

SUSTAINABILITY REPORT

04

The Herdade de Rio Frio, located in the district of Setúbal, is an estate where Corticeira Amorim intends to improve productivity through greater density of planting in the cork oak forest.

MESSAGE FROM THE CHIEF SUSTAINABILITY OFFICER



Dear stakeholder,

More than 150 years since we began as a small family business dedicated to manufacturing and selling cork stoppers – we continue to pursue the same core mission at Corticeira Amorim: To add value to cork, in a competitive, distinctive and innovative way that is in perfect harmony with Nature.

We develop low carbon products and solutions that help mitigate climate change. We create value through a circular economy business model. We promote an ecosystem that provides countless services to humanity and foster a culture of safety and development for our People. We are aware of the positive contribution that we make throughout the value chain, which is why we continue to make investments to reduce the environmental impact of our activities and foster sustainable development in all areas influenced by our business.

In 2021, we significantly reinforced our ESG (Environmental, Social & Governance) practices and benchmarks. We have now adopted an Anglo-Saxon-style corporate governance structure, underpinned by the best international practices, which is more modern and participatory, and provides greater agility and proximity and better monitoring, incorporating independent and more diverse views, and thereby contributing to value creation and sustainability at Corticeira Amorim. We have formalised a structured set of policies and practices that promote a corporate culture of rigour, demand and transparency.

We have also established our ambition for 2030, integrated within our action programme, Sustainable by nature. We have set targets for our main impacts and are monitoring their evolution. We listen to our stakeholders and map the key megatrends that influence our businesses, drawing up action lines aligned with our stakeholders' expectations and with a proactive response to these trends. Our business strategy promotes four pillars of sustainability: transparency and accountability; the environmental characteristics of the product and the cork oak forest; the development, safety and well-being of our People; investment in RDI and increased economic performance.

We continually reinforce our commitments to sustainable development and remain accountable: we adopt recognised international standards with materiality and transparency, such as the GRI, drawn up, for the first time, in accordance with the obligations arising from the European Union's Taxonomy Regulations.

Corticeira Amorim's 2021 Sustainability Report presents the evolution of our social, environmental and economic performance. It identifies the many goals we have achieved and, above all, reiterates our purpose and commitment to continue to lead with responsibility and sustainability. The report also shows that, even in this very demanding year for our businesses around the world, it has been possible to strengthen our position worldwide, proposing and implementing new solutions that respond to social and climate challenges, promoting natural capital, boosting investment in a more circular and sustainable economy and fostering cooperation and technological innovation.

We remain determined and resilient, proud of the excellent performance that we have achieved over recent years. But there is still a long way to go. As always, we count on the dedication of our People and the involvement of our stakeholders, to continue to build a better world.

We are following the extremely serious situation in Eastern Europe with profound consternation, and hope that it will soon be possible to create conditions for peace and for the reconstruction of lives and the affected territories.

Warm regards,

Cristina Rios de Amorim
Board Member and Chief Sustainability Officer



The main areas of interest of Amorim Cork's R&D+i department include innovation, improving the quality of cork stoppers and increasing knowledge of the interaction between cork stoppers and wine.

ABOUT THIS REPORT

Corticeira Amorim is continually strengthening its ambition and commitment to sustainability through various initiatives and strategies. Good regular reporting practices, in place since 2006, promote transparency and encourage the adoption of sustainability principles, both in the value chain and from the company's main stakeholders.

This Sustainability Report, included in Corticeira Amorim's Consolidated Annual Report, reflects the company's commitment and approach to sustainability issues. It has been drawn up in accordance with the guidelines of the Global Reporting Initiative (GRI), GRI Standards 2016, for the Core level, whilst satisfying the legal requirements introduced by Portugal's Decree-Law no. 89/2017 of July 28, and pursuant to Article 508-G of the Commercial Companies Code, it is a Consolidated Non-Financial Statement of Corticeira Amorim, S.G.P.S., S.A. It also complies with article 8 of the Taxonomy Regulation and article 10 (2) of article 8 of the Delegated Act.

Throughout the report, the material themes for Corticeira Amorim are highlighted, according to the materiality matrix (2.2.4. Materiality matrix): transparency and communication, promotion of the "Montado", its Biodiversity and Ecosystem Services; economic performance, research, development and innovation; energy efficiency and climate change; emissions management; health and safety at work; circular economy and product environmental impact, where the themes of product quality and responsibility and customer satisfaction are integrated. Given its importance for the Organisation, the topic of training and development is also considered material for the purposes of this report.

Since Corticeira Amorim is a group of companies and given the difficulty in implementing sustainability systems in smaller companies, the scope of the report does not include all the companies in the Corticeira Amorim Group. A plan is underway to increase the number of companies covered by this report. This report accounts for the companies that represent 80% of consolidated sales, which employ 82% of all employees of the company and corresponds to 93% of the industrial units.

The information contained in this report has been audited by Ernst & Young Audit & Associados, SROC, SA.

This document is available at <https://www.amorim.com/en/sustainability/reports/> and any clarification may be requested from Corticeira Amorim, using the contact form available at: <https://www.amorim.com/en/contacts/>.



Reducing environmental impacts, through the adoption of circular economy principles, using all the by-products resulting from the processing of cork, often combining them with by-products from other industries, are just some of the countless examples of Corticeira Amorim's commitment to adding value to cork in a competitive, differentiating and innovative manner, always in harmony with nature.

2021 KEY FACTS

1. CORTICEIRA AMORIM

Business model	Business units	World presence	Cork, cork oak tree and cork oak forest
<ul style="list-style-type: none"> • #1 in the world for cork processing • >150 years of history • €837,820,000 consolidated sales • €10,400,000 average investment in RDI • 93% sales outside Portugal 	<ul style="list-style-type: none"> • 5 business units • 1,150,000 m² of cork yards • 5,800,000,000 stoppers per year • 10,000,000 m² of installed capacity • 268,000 blocks • 48,000 cylinders/year • 60,000 m³ of insulation cork/year 	<ul style="list-style-type: none"> • 28 countries where the company has operations • 27 industrial units • 56 distribution companies • 12 joint ventures • 4,642 workers • 71% workers in Portugal • 29,000 clients in over 100 countries 	<ul style="list-style-type: none"> • >2,100,000 ha in the Western Mediterranean basin • 200 years average lifespan of a cork oak tree • 100,000 people depend on cork oak forests • >€1,300/ha/year average value estimated of the ecosystem services associated with a cork oak forest properly managed • 1/36 biodiversity hotspots • -73t CO₂/1 t cork produced • Barrier against fires • Regulates the hydrological balance • Protects the soil and decreases the risk of desertification

2. GOVERNANCE OF SUSTAINABILITY

Ethics and integrity	Stakeholders	Value chain
<ul style="list-style-type: none"> • 2006 date of first sustainability report • ZERO reported irregularities • Code of Business Ethics and Professional Conduct • Procedure for reporting irregularities • Internal regulations and policies 	<ul style="list-style-type: none"> • 2018 most recent stakeholder consultation • 2021 last materiality review • 8 main stakeholder groups • 89% agree that the Group presents a clear vision of its economic, social and environmental responsibilities 	<ul style="list-style-type: none"> • 100% non-cork suppliers covered with a supplier evaluation programme • 95% cork and cork products of controlled origin • 64% industrial units with FSC® chain of custody certifications

3. PRIORITIES AND PROGRESS

Alignment with SDG	Goals
<ul style="list-style-type: none"> • 12/17 SDG are aligned with the company's strategy 	<ul style="list-style-type: none"> • 10 strategic goals • 31 main targets • 7 targets by 2030 • 9 targets by 2024

4. ENVIRONMENTAL PILLAR

Cork oak forest	Climate change	Circular economy	Green products
<ul style="list-style-type: none"> • 251 ha of forestry estates with interventions • 100,000 cork oak trees installed • -15 years reduction of the first extraction cycle of cork from the current 25 years to 10/12 years 	<ul style="list-style-type: none"> • 79% renewable energy • 68% controlled renewable energy • 3.8% energy efficiency • 86,111 tCO₂eq avoided • 255,627 tCO₂eq emissions generated by the activity and value chain • -5,200,000 tCO₂ approximate cork oak forest sequestration promoted (20 times more than the emissions generated by the activity and value chain) 	<ul style="list-style-type: none"> • 100% use of cork • 88% sustainable materials • 82% renewable materials • 801 t recycled cork • 93% waste recovery rate (non-cork) 	<ul style="list-style-type: none"> • 60% consolidated sales covered by lifecycle assessments (LCA) • 1st choice for customers who want better quality stoppers and contribute to the mitigation of climate change • 100% floors and coverings with indoor air quality certification whether TÜV-PROFICERT or French certification for VOC (A+) and contributions to sustainable construction certifications, LEED / BREEAM • >500 applications for various sectors, allying innovation and circular economy practices • 0% additives in products that are simultaneously 100% natural, recyclable, reusable and long-lasting

05. SOCIAL PILLAR

Development	Safety, health and well-being	Community / Society
<ul style="list-style-type: none"> • 94% employees covered by collective bargaining agreements • 25% women workers • 25% women workers in management positions • 42 average age of workers 	<ul style="list-style-type: none"> • 67% workers covered by ISO 45001 or SA 8000 certifications • Zero accidents in 2024 	<ul style="list-style-type: none"> • 120,000 trees planted in partnership, > 1,300,000 trees planted in partnership since 2008 • 2.17 production multiplier in Portuguese economy • >€1,000,000,000/year total net value of the company's contributions to society when considering ecosystem services induced by the activity (over 7x higher than direct value)

6. SUSTAINABLE FINANCE

Green bonds	PPC Sustainability linked	PPC green	European taxonomy
<ul style="list-style-type: none"> • €40,000,000 total amount • 2020-25 period • Environmentally sustainable management of living natural resources and use of the land use • Renewable, low carbon, eco-efficient and/or circular economy adapted products, production technologies and processes • Waste management and resource efficiency • Renewable energy and waste-to-energy 	<ul style="list-style-type: none"> • €20,000,000 total amount • 2021-24 period • Energy consumed from controlled renewable sources • Waste recovery rate (non-cork) 	<ul style="list-style-type: none"> • €11,600,000 total amount • 2021-26 period • Energy consumed from controlled renewable sources 	<ul style="list-style-type: none"> • 2 / 6 green goals • 11% eligible turnover • 14% eligible capex • 13% eligible opex

1 – CORTICEIRA AMORIM



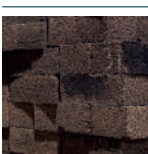
Corticeira Amorim is one of the biggest, most entrepreneurial and dynamic multinationals of Portuguese origin. Its activity in the cork business date back to 1870 and today it is the world leader of the sector. Operating under the maxim “not just one market, not just one customer, not just one currency, not just one product”, the company has been growing and reinventing itself, by introducing new products and entering new markets. Based on strong sustainability credentials, and developing an activity with a positive impact on climate regulation, Corticeira Amorim provides a set of solutions, materials and articles for some of the most technological, disruptive and demanding activities in the world, as will be examples the aerospace, automotive, construction, sports, energy, interior design, and wine, sparkling and spirits industries. Currently under the leadership of the fourth generation of the family, which cultivates the values of longevity, ambition, pride, attitude and passion, the Company invests millions of euros annually in research, development and innovation (RDI) and registered, in 2021, 838 million euros in consolidated sales, 93% of which outside Portugal.

1.1. BUSINESS MODEL

Corticeira Amorim’s operational activity is structured across five Business Units (BU). The business model is based on good management practices and is founded on an integrated and vertical process that uses circular economy principles in order to minimise waste created. Cork, which lies at the heart of Corticeira Amorim’s operations, derives from several forestry producers with whom the company maintains a close relationship and promotes good forest management practices, thereby ensuring the continued production of a high-quality raw material.

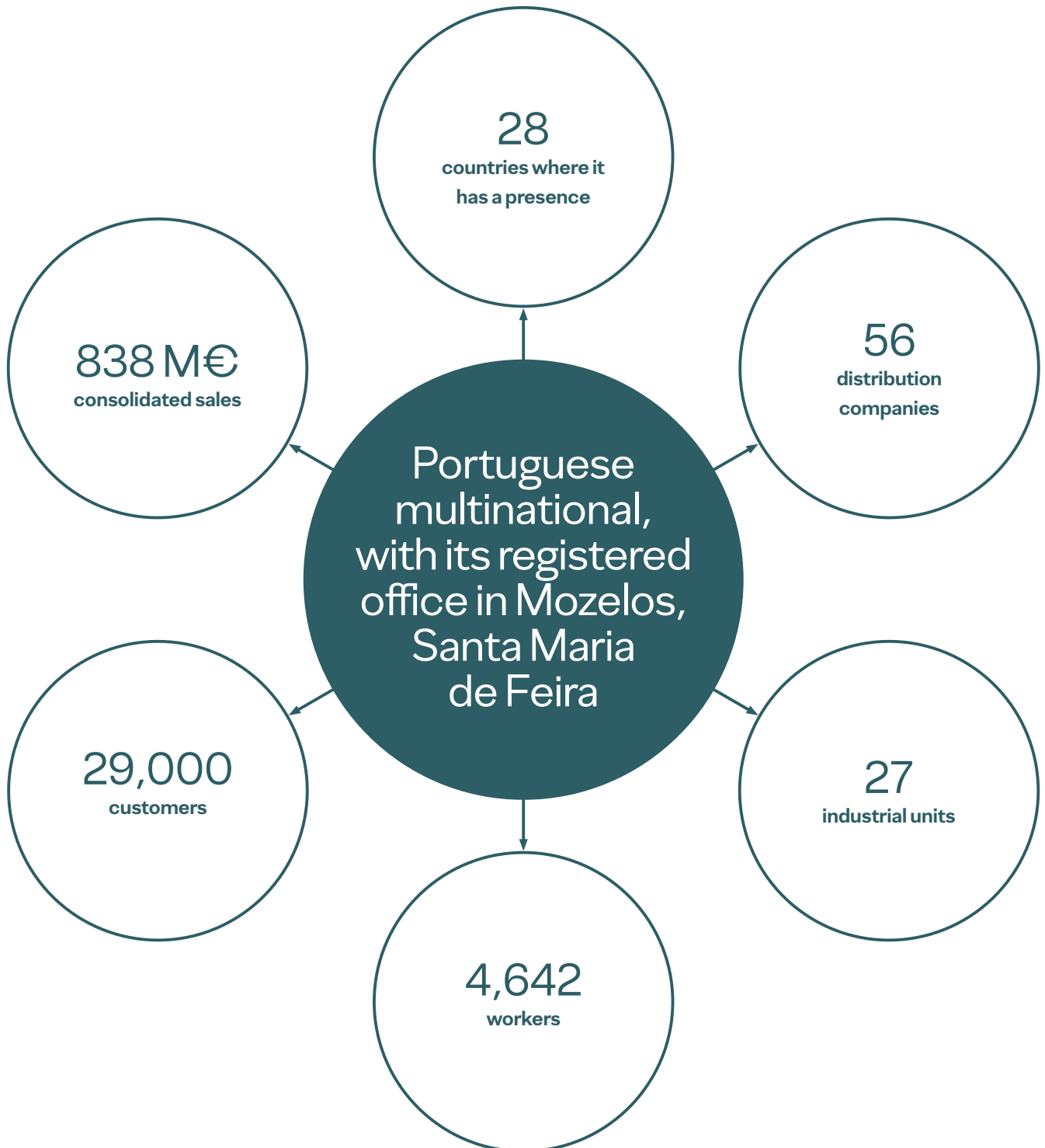
1.2. BUSINESS UNITS

Corticeira Amorim has a broad portfolio of cork-based products for different markets and applications. This raw material, which assumes tremendous importance for the company, has been the focus of continued RDI investment, in order to promote the use of all its natural properties and to diversify Corticeira Amorim’s portfolio. Through this investment, and anticipating market trends, the company has surpassed the expectations of some of the world’s most demanding industries.

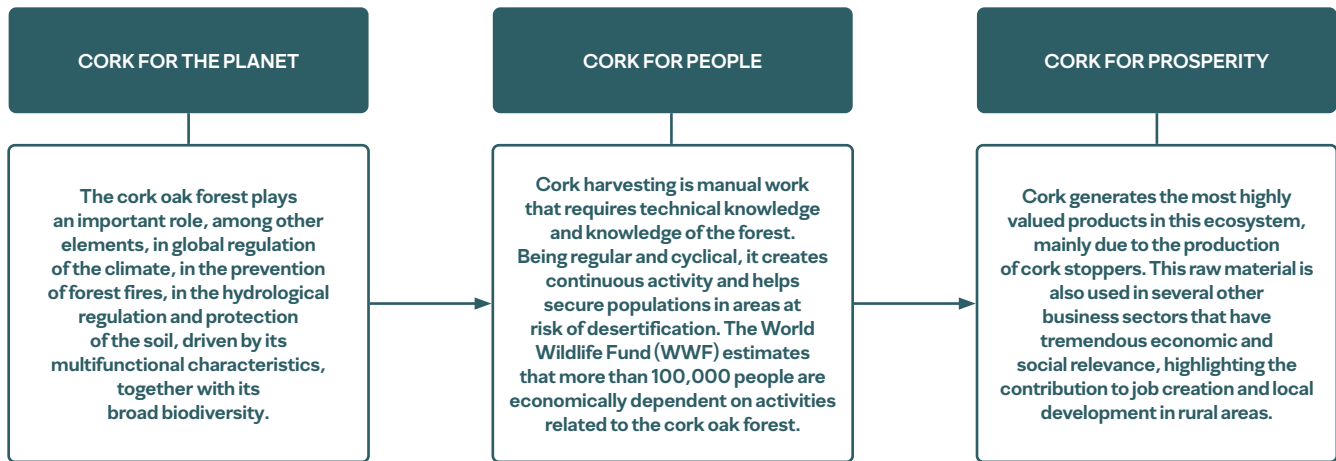
Business units	Markets	Main references	Sales
 <p>Raw Materials Responsible for overall and integrated management of the company’s value chain, it plays a key role in promoting synergies between the various units to ensure optimisation of the flow and quality</p>	Cork	1,150,000 m ² of cork yard	191,5 M€
 <p>Cork Stoppers World leader in the production and supply of cork stoppers, this BU has its own distribution network, which places it in a unique position to provide the ideal stopper for any wine and spirits segment, anywhere in the world</p>	Still and sparkling wines, spirits, beer and cider	5,800,000,000 of corks/year	593,3 M€
 <p>Floor & Wall Coverings Operating in more than 60 countries, it offers a range of high-quality and versatile flooring solutions with comfort and sustainability credentials, which promote higher quality of life, through the provision of greater acoustic and thermal insulation</p>	Wall and floor coverings	10,000,000 m ² /year of installed capacity	123,2 M€
 <p>Composite Cork Innovation is the driving force of this Business Unit that proposes to redesign the world in a sustainable manner, reusing and reinventing materials with applications in a wide array of different areas</p>	Aerospace, mobility, energy, sealing, construction, sports surfaces, flooring, home, office and leisure goods, footwear, panels and composites	268,000 blocks and 48,000 cylinders/year	116,7 M€
 <p>Insulation Cork Dedicated to the production of 100% natural insulation materials that offer exceptional technical performance, products that combine virtually unlimited durability, low embodied energy, and an A+ indoor air quality rating with excellent simultaneous thermal, acoustic and anti-vibration insulation properties</p>	Sustainable insulation/construction and interior and exterior design	60,000 m ³ of cork insulation/year	14,5 M€

1.3. WORLD PRESENCE

With its registered office in Portugal, the Corticeira Amorim Group has operations in five continents, through the activities which it develops including production, distribution or joint ventures, and also market agents. The company's shares are listed on Euronext Lisbon.



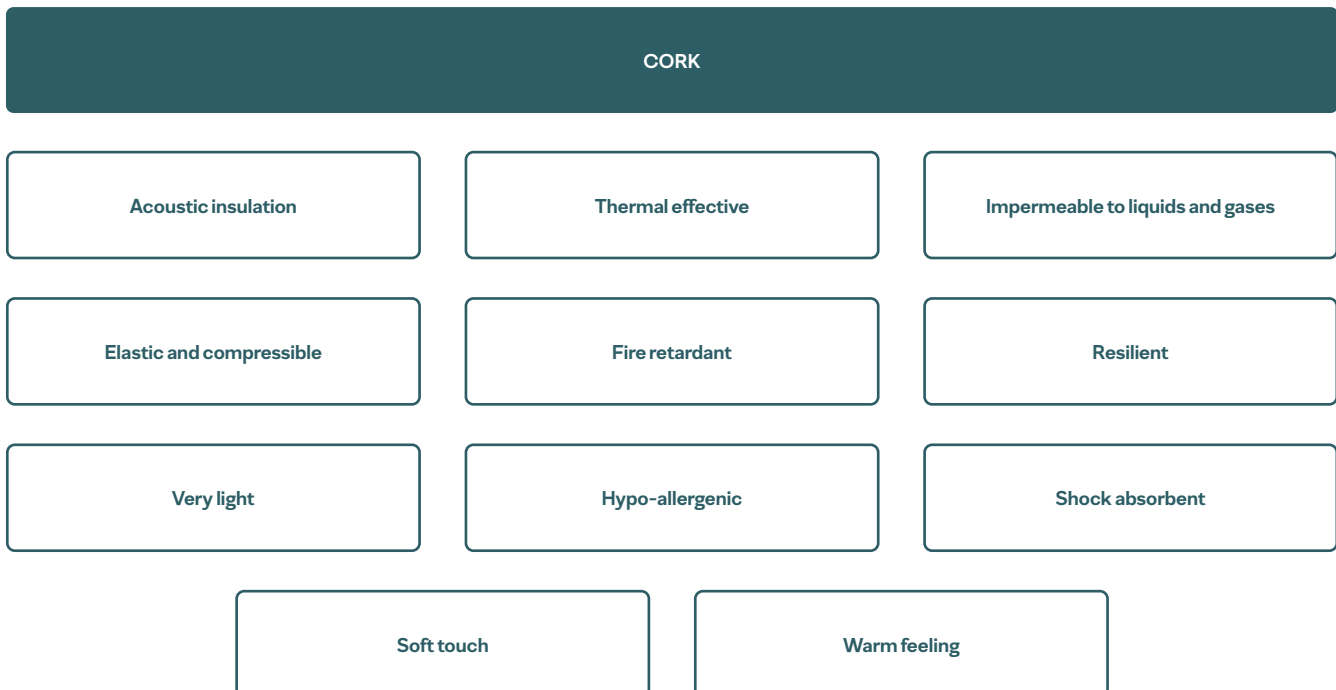
1.4. CORK, CORK OAK TREE AND CORK OAK FOREST



Cork

Cork is the name commonly given to the bark or protective cover that acts as the epidermis of the cork oak tree (*Quercus Suber L.*). It is a renewable, 100% natural and recyclable material with truly exceptional characteristics. Cork cells, that are grouped in a characteristic alveolar structure identical to a beehive, are filled with a mixture of gases very similar to air, whose walls are primarily coated with suberin (a kind of natural wax) and lignin (a three-dimensional macrocell that is resistant to microbiological attacks). Polysaccharides, ceroids and tannins, although with less expression, are other compounds found in cork's cellular system.

Each cork plank contains around 60% of gaseous elements - which explains its extraordinary lightness. These small cushions of air endow cork with remarkable compressibility, enabling it to recover its original shape after being compressed. Being resilient, compression does not cause expansion elsewhere in the material, which makes it a material that can be used in seals and joints and in thermal, acoustic and anti-vibration insulation. Cork's elasticity gives it a superior level of tolerance to changes in temperature and pressure. Its lightness and chemical inertia make cork an ideal closure for wines. It resists humidity and ageing, without any deterioration.



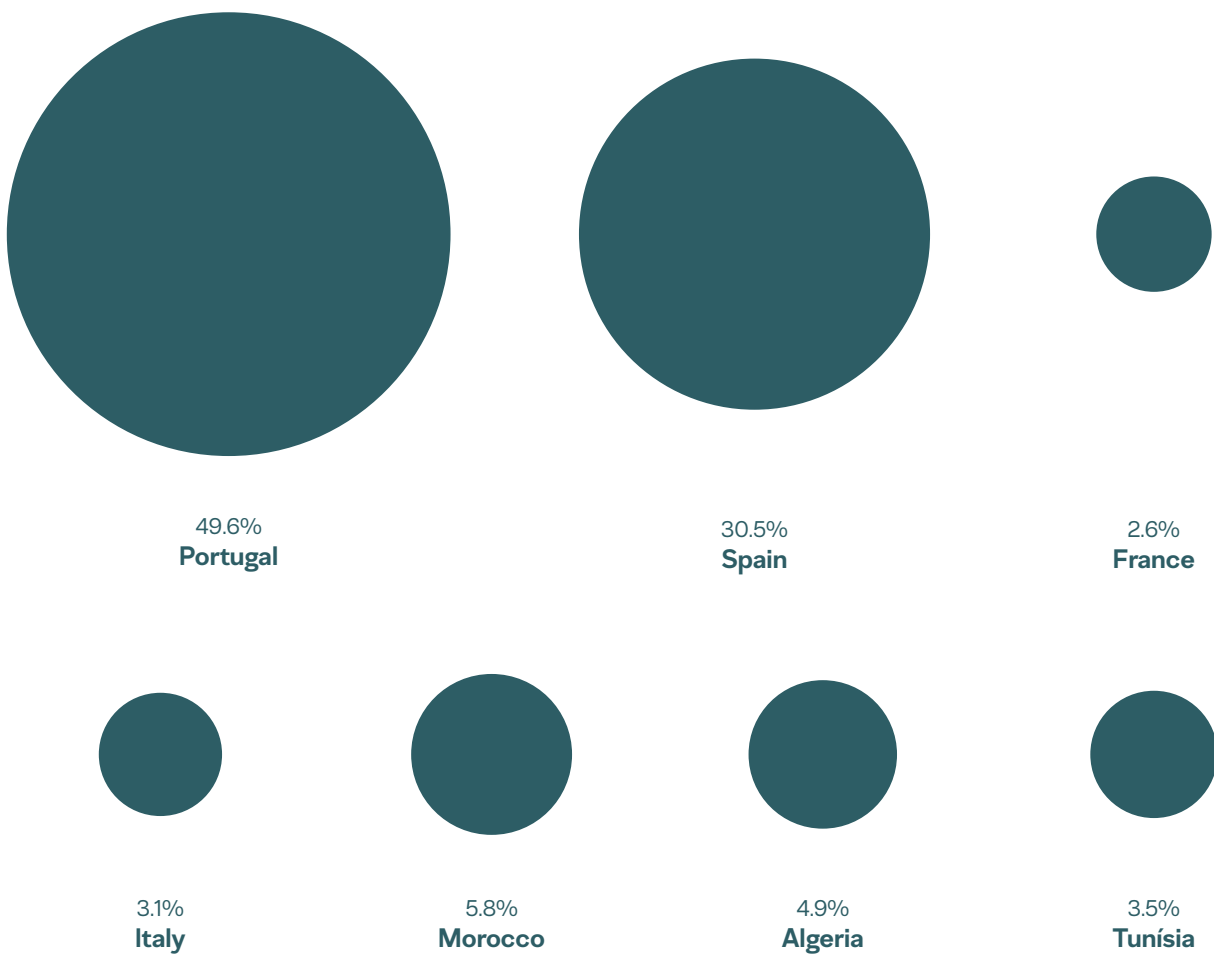
Cork Oak Tree

The cork oak tree (*Quercus Suber L.*) from which cork is extracted, belongs to the oak family. Its value is not based solely on the products extracted from the tree, but on the entire set of agronomic, forestry, forestry and hunting resources that revolves around cultivating cork oak trees. The regular harvesting of cork makes a fundamental contribution to the environmental, economic and social sustainability of the Mediterranean region's rural areas, where the cork oak tree can be found.

