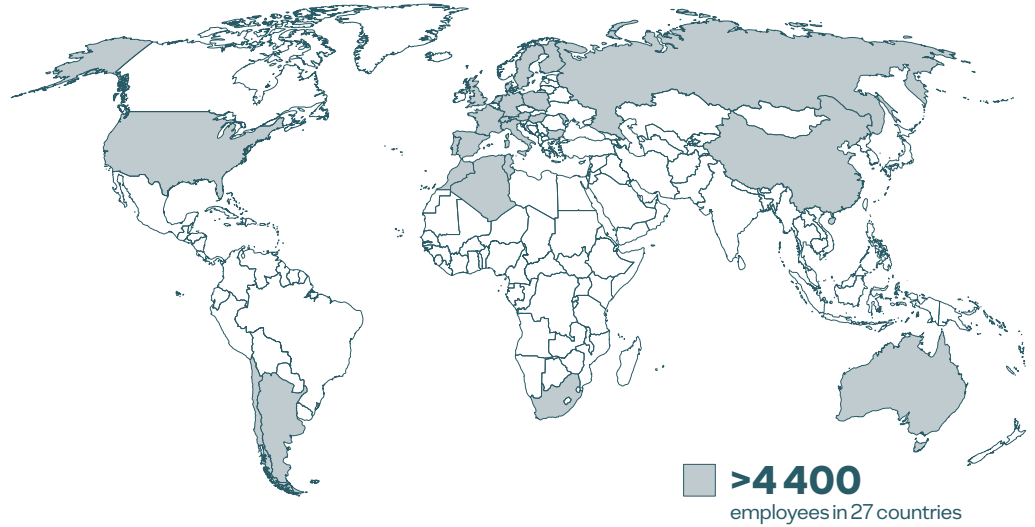
Inventory of GHG emissions, EY 2019

1175 000 000 € / year*

Total net value added to society, when incorporating the impact of the cork oak forest's ecosystem services (more than 7 times higher than the direct added value)

Socio-economic impact

Aware of the impact of its operations in the Portuguese economy and in the regions in which it operates, Corticeira Amorim commissioned an environmental impact study, that was conducted independently by EY. This study has made it possible to gauge the impacts of the group's activities on the Portuguese economy, in relation to created and sustained value, in 2018. The study's results indicate that Corticeira Amorim had a total net value contribution to society of €1.175 billion per year, including the environmental impacts of its business activity and the impacts of the cork oak forest's ecosystem services made possible by it.

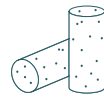


*Environmental, economic and social impacts, EY 2019

25 000 000 corks / year

Green Products

Due to cork's innate characteristics, this raw material is increasingly valued by a society that seeks sustainable, competitive and differentiating solutions. One of the Amorim group's main goals is to contribute to the transition to a low carbon economy. Corticeira Amorim is therefore developing products and solutions that ensure efficient use of resources, and is also promoting independent studies that make it possible to obtain data on its products' impact on the environment. This includes the study on the life cycle of natural cork and sparkling wine stoppers conducted by EY in 2019, and the study of Neutrocork's carbon footprint, conducted by PwC in 2018. Using a cradle-to-gate approach, both studies clearly demonstrated the negative carbon footprint of Corticeira Amorim's cork stoppers.



Amorim Cork - 5 500 000 000 cork stoppers / year

-309g CO₂eq
natural cork stopper*

-392g CO₂eq
Neutrocork stopper*

-562g CO₂eq
sparkling wine stopper

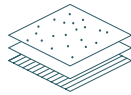


Amorim Cork Flooring - 10 000 000 m² / year of installed capacity

62%
products with negative carbon footprint

TÜV/A+
+ air quality certifications for all product ranges

LEED/BREEAM
all products contribute to sustainable building certifications

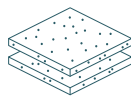


Amorim Cork Composites - 200,000 blocks and 40,000 cylinders / year

56 anos
of circular economy practices

>500
applications with sustainability credentials

>850m²
area for R&D and innovation of new products



Amorim Cork Insulation 60,000 m³ of insulation cork / year

100%
recyclable and reusable products

0% additives
agglomeration with its own resins*

50 years
great longevity with technical characteristics tested for at least 50 years

* carbon balance considering the carbon sequestration of the cork oak forest

>€1300/ha/year*

Estimated average value of ecosystem services associated with a well-managed cork oak forest

Ecosystem Services

In a business that depends on striking the right balance between nature and technology, Corticeira Amorim promotes the management of good practices in the cork oak forest and its ecosystem services. In order to gauge these “positive externalities”, Corticeira Amorim commissioned an independent study, conducted by EY, in order to assess the multifunctionality of the cork oak forests. The study concluded that the assessed cork oak forest ecosystem services provide benefits to society with an average value of more than €1,300/ha/year. This quantification enables us to understand the importance of this ecosystem. It is important to remember the immeasurable value of the cork oak forest for the preservation of the biodiversity and habitats of so many species, and to highlight the role played by this unique forest in the regulation of the global climate, due to its associated carbon sequestration capacity, and its role in terms of combating forest fires, regulating the water cycle, maintaining the soil, and acting as a barrier to desertification.

1/36

Biodiversity Hotspots

the cork oak forest, which is protected by law, combats climate change, is the driving force of sustainable development and plays an important role in preserving the planet’s ecological balance

> 130 vertebrate species

≈ 95% of all of Portugal’s terrestrial mammal species found in the cork oak forest

> 1350 / ha of vascular plants, many classified as rare or with protection status

> 28 species of fauna with protection status

- 73tCO₂/1t

maximum recorded carbon sequestration per ton of extracted cork

200 years

average lifetime of a cork oak tree

100 000 people

depend on the cork oak forest for their livelihood

*Evaluation of the cork oak forest’s ecosystem services, EY 2019

+ 50 000 ha

Total area of new plantations

Forestry Intervention Project

Under the motto “taking care of the present, building the future”, since 2013 Corticeira Amorim has been developing a Forestry Intervention Project, which aims to foster the preservation and sustainable development of the cork forest. The aim is to research the cork oak tree and its biotechnology so that the production of cork can keep pace with market growth. This is achieved by increasing the resistance of the species, bringing forward the first moment of cork extraction and making better use of the land with higher tree density per hectare.

+ 7%

total area of cork oak forest in Portugal

+ 35%

cork production

- 15 years

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

+ 350/ha

number of cork oaks planted per hectare

+ 17 500 000

cork trees planted



The virtuous interconnections between the cork oak forest, the business and people

For several decades, most companies gauged their performance almost solely in terms of financial results. Today, Corticeira Amorim (CA), together with many organisations around the world, focus on three strategic pillars: people, planet & profit. From the point of view of sustainability, is it possible that three such different axes may coexist at the heart of a business corporation, without one of them affecting the performance of the other pillars?



Gisela Pires, head of Corporate Sustainability at Corticeira Amorim, believes that for Amorim such coexistence is not only possible, it is precisely “the virtuous interconnections between the cork oak forest, the business and the people that characterise the company”. She believes that this proves “that the three pillars can co-exist in harmony, and help cork distinguish itself as one of the world’s most sustainable raw materials”. She adds that although “the three pillars of sustainable development may appear to be in conflict with each other, over the short term”, we must not forget that “the strategies and policies of companies are driven by businesses that must be viewed over both the short-term, and the long term”. Sustainability has always been a core element of Corticeira Amorim’s values and business, and deserved a special mention in 2019, from a research perspective. This is unequivocally confirmed by the figures presented in this edition of Amorim News. The data results from four independent studies conducted by the consultancy firm, EY, whose objective was to “quantify the economic, social and environmental impacts of Corticeira Amorim companies in Portugal, involving all the company’s business units.” Gisela Pires emphasises that the studies analysed “current trends in the areas of assessment of natural capital and ecosystem services, environmental footprints of products and value generation throughout the production chain”, and

adds that “other external entities were also involved in some of these studies, for example the evaluation study of the cork oak forest’s ecosystem services, which was submitted to an independent scientific review by CENSE - Centre for Environmental and Sustainability Research, an entity of recognised international merit”.