The process of harvesting cork is called "descortiçamento" in Portuguese. It takes place during the period of greatest vegetative activity: from mid-May to the end of August. Cork harvesting is a highly specialised process that ensures that the tree is not damaged.

The cork oak is a slow-growing tree, which can live up to 200 years, from which cork may be harvested 16 times on average in its lifetime. The first harvest only takes place after 25 years, when the tree trunk reaches a perimeter of 70 cm. The cork removed in this first harvest is called "virgin cork". Nine years later, the "secondary cork" is extracted. After these two extractions, "amadia cork" is extracted every nine years, with a regular structure, with smooth internal and external surfaces, with the characteristics and qualities suitable for the production of stoppers.

Annual cork production



Cork Oak Forest

The cork oak forests (montados in Portuguese) occupy an estimated area of more than 2.1 million hectares in the Western Mediterranean basin. Portugal, Spain, Morocco and Algeria harbour about 90% of the distribution area of the species. Approximately 200,000 tons of cork are extracted annually from the total area of cork oak forests. Portugal, which harbours one third of the global area of cork oak trees, is the world's largest cork producer.

The cork oak forest is an ecosystem that is characterised by its multifunctionality, combined with a variety of integrated forest and agricultural production systems. It is also characterised by the quality of the products supplied and by management practices that have a reduced impact on the environment.

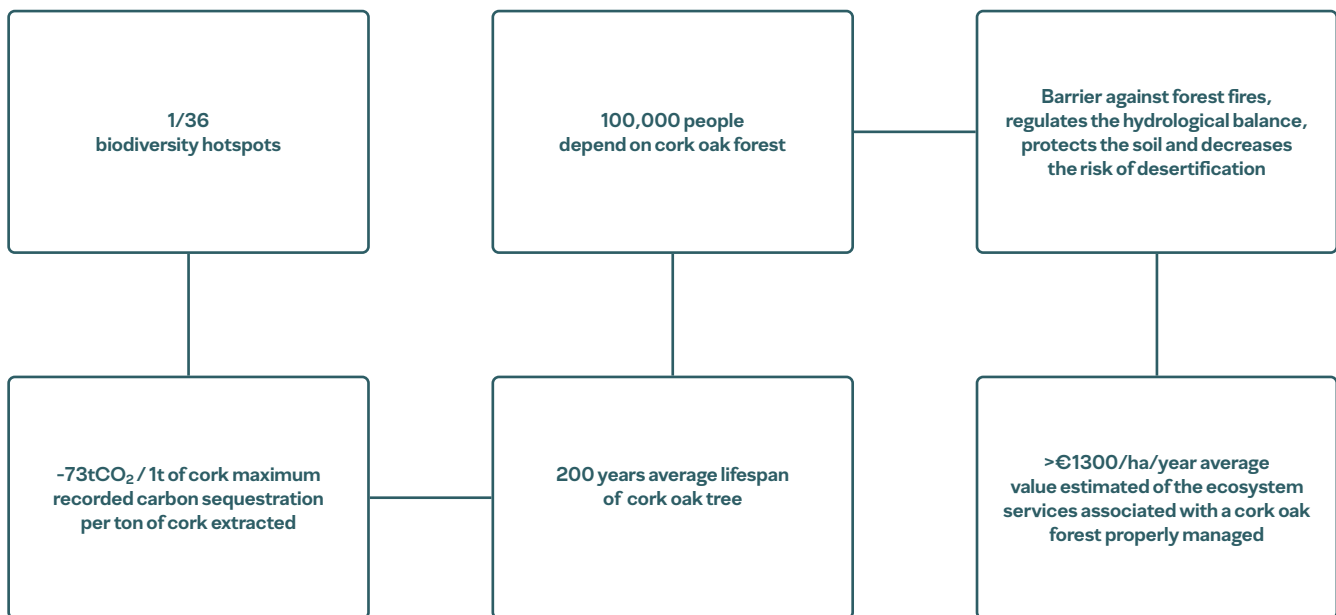
This forest ecosystem mainly consists of cork oak trees (*Quercus suber*) in regions where the Atlantic influence is greater, and holm oaks (*Quercus rotundifolia ilex*) in the more interior regions, characterised by high temperatures and low rainfall. The vegetal biodiversity of this ecosystem is composed of a rich herbaceous layer and several shrub species, including aromatic and medicinal species, which play an important role in the nutrition of animals and people.

In this type of forest, it is also possible to find a great diversity of animal species, contributing to the high biodiversity that characterises the ecosystem. The cork oak forest combines the elements mentioned above with agricultural cultivation and livestock production in the same space, taking advantage of the benefits of biological interactions between them.

It is possible to find three different types of landscapes in this ecosystem: (i) forest, whose focus is cork extraction; (ii) a savanna-like landscape, where multiple activities such as agriculture, forest management and grazing are carried out; (iii) and an agro-silvo-pastoral landscape, in which cattle grazing and cereal cultivation are mainly practiced.

The cork oak forest plays an important role in promoting ecological functions such as soil conservation, carbon storage and water retention, due to the vast existing biodiversity and the multifunctional exploitation that characterises it. It also offers a set of economic and environmental goods and services, related to agro-silvo-pastoral activities and others, such as ecotourism, which significantly contribute to the economic importance of this ecosystem.

Cork is the most valued asset in the ecosystem, mainly due to its transformation into cork stoppers. Cork is also used for the production of applications for several other sectors of activity due to its varied characteristics. As a result, in addition to its economic value, it has enormous social relevance because it creates employment and promotes the local development of rural areas.





Cork composite produced at the i.cork factory, an innovation factory that was founded in 2018, as part of the Composite Cork Business Unit, which encompasses multiple fields of knowledge, advanced resources and a wide array of different skills.

2 – GOVERNANCE OF SUSTAINABILITY

The approach to issues related to sustainability has the potential to impact business performance, whether through regulation, stakeholder perception or by directly affecting the health and well-being of stakeholders. Corticeira Amorim seeks to understand these issues, mitigate their impact and respond to the main challenges in the markets where it operates.

Corticeira Amorim has defined a general sustainability policy, in which it commits to:

- Act in full compliance with the laws and regulations in force in the regions where it operates, and to collaborate with the authorities as far as possible.
- Integrate sustainability into the decision-making process.
- Respect Employees, Customers, Suppliers, Shareholders and other Stakeholders that are important to the sustainability of Corticeira Amorim.
- Manage risks and opportunities associated with the Organisation's activities, so as to avoid negative impacts on people and the environment.
- Conduct business according to principles of trust, transparency and ethics, encouraging communication channels to inform, involve and maintain an ongoing dialogue with stakeholders.
- Build and foster a framework of respect for the fundamental values of Human Rights (as proclaimed by the United Nations Universal Declaration of Human Rights) and Labour Rights (as proclaimed by the International Labour Organization).
- Encourage free trade, striving to prioritise responsible and sustainable relationships with its suppliers and having common commitments to sustainable development.
- Repay the support of the communities where it operates, contributing to the progress, economic development and well-being of those communities, encouraging SMEs and future local entrepreneurs to achieve sustainable results and thus boost national entrepreneurship.

2.1. ETHICS AND INTEGRITY

Goal	Main targets
<ul style="list-style-type: none"> • Act in an appropriate and ethical way, with transparency and responsibility, stimulating competitiveness and the creation of long-term value. 	<ul style="list-style-type: none"> • Integrate climate change measures; • Protect the labour rights; • Foster balanced and prudent management and sustainability; • Be transparent and accountable; • Sustain economic growth.

Corticeira Amorim bases its operations on high ethical standards, promoting appropriate and ethical conduct in all relationships with its stakeholders, providing results that are the result of its management vision, the efficiency of its processes, continuous innovation, professionalism and competence of its team, the competitiveness of its offer and its reputation in the market. It therefore assumes a set of voluntary commitments in matters of ethics and environmental and social responsibility, through the development and implementation of policies and principles by which it governs its business activity. Aware of the risks to which its activity is subject and the interests of its stakeholders, and still convinced of the effectiveness of its risk prevention and control, Corticeira Amorim regularly analyses these matters, in order to foster reflection and improvement thereof.

2.1.1. ARTICLES, REGULATIONS AND POLICIES

Corticeira Amorim is governed by a solid and cohesive set of internal regulations and policies that, associated with the company's articles of association and the Code of Business Ethics and Professional Conduct, make it possible to align the interests of all its stakeholders, foster a balanced and prudent approach and reinforce Corticeira Amorim's position in relation to sustainable development. Corticeira Amorim's articles of association, regulations and policies are available at <https://www.amorim.com/en/investors/corporate-governance/corporate-regulation-and-policies/>.

The Organisation promptly communicates updates to this set of guidelines to employees and promotes their dissemination and adoption throughout the Organisation.

The Executive Committee and the Risk Management, together with the Business Unit's executive management, are responsible for assessing the risks associated with corruption and bribery in markets where Corticeira Amorim operates, according to the characteristics of each. Monitoring of these risks is also complemented by the activity of the Company's Risk Committee and by audits of the internal control process, whose function is to analyse the compliance of processes and to identify deficiencies.

2.1.2. COMMUNICATION OF IRREGULARITIES

The communication of identified irregularities is carried out in accordance with a defined procedure (addressed to the company's Audit Committee), presented by shareholders, employees, stakeholders of the Organisation or by other persons/entities. It is incumbent upon the Audit Committee, that is entirely comprised by independent members, to analyse the communications received, give them the proper sequence, under the terms stipulated in the aforementioned procedure, including suggesting mitigation measures for the prevention and occurrence of any irregularities.

The Organisation ensures that the content of the communications received is, in the first place, communicated to the Audit Committee (no employee of the Organisation is authorised to open any correspondence specifically addressed to this governing body or to any of its individually identified members).

Those who seek advice or wish to report an incident will be treated with respect and dignity, in accordance with the following principles:

- **Confidentiality:** The details and statements made will be treated in the strictest confidentiality during all phases of the investigation. The maximum confidentiality of the information transmitted and the identity of the information transferor is guaranteed, whenever the transferor requests it. Anonymous reporting will also be considered, and it is important to note that this option may limit the ability to carry out an investigation.
- **Thoroughness:** Information received about potential violations of the Code of Business Ethics and Professional Conduct, or associated Regulations, Policies or Principles, should be investigated fully and thoroughly to determine the truthfulness of the reported situation.
- **Respect and dignity:** Those seeking advice or wishing to report an incident will be treated with the utmost respect and dignity, always respecting the fundamental rights of those involved in possible violations. Before

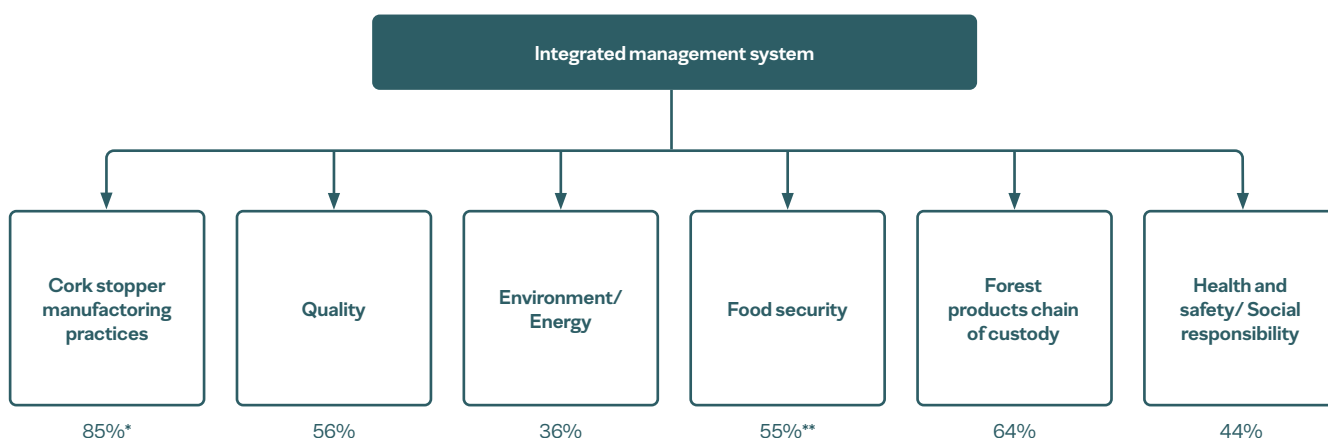
evaluating the information reported about situations, the third parties and/or Employees affected will be entitled to provide the reasons and explanations they deem necessary.

- **Fundamentals:** Any decision must be adopted in a reasonable, proportional and appropriate manner, considering the circumstances and the nature of the events.

In 2021, no irregularities were reported through this procedure. More detailed information can be found in chapter C. Internal organisation, II. Reporting of irregularities, from the Corporate Governance Report.

2.1.3. MANAGEMENT SYSTEMS

The companies of the Corticeira Amorim Group have an integrated management system (IMS), which includes the management system for cork stopper manufacturing practices, quality, environment, energy, food security, forest products and the chain of custody, health and safety at work and social responsibility. It is an important tool for achieving internal and external compliance with legal rules and regulations, as well as company objectives and practices. The IMS monitors quality, environmental and safety indicators, as well as identifying possible improvement actions and associated resource needs. Management systems are audited internally and externally, according to the schedule defined for each system. In addition, an annual compliance verification audit is also carried out. Due to the different characteristics of the companies and industrial/distribution units, the model that best suits the associated non-financial risks or emerging opportunities in the markets in which they operate is implemented in each of them, which justifies the diversity of external certifications. In all establishments that are not covered by external certification, there are evaluation mechanisms and indicators defined for each of the systems. Details of certifications by establishment can be found in chapter 7 of the Consolidated Management Report.



IU with external certificates / total IU of Corticeira Amorim (25 IUs) (%)

Notes:

* Considers 20 IUs belonging to the Raw Materials BU and Cork Stoppers BU.

** Considers 11 IUs belonging to the Cork Stoppers BU.

2.2. STRATEGY AND MANAGEMENT MODEL

By promoting the cyclical extraction of cork, without damaging the trees, Corticeira Amorim contributes to making the cork oak forest a viable, natural and renewable resource, delivering numerous environmental, economic and social benefits.

The Company's vision outlines its ambition for success, and guarantees long-term sustainability and reflects, in addition to its firm conviction based on the knowledge that cork is a unique material supplied by nature. The Company's vision is to be sustainable, provide suitable remuneration for the capital invested, promote social equity and environmental protection and offer differentiating factors in terms of product and service. Its mission is to add value to cork, in a competitive, differentiated and innovative manner, in perfect harmony with Nature, proposing to combine technology and innovation with a centuries-old natural material, promoting a sustainable balance, and thereby generate added value for all stakeholders and for the planet.

The Company's strategic priorities for sustainable development are aligned with its mission and fundamental values, incorporating economic, environmental and social concerns and taking into account the results of stakeholder consultation, benchmarking analysis, commitments and internal policies and alignment with the UN Sustainable Development Goals (SDG).

To understand external stakeholders' expectations in relation to the group's performance, Corticeira Amorim regularly consults with stakeholders. The most recent extended consultation took place in 2018, and the materiality matrix was reviewed in 2021, with consultation of some stakeholders.

Corticeira Amorim's Board of Directors, chaired by the Chairman & CEO, and which includes the Chief Sustainability Officer (CSO), is responsible for promoting ESG topics in the business, and approve the strategic objectives and initiatives and priority actions.

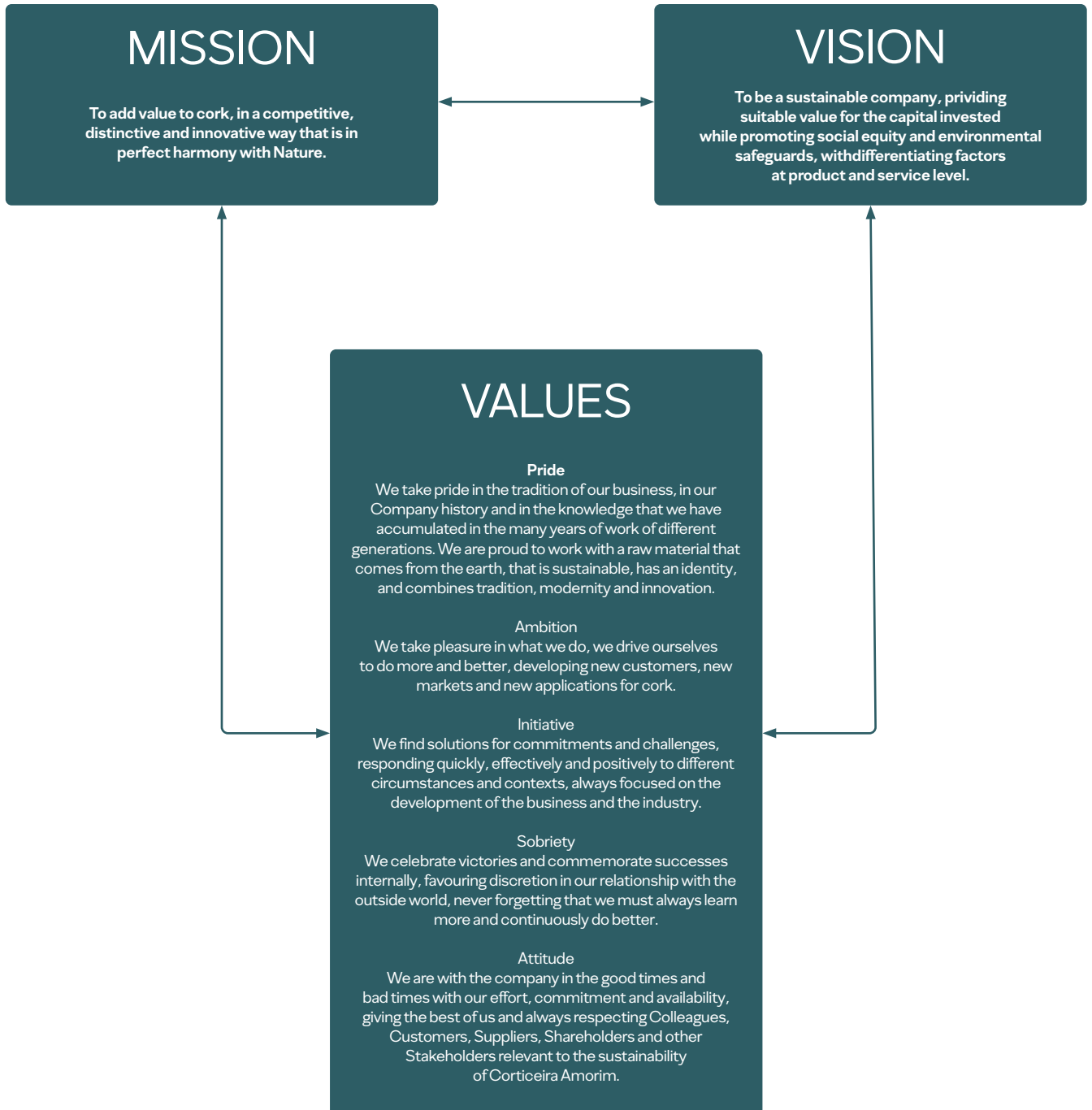
The Executive Committee is responsible for overseeing the governance of sustainability issues and integrating ESG issues into the business. At least twice a year, the Executive Committee analyses the approach to ESG topics, and defines the goals, performance and review of the reporting.

In 2021, the Board of Directors decided to constitute Corticeira Amorim's E.S.G. committee (CESG), a permanent specialised internal committee, whose mission is to advise it on Corticeira Amorim's follow-up, supervision and strategic guidance in the field of corporate governance, social responsibility, environment and ethics matters, establishing its attributions in the respective regulation (available at: <https://www.amorim.com/en/investors/corporate-governance/corporate-regulation-and-policies/>).

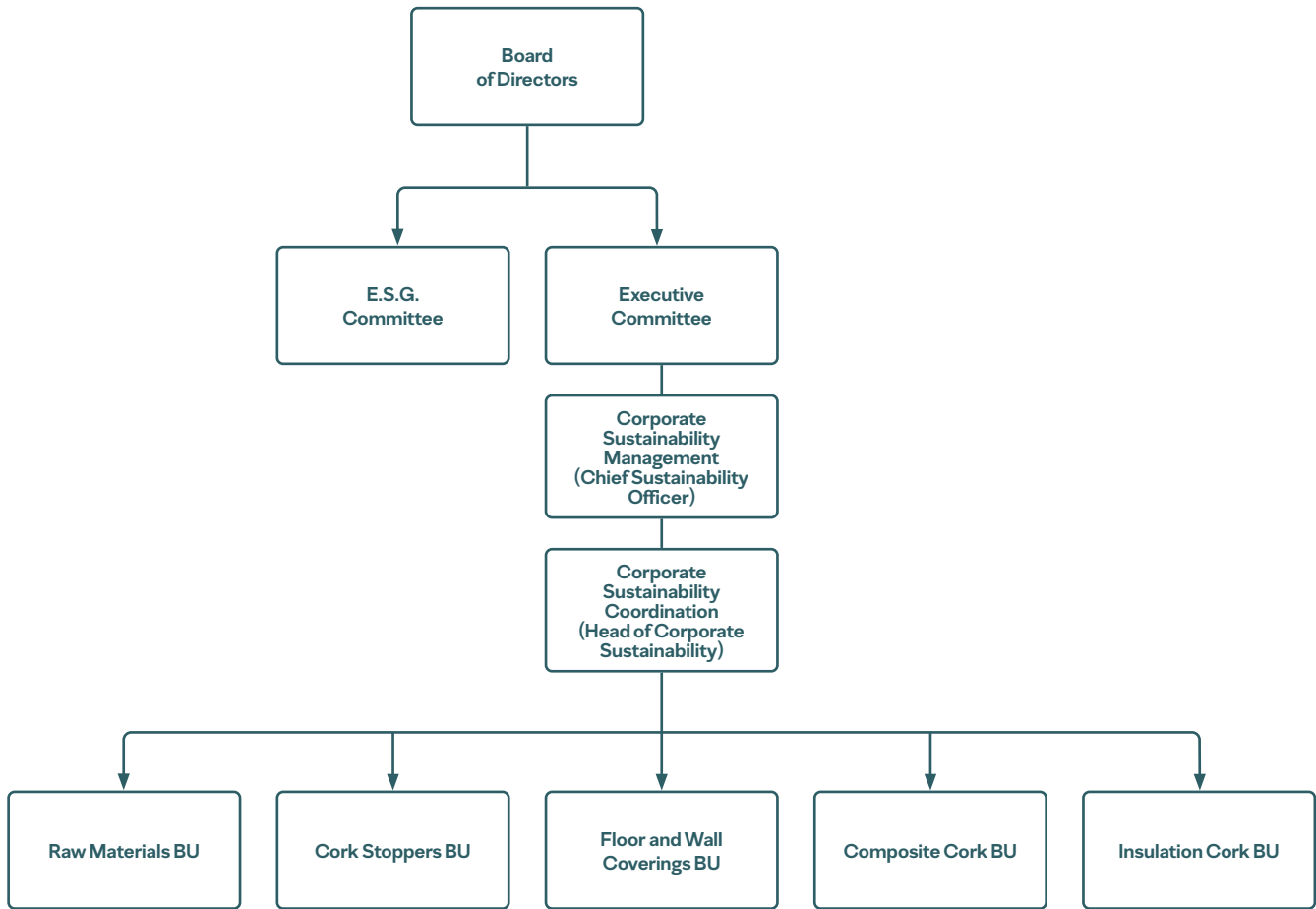
The CESG is chaired by an independent member of the Board of Directors and is primarily composed of members of the governing bodies, including the CSO and the Head of Corporate Sustainability (HCS), as a permanent guest.

Day-to-day management of ESG topics, is led by the CSO and coordinated by the HCS, together with the other support areas and the sustainability officers of the five BUs. Each BU has its own sustainability officer, who reports directly to the CEO of the respective BU and who is, among other tasks, responsible for suggesting and implementing the initiatives and actions necessary to fulfill the defined objectives, monitoring and reporting performance. All of Corticeira Amorim's employees are responsible for contributing to the achievement of the defined priorities, either through the defence and observance of the principles of good governance, also enshrined in the Company's Code of Business Ethics and Professional Conduct, or through direct functions in the areas of sustainability.