In the context of corporate sustainability, Gisela Pires highlights the importance of involving the entire Amorim universe. Corticeira Amorim’s sustainability programme - Natural Choice - was launched in 2008 with this goal in mind. The project seeks to “make sustainable development practices a factor of positive differentiation among different groups of stakeholders and raise awareness among employees and society in general for the importance of social solidarity and the adoption of more environmentally friendly behaviour”. The various Natural Choice initiatives, which is currently undergoing a rebranding process, include “reforestation and environmental education initiatives”. Even so, the objectives are not restricted solely to environmental issues. In fact, in relation to People, Gisela Pires recalls that the company assumes the following structural principles: “dignity, non-discrimination, diversity and equal opportunities, training and education, freedom of association, personal and professional development”. In this context, among the measures already implemented or planned for the near future, she highlights “the ambition to achieve zero work accidents over the medium term, already achieved over the past two years. This is the result of a profound investment in the areas of Occupational Safety and Health, which has led to a significant reduction in the frequency of work accidents”. Another development is the elaboration of the “Gender Equality Plan, which includes specific actions, focused on the group’s mission and strategy, human resources management, articulation between personal and professional life, respect for the integrity and dignity of employees, social dialogue and participation, and external and internal communication, reflecting the company’s commitment to achieving evolution and results in terms of its social impact.”

Amorim cork stoppers: negative carbon footprint, positive impact

An independent study conducted by the consultancy firm, EY, on the life cycle of cork stoppers has confirmed the unique sustainability credentials of Amorim cork stoppers. The carbon retention levels are $-309\text{gCO}_2\text{eq}$ / stopper in the case of natural cork stoppers, and $-562\text{gCO}_2\text{eq}$ / stopper for sparkling wine stoppers. In both cases, these figures take into account the carbon sequestration of the cork oak forest.





In order to assess the impacts associated with the production process of cork stoppers and obtain data to improve its environmental performance, Corticeira Amorim recently commissioned a study from the renowned consultancy firm, EY, on the life cycle of cork stoppers. The study's conclusions, revealed in early 2020, confirm the negative carbon footprint of Amorim cork stoppers, and their decisive contribution to combating climate change and protecting the planet.

The EY study adopted a cradle-to-gate approach, which evaluated the product's life cycle, from obtaining raw materials to completing the production process. The various stages of the production process were studied, using a business-to-business approach, namely: forestry activities, cork

preparation, including transportation from the forest, production, finishing and packaging. To enable comparison with the approach used in previous studies, the impact of distribution of the product from Portugal to the United Kingdom was also calculated. The assessment also included additional information on the carbon sequestration of the cork oak forest. Based on a detailed calculation for the carbon footprint of the natural cork stopper, it was calculated that there is carbon retention, with a positive impact on climate regulation, of $-5.7\text{g CO}_2\text{eq / stopper}$. The results for the carbon footprint of the champagne stopper also revealed carbon retention, with a positive impact of $-2.5\text{g CO}_2\text{eq / stopper}$.

Considering the extended perimeter,

including the carbon sequestration of the cork oak forest associated with cork production, the results are even more expressive: $-309\text{g CO}_2\text{eq / natural cork stopper}$ and $-562\text{g CO}_2\text{eq / sparkling stopper}$.

These figures, which far exceed previous assessments, reveal significant improvements in Corticeira Amorim's environmental performance, due to efficient use of resources and energy efficiency measures. The impact of the circular economy, in a company that uses biomass to cover 63% of its energy needs, is evident. And the superiority of cork stoppers - a 100% natural, biodegradable solution with unique sustainability credentials - is also unquestionable.

What motivates me most is people



Known affectionately among his colleagues as LA - Luís Álvaro Costa has worked for the Amorim group for over 30 years. He believes passionately in the company and is distinguished by the inspiring and dynamic manner in which he oversees the annual plantation of cork oak trees.

Corticeira Amorim (CA) has been organising volunteer initiatives to plant cork oak trees and other autochthonous trees since 2011. Over the past nine years, hundreds of volunteers have planted more than 22,000 trees, mainly cork oak trees, in Portugal. In the universe of the Amorim group, when we talk about this initiative, one name inevitably emerges: Luís Álvaro Costa. Luís Álvaro joined the project in its third year, in 2013. He hasn't stopped since. "The idea was to involve others and make colleagues aware of the importance of doing things differently in environmental terms, changing the way that we think and act. In this spirit I started to organise the first plantations, always based on the principle of involving all employees in a moment of sharing and conviviality". Year after year, LA has become a beloved figure among volunteers, who continually grow in number. "It is really gratifying to realise that we have gone from 20/30 employees to around 120, which would be even higher if we increased the maximum limit." In addition to the higher number of volunteers, there has been growing

"willingness of employees to become an integral part of this project", which, he guarantees, is the reason "to continue to do more and better".