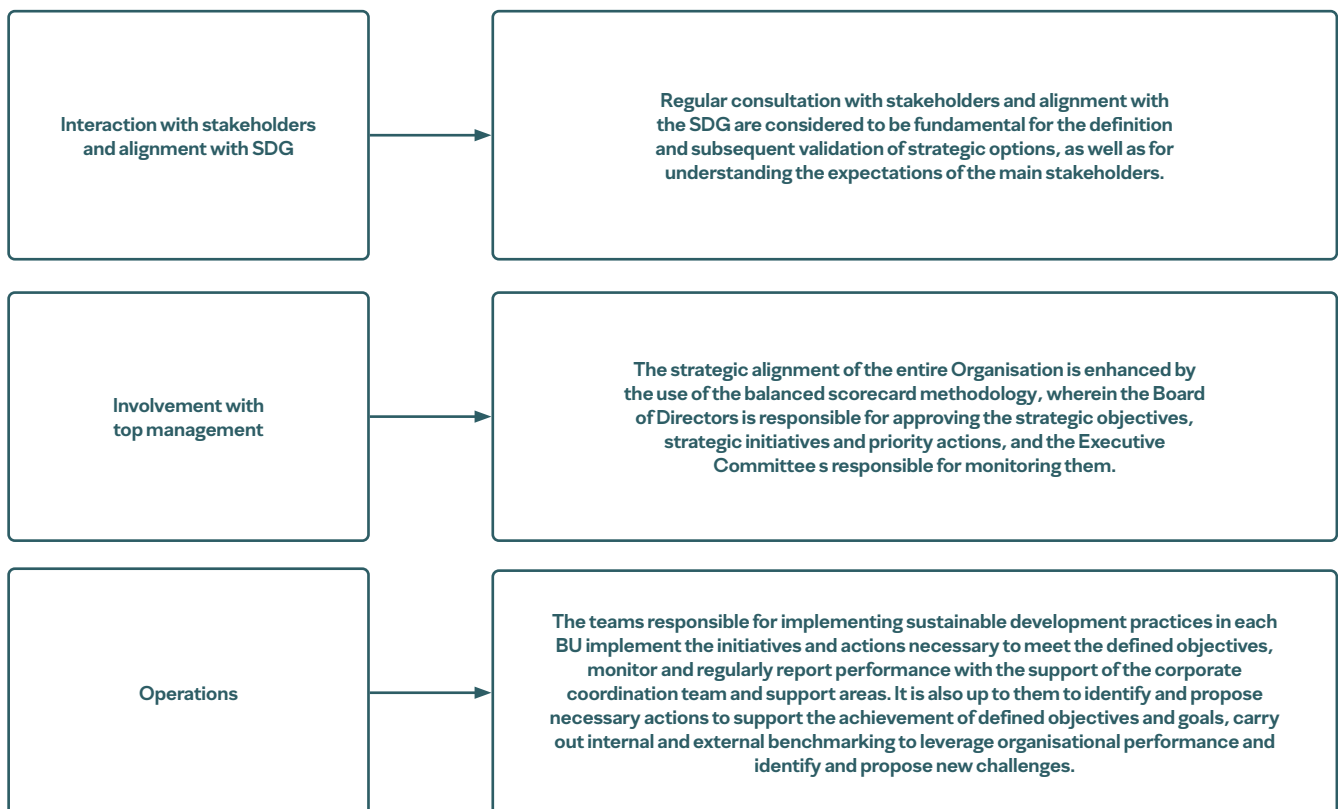
2.2.1. MISSION, VISION AND VALUES



2.2.2. MANAGEMENT MODEL

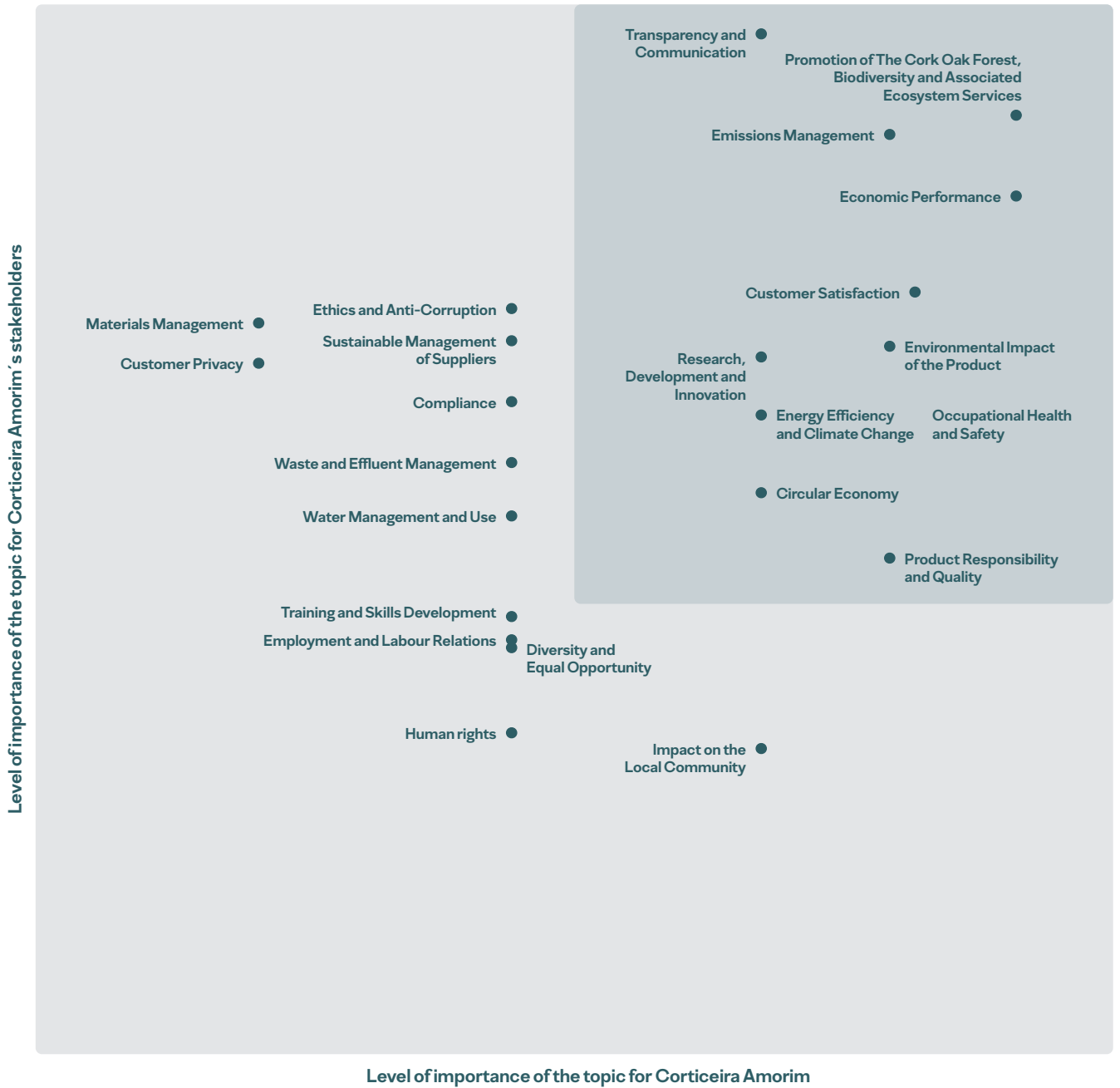


2.2.3. DEFINITION OF STRATEGY



2.2.4. MATERIALITY MATRIX

Materiality Matrix – Corticeira Amorim



2.3. STAKEHOLDERS

Corticeira Amorim believes in the importance of its stakeholders for sustainable management of its activities and improvement of the Group's performance.

Engagement with stakeholders is based on structured and ad hoc interaction, as well as regular surveys, that constitute an important management tool for Corticeira Amorim, to the extent that understanding stakeholders' concerns and expectations regarding the matters to be monitored and communicated is critical for the validation and identification of strategic priorities.

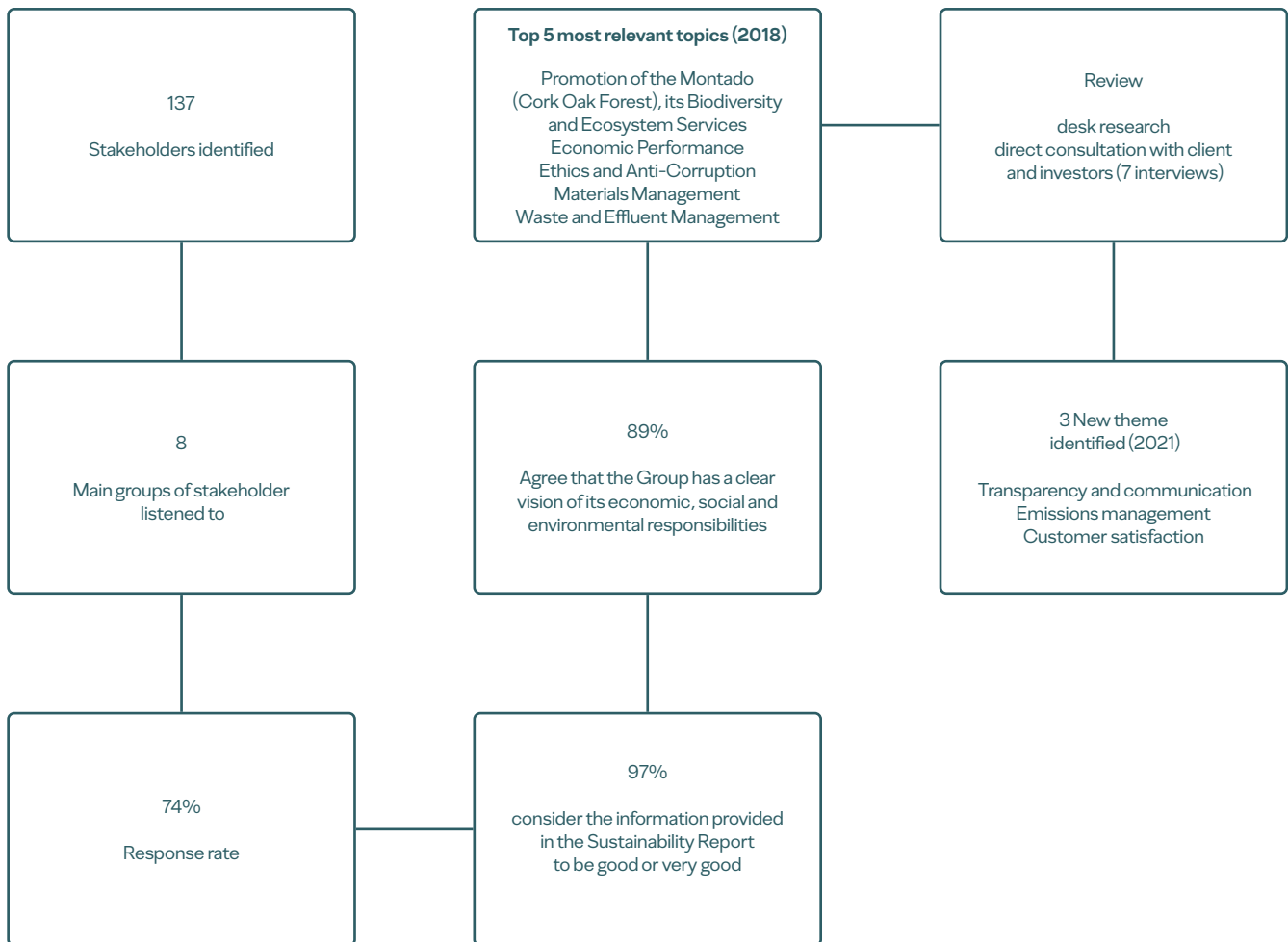
All persons or entities that have or may have an influence, dependency and/or responsibility vis-à-vis the Group are identified as stakeholders of Corticeira Amorim. According to this selection criterion, eight main groups of stakeholders have been identified: shareholders and investors, customers, employees, official and governmental entities, suppliers, media, NGOs and the community and partners and civil society.

2.3.1. MAIN RESULTS OF THE CONSULTATION

Corticeira Amorim has carried out a process of consultation and involvement with its stakeholders since 2009, concerned with promoting their participation and contribution to the Group's business model.

The most recent stakeholder consultation process took place in 2018, and the materiality and strategy matrix was reviewed in 2021. The review process consisted of a benchmark analysis, based on desk research and a direct consultation with a set of stakeholders belonging to the client and investor groups, and resulted in the identification of three new themes: transparency and communication, emissions management and customer satisfaction.

New corporate website: In 2021, Corticeira Amorim presented a new corporate website: www.amorim.com. Keeping up with the accelerated digital transformation that the world is currently experiencing, the renewed portal offers an easy, intuitive and immediate user experience. Optimised for different devices, desktop, tablet and mobile, it is oriented to respond to the needs of different stakeholders. Completely redesigned and bilingual (Portuguese and English), it aligns an impactful image with a strong editorial component which offers content on the genesis and evolution of the Amorim Group, cork and cork forests, the various BUs, innovation and sustainability, initiatives and projects, applications and solutions. All under the umbrella of Corticeira Amorim's vision, mission and values.



The results of the stakeholder consultations are available in the Sustainability Reports for the years 2009, 2011, 2013, 2015 and 2018: <https://www.amorim.com/en/sustainability/reports/>.

2.3.2. COMMUNICATION WITH STAKEHOLDERS

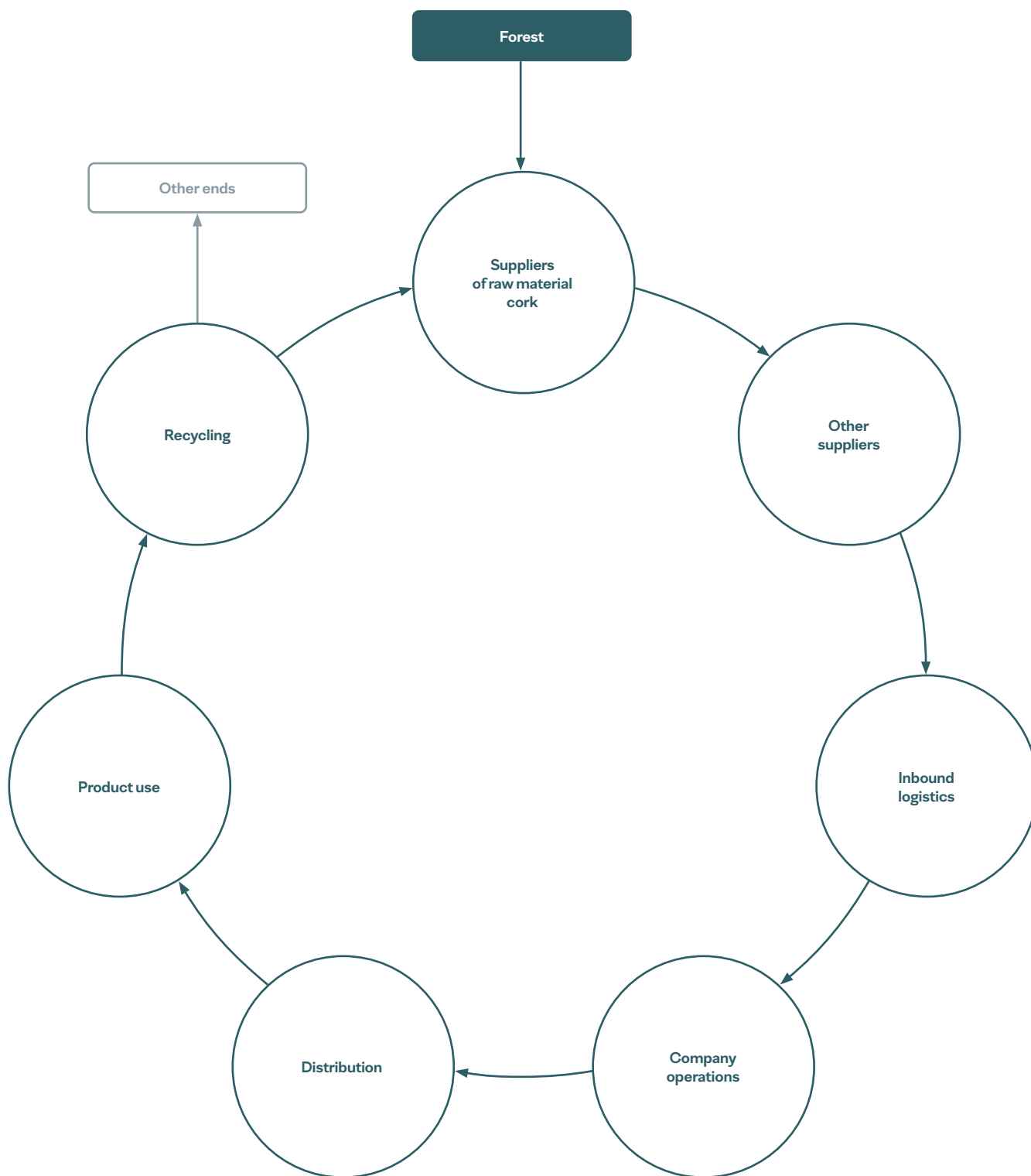
Management of communication channels fosters stronger alignment with stakeholders' needs and expectations. Corticeira Amorim uses a distinct set of communication channels that are regularly reviewed and permit a wide range of information to be made available to its stakeholders.

Shareholders and investors	Customers	Employees	Official and governmental entities
<ul style="list-style-type: none"> • General shareholders' meeting • Meetings with investors and analysts • Periodic disclosure of evolution of the business • Annual reports & accounts • Sustainability report • Regular meetings and contacts • Responses to external requests • Visits to the cork oak forest and to Corticeira Amorim • Website • Social networks • Newsletter and Press releases • Information brochures 	<ul style="list-style-type: none"> • Sustainability report • Environmental education/awareness actions • Support for initiatives/projects • Satisfaction surveys • Participation in fairs and industry events • Awareness and technical support programmes • Cooperation agreements for RDI • Publication of technical articles • Working groups • Regular meetings and contacts • Various seminars and workshops • Responses to external requests • Visits to the cork oak forest and Corticeira Amorim • Website • Social networks • Newsletter and press releases • Information brochures 	<ul style="list-style-type: none"> • Sustainability report • Initiatives to defend the cork oak forest • Environmental education/awareness actions • Support for initiatives/projects • Satisfaction surveys • Information panels at the premises • Procedures and Policies • Intranet • Performance management systems • Various seminars and workshops • In-house thematic and awareness-raising initiatives • Responses to external requests • Visits to the cork oak forest and Corticeira Amorim • Website • Social networks • Newsletter and press releases • Information brochures • Periodic team meetings • Linkpeople (Human Resources ER) 	<ul style="list-style-type: none"> • Periodic disclosure of the evolution of the business activity • Annual Report & Accounts • Sustainability report • Initiatives to defend the cork oak forest • Participation in trade fairs and industry events • RDI collaboration protocols • Publication of technical articles • Support for initiatives/projects • Satisfaction surveys • Awareness and technical support programmes • Working groups • Periodic meetings and contacts • General and sectoral meetings • Various seminars and workshops • Responses to external requests • Visits to the cork oak forest and Corticeira Amorim • Website • Social networks • Newsletter and press releases • Information brochures

Suppliers	Media	NGO's and community	Partners and civil society
<ul style="list-style-type: none"> • Annual report & accounts • Sustainability report • Environmental education / awareness actions • Support for initiatives / projects • Selection and evaluation of suppliers • Participation in trade fairs and sectorial events • Awareness and technical support programmes • RDI collaboration protocols • Publication of technical articles • Working groups • Regular meetings and contacts • Seminars and various workshops • Responses to external requests • Visits to the cork oak forest and Corticeira Amorim • Website • Social networks • Newsletter and press releases • Information brochures 	<ul style="list-style-type: none"> • Periodic disclosure of the evolution of the business activity • Annual report & accounts • Sustainability report • Support for initiatives / projects • Participation in trade fairs and sectorial events • Publication of technical articles • Responses to external requests • Visits to the cork oak forest and to Corticeira Amorim • Website • Social networks • Newsletter and press releases • Information brochures 	<ul style="list-style-type: none"> • Periodic disclosure of the evolution of the business activity • Annual report & accounts • Sustainability report • Initiatives to defend the cork oak forest and the environment • Environmental education / awareness actions • Community engagement initiatives • Support for initiatives / projects • Participation in fairs and sectorial events • RDI collaboration protocols • Publication of technical articles • Working groups • Regular meetings and contacts • General and sectoral meetings • Seminars and various workshops • Responses to external requests • In-house thematic and awareness-raising initiatives • Responses to external requests • Visits to the cork oak forest and Corticeira Amorim • Website • Social networks • Newsletter and press releases • Information brochures 	<ul style="list-style-type: none"> • Sustainability report • Initiatives to defend the cork oak forest and the environment • Environmental education / awareness actions • Community engagement initiatives • Support for initiatives / projects • Participation in fairs and sectorial events • RDI collaboration protocols • Publication of technical articles • Working groups • Regular meetings and contacts • General and sectoral meetings • Seminars and various workshops • Responses to external requests • Visits to the cork oak forest and Corticeira Amorim • Website • Social networks • Newsletter and press releases • Information brochures

2.4. VALUE CHAIN

Goal	Main targets
<ul style="list-style-type: none"> Reinforce responsible production and consumption, preferably selecting suppliers that adopt good ESG practices. 	<ul style="list-style-type: none"> Eradicate forced labour worldwide and ensure a global elimination on child labour; Promote sustainable management and efficient use of resources; Strengthen partnerships for sustainable development.



Corticeira Amorim's business model spans all stages of production, from the purchase of the raw material, to the company's operations, distribution and marketing of various cork products, with more than 29,000 customers and 93% of sales outside Portugal, in more than 100 countries.

Corticeira Amorim seeks to implement the ethics and economic, environmental and social responsibility commitments, mentioned in subchapter 2.1. Ethics and integrity, at all levels of the business plan. To this effect, the Company considers that it is essential to establish a stable chain of suppliers of raw materials, in particular cork, and transport services, in order to guarantee good sustainability practices, both at the point of origin and in the operating processes.

Corticeira Amorim has established a purchasing policy, which is available at <https://www.amorim.com/en/investors/corporate-governance/corporate-regulation-and-policies/>. In particular, it establishes the following commitments:

- Act in full compliance with the laws and regulations in force in the regions where it operates, and to collaborate with the authorities as far as possible;
- Have ethical and legal relationships with suppliers of goods and services, only selecting suppliers whose employment practices respect human dignity and do not break the law or jeopardise the reputation of the Organisation;
- Maintain clear, impartial and predetermined technical, economic and ethical criteria in the selection of suppliers; Promote suppliers' compliance with safety standards and practices and the labour legislation in force;
- Monitor the ethical conduct of suppliers and take action where this is inconsistent with the principles advocated in the Code of Business Ethics and Professional Conduct;
- Exercise careful control over its suppliers, subcontractors and service providers and if it detects that they use any form of forced labour, performed under threat or coercion, the supplier, subcontractor or service provider shall immediately terminate any relationship with it;
- Not condone such practices by third-party suppliers of products or services, which shall respect the minimum age limit established by the legislation of each of the countries in which they operate and, irrespective of such national legislation, shall never accept work by persons under 16 years of age;
- Foster compliance with the CE Liège Code of Cork Stopper Manufacturing Practices and forest certification, and maintain a close relationship with cork producers;
- Take all measures to avoid any act of corruption in its purchasing and sales processes.

2.4.1. PROCUREMENT AND SUPPLY OF CORK

The Raw Materials BU is responsible for preparing, discussing and deciding on the company's multi-annual procurement policy, ensuring optimisation of the supply of all types of cork raw materials to be used in the Group's other BUs and for production of the respective products and applications.

Cork production occurs in the Mediterranean Basin and it is in this region that the majority of Corticeira Amorim's operations are located, promoting the need for environmental conservation and social and economic investment in these areas. A strategy has been developed over recent years to diversify supply sources and enhance cork extraction in all production regions, thereby ensuring the capacity for a quick and efficient response to any increases in consumption of the raw material.

In 2021, total purchases of cork and cork products were valued at € 292 million, 95% of which from Portugal and Spain and the remainder from other locations in the Mediterranean basin, in particular from North Africa. These are also regions considered to be of controlled origin, i.e. of low risk for all five categories of unacceptable sources under the FSC® controlled wood system, which also covers cork.

Protecting the cork oak forest

		2019	2020	2021
Purchases of cork and cork products from controlled origin (%)	GRI 204-1	93%	94%	95%
Purchases of cork and cork products from local suppliers (%)	GRI 204-1	93%	94%	95%
IU with FSC® certifications in the chain of custody (%)	GRI 102-12	62%	60%	64%

In addition to management of the supply of cork, the activities of the Raw Materials BU develop a wide range of activities aimed at building knowledge about the cork oak forest and improving the production of high-quality cork.

Corticeira Amorim fosters compliance with the CE Liège Cork Stopper Code of Practice and forest certification, in particular the Forest Stewardship Council (FSC®) certification and maintains a close relationship with cork producers. The Company has 64% of Industrial Units with certification in the chain of custody according to the FSC®, proving to the market its commitment and action in the fields of biodiversity protection, rights of employees, rights of indigenous peoples and areas with environmental importance and cultural significance.

As industry leader, Corticeira Amorim recognises the influence of its business activities on valuation of the cork oak forest and the need to implement best management practices. A strong focus on forestry research and development and innovation of its processes is a constant priority for this BU and a decisive factor for its business competitiveness. New production techniques have been implemented to improve the quality and quantity of cork production. More information can be found in subchapter 4.1 Cork Oak Forest.

Corticeira Amorim was the first company in the world to achieve FSC® certification in the cork industry, in 2004.

Between 2008 and 2015, Corticeira Amorim was responsible for providing a free technical advisory service to forest owners, and is co-responsible for more than 20,000 hectares of certified cork oak forest in Portugal within the framework of the European Commission's "Business and Biodiversity" initiative, through a protocol established in partnership with the Institute for Nature Conservation and Forests of Portugal (ICNF) and two NGOs: the World Wildlife Fund and Quercus.

2.4.2. PROCUREMENT AND NON-CORK PROVISIONING

Corticeira Amorim's transversal support area for procurement and energy and transport logistics is responsible for managing suppliers and purchasing all non-cork products, services, transport and contracts. Management, from a global perspective, is focused on the search for the excellence of the goods acquired and the services provided. This is aligned with the company's strategic objectives, making it possible to add increasing value to the Group, in terms of sustainability.

Qualification of suppliers

The acquisition of non-cork products involves a supplier prequalification, qualification and evaluation process. Qualified suppliers are expected to meet the quality standards for supplies, delivery times and the social and environmental responsibility indices defined by Corticeira Amorim. To this end, a defined methodology is applied by the company, characterised by social responsibility (IRSoc) and environmental responsibility (IRAmb) indices, which determine that companies wishing to supply Corticeira Amorim must commit to:

- Do not violate privacy or lose any customer data, in particular from Corticeira Amorim companies;
- Do not use child labour;
- Do not use forced or compulsory labour;
- Do not practice any type of discrimination;
- Reduce waste and effluents;
- Handle chemicals in an environmentally safe manner;
- Handle, store and forward hazardous waste in an environmentally safe manner;
- Contribute to the recycling and reuse of materials and products.

IRSoc and IRAmb are calculated according to the percentage of requirements met by the supplier. An IRSoc of 100% is applied if the supplier is NP 4469 certified. An IRAmb of 100% is applied if the supplier is ISO 14001 certified.

Depending on the index under consideration, for each requirement that the supplier does not commit itself to meeting, 25% will be subtracted from either the IRSoc or IRAmb. If the supplier does not meet one or more of the requirements in its commitment, the IRSoc or IRAmb will be zero.

The selected suppliers are subject to an audit programme which takes place annually, based on the following criteria:

- Supplier performance in the previous year;
- Criticality of the products/services supplied; or
- In the case of new suppliers, necessary quality, social and environmental aspects.

After each audit, the supplier's performance is evaluated in order to validate the qualification criteria and detect any non-conformities. When non-conformities are identified, an action plan is requested and, depending on the criticality of the non-conformities detected, follow-up audits are conducted and all non-conformity mitigation measures are verified in the Corticeira Amorim Group's companies. In addition, there may still be a need to work with the supplier to resolve the non-conformities or find alternatives to the supplier in question.

In 2021, Corticeira Amorim did not replace any suppliers as a result of the supplier pre-qualification, quantification and evaluation process.

Transport

The transport of products throughout Corticeira Amorim's value chain has a significant impact on the business, at an economic and environmental level, and it is therefore a priority for the Group to ensure its sustainable management.

In this context, Corticeira Amorim has created a new transport logistics department, whose objective will be to structure an integrated platform for the provision of services to the BU, upholding the values of commitment, credibility, integrity (ethics) and pursuit of excellence in the pursuit of its activities.

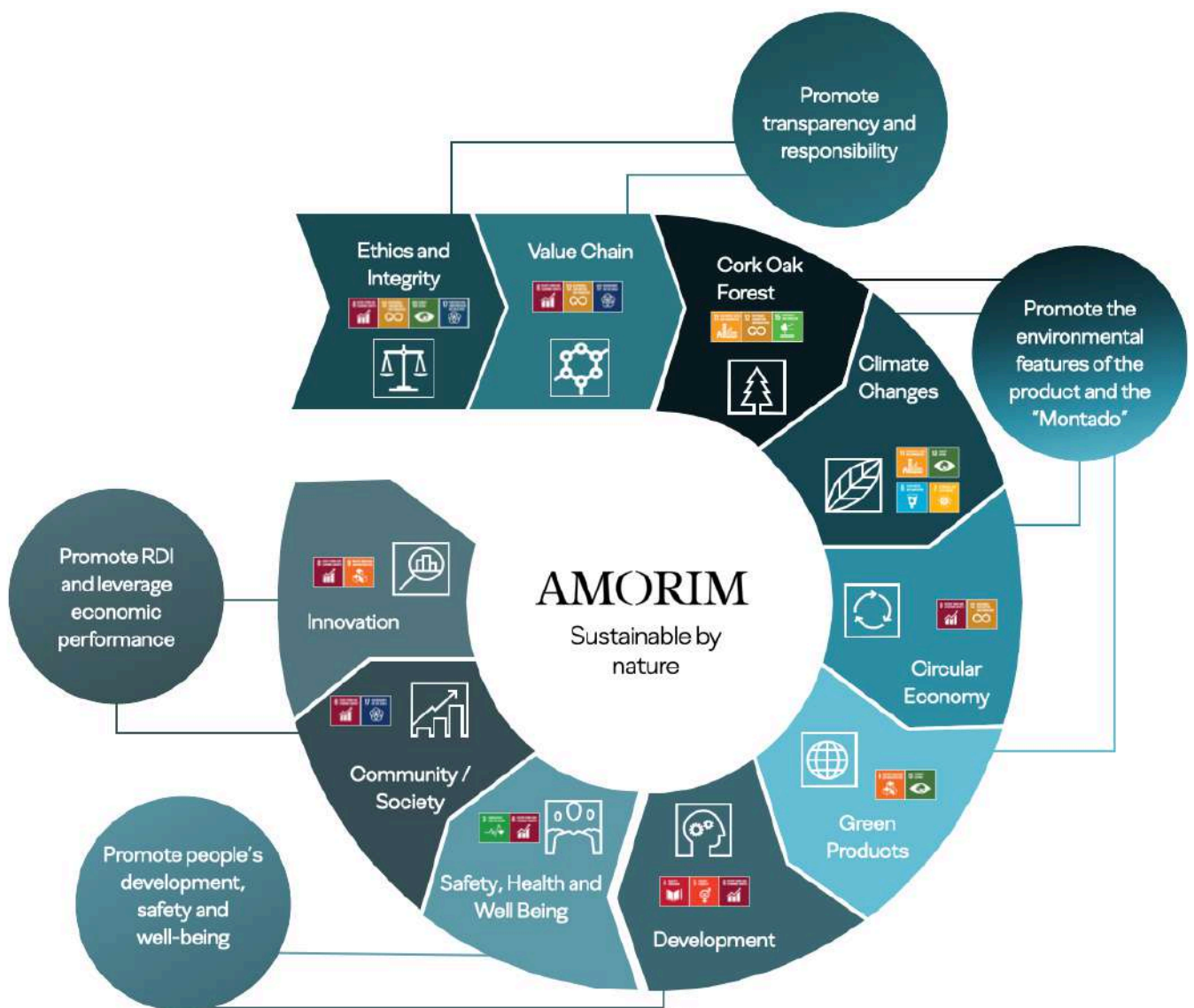
Corticeira Amorim has implemented new ways of mitigating the impact of transport, making a positive difference to the international competitiveness of its business. For example, the preference for maritime transport. In addition, several projects are carried out in the context of maximising the amount of product transported per packaging unit, and optimising the transport flows of raw materials and products.

The company has also created the Sustainable Packaging Working Group, which aims to achieve 100% sustainable packaging by 2030 and whose main action lines include reducing the environmental impact of transport, upstream and downstream. More information about these projects is available in subchapter 4.2.3. Emissions - scope 3.

3 – PRIORITIES AND PROGRESS

In 2018, Corticeira Amorim aligned the Company’s goals with the United Nations’ SDGs and laid the foundations for the “Sustainable by nature” programme, which determines the goals set until 2030. Ten major goals have been set, that align the performance of the entire organisation focusing on ethics and integrity, the value chain, the cork oak forest, climate change, circular economy, green products, development, safety, health and well-being, community/ society and innovation.

Corticeira Amorim fosters regular monitoring of the initiatives foreseen in the sustainability plan, which includes quantitative objectives, performance indicators and control procedures that guarantee, with comparable levels of rigour and integrity, the reporting of its priorities and progress in these matters and that is disclosed throughout this report.



3.1. GOALS BY 2030

Corticeira Amorim continues to work on its Sustainable by nature programme, which sets out its ambition for 2030. In 2018, 2019 and 2020 it established its ambition, principal areas of intervention and a plan for 2021-24. In 2021 it established the following quantitative goals by 2030:

- Zero carbon footprint (emissions 1 and 2);
- 100% electricity from renewable sources;
- Zero impact in packaging;
- 100% waste recovery rate;
- 100% workers accessing training;
- Zero discrimination;
- Zero work accidents.

<p>Ethics and integrity</p>	<p>Act in an appropriate and ethical way, with transparency and responsibility, stimulating competitiveness and the creation of long-term value.</p>		<ul style="list-style-type: none"> • Integrate climate change measures; • Protect the labour rights; • Foster balanced and prudent management and sustainability; • Be transparent and accountable; • Sustain economic growth.
<p>Value Chain</p>	<p>Reinforce responsible production and consumption, preferably selecting suppliers that adopt good ESG practices.</p>		<ul style="list-style-type: none"> • Eradicate forced labour worldwide and ensure a global elimination on child labour; • Promote sustainable management and efficient use of resources; • Strengthen partnerships for sustainable development.
<p>Cork Oak Forrest</p>	<p>Preserve the cork oak forest and ecosystem services by increasing knowledge, mobilizing resources and proposing initiatives.</p>		<ul style="list-style-type: none"> • Strengthen efforts to protect and safeguard cultural and natural heritage; • Promote the implementation of sustainable forest management and mobilise resources; • Integrate the values of ecosystems and biodiversity.
<p>Climate Change</p>	<p>Reduce the environmental impact of operations by adopting renewable, affordable and efficient solutions.</p>		<ul style="list-style-type: none"> • Increase the use of renewable energy, reaching 100% electricity from renewable sources; • Improve energy efficiency; • Reduce the negative environmental impacts and reach zero carbon footprint (emissions 1 and 2); • Increase efficiency in water use.
<p>Circular Economy</p>	<p>Apply the principles of circular economy through the reduction of waste, extend the life of materials and regeneration of natural systems.</p>		<ul style="list-style-type: none"> • Improve the efficiency of global resources, thereby achieving sustainable management; • Substantially reduce the generation of waste through reducing, recycling and reusing materials, ensuring 100% of waste is recovered, taking into account existing technology; • Manage use of chemicals in an environmentally sound manner.
<p>Green Products</p>	<p>Maintain a proactive role in developing the already vast scope of application of cork, sustained by the innate properties of the material.</p>		<ul style="list-style-type: none"> • Strengthen resilience and adaptability to climate-related risks; • Upgrade infrastructure and rehabilitate industries to make them sustainable, using 100% sustainable packaging (100% recyclable materials and 0% virgin non-renewable materials); • Reduce the negative environmental impact.
<p>Development</p>	<p>Promote personal and professional development for all.</p>		<ul style="list-style-type: none"> • Provide training for 100% of workers; • Ensure equal access to opportunities; • End all forms of discrimination, in particular reaching one-third of female workers and ensuring that one-third of management positions are women.
<p>Safety, Health and Well-Being</p>	<p>Ensure the safety, health and physical and psychological well-being of all, and promote appropriate work environments.</p>		<ul style="list-style-type: none"> • Promote safe and secure work environments for all workers; • Provide access to essential quality health services; • Reduce the number of accidents and achieve zero work accidents.
<p>Community/Society</p>	<p>Boost economic growth in a sustainable and inclusive manner, ensuring efficient production and decent work for all.</p>		<ul style="list-style-type: none"> • Sustain economic growth; • Strengthen global partnership for sustainable development.
<p>Innovation</p>	<p>Support and promote research, development and innovation and foster sustainable solutions.</p>		<ul style="list-style-type: none"> • Promote development-oriented policies that support productive activities, entrepreneurship, creativity and innovation; • Enhance scientific research.

3.2. PLAN FOR 2021-24

	Plan for 2021-24	Performance in 2021
Cork Oak Forrest	+ 3,000 ha of cork oak forest interventions by 2024	● • 251 ha of cork oak forest interventions
Climate Change	2% energy efficiency/year	● • 4% energy efficiency
	≥ 2/3 energy consumed from controlled renewable sources /year	● • 69.2% energy consumed from controlled renewable sources
	-1% water consumption intensity /year	● • -30% water consumption intensity
	-5% weight of virgin non-renewable materials consumed /year	● • -6% weight of virgin non-renewable materials consumed
Circular Economy	≥ 90% waste recovery rate (non-cork)/year	● • 96% waste recovery rate (non-cork)
Development	95% workers accessing training by 2024	● • 85% workers accessing training
	25% women in management positions by 2024	● • 25% women in management positions
Safety, Health and Well-Being	Zero accidents at work in 2024	● • 54 work accidents

(operations in Portugal)

- Accomplished
- Underway
- Not accomplished

3.3. AWARDS AND RECOGNITION

Every year, Corticeira Amorim strengthens its ESG policies and practices and expands its communication and engagement with its stakeholders. This evolution is recognised by the ESG rating agencies that frequently classify the Company as a leader in its sector and a model case in terms of its contributions to sustainability. Below are some organisations that evaluate ESG matters with which Corticeira Amorim collaborated in 2021, highlighting the awards and recognitions obtained:

S&P Global Corporate Sustainability Assessment (CSA)

The S&P Global Corporate Sustainability Assessment (CSA) is an annual assessment of companies' sustainability practices. It covers more than 10,000 companies from all over the world.
<https://www.spglobal.com/esg/csa/>

CDP – Disclose Insight Action – Climate Change

CDP – Disclosure Insight Action (formerly the Carbon Disclosure Project) is a non-profit organisation that encourages investors, companies and cities to measure and manage risks and opportunities related to environmental impacts.
<https://www.cdp.net/en/>

MSCI

The MSCI ESG provides ESG ratings for companies on a leader (AAA, AA), average (A, BBB, BB) and laggard (B, CCC) scale.
<https://www.msci.com/our-solutions/esg-investing/esg-ratings>

Sustainalytics

Part of Morningstar, it is a leading independent corporate governance and ESG research, ratings and analysis firm that supports investors worldwide with the development and implementation of responsible investment strategies.
<https://www.sustainalytics.com/>

EcoVadis

One of the most trusted corporate sustainability rating agencies in the world, whose purpose is to help companies ensure collaboration with socially responsible and ethical partners.
<https://ecovadis.com/pt/>

Randstad – “Employer Brand Research 2021”

Randstad study that, in Portugal, involved the participation of more than 5,000 people. In addition to the 1st place in the industrial sector, Corticeira Amorim also earned a place in the top 20 of the most attractive companies in Portugal, occupying the 13th position.
<https://www.amorim.com/en/media/news/corticeira-amorim-is-the-most-attractive-company-to-work-for-in-portugal-in-the-industry-sector/4515/>

World Finance sustainability awards 2021 – “Wine products industry”

Prize awarded by the magazine World Finance, which awarded Corticeira Amorim for the third consecutive year, recognising the implementation of the principles of the circular economy, the preservation of cork oak forests and associated ecosystem services, the promotion of training, safety, well-being, development personal, social and professional aspects of its employees and the promotion, support and investment in RDI, as well as the ambitious medium and long-term goals and commitments that promote its continuous evolution and ensure sustained economic growth.
<https://www.amorim.com/en/media/news/corticeira-amorim-distinguished-for-the-third-consecutive-year-in-the-world-finance-magazines/4563/>

3.4. VOLUNTARY COMMITMENTS

The Corticeira Amorim Group actively participates in discussion meetings with national and international entities on sustainable development of the geographical regions in which they operate. In various cases, the Group's representatives form part of these initiatives and associations, in order to ensure a meaningful and proactive impact. Of the numerous associations, it is worth highlighting the following:

UN Global Compact

Part of the Global Compact International network, its work is to share knowledge and methodologies between projects, programmes and tools in order to contribute to the deepening of the implementation of the Ten Principles and create opportunities for intersectoral initiatives to develop in action, defense and dissemination of the United Nations goals.

<https://www.unglobalcompact.org/what-is-gc/participants/149253-Corticeira-Amorim-S-G-P-S-S-A>

APCOR – Portuguese Cork Association

Business association in the cork sector that represents, promotes, disseminates and researches the Portuguese cork industry.

<https://www.apcor.pt/en/>

BCSD Portugal

Business association, with broad sectorial representation in Portugal, which is part of the world network of the WBCSD – World Business Council for Sustainable Development, the largest international organisation working in the area of sustainable development.

<https://www.bcsdportugal.org/>

CENTRO HABITAT

Group of companies, municipalities, research and development centres, business associations and other entities that focus on sustainability as a means of fostering innovation and competitiveness.

<http://www.centrohabitat.net/pt>

SMART WASTE PORTUGAL

Association whose objective is to contribute to the production and dissemination of knowledge in the area of waste; to dynamise actions that value cooperation between entities operating in the area of waste; promote and support activities and projects of its members that contribute to the pursuit of the association's object.

<http://www.smartwasteportugal.com/pt/>

PTV – Plataforma Tecnológica del Vino

Platform aimed at all those involved in the area of research, technological development and innovation in the Spanish wine industry. <http://www.ptvino.com/en/>

IB-S UNIVERSIDADE DO MINHO

Research unit at the University of Minho, dedicated to the sustainability of the built and natural environment.

<http://ib-s.uminho.pt/>

ACT4NATURE PORTUGAL

Business initiative promoted by BCSD Portugal in which participating companies assume common and individual commitments for the conservation of biodiversity and ecosystem services.

https://bcsdportugal.org/wp-content/uploads/2021/07/Act4nature_relatorio_2020_EN_VF.pdf

CHARTER OF PRINCIPLES OF THE PORTO PROTOCOL

International foundation, with hundreds of members spread throughout the wine value chain and around the world, whose mission is to build a network of change agents and viable solutions, with the aim of making the wine industry's response to the climate emergency more collaborative, fast and robust.

<https://climatechange-porto.com/porto-protocol/>

CHARTER OF PRINCIPLES OF THE BCSD PORTUGAL

An initiative promoted by BCSD Portugal that establishes the fundamental sustainability commitments that the subscribing companies voluntarily adopt for themselves and which they seek to extend to their value chain, within their sphere of influence.

https://bcsdportugal.org/wp-content/uploads/2017/12/Carta_Principios_BCSDPortugal.pdf

50 Sustainability & Climate Leaders

Project promoted by the TBM Media Group, with content distributed by the Bloomberg group, aims to promote the exchange of ideas on how to achieve greater sustainability by privileging recent technological solutions, favouring disruptive innovation and fostering socially responsible leaders. During 2021, Corticeira Amorim was one of the companies to participate in the Vision 2045 submit, which took place in November, in Edinburgh, and aimed to create conditions for fruitful conversations on how to guarantee the protection of the environment and facilitate cooperative efforts.

<https://www.50climateleaders.com/>

Sustainable Wine Roundtable

Global and independent coalition that aims to establish a universal sustainability standard for wine. <https://swroundtable.org/>

BRP – Business Roundtable Portugal

With representation of the largest Portuguese business groups, it has a single purpose: to accelerate the country's economic and social growth to ensure a fairer, more prosperous and more sustainable Portugal. <https://www.abrp.pt/>

Manifesto Rumo à COP26

Signed by 82 Portuguese companies and organisations, it presents eleven goals to stop climate change.

[https://bcsdportugal.org/manifesto-rumo-cop-26/4-PILAR AMBIENTAL](https://bcsdportugal.org/manifesto-rumo-cop-26/4-PILAR_AMBIENTAL)

Act4nature Portugal: the initiative launched by BCSD Portugal aims to raise awareness, mobilise and encourage companies to protect, promote and restore biodiversity. In addition to implementing the 10 common commitments, of act4nature Portugal, Corticeira Amorim reinforces its commitment through a set of SMART individual commitments, including: protection of biodiversity in the Code of Business Ethics and Professional Conduct; develop actions to promote cork oak forests, biodiversity and ecosystem services; expand knowledge about the environmental impact of cork products and the ecosystem they support; promote biodiversity in the value chain; encourage the integration of biodiversity in the production process; reduce impacts on the production process; increase the efficient management of resources; maintain a proactive role in the development of the already vast field of application of cork, in order to guarantee the sustainability of the cork oak forest and associated biodiversity; carry out initiatives with a view to making employees aware of the topic of biodiversity; publicly report the follow-up of the commitments assumed. Further information: https://bcsdportugal.org/wp-content/uploads/2021/07/Act4nature_relatorio_2020_EN_VF.pdf



Cork-and-rubber composite, intended for sports applications.

4 – ENVIRONMENTAL PILLAR

Corticeira Amorim develops its business activity based on the bioeconomy and seeks to have an activity that has a positive impact on ecosystems throughout the value chain. The most relevant benefits for the planet include work to help preserve the cork oak forest and ecosystem services, the application of circular economy practices and the development of green products centred around cork - a 100% natural material, that is renewable, reusable and recyclable, perfectly aligned with the environmental awareness of today's society.

Corticeira Amorim has established an energy, environment and biodiversity policy, available at <https://www.amorim.com/en/investors/corporate-governance/corporate-regulation-and-policies/>, which establishes the principles common to all the BUs and subsidiaries and which include the following commitments:

- Comply with environmental legislation that applies to the sector(s) in which the Organisation operates, as well as additional commitments assumed voluntarily;
- Apply environmental and rational energy use criteria in all planning and decision-making work on issues that may have an impact on the environment;
- Implement the necessary tools to avoid pollution and reduce energy consumption, focusing on cleaner energy sources and greener technologies;
- Make rational use of resources, minimising water, paper and energy consumption, reducing waste and emissions, favouring recycling and seeking ecologically friendly solutions;
- Promote good environmental practices among suppliers and customers, encouraging responsible consumption; reduce the amount of raw materials used, limiting packaging and favouring recycled and/or recyclable materials and "sustainable" raw materials (e.g. from sustainably managed forests);
- Contribute to the research, development and promotion of environmentally friendly and energy-efficient technologies that seek carbon neutrality;
- In the event its activity generates waste, priority shall be given to reuse and/or recovery, this always being supervised, controlled and processed in the manner indicated by the corresponding legislation;
- Increase knowledge about the environmental impact of products and the ecosystems they make viable, namely through life cycle analyses;
- Be proactive in discussing policies and proposing measures to protect forests and ecosystem services, in particular the cork oak, preserve cork oak forests, promote the cork sector, and ensure certification of forest management systems and the remuneration of ecosystem services in the cork oak forest;
- Caring for and respecting the environment and protecting biodiversity during the day-to-day performance of its operations. All the Organisation's policies must take into consideration the transition to a more sustainable economy, allocating available resources to maximise efficient use with the objective of decarbonising production activities, seeking to minimise risks to the climate and to human health and biodiversity;
- Promote internal and external environmental awareness-raising activities.

4.1 CORK OAK FOREST

Goal	Main targets	Target 2021-2024
<ul style="list-style-type: none"> Preserve the cork oak forest and ecosystem services by increasing knowledge, mobilizing resources and proposing initiatives. 	<ul style="list-style-type: none"> Strengthen efforts to protect and safeguard cultural and natural heritage; Promote the implementation of sustainable forest management and mobilise resources; Integrate the values of ecosystems and biodiversity. 	<ul style="list-style-type: none"> + 3,000 ha of cork oak forest interventions by 2024.

Given the activities developed by Corticeira Amorim, which are based on the use of cork, promotion of the cork oak forest, biodiversity and associated ecosystem services assumes fundamental importance.

The company has assumed several commitments, which are reflected through its internal policies or external commitments, such as the fact that it joined act4nature Portugal in September 2020.

Corticeira Amorim develops numerous initiatives for the maintenance, preservation and enhancement of the cork oak forests, based on guidelines that make it possible to:

- Increased knowledge about the environmental impact of cork products and their associated ecosystems;
- Affirmation of cork-based solutions and the development of the cork oak forests, as guarantors of the ecosystem;
- Promotion of internal and external awareness initiatives;
- Proactive approach to the discussion of policies and proposal of measures for protection of the cork oak tree, preservation of the cork oak forest, promotion of the cork sector, certification of forest management systems and remuneration for the environmental services provided by the cork oak forest.

4.1.1. RESPONSIBLE FORESTRY MANAGEMENT

		2019	2020	2021
Cork and cork products from controlled origin (%)	GRI 204-1	93%	94%	95%
IU with FSC® certifications in the chain of custody (%)	GRI 102-12	62%	60%	64%

Corticeira Amorim's management model encompasses biodiversity conservation. Each year the company implements various initiatives to maintain and increase the areas of cork oak forests, in order to promote the conservation of the respective natural and sociocultural values, such as ecosystem services, preservation of species, respect for the rights of workers and local communities.

Although no tree is felled in order to obtain cork, forest management certification ensures best practices in terms of responsible forest management. For this reason, Corticeira Amorim invests in forest certification, occupational safety, technical training and support programmes for forest owners, that extend far beyond the forest areas under its direct management, aiming to cover a greater number of owners and encourage them to use best management practices and invest in the conservation of the cork oak forest and its ecosystem services, whether the provision of cork, climate regulation, fire prevention, hydrological regulation and soil protection or the maintenance of habitats and biodiversity.

Purchases cork from controlled areas: the Raw Materials BU has developed a knowledge and georeferencing database that permits access to very reliable data on the quantitative and qualitative evolution of the various cork-producing areas, regions and countries. Portugal and Spain, as the world's biggest producers, represent more than 80% of global supply. In 2021, Corticeira Amorim made purchases of cork and cork products totalling €292 million, of which 95% are of local origin, i.e. from Portugal and Spain. These are also regions considered to be of controlled origin, i.e. of low risk for all five categories of unacceptable sources under the FSC® controlled wood system, which also covers cork. The Raw Materials BU also has primary preparation and processing units in Morocco, Algeria and Tunisia. The cork sale processes in these countries are carried out by the State, which is the only forestry producer in these territories, by public sale or public auction.

Encouraging a responsible supply chain: the entire procurement process of the raw materials BU is the result of historical knowledge and assessment of cork in the year in which it was harvested, or the year immediately preceding it. Those responsible for managing the forestry estates have the possibility to certify their good practices, submitting them to the certification process of the FSC®, Forest Stewardship Council, which offers an additional guarantee seal in relation to the protection of biodiversity, rights of employees, rights of local peoples and areas of significant environmental and cultural importance. Corticeira Amorim promotes FSC® certification and maintains a close relationship with cork producers. In order to guarantee the responsible sourcing and supply of cork, 64% of Corticeira Amorim's IUs have certification in the chain of custody in accordance with the FSC® and was the first company in the world to achieve FSC® certification in the cork industry, in 2004.

4.1.2. FORESTRY INTERVENTION

		2019	2020	2021
Forestry estates with interventions under management (ha)	GRI 304-1	251	251	251
Forestry estates with interventions under monitoring (ha)	GRI 304-2	154	168	230

Over recent decades, cork oak trees (*Quercus suber*) have lost their vitality. This is attributed to poor management practices, use of harmful biotic agents and climate change. The preservation of the cork oak tree and the ecosystem of the cork oak forest is essential in order to continue to enjoy not only the cork produced, but also many other ecosystem services that are valuable for the resident populations in the Mediterranean basin. In order to alleviate the imbalance between the supply and demand for cork, as well as the growing concern with the falling productivity of existing cork oak forests, Corticeira Amorim has been developing the Forestry Intervention Project (FIP), which aims to preserve and foster the sustainable development of the cork oak forest. Under the maxim “take care of the present, build the future”, the FIP began in 2013 as a research project that sought a new model for growing cork oak trees, based on drip irrigation. This technique makes it possible to significantly increase the success of the plantation and, at the same time, obtain a greater initial growth of the trees, thereby reducing their first harvesting cycle from the current 25 years to about half of that period. Drip irrigation will be used until the first harvesting of cork, at which point it will be removed and the cork oak will return to its normal growth, with cork being harvested in nine-year cycles.

The FIP has a plan focused on three key areas

- **Forestry management (Induce)** – with the aim of coordinating new plantations and providing technical support to landowners in the forestry area. Currently, 230 ha of forest areas that do not belong to or are not managed by Corticeira Amorim are being monitored. The work carried out so far aims to collect and compile existing knowledge on various topics and produce support documentation and practical applications, both in existing Montados and in new plantations. The forest management office also plans to advise forestry producers on a range of topics, including pest treatments, fertilisation and pruning.
- **Applied forestry RDI (Intervene)** – aims to establish a centre of excellence in cork oak research and to carry out applied research on the impact of irrigation, fertilisation, nutrition and soil on the cork oak. Several cork oak research projects have already been initiated to study depth and surface irrigation methods, the impact and effectiveness of different amounts of fertiliser on the growth of cork oaks as well as the productivity, value creation, economic viability and different techniques used in cultivating irrigated cork oak plantations. This research will help define the best protocols to use in growing cork oaks.
- **Fundamental forestry RDI (Investigate)** – aims to produce plus cork oaks (that is, trees that are better adapted to emerging climate scenarios, pests and diseases) by means of a cork oak improvement programme. Examples of plus cork oaks from different origins and edaphoclimatic conditions have been phenotypically

selected to establish a multiplication and improvement program. At the same time, molecular markers associated with phenotypic characteristics of interest are being identified, such as rapid growth and cork quality that, in the future, will make it possible to identify, select and produce cork oaks adapted to different conditions, maximising their productivity and resilience.

Intervention in forestry estates: the growing awareness of the urgent need for intervention in the cork oak forests led Corticeira Amorim to invest directly in forest estates with cork oak trees, where a drip irrigation system will be used. Currently, three forestry projects are under management, covering an area of 6,326 hectares: the Herdade da Baliza, Herdade da Venda Nova and Herdade de Rio Frio. Around 100,000 cork oak trees have been installed in the 251 hectares of the Herdade da Venda Nova. Corticeira Amorim intends to continue and increase its active participation in the intervention in new cork oak plantations through the purchase of land, leasing or partnerships (densification of existing areas through partnerships with forest owners), with the goal of intervening in an area of 3,000 hectares of forest by 2024. The objective is to carry out applied research on the impacts of irrigation, fertilisation, nutrition and soil on the cork oak tree and help promote and disseminate the implementation of new techniques for planting and managing the Portuguese cork oak forest that are more efficient and resilient to forecast climate scenarios.

Cork oak tree improvement programme: the objective is to produce cork oaks that are more adapted to emerging climate scenarios, pests and diseases, maximising their productivity and resilience. For this purpose, specimens of plus cork oak trees from different origins and edaphoclimatic conditions were selected to establish a multiplication and improvement programme. Among the ongoing actions is the identification of molecular markers associated with phenotypic characteristics of interest, such as:

- **Rapid growth - Fast-growing trees will enter the cork production cycle sooner, enabling their economic exploitation to start sooner;**
- **Resistance to drought - Plants that are resistant to climate change will make it possible to increase the survival rate in new plantations, as well as being more tolerant to the scarcity of water, which will result in a differentiated development;**
- **Resistance to insects (flathead oak borer) – The identification, selection and multiplication of trees naturally resistant to insects (flathead oak borer) is essential to maintain the quality of cork and to increase the availability of useful cork;**
- **Quality of the cork – The quality of cork is a fundamental feature of a cork oak genetic improvement programme.**

4.1.3. VALUING ECOSYSTEM SERVICES

Ecosystem services can be considered to be nature’s direct and indirect contributions to human well-being. The loss of biodiversity significantly affects the provision of ecosystem services, on which human beings depend, since they form the basis of several ecological processes. It is agreed that the quantification of ecosystem services in monetary and non-monetary values is a necessary tool to operationalise this concept in decision-making processes and to contribute to a path aligned with the Biodiversity strategies, European Ecological Pact and SDG.

The cork oak forest plays an important role in promoting ecological functions, such as soil conservation, carbon storage and water retention, enhanced by its multifunctional characteristics and by the existing level of biodiversity. Portugal has the world’s largest area of cork oak forest and is the world’s biggest producer of cork. However, the vitality of the cork oak forest has been decreasing over recent years, thereby weakening its potential to provide services to society.