Among volunteers, he underlines "the considerable number of factory employees who have joined the project", which "should be valued and encouraged". Some of these, he says, "have taken part every year" and helped "consolidate this initiative over time". He also highlights the "importance of the participation of young employees, who, through this experience, discover a new world." For many people, these voluntary initiatives constitute their first contact with the cork oak forest, which means that they have an important "training aspect".

Luís Álvaro has no doubt of why he has embraced this mission so passionately. "What motivates me most is people. Our people are one of the pillars of success of the Amorim group. They are genuine, committed, always available to help. After each annual plantation, I go home with the feeling of having shared with my colleagues a moment of closeness with nature, and

the fact that Corticeira Amorim makes a difference through the small gestures of its employees."

For 2020, the year in which Corticeira Amorim is celebrating its 150th anniversary, several tree-planting initiatives were planned but had to be postponed due to the COVID-19 pandemic. Even so, and without a defined date, it is expected that the annual planting initiatives will still take place "in the second half of November". Dissemination and collection of volunteer registration forms will be made with the collaboration of the personnel departments.

For all employees who may be reading this article and thinking about taking part, Luís Álvaro emphasises that "everyone is welcome," adding that they "will have a rewarding experience" because of everything that surrounds them - "contact with nature, putting their hands in the earth, team spirit, and the bonds of friendship that are created. And of course, participants always have a nice meal after planting the trees, that is greatly appreciated by everyone involved."

Pre-publication: 30 stories of our people

Stories with people inside. Working people. People whose work has helped shape the Amorim group today. People, in short, who by their own merit are the main protagonists of a business story that marks its 150th anniversary in 2020. As part of our celebrations of this special year, we decided to gather together in a single book the stories of 30 Amorim group employees, personal stories and above all their professional experience. Obviously this is an incomplete picture. Many other stories, from many other people, would help tell and understand this immense adventure, that began in 1870. But the 30 life stories that we have collected offer a vivid insight into the effort and talent that

underpins the greatness of the Amorim group. The personal testimonies gathered in this book don't only represent the mosaic of the Amorim group's professions and activities, they offer life stories that portray, in their intrinsic individuality, the human and social diversity that abounds in all of the group's units. They perhaps don't offer sociological explanations, which wasn't our intention any way. But they clearly illustrate the huge panoply of experiences and emotions, feelings and idiosyncrasies that define a specific community of people - our community. The Amorim community. Editing this book has been similar to journalistic reporting. We began by choosing employees, in an attempt to

ensure representation of all units in the group. Afterwards, the employees were interviewed by the Personnel departments, who collected the personal testimonies that serve as the basis for the book's short biographical narratives. The result is a collection of memories - about events, people, dates, and numbers. Some are very fond memories and others leave a bittersweet aftertaste. But all of them filled with affection and emotion that enables us to understand what it feels like to belong to the Amorim group. Many people, many lives, many destinations, with a common identity: the Amorim group.



We are at the origin of all this

The history of the Silva family and that of the Amorim group first intertwined last century. Norberto Silva, a humble lad from Fiães, Santa Maria da Feira, joined the group in 1937. Today, more than 80 years later, the Silvas are one of many families who are proud to have maintained a long association with Amorim, endorsing it from generation to generation – with five children, a son-in-law, two grandchildren, who have many stories to tell, including factory fires, weddings, crises, distinctions, dating, travel, promotions, dreams, blunders. Memories like so many others experienced by thousands of employees who, regardless of their surname, have helped build our success over the past 150 years. Thank you all!