Corticeira Amorim is the world’s largest producer of cork products, and plays an important role in promoting sustainable forest management and in creating a set of interconnections between the cork oak forest, the business and people as well as increased knowledge of cork oak forests and the ecosystem services that they make possible. To this effect, the company began to study the value of ecosystem services more than 10 years ago, a subject that has already been launched for public discussion by several experts. In 2019, it promoted a new study, “The value of cork oak forest ecosystem services”, produced by EY, which concluded that more profitable and biodiverse ecosystems can be enhanced and perpetuated through more sustainable production systems, fostering the services provided, fighting the loss of biodiversity and also contributing to carbon neutrality and the SDG.

Considering four case studies, EY has been able to identify the three main groups of ecosystem services provided by the cork oak forest. The quantitative analysis was based on the estimation of avoided costs and showed that the ability of the cork oak forest to provide services to society is quite variable and fundamentally depends on management practices and the soil and climate conditions of the territory.

Provision	Regulation	Cultural
<ul style="list-style-type: none"> • Cork • Wood • Animal products • Medicinal and aromatic plants and herbs • Mushrooms • Honey 	<ul style="list-style-type: none"> • Global climate regulation • Extreme events regulation (fire prevention) • Hydrological regulation and soil protection • Habitats maintenance and biodiversity • Pollination 	<ul style="list-style-type: none"> • Recreation activities and tourism • Scientific and educational activities • Cultural identity and landscape

Three of the ecosystem services were quantified: global climate regulation; extreme events regulation (forest fires) and hydrological regulation and soil protection. The other services identified were evaluated with quantitative data whenever possible, but were not monetised.

The study concluded that, on average, the ecosystem services of a well-managed cork oak forest provide benefits to society in excess of €1300/ha/year.



4.2. CLIMATE CHANGE

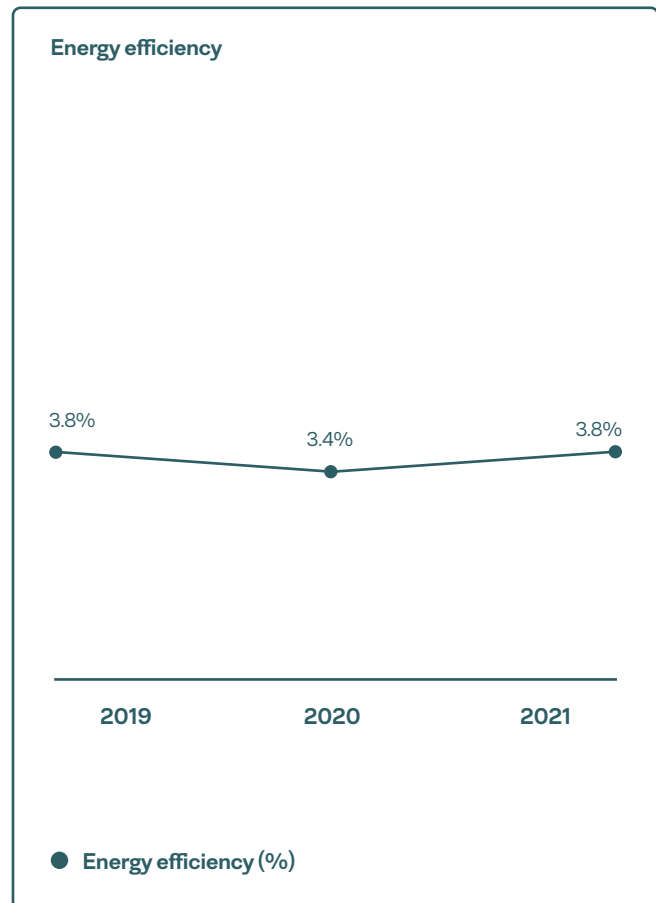
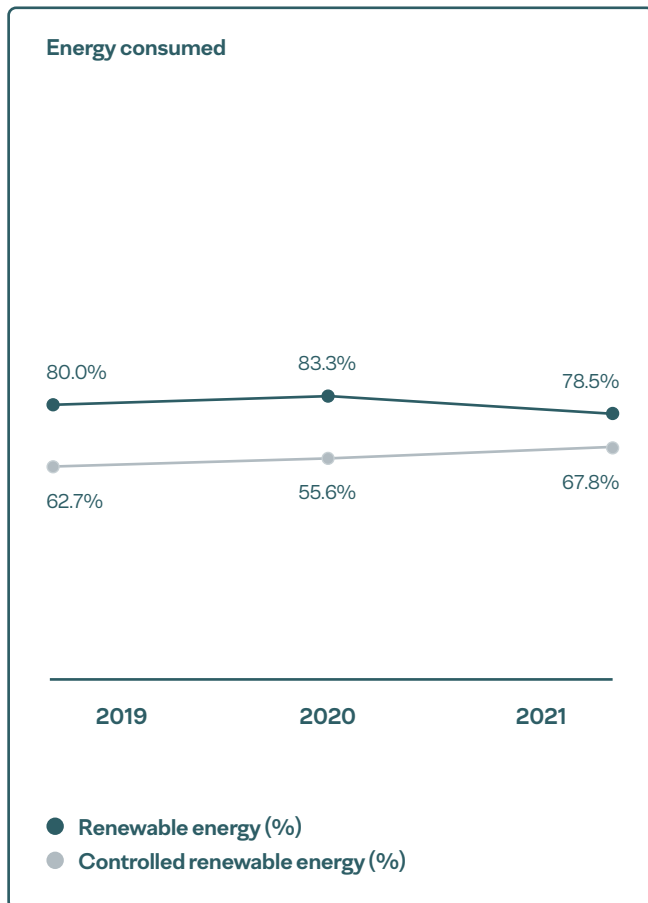
Goal	Main targets	Target 2021-2024
<ul style="list-style-type: none"> • Reduce the environmental impact of operations by adopting renewable, affordable and efficient solutions. 	<ul style="list-style-type: none"> • Increase the use of renewable energy, with 100% electricity derived from renewable sources; • Improve energy efficiency; • Reduce negative environmental impact and reach zero carbon footprint (emissions 1 and 2); • Increase water use efficiency. 	<ul style="list-style-type: none"> • +2% energy efficiency /year; • ≥2/3 energy consumed from controlled renewable sources/year; • -1% water consumption intensity/year.

As in any other industrial activity, Corticeira Amorim’s transformation processes have associated environmental impacts. In order to minimise these impacts and in line with the energy, environment and biodiversity policy, the company implements sustainable practices throughout its value chain – from cork production to its transformation into products with low or negative carbon impact, to the end of product life – which are based on the following fundamentals:

- Ensure compliance with legal requirements, as well as other requirements that the organisation subscribes to, applicable to the environmental aspects of its activities, products and services;
- Control significant environmental aspects, contributing to the prevention of pollution;
- Assume a proactive attitude, identifying, evaluating and implementing the appropriate preventive measures to minimise the specific environmental impacts of each activity, using, whenever feasible, the best available practices and technologies.

4.2.1. ENERGY

		2019	2020	2021
Energy consumed (GJ)	GRI 302-1	1,577,074	1,638,115	1,929,864
Renewable energy (%)	GRI 302-1	80%	83%	79%
Controlled renewable energy (%)	GRI 302-1	63%	66%	68%
Energy intensity (GJ / €M)	GRI 302-3	1,572	1,733	2,032
Energy saved (GJ)	GRI 302-4	60,439	56,182	72,625
Energy efficiency (%)	GRI 302-4	3.8%	3.4%	3.8%



The energy consumed in 2021 was 1,929,864 GJ, 79% of which from renewable sources. The group's use of energy from controlled renewable sources represented 68%.

Energy intensity increased by 17% as a result of the increase in activity and the various projects underway to improve the efficiency of processes and product quality. Several actions have been taken, on the one hand, to increase energy efficiency and, on the other hand, to increase the percentage of renewable energies.

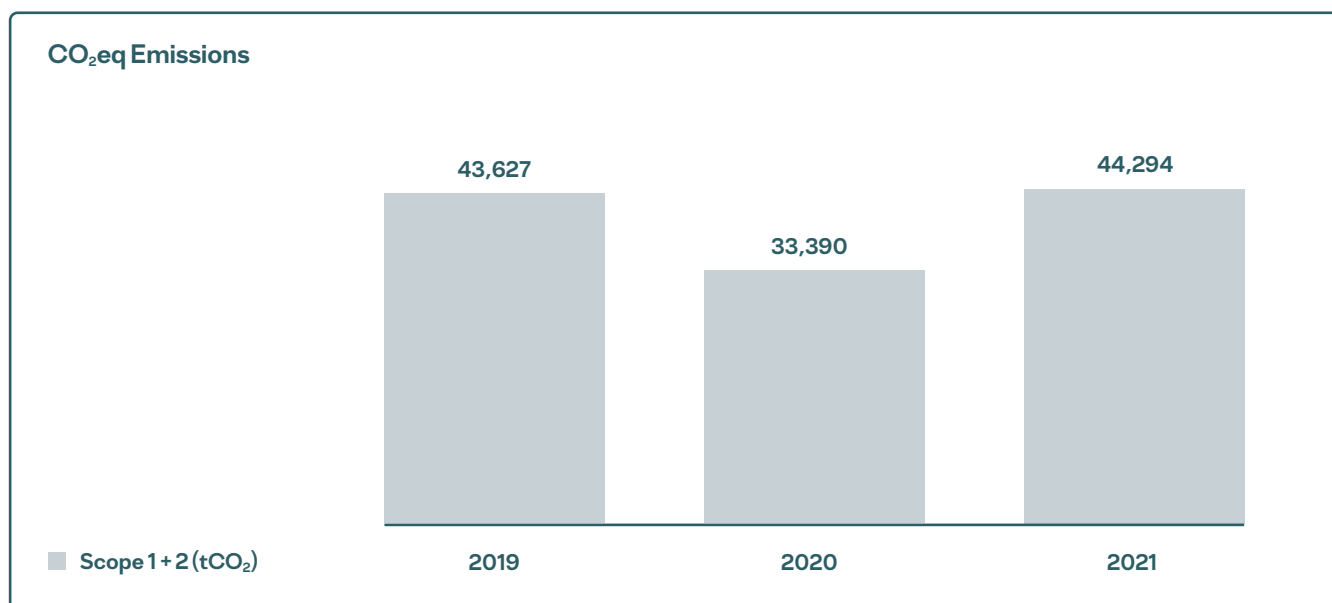
By 2024, Corticeira Amorim intends to guarantee energy efficiency measures of 2% per year for its operations in Portugal. Additionally, it intends to increase the use of renewable energies and by 2030, derive 100% of its electricity from renewable sources. For the 2021-2024 period, in the operations in Portugal, the goal is to ensure that more than two thirds of the controlled energy consumed by the Company comes from renewable sources. To this end, Corticeira Amorim intends to maintain the annual plan of initiatives in the energy area and is implementing a photovoltaic solar energy project. The energy produced by this project will be entirely for self-consumption and

represents 20% of the electricity consumed by the Group. In 2021, the commitment to renewable energies and other good practices resulted in 91 energy efficiency measures, which led to an investment of approximately €1.9 million and generated savings of around 73,000 giga jules (GJ).

Energy Efficiency Forum: meets once every six months. It serves as a means of sharing information and fostering interaction between the different energy managers. The Forum's main objectives include: to monitor the consumption of energy resources available in factories (in particular cork dust, electricity, natural gas and propane gas); to maintain the involvement and urgent adaptation of technology in order to increase the production and quality of the industrial units; forecast energy needs and present energy consumption scenarios, with assessment of scenarios based on needs and technology adaptation; to motivate, implement and control the development and performance of initiatives.

4.2.2. EMISSIONS – SCOPE 1 AND 2

		2019	2020	2021
Scope 1 + 2 emissions (tCO ₂ eq)	GRI 305-1 GRI 305-2	43,627	33,390	44,294
Scope 1 emissions (tCO ₂ eq)	GRI 305-1	5,336	6,432	5,898
Scope 2 emissions (tCO ₂ eq)	GRI 305-2	38,291	26,958	38,397
GHG emissions intensity (tCO ₂ eq / €M)	GRI 305-4	43	35	47
Avoided emissions (tCO ₂ eq)	GRI 305-5	62,092	71,374	86,111



In 2021, carbon dioxide (tCO₂) emissions from the business activity (scope 1 and 2) attained a total of 44,294 t tCO₂eq, calculated using the market method, 33% higher than the previous year. This evolution primarily resulted from the increased energy consumption resulting from the business activity and from a less favourable emission factor associated with the electricity purchased. On the other hand, Corticeira Amorim's percentage of controlled renewable energies increased to 68% (2020: 66%) and the impact of energy efficiency measures rose to 3.8% (2020: 3.4%). Most of these emissions (87%) refer to purchased electricity (scope 2) and 13% are direct emissions (scope 1).

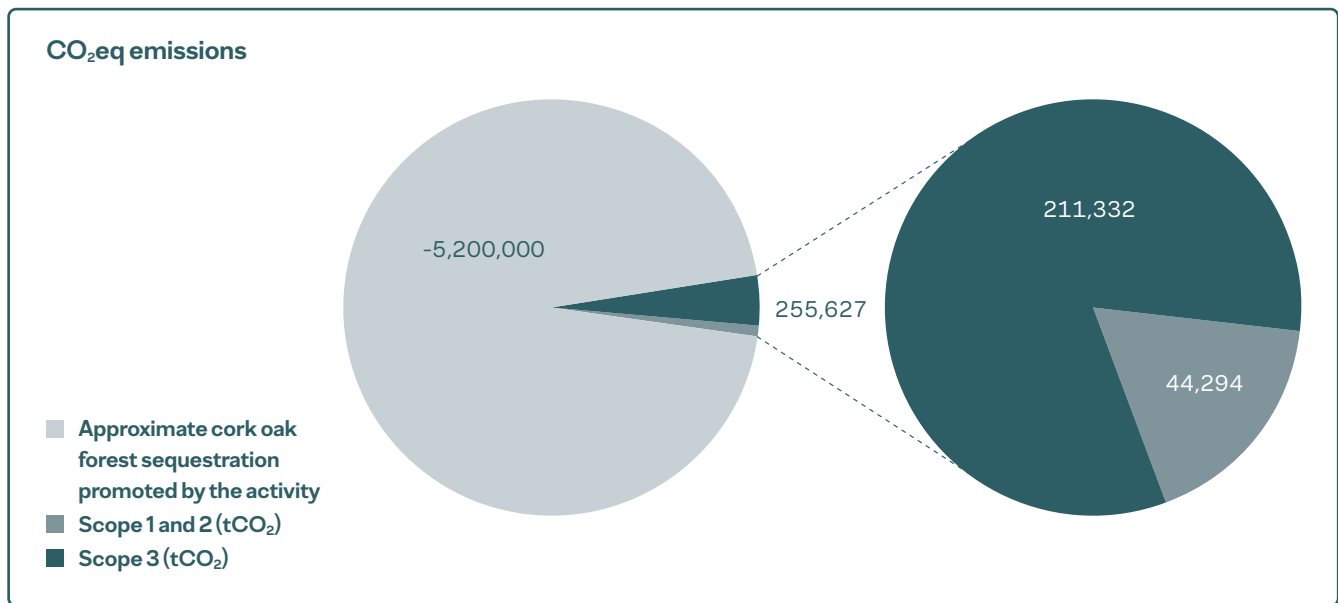
Corticeira Amorim uses renewable energy as its main source of energy. This use does not produce a net increase in emissions. Most of the renewable energy results from the burning of biomass, above all cork dust generated endogenously during production. Other renewable energy sources result from the production of electricity from biomass, photovoltaic solar panels and purchased renewable electricity. In 2021, the commitment to renewable energies, and other good practices, resulted in more than 86,111 tCO₂eq avoided.

Renewable energy project (biomass): aimed at responding to the reduced availability of cork dust for energy use, resulting from the constant search for optimising the yield of cork consumed during the industrial cycle. These projects include optimising the yield of cork dust for burning, converting boilers to burn other types of biomass (olive stones, almond shells or broken pallets) or acquiring new more efficient boilers. The investment in this project totalled more than 1.6 M€ in 2021.

Photovoltaic project: Corticeira Amorim is determined to increase the consumption of energy from renewable sources, either through the selection of energy suppliers according to the weight of renewable energy in their mix, or through direct investment in photovoltaic projects. With an investment higher than 11 M€ during the period 2021-24, this corresponds to an installation of 22,000 KWp, using more than 40,000 solar panels placed on the factory roofs. The objective is to ensure that part of energy consumption of the main industrial units derives from photovoltaic energy. The energy produced will be entirely for self-consumption and represents 20% of the electricity consumed by the Group and will avoid the emissions of around 14,600 t CO₂ per year.

4.2.3. EMISSIONS - SCOPE 3

		2020	2021
Carbon footprint (tCO ₂ eq)	GRI 305-1	231,692	255,627
	GRI 305-2		
	GRI 305-3		
Scope 1 + 2 emissions (tCO ₂ eq)	GRI 305-1 GRI 305-2	33,390	44,294
Scope 3 emissions (tCO ₂ eq)	GRI 305-3	198,301	211,332



Corticeira Amorim is an important promoter of cork oak forests. It contributes to the positive CO₂ sequestration promoted by this ecosystem – making a relevant contribution to the mitigation of climate change. Given that the cork oak tree is a slow-growing species, with an average lifespan of 200 years, it plays an important role in capturing and storing CO₂ through its roots, leaves, trunk and its bark (cork).

Corticeira Amorim calculates CO₂ emissions associated with the value chain (scope 3) for six categories according to the Greenhouse Gas Protocol, the World Business Council for Sustainable Development and the World Resources Institute: purchase of goods and services, upstream transport and distribution, downstream transport and distribution, waste generated in operations, business travel, employee commuting. It is estimated that 90% of these emissions are calculated. Work is continuing to improve the calculation methodology and its scope.

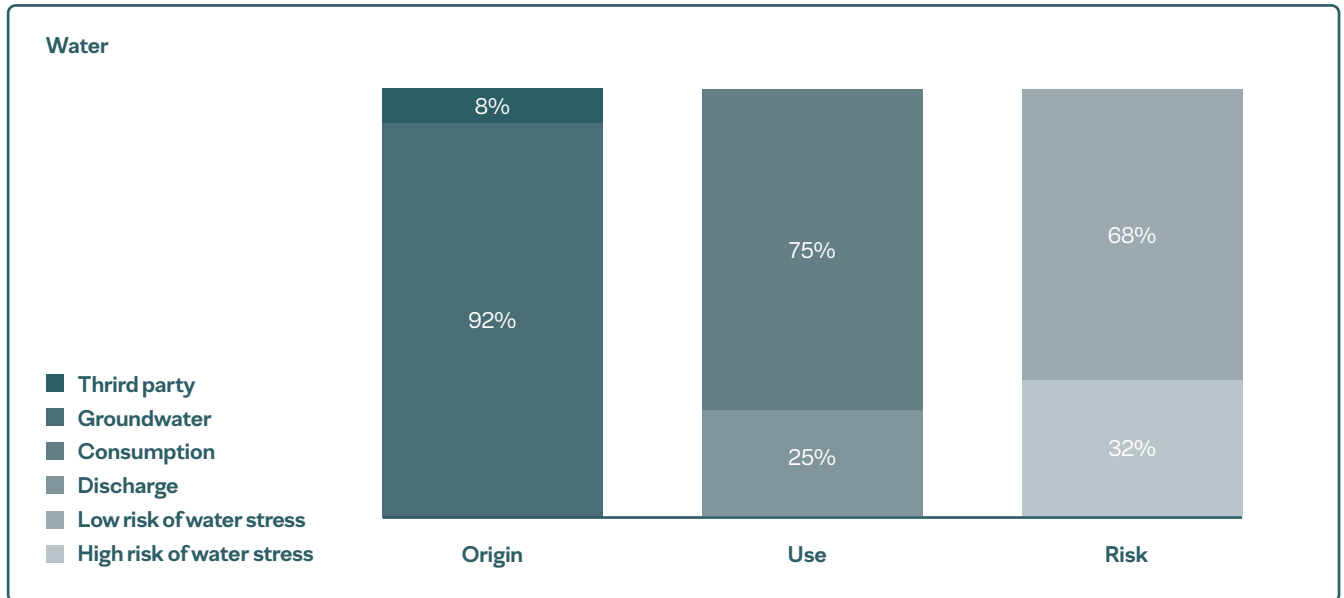
Emissions calculated for scope 3 were 211,332 t CO₂eq in 2021, which represents an increase of around 7% compared to 2020, in particular in the category of purchase of goods and services. This increase is justified by the significant growth in sales across all BUs. However, it is worth noting the drop in the impact in the categories of upstream transport and distribution and downstream transport and distribution. This reflects the implementation of projects aimed at optimising logistics in order to deliver the following benefits: reduction of packaging weight, reduction of distances travelled, increased cargo capacity and consequent reduction in the number of transports.

Sustainable Packaging Project: Corticeira Amorim intends to promote good environmental practices among suppliers and customers, encouraging responsible consumption and the circular economy by reducing waste, reducing the number of raw materials used, limiting packaging and privileging recycled materials and /or recyclables and “sustainable” raw materials. In this sense, it created the Sustainable Packaging working group, composed of representatives from the Cork Stoppers BU, Floor and Wall Coverings BU, Composite Cork BU and Insulation Cork BU and promoted by Corporate Sustainability, which aims to achieve 100% sustainable packaging by 2030. This group currently has four areas of intervention and two goals:

- **Recycle** - ensure that all materials are recyclable after consumption;
- **Reduce** - reduce the amount consumed by packaging;
- **Rethink** - use the best available alternative in terms of sustainable materials;
- **Reuse/recondition** - lessen the environmental impact of upstream and downstream transport.
- **100% post-consumer recyclable materials;**
- **0% virgin non-renewable materials.**

4.2.4. WATER AND EFFLUENTS

		2020	2021
Withdrawal (m ³)	GRI 303-3	770,116	654,309
Discharge (m ³)	GRI 303-4	118,514	163,831
Consumption (m ³)	GRI 303-5	651,602	490,478
Water consumption (m ³ / M€ Sales)	GRI 303	689,44	516,49



In 2021, water withdrawal was 654,309 m³. Most of the water collected by Corticeira Amorim derives from underground extraction (92%). The remainder (8%) is obtained through the public network. About 25% of the water was returned to the environment and approximately 75% was consumed – either integrated into the product or used for the production of steam. Corticeira Amorim has no indication that the hydrographic basins from which water is being extracted are under water stress. The set of tools of the World Resources Institute was used to identify the areas subject to water stress within the framework of this report, according to which 68% of water extraction occurs in areas with low risk of water stress.

Aware of the need to preserve this fundamental resource for the planet, Corticeira Amorim has an approach based on three pillars: reduction of consumption, treatment and hydrological regulation.

In terms of consumption, an objective has been established for the period 2021-2024 for activities in Portugal to reduce the intensity of water consumption by 1% per year, through a set of actions to be implemented during this period. In 2021, continuity was given to the actions initiated in 2020, in particular the development of a set of procedures that primarily focused on monitoring. An audit has been made of all the facilities in Portugal and a common methodology has been defined for determining consumption. Additionally, a list of various improvement actions has been drawn up, based on best practices in the BUs. It is already possible to see a positive impact, with a 25% reduction in consumption. The initiatives planned for 2022 maintain several actions aimed at improving monitoring, and include others focused on improving processes, in particular the creation of performance indicators for the principal water consumers.

In terms of treatment, the larger-scale industrial facilities collect and treat wastewater in their own industrial wastewater treatment plants (IWWTPs). The treatment of effluents is directly linked to the prevention of pollution and involves the removal of impurities generated during the manufacture of products, through primary, secondary or tertiary treatments, as appropriate. The treated effluent is discharged into a municipal collector. Analytical controls are periodically carried out on the volumes and parameters of the discharges and monitoring of the receiving environment, in accordance with that which is stipulated in the wastewater discharge license. Corticeira Amorim continually invests to optimise its IWWTPs. In 2021, investment in these activities exceeded 100,000 euros and focused on projects to adapt layouts and increase capacity.

In terms of hydrological regulation, one of the ecosystem services provided by the cork oak forest is the ability to hydrological regulation and soil protection. The area on the left bank of the Tejo-Sado rivers has about 36% of the total area occupied by cork oak trees and is one of the most productive and deepest aquifer systems in the Iberian Peninsula. Water levels are re-established by the infiltration of rainwater into the soil. Cork oak trees' intersection of rainwater plays an important role to protect the soil from water erosion and contributes to the fight against desertification. Information on Corticeira Amorim's actions in favour of the protection of cork oak forests and their ecosystem services is provided in subchapter 4.1. Cork Oak Forest.

Zero water waste project: Corticeira Amorim intends to continue to reinforce its commitments in terms of environmental metrics. During 2021, it began an audit of all facilities in Portugal in order to gauge a common methodology for determining water consumption. In addition, a list of various actions was drawn up, based on best practices among the BUs. Among the actions is the introduction of improvements in the water network map, with the inclusion of the supply line to consumers and the discharge from consumers to the IWWTPs or the sewage system. Another initiative is related to the acquisition of automatic metering systems, especially in facilities where there are already a large number of meters, with the aim of reducing the possibility of error in collecting information. Another example is to adopt some good practices from the standard ISO46001 - water efficiency management systems, in particular creating and monitoring performance indicators for the main water consumers and listing the variables that influence water consumption by process, especially in intensive consumption areas.

Forestry Project

With an area of 251 hectares, the forestry project in the Herdade da Venda Nova is currently the largest plantation of cork oak trees installed using drip irrigation technology. It is part of the Forestry Intervention Project, that raw materials BU has been operating since 2013 (additional information is available in subchapter 4.1 Cork oak forest. In a scenario of climate change, the drip irrigation installation, which will only be used until the first harvesting of cork, aims to ensure the ideal conditions for the planting and growth of the trees, ensuring a faster and more efficient occupation of the forestry area. By reducing the first cycle of cork extraction by about half and increasing the success of the plantations, the goal is to ensure greater profitability and guarantee greater future availability of the raw material, that will ensure the sustainability of the industry. The Venda Nova project, in view of its size, intends to show Corticeira Amorim's unequivocal commitment to the development of the cork oak forest.

Starting in 2019, the estate currently has about 100,000 trees and a 30,000 m³ water storage pond. Given the project's special characteristics, the water-related aspects are not consolidated with the information provided in this report. Corticeira Amorim intends to work further in order to consolidate the methodology used to report the environmental aspects related to its forestry projects.

4.2.5. AIR QUALITY AND POLLUTION

		2020	2021
Particles (t)	GRI 305-7	65	66
Nitrogen oxide (NOx) (t)	GRI 305-7	122	125
Volatile Organic Compounds (VOCs) (t)	GRI 305-7	59	56

Corticeira Amorim has adequate management systems to respond to legal requirements, internal regulations and established policies on matters of emissions into the atmosphere, and implements measures to mitigate the specific impacts of each unit, in particular through:

- Compliance with all legal requirements;
- Regular noise measurements and active measures to reduce noise, such as cladding of machines and engines;
- Monitoring chimney emissions and specific measures to avoid dust or particle emissions, such as the use of filters;
- Training employees in relation to best practices to prevent spillages, and ensuring that spill kits are readily available;
- Emergency response procedures in force;
- Actions to mitigate future occurrences that include detailed investigation of the occurrence, corrective actions to avoid recurrence and communication of lessons learned.