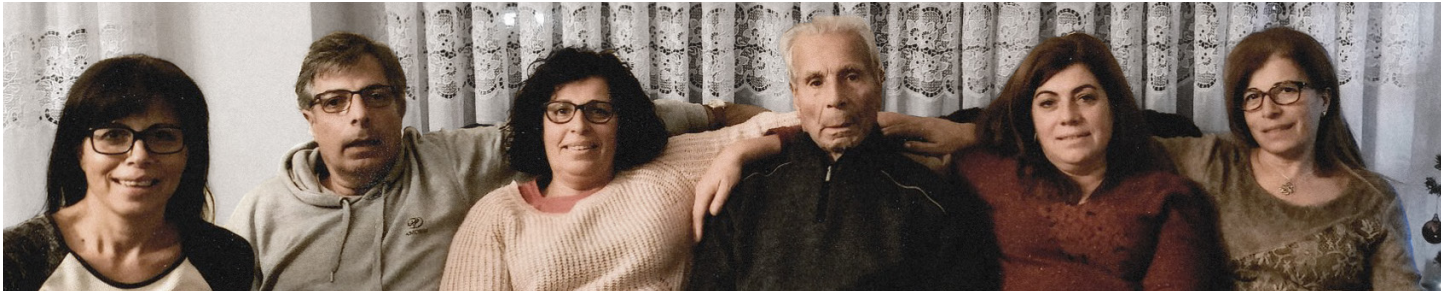
Norberto, the patriarch of the Silva family, is now 94 years old. “He finds it difficult to use his mobile phone,” explains his youngest daughter, Ana Maria. His former dexterity and physical strength, with which he “carried trolleys, carrying piles of cork on his back”, has been replaced by the strength of the words that his children and grandchildren use to tell his story. He joined the Amorim group in 1937, at the age of 11. He left the company, but returned a few years later and stayed until his retirement. Norberto Sr., let us call him that, was “in charge at the construction yard” and was the only source of income for a family with five children. There were four Marias, “because in the past all girls were called Maria”, and Norberto Jr. Maria Clara was the eldest, then came Norberto, the son, followed by Maria Filomena and Maria Fernanda, the middle daughters and, finally, Ana Maria, the youngest. Everyone says that Norberto Sr. was always a man of “few words”, he “was a hard worker, who would come home late”. “He talks more now”, says Maria Fernanda,

recalling the days when her father “put the food in the pot and heated it up in the water from the boiler”, when “they went to fetch the cork and even crossed the river, in Montijo, when the boat was so loaded that they thought of throwing some of the cork planks into the river, because they were afraid the boat might sink”. Norberto was always “a good father and a very good person.” He was and is “very good for his children, and grandchildren”. Even in the factory, “nobody has a word to say against him”. Even so, from time to time “he raised his voice there”, says Maria Clara, “but they said it was only for show”. Looking back at her father’s nearly 50-year experience with the group, the balance is very positive, explains Filomena, “there are many moments, but the positive things far exceed the negative”. “A few months ago,” adds Clara, “he told my son and my brother that he really wanted to talk to Dr. António, that they were very good friends”. In the group, little by little, “he got his children to work there, which was something he

didn’t really want at the time, because he was afraid something might happen to the company and the whole family was there.”

“What are we going to talk about?”

Maria Clara was Norberto’s first daughter to join Amorim. “It was in 1977, I was 14 years old, soon to be 15, I joined the company on May 16”, she recalls, “43 years ago”. She began “in the cork blocks sector”. Today she works for Amorim Top Series, that she “joined 23 years ago”. She is the only one, of the four sisters, who doesn’t work directly for Amorim Cork. In family lunches and dinners, work is therefore a recurring subject. “What are we going to talk about?”, jokes Filomena, “some people talk about one thing, others about another, but it’s almost always work, even if we want to change the subject, we can’t, there are always stories to be told”. Norberto Silva - the son - was the third member of the family to join Amorim. “I have worked for the group for 42 years, I joined on January 5, 1978”, I was 14, but



Maria
Fernanda Silva

Norberto Silva
(son)

Maria Clara Silva

Norberto Silva
(father)