Atmospheric emissions result primarily from burning fuels in order to generate energy. The emissions include carbon dioxide (CO₂), fine particles, nitrogen oxides (NOx), sulphur oxides (SOx) and volatile organic compounds (VOC) and are not associated with the emission of odorous gases. CO₂ is a greenhouse gas that contributes to climate change. Corticeira Amorim is committed to minimising its impact resulting from atmospheric emissions. It therefore continually invests in the modernisation and adaptation of boilers, investing more than 2.6 M€ in 2021 in actions that include repairing boilers and installing measurement equipment. Additionally, it regularly monitors pollutant emissions of gases or particles into the atmosphere, using methods based on existing standards and applicable emission limit values (ELVs) in accordance with prevailing legislation. In 2021, fine particle emissions amounted to 66 t, NOx emissions amounted to 125 t and VOCs amounted to 56 t.

4.3. CIRCULAR ECONOMY

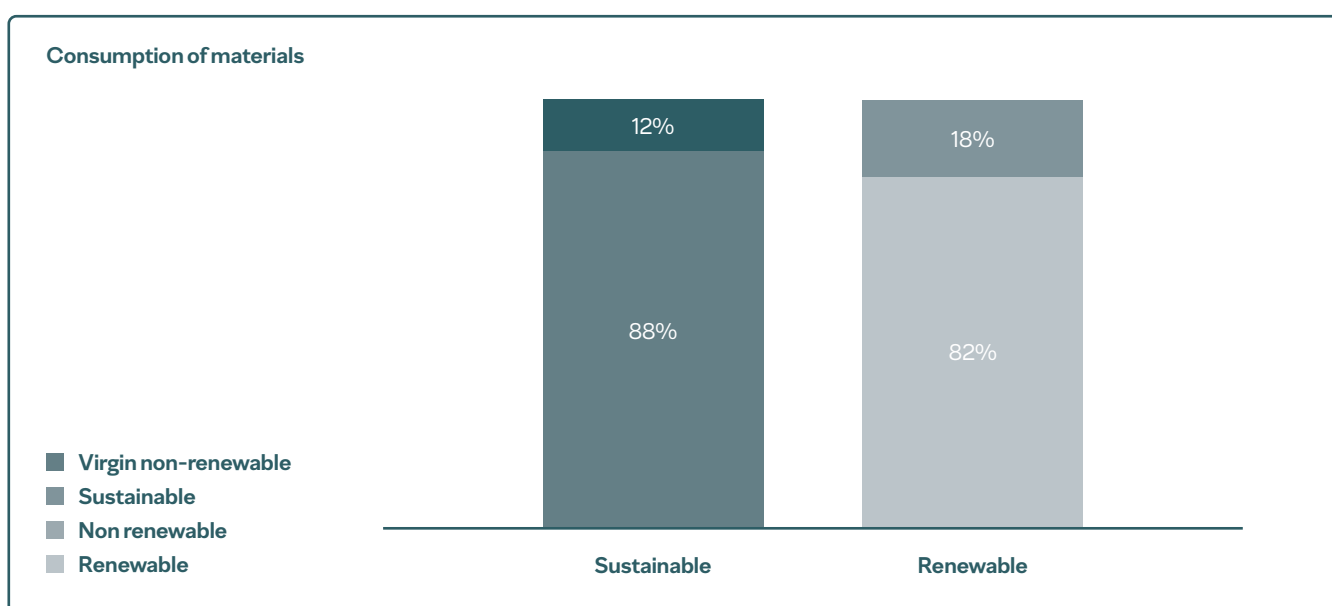
Provision	Regulation	Target 2021-2024
• Apply the principles of circular economy through the reduction of waste, extend the life of materials and regeneration of natural systems.	• Improve the efficiency of global resources, thereby achieving sustainable management; • Substantially reduce the generation of waste through reducing, recycling and reusing materials, ensuring 100% of waste is recovered, taking into account existing technology; • Manage use of chemicals in an environmentally sound manner.	• -5% weight of virgin non-renewable materials consumed /year; • ≥ 90% waste recovery rate (non-cork)/year.

Inspired by the motto “nothing is lost, everything is valued”, 100% of cork is used during the production process at Corticeira Amorim. Even the smallest granules are used as an important source of energy. Corticeira Amorim has therefore implemented an integrated production process that since 1963 allows and promotes the reuse of all by-products associated with cork processing. These practices are now one of the group’s flagship procedures. They extend to other materials and focus on the following action lines:

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

4.3.1. MATERIALS

		2019	2020	2021
Weight of virgin non-renewable materials (%)	GRI 301-1	15%	13%	12%
Portugal (%)	GRI 301-1	16%	16%	15%
Rest of the world (%)	GRI 301-1	12%	4%	2%



To pursue its business activity, Corticeira Amorim consumes a set of materials, in particular raw materials and packaging materials, including cork, wood, paper, plastics and chemicals. From product design to responsible consumption, the choice of materials and efficient use thereof is a very important topic for Corticeira Amorim.

One of the most significant impacts of companies’ activities on the environment is in the form of waste. Consumption of recycled or renewable materials reduces the overall environmental impact of the end product and meets commitments to sustainable development and sustainable procurement. At Corticeira Amorim, 88% of the materials consumed are sustainable (renewable or recycled) and only 12% are virgin non-renewable materials.

Corticeira Amorim has been working to reduce the weight of virgin non-renewable materials. For the period 2021-2024, it has set the target of an annual reduction of 5% per year in this indicator in its business operations in Portugal. The objective was met for 2021, corresponding to a reduction of 6% compared to 2020.

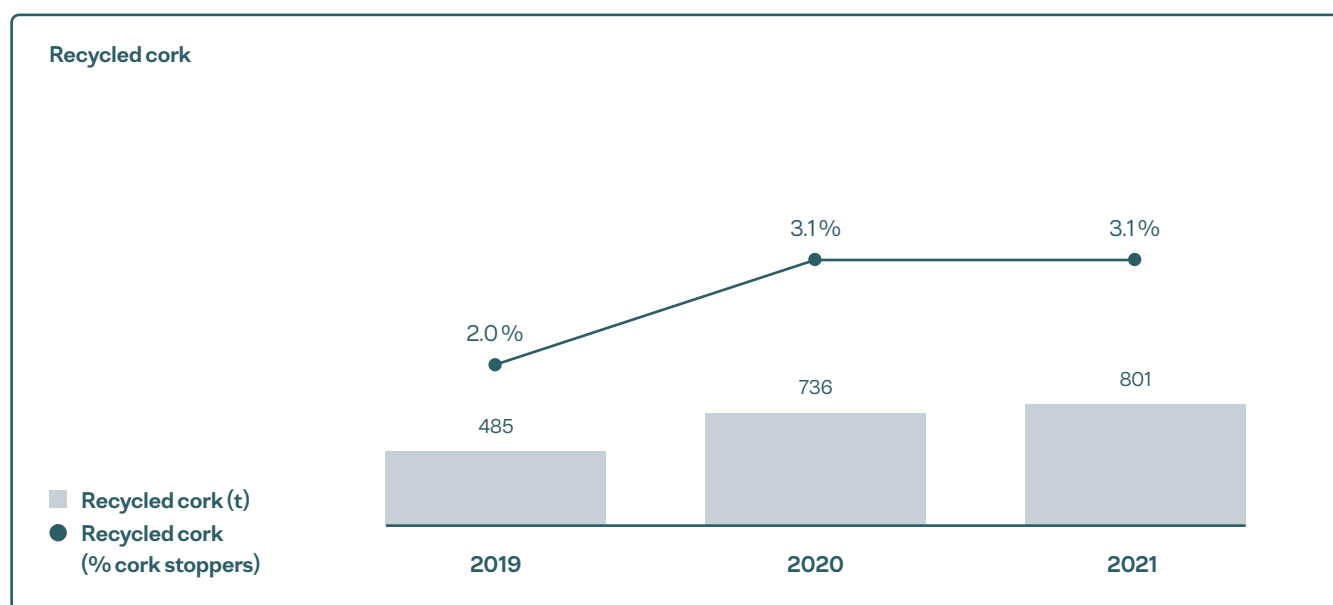
Among the initiatives with the greatest impact is the emphasis placed on the consumption of materials that result from industrial symbioses and that gain a new life by incorporating a diverse range of products such as floor and wall coverings, underlays and underscreeds. There was a 9% increase in total consumption of these materials in 2021, which corresponds to a 30% increase since 2019.

Also noteworthy is the emphasis that has been given to increasing knowledge about the characteristics of materials in order to better understand the possibilities of their use and their subsequent recovery and reuse.

Circular Economy Project (2017-20): this project aimed at the development of new processing technologies of cork that is not suitable for the cork stopper industry and other industrial by-products (industrial symbioses). These technologies aim to produce a wider range of agglomerated cork products, in combinations, thicknesses, densities and widths that were not used until then. It will thereby be possible to expand the offer of value-added circular economy products to the market, helping to reduce potential pollution and reuse materials that would otherwise be waste. Examples include the Amorim Wise Cork Inspire 700 product range, a waterproof, PVC-free flooring solution suitable for all types of spaces. It also includes underlays and underscreeds for application in the construction sector. Since 2019, the incorporation of recycled products into production has increased by 30%. In 2021, sales of products associated with this project exceeded €40 million.

4.3.2. RECYCLING CORK

		2019	2020	2021
Recycled cork (t)	GRI 301-3	485	736	801
Recycled cork (% cork stoppers produced / year)		2.0%	3.1%	3.1%



Corticeira Amorim established an industrial unit in 1963 for the production of agglomerated cork from the waste from cork stopper manufacturing. Since then it has carried out an attentive, pioneering and proactive interpretation of the strategic importance of the circular economy. The cork valorisation strategy has motivated the development of unprecedented initiatives to recycle cork stoppers. These initiatives, which originated in Portugal, are already strongly supported by other countries across five continents.

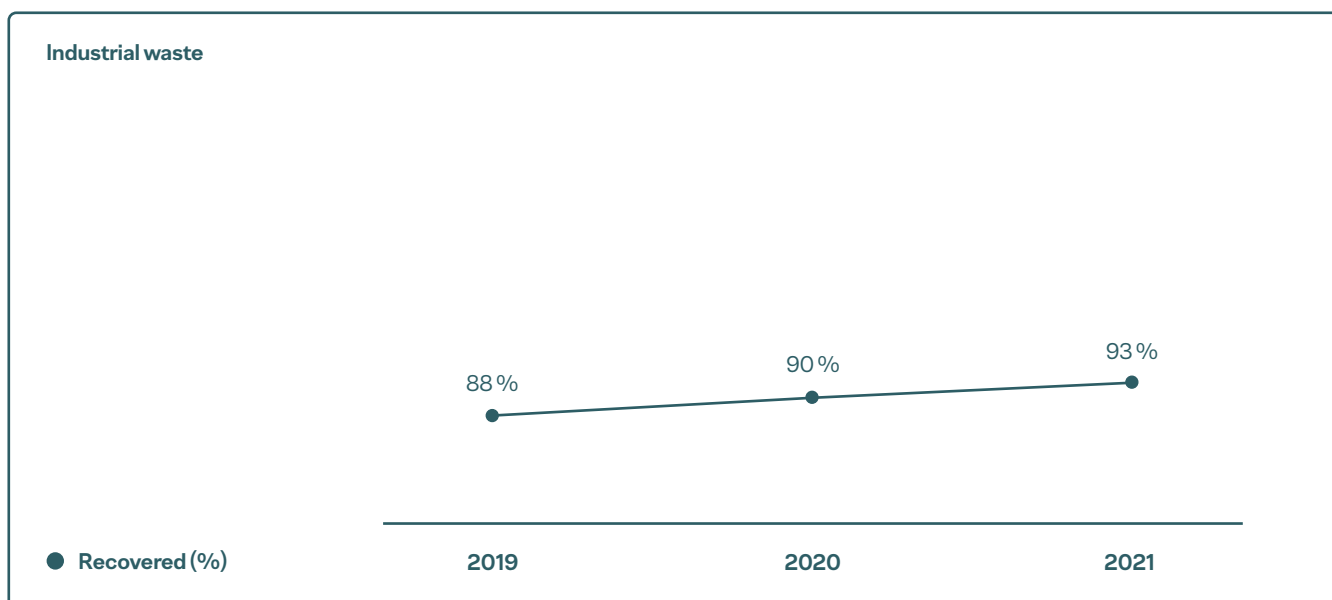
Through three industrial units, licensed in Portugal for the recycling of cork, Corticeira Amorim collects cork stoppers and other cork applications for treatment and grinding. The material, after being transformed into cork granules, returns to the production process and, although it is not used by the Cork Stoppers BU, it is incorporated into products from the Composite Cork BU and Insulation Cork BU. During 2021, 801 tons of cork were recycled at Corticeira Amorim's premises. This represents 9% growth compared to 2020 and 65% compared to recycled cork in 2019. Equivalent to 178 million stoppers that have gained a new purpose, extending the life cycle of a natural resource, increasing the field of possible applications and extending the carbon retention that is inherent to cork.

The awareness of the work conducted in just over a decade is also linked to Corticeira Amorim's ambition: given that only 3% of all cork stoppers produced annually are recycled, new ways must be found to increase these numbers. Bearing this in mind, it is encouraging to see the involvement of renowned players from different industries, such as the recent example of Majestic - the UK's biggest specialist wine retailer, which has announced a nationwide campaign to collect cork stoppers in more than 200 of its stores, or the launch of the project "Rolha a Rolha seeds collection" (*Rolha a Rolha* seeds collection), a pilot project for door-to-door collection of cork stoppers promoted by Quercus, LIPOR and Maiambinete which will focus on non-residential customers - cafés, canteens and restaurants - in the municipality of Maia, allowing large-scale recycling of cork stoppers.

Cork stopper recycling projects: Corticeira Amorim supports various initiatives for the selective collection and recycling of cork stoppers on five continents. In 2008, it joined Green Cork, a programme organised by Quercus that boosted a global movement of reuse, recovery and recycling, and also favoured the reforestation of indigenous trees. Similar initiatives have been implemented in several countries: Ecobouchon (France), Etico (Italy), Recork (North America), Cork Life (South Africa) and Cork2Cork (Belgium, Germany, Holland, Spain, France and Italy, in partnership with NH Hotels), generating enthusiasm and a large number of followers. Distributed around the world, these initiatives generate a significant impact on the community, associated with and supporting reforestation actions, environmental education initiatives and social responsibility activities. More examples: <https://www.amorim.com/en/sustainability/environmental/recycling/4301/>. This raw material can be used in a wide array of different fields: equipment for cars, buses, trains, boats and planes; components of satellites, rockets and space vehicles; design objects, footwear and clothing; sporting materials, such as table tennis rackets, surfboards or kayaks; flooring solutions for playgrounds, leisure and recreation spaces; insulation products for residential, private and public buildings; or floors for the construction sector, among others. This is a virtually endless set of solutions, that often result from the combination of the second life of this recycled cork with subproducts from industries such as automobiles, footwear or bedding. Corticeira Amorim thereby saves the planet's natural resources, reduces the costs associated with their elimination and offers the market a wide range of products that contribute to climate regulation.

4.3.3. WASTE

		2019	2020	2021
Industrial waste (t)	GRI 306-2	11,233	11,257	15,151
Recovered (t)	GRI 306-2	9,858	10,163	14,090
Hazardous (t)	GRI 306-2	493	506	352



Corticeira Amorim respects the hierarchy of waste, in order to avoid, reuse and recycle it as much as possible, preventing it being sent to a landfill. The volumes of industrial waste produced are monitored in terms of its type and destination, in all units. Hazardous waste, which represents 2% of waste, has its own processes for labelling, storing, handling and transporting and is properly transported and processed through authorised agents.

In 2021, 15,151 tons of industrial waste were generated, of which 93% were recovered. The objective is to achieve 100% waste recovery rate (non-cork) by 2030, with a goal of maintaining the waste recovery rate in Portuguese operations above 90% in the 2021-24 cycle. Corticeira Amorim will therefore continue to work with different partners and invest in various initiatives to achieve this goal and support the circular economy, both in its operations and in the value chain.

Project to increase efficiency: aims to make investments in different stages of the production process of Cork Stoppers BU, Floor and Wall Coverings BU and Insulation Cork BU to allow better use of the raw material and reduce the amount of waste generated before being recycled, used for energy generation or deposited in landfills. The project's initiatives include Recupera, Recork and Recupera Wise, which since 2017 has had a total investment of 826,000 euros and through micronisation, permitted the classification by homogeneous properties, the reuse of composite cork by-products created in the production of floors. In 2021, this Floor and Wall Coverings BU project made it possible to recover 1529 tons of cork for the production process.

4.4. GREEN PRODUCTS

Goal	Target 2021-2024
<ul style="list-style-type: none"> Maintain a proactive role in developing the already vast scope of application of cork, sustained by the innate properties of the material. 	<ul style="list-style-type: none"> Strengthen resilience and adaptability to climate-related risks; Upgrade infrastructure and rehabilitate industries to make them sustainable, using 100% sustainable packaging (100% recyclable materials and 0% virgin non-renewable materials); Reduce the negative environmental impact.

The demand for sustainable products has been growing over recent years. Corticeira Amorim’s initiatives, which aim to guarantee quality, based on the continuous improvement of the processes, products and services available and on the search for innovative solutions based on technological development, permit us to serve customers with sustainable, quality, differentiated solutions, adapted to the needs and that help them achieve their sustainability goals.

Cork is an excellent renewable and recyclable material, that offers an alternative to high-impact materials and, in a world where innovation and ecology go hand in hand, the development of products based on this raw material makes it possible to leverage Corticeira Amorim’s economic growth, supports the transition to the circular economy and contributes to the mitigation of climate change. Over the last few years, the company’s operations have been guided by the following key principles:

- Develop new products and markets for cork, involving customers in this process, maintaining proximity and making them ambassadors for cork;
- Search for new technological solutions for its products, in partnership with customers, suppliers and other entities;
- Reinforce awareness of its brands, through constant evolution of the commercial offer in response to new market and consumer trends;
- Promote a culture of innovation, through an environment that is conducive to creativity, and a critical and initiative spirit of its employees, fostering teamwork and transversal mutual assistance;
- Valuing innovative practices;
- Create an environment that encourages boldness, and assumes both risk and failure as a core component of the innovation process;
- Provide ongoing training for employees to ensure their professional and personal fulfilment;
- Facilitate internal and external communication, establishing new and improved channels for exchanging information;
- Seek to implement best management practices and continuously monitor their processes, identifying opportunities for improvement.

GREEN PRODUCTS

Amorim Cork

1st choice for customers who want better quality soppers and contribute to the mitigation of climate change

Amorim Cork Flooring

100% floors and coverings with indoor air quality certification whether TÜV-PROFICERT or French certification for VOC (A+) and contributions to sustainable construction certifications, LEED / BREEAM

Amorim Cork Composites

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

Amorim Cork Insulation

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

4.4.1. LIFE CYCLE ASSESSMENT

Amorim Cork
Still wines
-309 gCO ₂ eq per natural cork
-392 gCO ₂ eq per Neutrocork stopper
-297 gCO ₂ eq per Twin Top Evo stopper
-322 gCO ₂ eq per Twin Top stopper
-328 gCO ₂ eq per Advantec stopper
-335 gCO ₂ eq per Acquamark stopper
Spirits
-96 gCO ₂ eq per natural stopper with a wooden capsule
-148 gCO ₂ eq per neutro stopper with a wooden capsule
-87 gCO ₂ eq per natural cork with a plastic capsule
-138 gCO ₂ eq per neutro stopper with a plastic capsule
Sparkling wines
-562 g CO ₂ eq per sparkling wine cork stopper with two discs
-540 gCO ₂ eq per agglomerated sparkling wine cork stopper
Amorim Cork Flooring
-101 kg CO ₂ eq per m ² of Amorim Wise cork Inspire 700 flooring
-93 kg CO ₂ eq per m ² of Amorim Wise wood Inspire 700 SRT flooring
-125 kg CO ₂ eq per m ² of Amorim Wise cork pure PUPF 4mm flooring
-186 kg CO ₂ eq per m ² of Amorim Wise cork pure PUPF 6mm flooring
-129 kg CO ₂ eq per m ² of Amorim Wise cork pure UV 4mm flooring
-193 kg CO ₂ eq per m ² of Amorim Wise cork pure UV 6mm flooring
Amorim Cork Composites
-39.3 kg CO ₂ eq per m ² of Top Layer NRT® 94
-14.2 kg CO ₂ eq per m ² of Underlay Fusion
-8.2kg CO ₂ eq per m ² of Footcork® Evolution
-102kg CO ₂ eq per m ² of Corkeen
-12.4kg CO ₂ eq per m ² of underlay nature

Carbon balance considering carbon sequestration in the cork oak forests

Cork is a 100% natural, renewable, recyclable and reusable raw material. Cork oak trees retain carbon for over 100 years and cork production supports the maintenance of the ecosystem.

Cork is therefore an excellent alternative for promoting a circular bioeconomy, which can combat climate change and minimises waste. The Group's ambition includes making a contribution to the transition to a low carbon economy.

Since 2018, Corticeira Amorim has conducted several studies with a view to evaluating the environmental impacts / carbon footprints of its main products. These have concluded, without exception, that the carbon balance is negative when considering the sequestration of cork oak forests and the emissions associated to the production of the product.

These studies, which account for over 60% of the Group's consolidated sales, provide relevant information on the environmental contribution of cork products and provide Corticeira Amorim's approximately 29,000 national and international clients with quantifiable information on how to reduce the carbon footprint of their own products.

At a time when carbon neutrality is one of society's key challenges to ensure preservation of planet Earth, these results illustrate the differentiating factor between cork and other forestry products and demonstrate that Corticeira Amorim develops a business activity that has a positive impact on climate regulation.

4.4.2. CONSUMER SAFETY

Corticeira Amorim has defined a consumer safety policy which establishes customer satisfaction as its main objective. It is committed, in particular, to:

- Ensuring the provision of services or the sale of products in strict compliance with applicable internal procedures and legal and statutory rules, including those relating to product liability;
- Respect customers' rights and the contractual commitments made to them with regard to the quality of the product or service provided, as well as legally or voluntarily established guarantees;
- Provide complete, relevant, truthful and accurate information in accessible language and adapted to needs, responding to requests, questions and complaints within reasonable deadlines;
- Continuously improve the performance as well as the quality and safety of its products and services, looking to meet and exceed expectations in a spirit of service;
- Formulate honest, transparent and tailored commercial proposals, providing personalised advice when requested by the customer.

- Act in full compliance with the laws and regulations in force in the regions where it operates, and to collaborate with the authorities as far as possible;
- Behave in an appropriate and ethical manner in all its relationships with its customers, in compliance with its Code of Business Ethics and Professional Conduct, being a trustworthy Organisation in its dealings with customers and fulfilling the commitments it has undertaken;
- Manage information with the objective of ensuring the protection of its integrity and the confidentiality of its customers' affairs, undertaking not to disclose their personal information without their prior consent, except when legally obliged to so or in compliance with legal or administrative decisions.

Engagement With Clients

For Corticeira Amorim, which has a preponderant business-to-business (B2B) business model, engagement programmes with its clients are a fundamental aspect of quality management, aiming, on the one hand, to better understand customer perceptions in relation to services and products, and on the other hand adopt measures to improve the business, to satisfy all their needs and expectations.

Due to its commitment to achieving continuous improvements and standardising methodologies and criteria, Corticeira Amorim has been implementing a programme for the global assessment of customer satisfaction, through application of a questionnaire and procedures common to all the Group's BUs. Currently, larger companies have already implemented client engagement projects. One example is Floor and Wall Coverings BU, which has a mixed B2B and business to consumer (B2C) model, and therefore conducts customer satisfaction surveys every two years. The most recent survey was carried out in 2020.

Engagement with clients: Floor and Wall Coverings BU conducts customer satisfaction surveys every two years. The most recent survey was carried out in 2020. 251 clients were contacted in different geographies, obtaining a response rate of 45%, corresponding to 112 questionnaires that were considered to be valid (84 by telephone and 28 by email). Overall, it was concluded that Floor and Wall Coverings BU 's clients positively evaluate the Company's performance, obtaining a total score of 4 on a scale of 1 to 5, which translates to a satisfaction rate of 80%.

Guarantees

In order to ensure that Corticeira Amorim's operations and products meet all quality, safety and hygiene guarantees, Corticeira Amorim has a set of credible certifications that meet the specific requirements of the different sectors and markets. These certifications, which can be consulted in greater detail in subchapter 7 of the Consolidated Management Report, include the ISO 9001 certification, which is present in 56% of Corticeira Amorim's industrial units, and food safety certifications, which form part of 55% of the industrial units of the Stoppers BU. However, Corticeira Amorim's products are subject to voluntary and mandatory tests and audits that guarantee maintenance of high quality and safety standards. Production processes and product characteristics are clearly communicated to all stakeholders. Additionally, we undertake to manage the information, in order to ensure the protection of the respective integrity and confidentiality of the clients' business, committing not to disclose personal information without their prior consent, except in cases of legal obligation, or in compliance with legal or administrative resolutions.

5 – SOCIAL PILLAR

Corticeira Amorim’s business activity has an impact on society – ever since the company was founded. It is a source of great pride to work with an extraordinary raw material such as cork, which, in addition to being natural and versatile, fosters a unique cultural, environmental and social heritage in the Mediterranean basin. Corticeira Amorim’s sustainable growth strategy is crucially dependent on its employees, from all continents, and their determination to always surpass themselves, overcome challenges, influencing others by example and promoting the well-being of the communities that are nearest to them.

Corticeira Amorim has formalised and implemented a human resources policy, available at <https://www.amorim.com/en/investors/corporate-governance/corporate-regulation-and-policies/>. This policy aims to promote a safe and stimulating work environment, with a commitment to the training and professional development of people and teams, encouraging innovation and development, promoting inclusion and diversity of gender, age, cultures, beliefs and nationalities.

Corticeira Amorim’s employee management system is based on the following guidelines:

- Adopt and assume the principle of freedom of association;
- Promote a physically, socially and psychologically safe and healthy work environment, that constantly seeks to evolve through the adoption of the best techniques and practices in the field;
- Foster implementation of the principles and adoption of the behaviour mentioned in the Code of Ethics and Professional Conduct, which should structure the internal relations between employees, as well as their interactions with different stakeholders;
- Implement personnel management practices in the framework of recruitment and skills development that foster non-discrimination of any kind and guarantee equal opportunities, building work contexts in which plurality and difference are a factor of continuous improvement and innovation;
- Adopt practises of leading-by-example, that value learning and evolution, and recognition and compensation practices, based on merit and free from judgments. Of the universe of employees represented in this report, more than 96% work with the industrial-based companies. The indicators shown in this chapter are, therefore, influenced by the redomance of operational management activities, and should be related to this expression.

5.1. DEVELOPMENT

Goal	Main targets	Target 2021-2024
• Promote personal and professional development for all.	• Provide training for 100% of workers; • Ensure equal access to opportunities; • End all forms of discrimination, in particular reaching one-third of female workers and ensuring that one-third of management positions are women.	• 95% workers accessing training by 2024; • 25% women in management positions by 2024.