Ana Maria Silva

Filomena
Silva Soares

Jorge
Silva Guedes

Norberto Xavier

Fernando Soares

“even when I was 13 I was already doing a lot of work for the company”. He only completed four years at school - “that was the law back then”. Over the years he has grown and learned new things. “My father told me to open my eyes. One day they will choose the best of the best. That was true.” He entered the cork blocks unit, replacing his sister Clara, who moved to the factory. He remained “there for a year, in front of the slicing operations”. “I enjoyed that, I liked working in the cork sector, it was a good way to start”, he adds. In 1980, he moved to the metalworking department, where he still remains “on the maintenance side”. Nineteen years later, he was put in charge of a team. He travelled. He spent “a month in Australia, setting up a factory”, then spent some time in Tunisia, and followed all the technological developments in the world of cork stoppers. Above all he recalls his memories from his early days. Sometimes, “I left for the Alentejo the day before, at 8 pm, and arrived there at 3 am in the morning. I used to stay at the Abrantes factory on my own. I lay on top of some hammocks, waiting for the sunrise.” On other occasions, “I went with Mr. José Amorim, at 6 am. We got there by 8:30 am, 9 am. We talked on the way. I remember he often asked me cigarettes. He smoked a lot. We arrived in Abrantes, stopped and went to have some breakfast. After Norberto Jr., Maria Fernanda, joined the group in 1980, when she was 14 years old. “I’ve been working for the company for 40 years”. She wanted to be a hairdresser, she says, and even thought seriously about the career, but her father pointed her in another direction. “I took a hairdressing course and started doing it part-time, at the time I thought of leaving Amorim, but he advised me against it”. “Think carefully, think carefully, he said, and I really thought and

today I’m very grateful”. She started in the cork stopper sector. Back then, she recalls, with a smile, there was little transportation. “We used to hitchhike on the trucks that collected cork, that’s how we got home”. Later, when the cork processing sector moved, Fernanda stayed in the filling sector, where she remains today.

Dating in secret

In 1981, a year after Fernanda joined the company, Maria Filomena also entered the group. She was 16 years old. She had worked for two years in another company, but “every day it upset my father because he wanted me to join Amorim”. Mena, as she is known in the company, joined the cork selection sector and stayed there. “It was the art I learned, and I like what I do.” At the company she met Fernando Soares, her husband, who has also worked at Amorim for 40 years. Meeting Filomena “was the highlight of my journey in the company”, explaining Fernando. They always had to date “in secrecy”. Even today, he remembers the first time he met Norberto Sr., who later became his father-in-law. “The first time I arrived here, I went to check some damage to the boiler. I was a bit naïve and I turned it off. Mr. Norberto reprimanded me for having switched it off - because I messed up”. Ana Maria, the youngest sister, was the last of the children to join the group, in 1983, at the age of 14. But even when she was 12 “she was already coming here, to bring lunches for my sisters, and for my father and brother.” She immediately joined the cork selection sector, “which at the time was done by hand, on a counter”. She then moved to Amorim 2, where she worked for another 10 years. Afterwards, she returned to Amorim Irmãos, where “at that time, they no longer worked with counters”. Everything has evolved.

Looking back at the past, she says, “You always miss things a bit, don’t you?” The present is being forged by Norberto Xavier, the son of Norberto Jr., and Jorge Guedes, the son of Maria Clara, grandchildren of Norberto Sr.. They are the third generation of the family to work in the group. Norberto Xavier joined in 2014 and today is part of the management control team of Biocape. Jorge was the last “Silva” to join the group, in 2017. He works for Amorim Distribuição, and hopes to finish the accounting and administration course he is attending at night.

A second family

It is true that for the Silva family, there have been difficult moments. The factory fire in the 1980s left its mark on the older brothers and the son-in-law, Fernando. Ana Maria and Maria Clara talk about job changes, beginning in new places, within the group, where everything was unknown. For all of them - father, children and grandchildren - the balance is very positive and the good memories far outweigh the bad ones. “I always remember the good things, I don’t dwell on the bad times”, underlines Filomena. Ana Maria, in turn, clearly highlights a date. “What I really liked was when I received a watch for completing 25 years with the company. We went there to the big house, to the museum, and had a little party”. Working in the group is the only thing she has done so far in her life that “is almost like a family, it’s a second family”. The Silva family has many years and a long history in the Amorim group. Over those years, the company has grown and evolved. “Machinery, robots, technology, computers”, lists Maria Clara. “It was a wheel that never stopped,” explains Norberto Jr. “We are at the origin of all this, but we don’t even notice it. It’s funny.”

ASPORTUGUESAS: Sustainable Identity



Little stories often make great stories. The success of ASPORTUGUESAS results from an unprecedented combination of creativity, entrepreneurship, innovation and audacity. And the magic of fortuitous circumstances as well.

When Pedro Abrantes completed his architecture studies, and after spending some time on several projects, he decided to do what was least expected of him: he left the atelier where he was working and started to work for a sports shop. It was precisely at that time, in late 2014, that he met someone who would change his life. Aged 26, he was in charge of one of the sections of the shop, and by chance served the Chairman and CEO of Corticeira Amorim, António Rios de Amorim, who was looking for an article that was out of stock. After giving his details to complete the order, Pedro Abrantes said, with a mixture of daring and respect: “You know that I buy material from your company”. That was the start of a brief but enthralling conversation. After designing, with a friend, a portable mini cork garden - called I-Plant - Pedro Abrantes embraced a solo project - the development of Portugal’s first cork

flipflops. This was a new departure because cork wasn’t just used for the sole, but also on the upper section, that comes into contact with the foot. He called the flipflops – “ASPORTUGUESAS” – to contrast them with the international versions of this type of footwear. He was attracted to cork because his objective was “to do something new, different, and cork was a noble material, and also typically Portuguese, offering such unique characteristics. The starting point was always to do something that was linked to sustainability and Portuguese identity”. To produce the flip-flops (produced by hand, in his mother’s garage) Pedro Abrantes bought the raw material from Corticeira Amorim. The coloured rubber, used for the strips, came from Brazil. The idea worked so well that within hours of launching the product on a Facebook page, he already received 150 orders, but only

had 100 pairs of flipflops ready to ship. Back at the shop, the young entrepreneur seized the opportunity and in two minutes made an “elevator pitch” that marked a turning point in his life. Things changed quickly. He met António Rios de Amorim on a Sunday and on Monday morning received a call from Corticeira Amorim. On the other side of the line was Paulo Bessa, Managing Director of Amorim Cork Ventures (ACV), the group’s newly formed business incubator: “We had just launched Amorim Cork Ventures, with a €1 million budget to support entrepreneurial projects using cork. It was a happy coincidence”, Paulo Bessa recalls. A few months later, ASPORTUGUESAS became the first start-up supported by ACV.

Pre-acceleration

Pedro Abrantes had visited Corticeira Amorim a few months earlier, to obtain the raw material that would enable him to make his sustainable and Portuguese flip flops. Things were different now. It was now the cork producer who wanted to know more about the project. And perhaps invest in it. “We were looking for a project with interesting characteristics and a person capable of leading it,” says Paulo Bessa. “ASPORTUGUESAS met these requirements. Otherwise, it wouldn’t have made sense to enter a business as a major investor and a minority partner. This project had a daring profile and a young spirit and Pedro had demonstrated this attitude even before Amorim came on board, which was a major point in his favour. He knew how to detect an opportunity and seize it.”

Between September and December 2014, Pedro Abrantes, received training in an intensive pre-acceleration programme, developed by ACV, which encompassed all aspects of business operations, from management to product development, including marketing, communication and sales. There were several pre-selected projects at this stage, involved in a programme whose objective was to move from a good idea to a strong business proposal.

After completing the programme, Pedro Abrantes presented his business model to a selection panel at ACV, and then to Corticeira Amorim’s shareholders. It didn’t take long to get an answer. “On December 23, they called me and told me that my business and investment plan had been validated by Corticeira Amorim and that it was going to move forward,” he recalls. I then incorporated the company and Corticeira Amorim stepped up its involvement. Pedro Abrantes reveals that a “much better and much more competitive” product was developed, with a major focus on online sales, leading to a “fantastic innovation experience” over a 2-year period. That was the real acceleration phase.

ASPORTUGUESAS around the World

The ASPORTUGUESAS brand was officially launched in March 2016, and today has a global presence, taking cork’s sustainable footprint to the four corners of the planet. One of the main markets is the United States, but the brand is also present in Canada, Japan, the Philippines, Korea, South Africa, Australia, New Zealand, and of course, Europe. Following the initial idea, a winter collection was also launched, which maintains the cork “core” and incorporates felt - which is also organic and sustainable. This evolution was decisively influenced by the entry, in 2017, of Kyaia, which was the right partner to bring further expertise and expand markets. Paulo Bessa recalls that moment: “What led us to join