5.1.1. EMPLOYMENT DEMOGRAPHICS

		2019	2020	2021
Total workers*	GRI 102-8	4,424	4,357	4,642
Portugal*	GRI 102-8	3,164	3,138	3,318
Rest of the world*	GRI 102-8	1,260	1,219	1,324
Permanent workers (%)	GRI 102-8	80%	79%	78%
Rate of new hires (%)	GRI 401-1	15%	9%	12%
Turnover rate (%)	GRI 401-1	11%	12%	10%
Absenteeism rate (%)	GRI 403-9	4.3%	5.0%	5.8%

* Total perimeter

As of 31 December 2021, all the entities included in Corticeira Amorim’s consolidated financial statements had 4642 employees, 7% higher than in the previous year, with no considerable change in the percentage of the working population in Portugal (71%). The average age of workers was 42 years.

The commitment to managing people with policies that favour stability and the medium and long-term commitment to its workforce is reflected in the type of employment relationship: 78% through permanent employment contracts.

The rate of new hires was 12%. As in previous years, the rate of new hires was higher among male employees and in employees aged under 30. The turnover rate fell to 10% and was higher in employees aged under 30, especially among females.

Absenteeism has increased over recent years. 2021 was no exception. As in the previous year, essentially, the increase in 2021 is explained by the pandemic. Absenteeism is a priority area of intervention, which has very significant impacts and where Corticeira Amorim aims to achieve improvements over the coming years.

5.1.2. RESPECT FOR FREEDOM OF ASSOCIATION

		2019	2020	2021
Collective bargaining agreements (%)	GRI 102-8	95%	94%	94%
Associativism (%)	GRI 102-8	19%	18%	17%

Collective bargaining agreements cover 94% of employees and are part of the regulation of employees' working conditions, which include, among other things, timetables, remuneration and access to training.

Depending on their size, the employees of the Group's companies elect workers' representation structures (workers' committees and trade union committees), that they mandate to represent them. In each company, there are delegates or trade union committees or workers' committees (each of these bodies with specific powers and mandates). On average, the BU's human resources and administration departments meet with these structures twice a year, to discuss the Company's results, general and transversal problems, related to management of the Company and its employees, in particular restructuring, changes in schedules, activity variation, conjunctural problems.

5.1.3. LABOUR RELATIONS AND SOCIAL CLIMATE

The programmes for diagnosing/promoting the ties and commitment of employees with the company are important tools for evaluating experience and developing policies to attract, retain and develop employees and identify improvement areas. Corticeira Amorim's companies regularly produce climate diagnostics, which are normally conducted every two years. It has been agreed that from 2022 onwards, companies will simultaneously carry out their diagnoses. In these surveys, all employees are invited to respond. Anonymous questionnaires are used in all the BUs. The data compiled (regarding employees' perceptions of communication, teamwork, leadership, salary practices, relationships with colleagues and supervisors, diversity and inclusion, performance assessment and professional development, among others) make it possible to analyse matters and topics that can be improved, enabling analyses both in global terms and by age range, gender and professional category. Each BU is responsible for defining specific action plans for evolution.

In 2021, the organisational climate studies promoted by the Raw Materials BU and the Floor and Wall Coverings BU stand out.

Social climate development programme: in 2021, we highlight the organisational climate studies promoted by Floor and Wall Coverings BU and Raw Materials BU, which involved a total of 855 employees. Questionnaires were collected between the months of February and June, with a response rate above 60% and an employee satisfaction rate above 71%. Regarding the dimensions evaluated, it appears that the highest average ratings were attributed to dedication and commitment, daily work contribution to global objectives, pride in belonging to the Company, perks and benefits granted and the desire to remain connected to the organisation. Some of the indicators with the lowest ratings were: satisfaction with sports, cultural and social activities; participation in decision making; recognition of work, dedication and effort; obtaining regular information on performance and the level of fair remuneration. Based on the aspects to be improved, each company prepared an action plan to be implemented in various areas.

5.1.4. CAREER MANAGEMENT AND EMPLOYABILITY PROMOTION

Corticeira Amorim has several programmes and strategies for career development and for promoting the employability of its employees.

This priority is evident, first and foremost, in the recruitment of recent graduates, with various internship programmes and cooperation agreements with universities. One of these programmes (that has an average duration of two years) enables the rotation of young management graduates, through the companies' different structures, with the main objective of promoting future mobility and job rotation.

The Mobilidade+ programme has similar objectives, intended for all employees. This is an internal mobility process that, through the provision of internal job vacancies, aims to contribute to integrated people management, promoting new career development challenges and opportunities.

Investments in technological developments have dictated the need to retrain professionals in these areas. Programmes aimed at retraining and valuing skills in the areas of maintenance and support for industrial operations have been fundamental in order to foster the reallocation of personnel in these areas.

A number of more specific initiatives were also developed in 2021, such as the start of the leadership development programmes at Floor and Wall Coverings BU and Composite Cork BU and the *Pensar Cliente* (thinking about the client) programme at Amorim Cork BU. Another noteworthy initiative was the fifth edition of the Knowledge For Growth programme (a partnership between Corticeira Amorim and Católica Porto Business School) aimed at developing the Group's management skills. The coaching and mentoring programmes were maintained in the different companies in Portugal, as well as the young talent programmes - Cork Potential at Composite Cork BU, and Cork Talent at Amorim Cork BU.

It should also be noted that Corticeira Amorim has a structured career succession plan, with identified successors for all key positions and middle and senior management positions, which includes the definition of objectives and professional development actions for short and medium term for these management staff.

Young talent programmes: Corticeira Amorim has programmes aimed at young employees, in which it offers internship opportunities for students and recent graduates, preferably with an academic background in the following areas: engineering (mechanics, industrial management, materials and chemistry) and the areas of marketing, international relations, management and finance. With these programmes, students are given the opportunity to acquire knowledge and experience, implement academic concepts and develop activities that are part of the Company's normal functioning, which permit consolidation of the training acquired and the acquisition of professional experience, while also collaborating, with the normal development of the Company's business activity. This programme aims to:

- Identify young talent that can strengthen the structure of Corticeira Amorim companies;
- Enable the development of specific projects;
- Allow better evaluation and selection of candidates;
- Respond to ongoing recruitment processes at the Company.

Composites Cork BU programme involved 27 interns in 2021 and had a 90% overall satisfaction rate. Six interns staying at the Company to fill open positions. Amorim Cork BU also conducted similar programmes.

Leader development programmes: Corticeira Amorim has leadership programmes which aim to recognise the importance of leadership quality and its direct impact on the Organisation's results and performance. These programmes aim to develop the transversal principles of leadership, from a perspective of continuous improvement, always respecting the individuality of each employee and the various styles of leadership. It is also imperative to take account of the different organisational levels, the different functional areas, preparing leaders for a future that will certainly be different, in view of the multiple in-house realities, including remote team management, multiculturalism and generational diversity. This programme aims to:

- Create a leadership culture in Corticeira Amorim's companies;
- Identify the leadership principles that should guide the way that the Organisation's managers act;
- Clarify and ensure that each of the managers knows what is expected of them and integrates leadership behaviour into their daily practice;
- Transfer knowledge and leadership practices, so that managers are increasingly autonomous and efficient in their role.

In 2021, an important example is the ACC LeadUp programme, at the Composite Cork BU, which began with nine managers. The programme provides for an individual initial assessment, feedback and definition of a personal development plan, in-room training (64 hours) and individual coaching throughout the process to support implementation of the plan.

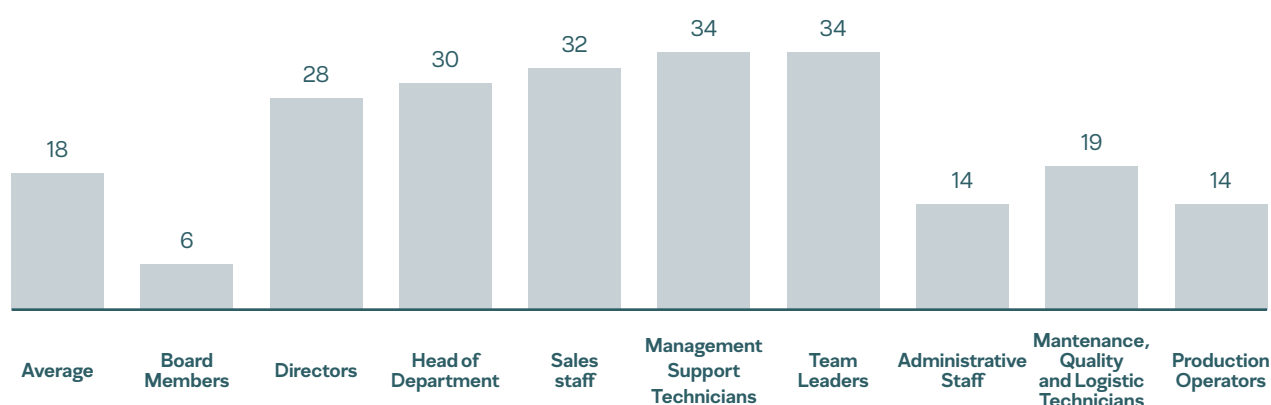
5.1.5. SKILLS DEVELOPMENT AND TRAINING

		2020	2021
Training hours	GRI 404-1	56,870	67,094
Workers receiving training (%)	GRI 404-1	74%	79%

Corticeira Amorim seeks to provide all its workers with access to relevant and quality training, promote learning opportunities and improve skills, not only technical but also managerial and behavioural skills. In 2021, there were 67,094 hours of training in total, which corresponds to a global average of 18 hours of training per worker. The professional categories with the highest average number of training hours were management support technicians, team leaders, sales staff and head of department. Despite the strong production activity - which resulted in additional occupation of some areas that traditionally invest in training - the training levels of recent years were maintained. In addition, there was the impact of the Covid-19 pandemic, which made it impossible to carry out a large part of the face-to-face training sessions. In some cases it was possible to substitute such sessions by distance-training actions, but this was not viable for all themes and contents and, therefore, some planned actions were not carried out.

In 2021, 79% of Corticeira Amorim's employees had access to training. The Company aims to ensure that 95% of employees access training each year, by the end of 2024, and 100% of employees by 2030. Different approaches and programmes are being designed to achieve this goal, including in an e-learning and mixed format (e-learning plus face-to-face) that will cover different groups of employees in different areas of the Company. Corticeira Amorim believes that these initiatives will make it possible to achieve general access to content that is relevant for the professional and personal development of workers.

Average hours of training



Amorim Cork BU's Technical School for Operators: Aware of the importance of training employees to perform their duties in accordance with the processes, instructions, practices adopted and to guarantee maximum safety at the workplace, Amorim Cork BU developed this programme, which represents an investment in training even prior to the admission of its employees. The objective is to ensure the training and certification of basic training of operators for subsequent qualification at work stations, in the production operations at industrial units. The 3-week course includes theoretical-practical modules (40 hours) and on-the-job training in the various industrial units (80 hours), aimed at obtaining profiles with greater versatility. There were three editions in 2021, involving 30 trainees and representing 3,600 hours of training. 100% of participants obtained a basic certification for an Amorim Cork operator and 95% of the participants were admitted to the Company.

5.1.6. MANAGEMENT BY OBJECTIVES AND INDIVIDUAL PERFORMANCE ASSESSMENT

		2020	2021
Workers receiving regular performance and career development reviews (%)	GRI 404-1	47%	55%

The Company has maintained a performance management system for several years. It combines management by objectives with performance assessment (at the level of each BU, at the level of the functional areas and at the individual level), with skills development and an incentive system. It currently covers 55% of workers.

Gradually, but in a sustained and credible manner, the management by objectives system has been extended to different population segments. The concern is to ensure that it is carried out in a reliable manner and based on adequate information systems.

The performance assessments, oriented towards the attainment of objectives and the development of skills, has also covered more segments of all employees.

5.1.7. DIVERSITY, INCLUSION AND NON-DISCRIMINATION

		2019	2020	2021
Female employees (%)	GRI 405-1	25%	24%	25%
Women on the Board of Directors of Corticeira Amorim, S.G.P.S., S.A. (%)	GRI 405-1	33.3%	33.3%	40%
Women in management positions (%)	GRI 405-1	20%	22%	25%
Ratio of remuneration of women to men	GRI 405-2	0.79	0.86	0.88

In 2021 there was no considerable change in the gender distribution, with continued underrepresentation of female employees: 25% of the total. The difference in gender distribution is mainly reflected in the category of board members, head of department and production operators, where there is a higher prevalence of male employees. The highest percentage of women compared to the total of the category is verified in the administrative staff. Despite the fact that the proportion of women in management positions is still small in some functional groups, there has been a gradual increase, and in general has moved towards their share in the total population of employees. There has been a broad positive trend in the gap between the fixed salaries of female and male employees. The same applies to the remuneration ratio (all salary components) between women and men.

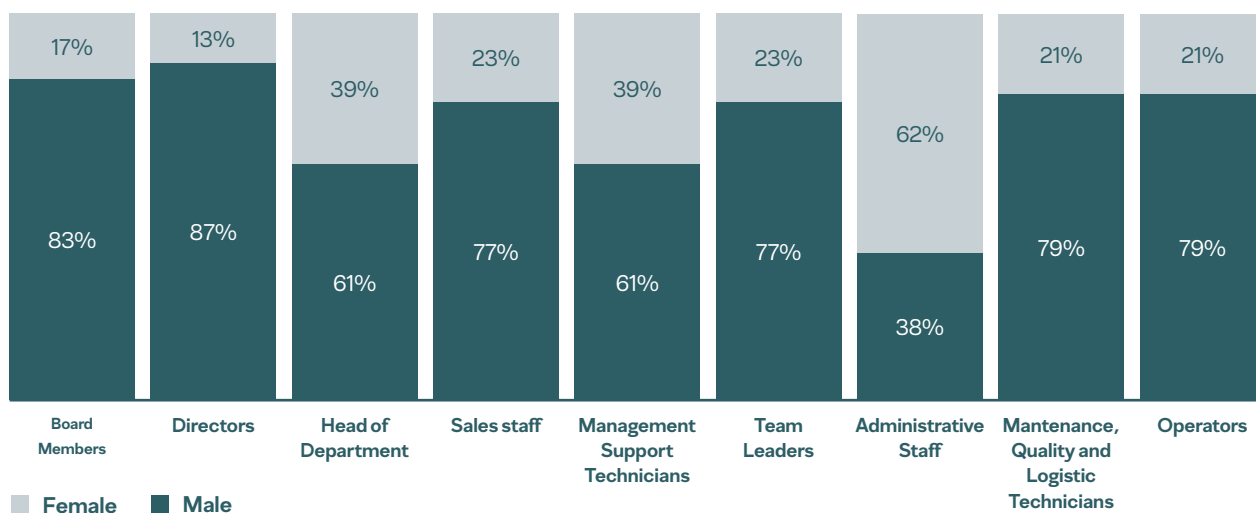
During 2021, commitments in terms of equality, diversity and the promotion of anti-harassment measures were reiterated and reinforced, with the broad definition of a specific procedure for reporting non-compliance and formalising the role of the Audit Committee in these processes. The formalisation of Corticeira Amorim's policies, specifically the human rights policy and human resources policy, have strengthened the Company's commitment to principles and practices that foster non-discrimination and the creation of inclusive, balanced and equitable work environments.

The Equality Plan was also renewed for the third consecutive year. (<https://www.amorim.com/xms/files/Investidores comunicados/20211223CorticeiraAmorimPlanoIgualdade2022PT.pdf>), applied to companies in Portugal, with new, more demanding targets, in particular achieving zero discrimination by 2030 – the target of 1/3 of women in the universe of female workers and an equal percentage in management positions. Corticeira Amorim's Equality Plan has the following action lines:

- Internal and external commitment of the Organisation to gender balance issues, setting objectives and targets and ensuring their monitoring;
- Raising awareness, involving and training management and all employees on the issue of gender equality in companies, in order to ensure the evolution of practices in this field;
- Increase the number of women in management positions;
- Increase the number of women working as employees of the company.

With regard specifically to Corticeira Amorim, S.G.P.S., S.A., the group advocates a policy of diversity in the composition of its governing bodies, in particular the Board of Directors and the Audit Committee, as a way to:

Workers per gender and professional category



- Promote diversity in the composition of the respective body;
- Enhance the performance of each body and each individual member of those bodies;
- Encourage wide-ranging, balanced and innovative analyses with a view to facilitating well-founded and agile decision-making and control processes; and
- Contribute to increased innovation and to the self-renewal of the Company, together with its sustained development and the creation of long-term value for its shareholders and other stakeholders.

The management mandates were renewed in 2021, and Corticeira Amorim assumed a Board of Directors with a composition of 40% women and 60% men. The Audit Committee has 4 members and is equal in terms of gender: two women and two men. In 2021, the Company's Executive Committee also changed to a composition of 4 members - one woman and three men - whereas previously it had three male members.

Equal employment access project: the overall objective of increasing the number of women in management positions (25% in 2024) was expressed, in particular, in recruitment actions. A recommendation was made to all human resources departments in Portugal to ensure that the presence of an element of the under-represented gender in that functional group is always guaranteed in any final recruitment list. There were also internal training initiatives about potential unconscious biases in recruitment, given to human resource departments and to recruitment technicians.

Equal working conditions project: includes the development of a set of procedures to collect information and apply any corrective measures. In addition to maintaining regular monitoring of indicators of the salary ratio between women and men, by professional category, and the ratio of remuneration between women and men, by professional category, a more specific study is planned to analyse functions and compare salaries. The company also plans to introduce questions in the corporate climate surveys about the level of satisfaction in relation to aspects of equality and suggestions for initiatives that can be implemented in these fields.

5.2. SAFETY, HEALTH AND WELL-BEING

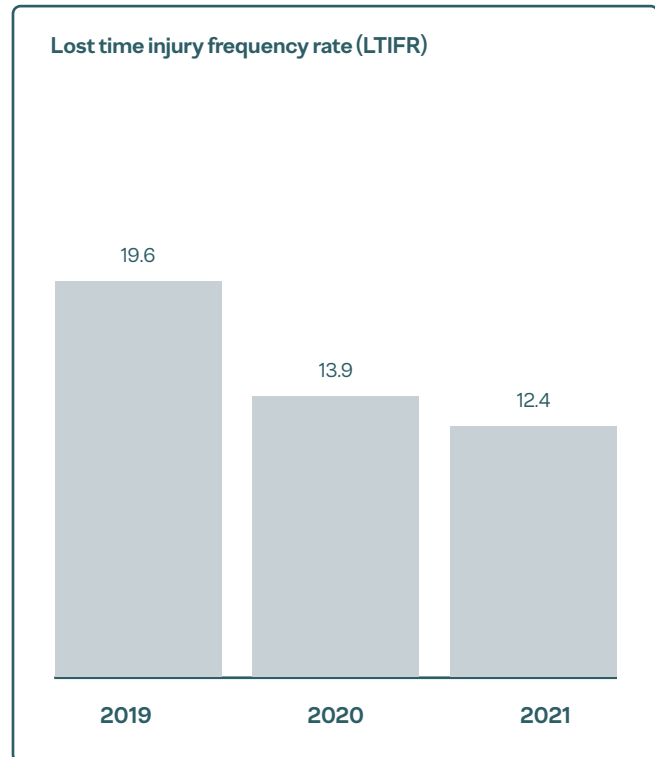
Goal	Main targets	Target 2021-2024
<ul style="list-style-type: none"> Ensure the safety, health and physical and psychological well-being of all, and promote appropriate work environments. 	<ul style="list-style-type: none"> Promote safe and secure work environments for all workers; Provide access to essential quality health services; Reduce the number of accidents and achieve zero work accidents. 	<ul style="list-style-type: none"> Zero accidents at work in 2024.

Corticeira Amorim assumes that working conditions are one of the fundamental factors for any organisation's success. Aware of work safety risks, Corticeira Amorim fosters and encourages a culture of safety among all its employees, ensuring a work environment that preserves their physical and psychological integrity, while also encouraging a healthy and sustainable lifestyle. In the field of occupational health and safety (OSH), Corticeira Amorim has defined the following objectives for all its companies:

- Guarantee health and safety conditions in the workplace, regularly checking, in particular, its facilities' compliance with current standards according to the specific associated risks.
- Ensure that its activities do not harm the health and safety of its employees and subcontractors, those involved in operations, neighbouring populations or users of its products.
- Ensure a safe and healthy working environment for Employees, subcontractors and those involved in operations, adopting all appropriate measures to prevent risks and accidents at work and ensuring access to drinking water and clean facilities, including lavatories.
- Comply with and respect regulations on the prevention of occupational risks and to provide the necessary means for Employees to carry out their professional activities with the appropriate safety and hygiene measures in order to safeguard their lives, health and physical and psychological integrity.
- Have a preventive approach to the health and safety of its Employees, providing them with regular training on health and safety in the workplace.
- Give priority to the safety, health and well-being of its Employees, ensuring the development of adequate occupational health and safety management systems, through qualified technicians in these areas and in environmental issues.

5.2.1. SAFETY AND HEALTH

		2019	2020	2021
Work related injuries	GRI 403-9	119	82	76
Portugal	GRI 403-9	89	60	54
Rest of the world	GRI 403-9	30	22	22
LTIFR	GRI 403-9	19.6	13.9	12.4
LWD	GRI 403-9	494	551	554



Corticeira Amorim fosters compliance with all requirements, standards and legal procedures in the area of OSH, in all the countries where it has operations, through the application of good practices, in particular:

- Regulatory and periodic occupational medicine exams;
- Availability of personal protective equipment (PPE);
- Training for workers and service providers in the field of occupational hygiene and safety adapted to the specific characteristics of each job;
- Hygiene and safety committees, with the participation of employees and/or their representatives;
- Specific procedures for handling hazardous substances;
- Internal and external audits.

Corticeira Amorim is committed to achieving zero accidents in the four-year cycle (2021-2024). During 2021, there was an overall decrease of 11% in the LTIFR. The number of lost workday rate (LWO) remained practically unchanged. These results are considered to be quite positive, and are only possible through implementation of the action plans outlined in each of the BUs in recent years. These action plans encompass a wide array of initiatives, including investments in technology, changes in equipment and working conditions, and awareness-raising and training actions that aim to lead to a true cultural transformation in behaviour and attitudes towards occupational safety.

Holding a quarterly forum on occupational safety has made it possible to maintain a priority on this topic, and foster the constant sharing and discussion of best practices in this field. In a year in which the fundamental concern was to create a protected environment in relation to potential Covid-19 infections, the health and safety activity focused on ensuring sanitised and disinfected work spaces, respecting physical distances and appropriate standards of conduct. The work situations connected to Covid-19 accentuated the health and well-being issues linked to the aspects of physical and mental health. In this context, Composites Cork BU carried out the first diagnosis of psychosocial risks in the Group. Other companies will do likewise. Attention should also be drawn to the gymnastics routines in the workplace developed by almost all of the IUs, as a way to prevent injuries caused by repetitive strain.

Investment in this area also involved raising awareness and training employees, from small initiatives focused on raising awareness, technical training to support the acquisition of new skills, physical activity programmes and gymnastics at work. The latter was highly focused on promoting occupational health. Initiatives related to standard health screenings (cardiovascular and eye diseases) and vaccination campaigns (flu) conducted by the companies' health areas were also reinforced.

The external certification of management systems is increasingly becoming a priority. Certification according to international occupational safety and hygiene / social responsibility standards, such as ISO 45001 and SA 8000, cover around 67% of employees and 44% of the IU.

Occupational safety forum: held four times a year, with the presence of Health and Safety officers, Human Resources Directors, General Managers of all the BUs and promoted by Corticeira Amorim's Chairman. It is a dynamic that has made it possible to maintain the priority on this topic, as well as constant sharing and discussion of best practices in this field, which has made it possible to achieve very significant progress and make a series of practices transversal.

Workplace gymnastics project: it appears that a large number of occupational accidents recorded in Corticeira Amorim companies are musculoskeletal. An action and intervention plan has been drawn up whose objectives are to prevent work-related injuries (LMELT), to improve body posture, reduce absenteeism, improve the organisational climate, improve attention-concentration, and promoting physical activity and a healthy lifestyle. The plan revolves around restructuring the layout of work activities, processes and means of lifting loads, as well as the promotion of workplace gymnastics, the latter undertaken with partners. The project involves an analysis focused on the ergonomic issues of workstations and the individual physical condition of each worker. This is followed by initial training for internal facilitators, focusing on the most common work-related musculoskeletal injuries topics, risky postural behaviours, preventive exercise framework in the workplace, tools for teaching gymnastics sessions at work, exercises and their fundamentals, teaching and educational strategies and an exercise plan. It also includes drawing up improvement proposals both at the ergonomic level of the work place and the standardisation of tasks, individual postural training for the elaboration of work tasks with less risk of musculoskeletal injury, implementation of physical activity programmes, and also active recovery programmes aimed at the treatment of specific pathologies, on a group basis. In 2021, workers belonging to the Raw Materials BU and Composite Cork BU were involved in these programmes. The manual gluing sector begins the shift (twice a day) with a daily Kaizen meeting followed by a short-term physical activity, 5-10 minutes, given by the head of the sector. Taking into account the positive results, the Cork Stoppers BU also intends to carry out this project.

Pilot programme of internal physiotherapy: in order to reduce the degree of pain, prevent occupational diseases and reduce absenteeism at Composites Cork BU, a project has been implemented with physiotherapy sessions, with an initial assessment of the respective participants and a post-intervention evaluation, for comparison of results. The sessions take place at a frequency defined by the physiotherapist for each worker, taking into account the characteristics of the level of pain/stage of the disease. An informal follow-up assessment is carried out in each of the sessions to monitor the evolution. 35 workers have been involved to date. In terms of the results achieved, according to monthly reports sent and feedback from employees, participants in the project have a lower degree of pain compared to the beginning of the project and the values for absenteeism due to occupational disease were lower in 2021, compared to 2020.

5.2.2. WELL-BEING

Corticeira Amorim has a tradition of “taking care” of its employees. The Company provides several benefits in the acquisition of products and services (own and resulting from partnerships and protocols) that aim to provide access to them under advantageous conditions, thereby contributing to an increase in everyone’s quality of life.

Employees benefit from various services, salary bonuses and support that encourage the reconciliation between personal and family life and work, in particular:

- Health service benefits: in all companies based in Portugal, hospitalisation insurance is available; in the larger units (or headquarters), curative medical consultations are organised twice a week; there are protocols with clinical analysis laboratories that collect samples in companies and with pharmacies that collect orders and deliver medicines to the premises; various screenings (ophthalmological, hypertension, healthy habits) are regularly carried out, with a view to promote health; an influenza vaccination campaign is held annually;
- Benefits and recognition and celebratory initiatives throughout the year: gift baskets and toys to employees’ children at Christmas time, seniority awards and various recognition awards;
- Daily life assistance benefits: access to the Company’s canteens by the employees’ direct family members, wherein employees can also purchase meals to take home.
- Protection of parenting: information on legislation on parenting, support for education of parents and children offering toys to employees’ children.

Protection of parenting: with the objective of guaranteeing the right to the enjoyment of parental leave by workers, the Company created and maintains a chapter on the internal network – Linkpeople – referring to legislation on parenting, which provides 120 days maternity leave for the mother, and, for the father, 20 working days, paid at 100%. Employees also benefit from various services and support, with a view to reinforcing the Company’s performance in these matters, in particular:

- Support in the education of employees and their children, with the allocation of school subsidies, merit scholarships for employees’ children (currently to more than 30 young people per year);
- Offer of toys to employees’ children.