the project was to realize that there was a market that was receptive to this type of eco-friendly concept, and that using cork we could develop an environmentally friendly solution with the technical requirements to satisfy market demand. We also had the right person who defended this concept. Based on this assumption, we knew that in order to grow, we required a fuller understanding of the particularities of the sector and needed to open up distribution channels. So we contacted Kyaia to see whether they wanted to join the project. We had the ability to combine the world’s leading cork producer with Portugal’s leading footwear producer”. What’s the secret of success? “It’s not yet a resounding success”, replies Pedro Abrantes, with humility: “We are sowing seeds, in several places, which we later plan to reap. This sense of distance is important. We have a value proposition, which is our raw material, which endows our product with unique characteristics. We have achieved 100% sustainability - not only of the product, but of the company, of everything that surrounds us. When we send a sample to a customer we use paper bags. We refuse to use plastic. ASPORTUGUESAS isn’t just a product, it’s a way of life. To be sustainable from 0 to 10. Perhaps the secret is that we have managed, in the middle of a large business, to reinvent the product, using a 100% natural material. In this entire process, I have to pay tribute not only to Dr. António Amorim, but also to Dr. Paulo Bessa, and Dr. Nuno Barroca, for their extraordinary involvement and commitment. Without them, none of this would have been possible”.



The endless possibilities of Cork Pure Signature at Domotex



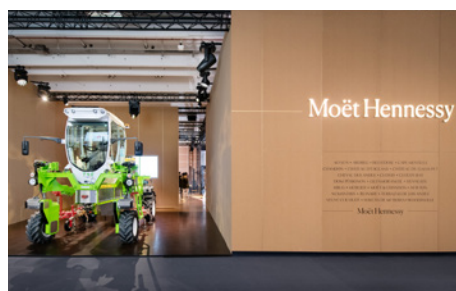
In a year of celebrations, Amorim Cork Flooring once again attended Domotex, the world's most important trade fair for the flooring industry, held annually in Hannover. The highlight of the event was the launch of the new Cork Pure Signature collection, which combines sustainability with the possibility of creating 17,000 different combinations. Combining a unique legacy and a future focused on innovation and sustainability, Amorim Cork Flooring presented its latest products for 2020 at Domotex, Hannover. The flagship product was the launch of the new generation of Amorim Wise flooring - Cork Pure Signature - a carbon-negative collection, made from cork and recycled materials, which makes it possible to create more than 17,000 personalized combinations. With this option, customers can design different patterns, choosing from 17 natural cork visuals, and combining them with the 31 colours available, with different finishes, dimensions and thicknesses. Another important new product launch was Wicanders' Wood Resist Eco range. This markedly sustainable solution, offers 25 wood visuals in a 100% PVC-free

product, which can be installed in areas of intense traffic (class 33). Amorim Cork Flooring's Marketing Manager and Business Developer, Mário Pinho, explains that: "Amorim WISE's Cork Pure Signature and Wicanders' Wood Resist Eco ranges reinforce Amorim Cork Flooring's long-term commitment to sustainability, through continuing investment in PVC-free natural products. Drawing even closer to customers continues to be one of our main objectives, through the development of innovative and personalised concepts that endow a modern and current character to cork."

A cork cocoon for Moët Hennessy at Vinexpo

When Moët Hennessy decided to create a sustainability forum during Vinexpo in Paris, cork was the obvious choice. The idea was to create a forum to understand how we can preserve healthy and preserved soils for coming generations. Vinexpo, held in Paris, is one of the most important events in the world of wine. The setting - a completely ecological, recyclable and biological space from the walls to the ceiling - was developed by Moët Hennessy. Basically, it was a kind of cork "cocoon", where the natural raw material played an especially important role in terms of sound insulation, limiting noise pollution. The project, designed by the architect Jeanne Dumont, responded to the sustainability requirements defined by Moët Hennessy, only using materials with "great purity", such as cork - an emblem of the circular economy - and wood. At the same time,

the space reflected the "cultural universe of wine and viticulture", which has been intrinsically linked to cork for many centuries. Carlos de Jesus, Corticeira Amorim's Marketing and Communication Director revealed: "It is fantastic to see how cork's sustainability credentials are highlighted in this extraordinary project. The feedback here in Paris has been excellent".



150 years: Act Two



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