5.3. COMMUNITY/SOCIETY AND INNOVATION

Goal	Target 2021-2024
<ul style="list-style-type: none"> • Boost economic growth in a sustainable and inclusive manner, ensuring efficient production and decent work for all. • Support and promote research, development and innovation and foster sustainable solutions. 	<ul style="list-style-type: none"> • Sustain economic growth; • Strengthen global partnership for sustainable development; • Promote development-oriented policies that support productive activities, entrepreneurship, creativity and innovation; • Enhance scientific research.

Corticeira Amorim has a Community/Society Policy which aims to:

- Strengthen efforts to protect and safeguard cork oak forests;
- Act in full compliance with the laws and regulations in force in the regions where it operates, and to collaborate with the authorities as far as possible;
- Be part of a value chain that generates income in the places where it is established, respecting the local culture and communities and providing high quality products and a deep commitment to economic, social and environmental sustainability;
- Foster the ambition to continuously develop new cork solutions that add value to the market compared with conventional solutions, and that uniquely combine technical performance, a premium element and unmatched sustainability credentials;
- Minimise the negative impact that its activities have or may have on the communities where they are carried out, demonstrating openness and honesty, respecting local cultures and traditions, and supporting and promoting initiatives in relation to institutions, populations and local communities in general;
- Repay community support by contributing to the progress, economic development and well-being of communities, encouraging SMEs and future local entrepreneurs to achieve sustainable results and thus boost national entrepreneurship;
- Be sensitive to the needs of local communities, listening and seeking to respond to their concerns, in an inclusive manner, and ensuring that, within the Organisation’s operations, everyone is heard, in order to understand how to minimise any possible negative impacts;
- Promote internal and external environmental awareness-raising activities.

Programmes and Initiatives

Corticeira Amorim re-invests a significant part of the economic value generated in the various countries where it has operations. Management structures have processes and tools in place to recognise and manage impacts and understand community needs and interests, and identify long-term investment opportunities in local communities. Priority is given to programmes related to social balance, innovation and entrepreneurship, culture and knowledge, which are believed to provide positive long-term benefits.

SOCIAL BALANCE

**INNOVATION/
ENTREPRENEURSHIP**

**CULTURE
/KNOWLEDGE**

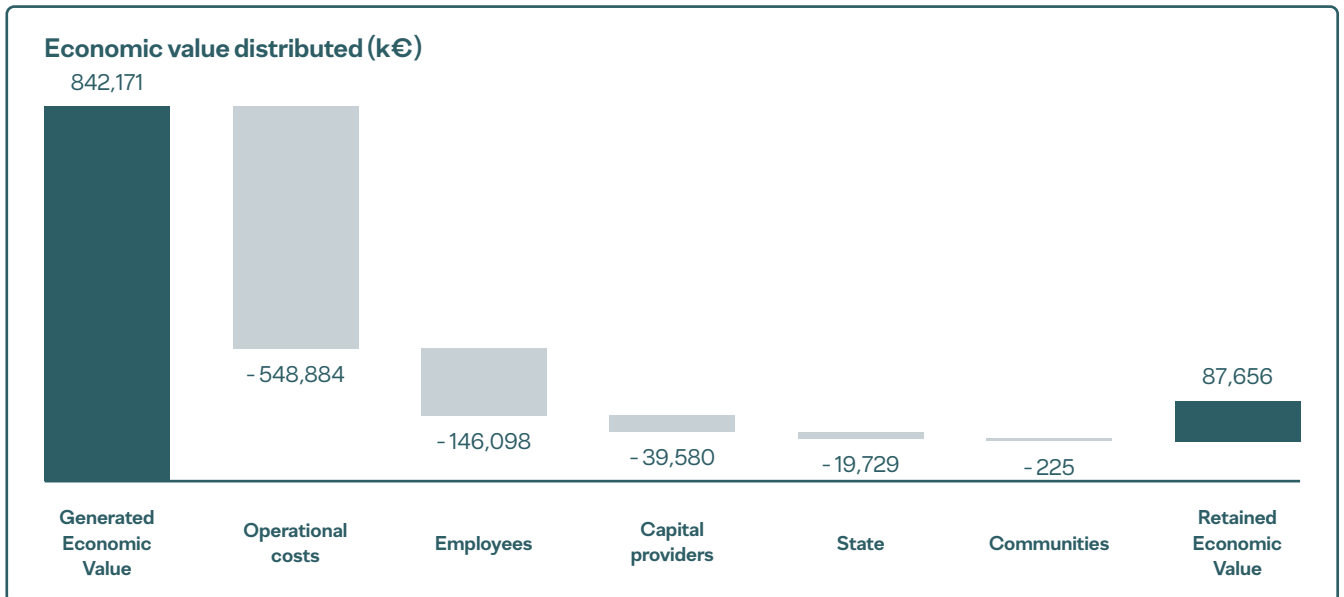
A study by EY, released in 2020, calculated the direct, indirect and induced impacts of Corticeira Amorim's business activity in Portugal, including the associated environmental impacts and the impacts of the ecosystem services of the cork oak forests made possible by it, concluding that the total contributions of net value to society in general are over €1 billion per year (more than seven times the direct added value)

5.3.1. SOCIAL BALANCE

Corticeira Amorim's business activity generates direct, indirect and induced economic value for the communities where it is present internationally, nationally, regionally and locally. The direct impacts include salaries paid to employees, investments in the community and payments

to the state in the form of taxes, royalties and fees, which can be reinvested in social and economic programmes that benefit the communities and regions where Corticeira Amorim operates.

In 2021, Corticeira Amorim generated economic value of €842 million, and distributed €755 million to its stakeholders.



In order to reinforce its support to the local community, Corticeira Amorim has extended its regular social, humanitarian and first aid interventions, through collaboration with social inclusion institutions, welcoming minors at risk and supporting senior citizens, fire brigades, the Portuguese Anti-Cancer League, hospitals, organisations and social institutions.

The associations with which the Group actively collaborates include:

- **Albertina Ferreira de Amorim Foundation** – This foundation promotes solidarity and appreciation of human advancement in its ethical, religious, cultural and civilisational aspects. It offers humanitarian and social support to causes and projects involving the local communities where Corticeira Amorim’s companies operate. It also hopes to boost scientific research in the field of cork preparation and processing and is expected to award prizes in this and other fields. Of note is the regular contribution to the development of social responses to situations of greater fragility in our local communities, supporting shelter structures for the elderly; education and training of children and young people, including refugees; health and well-being, such as hospitals; and assistance, such as fire brigades and organizations that respond to social emergencies, including food;
- **Bagos D’Ouro Association** – an institution that is dedicated to supporting underprivileged children and young people in the Douro region, by monitoring their school career and creating opportunities for the development of successful life projects;
- **Terras de Santa Maria Foundation** – Through the degree courses it offers, the foundation aims to create and reinforce skills that can boost the economic and social development of Portugal and, in particular, of the Entre Douro and Vouga region, where it is located. Corticeira Amorim is one of the institution’s ten founding members;
- **Academie Amorim** – A non-profit organisation that includes scientists dedicated to research in the field of winemaking in order to optimise the quality of wines and ensure that the wine ageing process proceeds as expected. Since 1992, this institution has supported the work of the researchers by offering them an annual scholarship to fund scientific work and help to improve knowledge about wine.

5.3.2. INNOVATION AND ENTREPRENEURSHIP

	2019	2020	2021
Average investment in RDI (k€)	8,004	9,792	10,363

Innovation stands at the heart of Corticeira Amorim’s strategy. The company aims to extend the concept of innovation to all BUs and improve areas such as portfolio diversification, process efficiency and quality and the circular economy. Investment in RDI is currently around €10.4 million per year.

Each BU has its own RDI unit. There is also a transversal innovation structure across the entire group, Amorim Cork Research and a business incubator, Amorim Cork Ventures (ACV), launched in 2014. The Company currently supports the development of two companies through ACV: Ecochic and TDCork. Activity in this field is completed with the partial allocation of resources to joint ventures involving Amorim Cork Composites (ACC). ACC has identified the growth potential of certain businesses and has decided that the joint venture model (with specialist partners in the segment) is the most appropriate to develop the full potential and profitability of these businesses. A set of skills have been identified in ACV that it is important

to allocate to the management of joint ventures. This option by Corticeira Amorim was proven to be correct in 2021, through the performance achieved by joint ventures such as Corkeen Europe or Amorim Sports and the creation of a new company - Koriko – made by nature - dedicated to making cork-based toys.

Through Corticeira Amorim’s investment in RDI, the company disseminates knowledge and innovation throughout society, either directly (when the Company voluntarily provides access to knowledge and certain innovations), or indirectly, through the generation of positive externalities resulting from its business activity, which include innovation projects pursued in partnership with universities and specialised companies, purchasing products from local producers, inducing innovation in supporting industries, developing new applications for cork, communicating the benefits of cork and the dissemination of good circular economy practices.

The promotion of entrepreneurship is another impact of Corticeira Amorim’s activity, generated by direct initiative, through ACV, which has a significant impact on promoting innovation in the sector, since it is the only business incubator related to cork through which innovative ideas and businesses are encouraged and supported. With the same goal in mind, support and encouragement is provided to initiatives such as the creation of companies by former workers, the emergence of new uses of cork and the emergence of companies to support the cork industry.

Amorim Cork Ventures: created in 2014 with the aim of supporting entrepreneurs with innovative products, solutions and applications for the cork sector. Its main goal is to promote the launch, growth and expansion of cork-related businesses, mainly oriented towards foreign markets. This includes the development of new approaches, paths and formulae for cork, in its natural state or in combination with other materials. Since its inception, ACV has analysed over 340 projects from 25 different countries and organised five start-up/entrepreneur pre-acceleration programmes. More than 20 projects have been supported (10 of which remain active) and 8 patent and utility model applications have been submitted. Two start-ups currently remain in the Company’s investment portfolio. <https://www.amorimcorkventures.com/about-us/>.

i.cork factory: created in 2018. It is fully dedicated to RDI associated to new and innovative products that value cork. Its main mission is to design new materials, and test and explore the application of technologies that haven’t yet been industrialized in the sector. i.cork factory is a true hub of innovation and creativity for the development of new products and new formulae for the manufacture of composite materials with cork, developing its activity in line with the market, seeking to create solutions to respond to the needs of various business sectors - always with cork and circular economy processes at the epicentre of development. Due to its proximity to the market, the innovation factory also functions as a platform for cooperation and collaborative work, from which synergies with universities, research centres and customers are developed, in search of high-performance and often ground-breaking solutions. In addition to contributing to the innovation culture in Amorim Cork Composites’ DNA, i.cork factory also plays a fundamental role in expanding the product portfolio, and in training technicians, customers and distributors. <https://amorimcorkcomposites.com/en/>.

5.3.3. CULTURE AND KNOWLEDGE

Corticeira Amorim has been developing a comprehensive plan of initiatives to make cork available to society, in its most diverse forms, based on the team's technical expertise and know-how, furthering their knowledge and enabling the development of educational, research and artistic projects aimed at the company's employees and families, and also the wider community.

Through multiple initiatives in the area of education, ranging from curricular internships to protocols with academic institutions, from environmental education to sponsorship, the objective is to create a positive impact. Taking into account the pandemic situation experienced in 2021, several initiatives were suspended or had to be carried out in alternative formats. One example was the initiative, Porto Futuro, an educational project by Porto City Council in which Corticeira Amorim is a partner of the Leonardo Coimbra School Group, whose actions, that were planned for 2021, had to be cancelled. Environmental education initiatives in schools were also cancelled in 2021.

On the other hand, the tree planting initiative, a traditional activity involving volunteers from Corticeira Amorim and Quercus, which, since 2011, in the framework of the Green Cork programme, have planted around 2,000 autochthonous trees per year, after being cancelled in 2020, involved more than 100 Company volunteers in Coruche to plant around 2,000 cork oak trees in the Herdade do Monte da Barca, owned by the local Santa Casa da Misericórdia.

At the cultural level, Corticeira Amorim has pursued its ambitious strategy to position cork at a prominent level in the world of architecture and design, promoting its use by world-class architects, designer and artists fostering its presentation on the world's biggest stages of creativity.

In this year, the following initiatives should be emphasised:

- Portuguese Pavilion made of cork in the Yangzhou International Horticultural Exhibition: more than 230 m² of cork supplied by Amorim Cork Insulation lined the Portuguese pavilion in the 2021 Yangzhou International Horticultural Exhibition. Dedicated to the theme: «Live Green, Live Better», the pavilion focused on people's relationship with nature and the importance of preserving the environment in order to achieve sustainable economic growth. In addition to the cork-lined building, the Portuguese pavilion also had a garden, which celebrated the best of Portuguese creativity and design and highlighted the green economy;
- Portuguese Pavilion in the Venice Architecture Biennale used cork supplied by Amorim: Corticeira Amorim supported the Portuguese representation in the Venice Architecture Biennale. The project In Conflict (Em Confronto), was proposed by the Porto studio, depA Architects, chosen to lead the curatorship of the Portuguese Pavilion (Palazzo Giustinian Lolin, by the Fondazione Ugo and Olga Levi) in the 17th edition of the Italian Biennale. Its structure was supported by approximately 100 linear metres of technical agglomerated cork. Cork and Corticeira Amorim thereby returned to the city of canals after the previous successful visits in 2013, 2017 and 2019;
- Forest for Change – The Global Goals Pavilion at the London Design Biennale 2021: Corticeira Amorim was

the official material partner of the Forest for Change – The Global Goals Pavilion, in the London Design Biennale 2021. Designed by the British designer Es Devlin OBE and developed by the non-profit agency, Project Everyone, the pavilion included a central core entirely built from cork. The pavilion hosted an interactive installation where visitors could learn about the UN Sustainable Development Goals (SDGs). Jack Headford, Associate Designer at Es Devlin Studio explained the choice of cork: “during the project's development, it became obvious that we needed to work with materials that convey empathy and robustness within the forest. Cork seemed to be the obvious choice due to its wood tones and smooth texture, along with its inherent sustainable nature, as a renewable and biodegradable material. Cork also provided a safe and sturdy flooring option that blends well with the forest floor, allowing visitors to wander freely through the trees.” The London Design Biennale 2021 brought together the most imaginative curators, designers and artists from around the world who provided creative proposals in response to the theme of “Resonance”;

- Corticeira Amorim - associate brand of the Porto Design Biennale 2021: the partnership resulted in the provision of material resulting from circular economy practices, a policy that the company has implemented since the 1960s. Promoted by the municipalities of Porto and Matosinhos, the Porto Design Biennale 2021, dedicated to the theme “Alter-Realities: Designing the Present”, included showcases, exhibitions, conferences, workshops and publications;
- Serpentine Summer Pavilion 2020/21 once again presented cork as its chosen material: Supplied by Corticeira Amorim, cork, a genuinely Portuguese raw material, once again assumed centre-stage in one of the world's leading architecture showcases. The 200 m² cork installation responded to the challenge made to the South African studio Counterspace to build an installation that focuses on sustainability. Sumayya Vally (2021 TIME100 Next List), the youngest architect ever chosen to lead the iconic Serpentine architecture programme commented: “Cork was chosen because of its mouldability, malleability and flexibility, making it possible to recreate different spaces inside the pavilion, aligned with its objective of recovering and reconfiguring the local and material context.” Based on this assumption, and the fact that cork stands because of its unique sustainability credentials - as a 100% natural, ecological, renewable, recyclable and reusable raw material - the construction of the pavilion uses other green materials, including recycled steel for its structural elements;
- Ai Weiwei uses Amorim cork to create original works: cork was one of the materials chosen by the Chinese artist Ai Weiwei to create original works in Portugal. Supplied by Corticeira Amorim, the raw material embodied the activist's sculptural self-portrait, Brainless Figure in Cork. The work - produced by Amorim Cork Composites using high-density agglomerate cork - was part of the Ai Weiwei – Rapture exhibition, on display at the Cordoaria Nacional, in Lisbon. It should be noted that this is the second time that Ai Weiwei - one of the world's most influential contemporary artists - has used

cork supplied by Corticeira Amorim. The first occasion was within the framework of the Serpentine Summer Pavilion 2012 – designed by the Chinese artist and the Swiss architects, Herzog & de Meuron;

- Bpisbuchet 2021 - Breaking the Waves workshop, coordinated by the designers' collective, Envisions (Holland): this workshop, supervised by the visionary designers, Emma Wessel and Tijs Gilde, enabled emerging designers to explore the creation of cork-based playful surfaces and ground-breaking structures, cork's characteristics and properties and its infinite capabilities of recreation and symbiosis with other materials.

Plantação (tree-planting): For more than a decade, Corticeira Amorim organises its annual tree planting initiative on the day of the Autochthonous Forest. In 2021, the 10th edition was marked and throughout the years more than 24,500 trees were planted exclusively by Amorim volunteers. There are about 100 volunteers a year, from all the company's BUs, who, in partnership with Quercus and under the umbrella of the Green Cork project, participate in this initiative, which also aims to raise awareness of the protection of forests and biodiversity.

No Poupar Está o Ganho (A Penny Saved is a Penny Earned) project: Corticeira Amorim has been a partner for several years in the *No Poupar Está o Ganho (A Penny Saved is a Penny Earned)* project, organised by the Dr. Antonio Cupertino de Miranda Foundation, which aims to contribute to the training of young people as responsible consumers in the future. The objective is to promote financial literacy in topics such as savings, the importance of money and or money management. Over the past 11 years, the initiative has reached 40,000 children from 40 municipalities, organised throughout each school year and culminating in an annual final competition. In 2021, prizes were awarded to around 300 students from 14 classes from the districts of Braga, Porto, Viana do Castelo and Vila Real. Using videos, apps or games, the school classes showed to the jury of the competition not only the knowledge of financial education that they had acquired, but also their creativity and ability to work in a group. During the school year, the *No Poupar Está o Ganho* project reached 9,000 students in 500 classes. Corticeira Amorim helped make the award of prizes to the winners of the national competition even more special, by offering unique objects made from cork.

6 – SUSTAINABLE FINANCE

Corticeira Amorim has sought to integrate commitments and the application of best ESG practices in corporate finance. It has therefore carried out several green financing operations and linked sustainability operations, thereby contributing to the development of sustainable finance, i.e. financing intended to support economic growth, while reducing pressures on the environment and considering social and governance aspects.

6.1. Corticeira Amorim'S GREEN BONDS

In December of 2020, Corticeira Amorim made its first issue of Green Bonds, in the amount of €40 million, by private subscription, without guarantees and for a period of 5 years, earning interest at a fixed rate every six months and with staggered capital repayment (25% at the end of year 4 and 75% at maturity).

This loan is intended to refinance a diversified set of green investments made in 2017, 2018, 2019 and the 1st half of 2020 by eight companies which belong to the Corticeira Amorim Group's five BUs, in the following eligible green categories:

- Environmentally sustainable management of living natural resources and land use;
- Renewable, low carbon, eco-efficient and/or circular economy adapted products, production technologies and processes;
- Waste management and resource efficiency;
- Renewable energy and waste-to-energy.

Sustainalytics (a company specialising in research, ratings and information ESG-www.sustainalytics.com) reviewed the investments and issued the respective Second Party Opinions (SPO) confirming that they were aligned with the Green Bond Principles (June 2018 version) of the ICMA- International Capital Markets Association.

Banco BPI, SA (www.bancobpi.pt) was responsible for organising and managing the issue and providing the subscription guarantee. It will also act as paying agent.









The allocation and impact report for the year 2021, published in April 2022, was verified by Ernst & Young Audit & Associados, S.R.O.C., S.A..

More information: <https://www.amorim.com/en/investors/market-information/>.

6.1.1. ALLOCATION

The resources, in the total amount of €40 million, were disbursed and fully allocated, applied through the refinancing of individual projects and a portfolio of projects framed within the context of the eligible green categories presented.

Only projects or investments controlled and managed by Corticeira Amorim or belonging to subsidiaries controlled by Corticeira Amorim were considered to be eligible.

Eligible Green Project Category	Investment	Environmental Objectives	SDG	Use of proceeds
Environmentally sustainable management of living natural resources and land use	6,124	Managing cork oak forests in a sustainable way	 	Proceeds in this category were used to refinance the acquisition, plantation, maintenance and management of cork oak forests using new silviculture models based on drip irrigation
Renewable, low carbon, eco-efficient and/or circular economy adapted products, production technologies and processes	24,254	Producing renewable, low carbon, eco-efficient and circular economy products	   	Proceeds in this category were used to refinance equipment and infrastructures to increase the quantity and quality of production of renewable, low carbon, eco-efficient products with the purpose of replacing fossil-based and other non-renewable materials with bio-based alternatives and refinancing the research, development, equipment and infrastructures for the manufacture of circular economy products
Waste management and resource efficiency	6,077	Improving material efficiency in production and reduce waste		Proceeds in this category were used to refinance equipment and infrastructures involved in resource efficiency and/or waste reduction, minimisation and reuse processes in Corticeira Amorim's operations
Renewable energy and waste to energy	3,462	Generating renewable energy from waste materials		Proceeds in this category were used to refinance the maintenance and upgrading of equipment and infrastructures used to produce energy from biomass and waste products
Total*	40,000			

thousand euros
*Including banking fee

6.1.2. IMPACT

Based on the actions already evaluated, verified by an external entity, Corticeira Amorim calculated the following environmental impact in 2021 for its projects financed by the Green Bond:

Eligible Green Project Category	KPI	Impact
Environmentally sustainable management of living natural resources and land use	New plantations of cork oak forests (ha) since 2018	251 ha of interventions in the cork oak forest
Renewable, low carbon, eco-efficient and/or circular economy adapted products, production technologies and processes	Revenue of renewable, low carbon, eco-efficient and/or circular economy adapted products, production technologies and processes (thousand euros)	221,331 thousand euros of revenues
Waste management and resource efficiency	Industrial cork waste recovery of the process (t)	8,234 t of cork recovery
Renewable energy and waste to energy	GHG emissions avoided (tCO ₂ eq)	672 tCO ₂ of emissions avoided

6.2. PROGRAMME TO ISSUE SUSTAINABILITY-LINKED COMMERCIAL PAPER

In 2021, Corticeira Amorim implemented the first Sustainability-Linked Commercial Paper Programme, in the amount of €20 million with maturity until 2024.

The interest rate to be applied on issues under the Programme depends on the evolution of the following two environmental indicators:

- KPI1 – energy consumption from controlled renewable sources;
- KPI2 – proportion of non-cork waste sent for recovery.

Sustainalytics issued an opinion confirming the alignment of the programme with the four components of the Sustainability-Linked Loan Principles (2020 version) of the LMA – Loan Market Association.

Caixa - Banco de Investimento, S.A. was responsible for organising and managing the programme and will also act as Paying Agent and Registration Institution; Caixa Geral de Depósitos, S.A. is responsible for providing the subscription guarantee.

6.2.1. IMPACTO

Based on the actions already evaluated, Corticeira Amorim calculated the following impact on the indicators associated with the programme to issue Sustainability Linked Commercial Paper:

KPI	Objective	Calculation	Performance 2021
Energy consumed from controlled renewable sources (GJ) in total energy consumption (GJ)	Ensure that the ratio between the consumption of renewable energies controlled by the company in the total energy mix is at least 66.67%	≥ 66.67% energy consumed from controlled renewable source / year Controlled renewable energy consumption (GJ) — Total energy consumption (GJ)	69.2% of energy consumed from a controlled renewable sources
Waste sent to recovery (non-cork) (t) in total waste (non-cork) (t)	Ensure that the ratio of waste sent for recovery in total non-cork waste is at least 90%	≥ 90% waste recovery rate / year Waste (non-cork) Sent for recycling (ton) — Total waste (non-cork) (ton)	96% waste recovery rate (non-cork)

Operations in Portugal

6.3. GREEN COMMERCIAL PAPER PROGRAMME

Corticeira Amorim has implemented a Green Commercial Paper Issuance Programme with a maximum nominal amount of €11.6 million and maturity until 2026.

The Company is determined to increase the use of renewable energies. Emissions under this Programme are intended to finance the acquisition of photovoltaic panels by several Corticeira Amorim Group companies, in the period from 2021 to 2024, which will generate an additional 30 GWh, avoiding the emissions of around 14,600 t CO₂.

Banco Bilbao Vizcaya Argentaria, S.A., Branch in Portugal was responsible for organising the issue and providing the subscription guarantee. It also acted as the paying agent, dealer bank and registration institution.

6.3.1. Impact

Based on the initiatives already evaluated, Corticeira Amorim calculated the following impact associated with the acquisition of photovoltaic panels:

		2021	2022	2023	2024
Photovoltaic energy panels (GJ)	GRI 302-1	500	—	—	—

6.4. EUROPEAN TAXONOMY

6.4.1. ABOUT THE EUROPEAN TAXONOMY

The European Union Taxonomy is a classification system that establishes a list of environmentally sustainable economic activities. It aims to contribute to the implementation of the European Green Deal, facilitate the sustainable ecological transition and achieve carbon neutrality by 2050.

As a classification tool, the Taxonomy seeks to clarify which companies, capital markets and policymakers and which economic activities make the biggest contribution to the achievement of the EU's (European Union) environmental objectives, in order to improve the flow of funds to these activities.

The Taxonomy Regulation establishes that, for an economic activity to qualify as environmentally sustainable, it must 1) contribute to at least one of the six identified environmental objectives (climate change mitigation; climate change adaptation; sustainable use and protection of water and marine resources; transition to a circular economy; pollution prevention and control; protection and restoration of biodiversity and ecosystems) and; 2) do no significant harm to any of the other objectives of an environmental or social nature stipulated in the regulation.

At the time of the publication of this report, the technical evaluation criteria for two of the six environmental objectives (climate change mitigation and climate change adaptation) have already been published. The Delegated Act of Article 8 has also been adopted, which determines the contents, methodology and information that must be disclosed by companies, as defined by the EU Taxonomy. In particular, these companies must disclose key performance indicators (KPIs) associated with economic activities that are considered to be environmentally sustainable by the EU Taxonomy. These are: the proportion of its turnover (Turnover KPI), the proportion of its capital expenditures (CAPEX KPI) and the proportion of its operating expenses (OPEX KPI).

A period of progressive introduction of disclosure obligations is foreseen, which means that, between 1 January and 31 December, 2022, non-financial corporations must solely disclose the proportion of eligible and non-eligible economic activities, in relation to total turnover, capital and operating expenses, as well as certain qualitative information.

Eligible activities correspond to activities that are described in the Delegated Climate Act that has already been adopted, regardless of whether or not these economic activities fulfil some or all of the technical selection criteria established in the Delegated Act. At the time of this report, these economic activities account for around 40% of listed companies, in sectors that are responsible for almost 80% of direct greenhouse gas emissions in Europe. It includes sectors such as energy, forestry, manufacturing, transport and buildings.

The EU Taxonomy Climate Delegated Act is a dynamic document, which will continue to evolve over time in the light of evolution and technological progress. The criteria will be subject to periodic review. This process will ensure that new sectors and activities, including transition activities and enabling activities, can be added to the Taxonomy over time.

6.4.2. DISCLOSURES

According to art. 8 of the Taxonomy Regulation and Art. 10 (2) of art. 8 of the Delegated Act, Corticeira Amorim examined the relevant eligible and non-eligible economic activities (within the framework of the Taxonomy) based on its activities as the world's biggest cork processing group. Therefore, Corticeira Amorim presents the part of the group's turnover, capital expenditures (Capex) and operating expenses (Opex) for the 2021 reporting period, associated with economic activities eligible for the Taxonomy, related to the first two environmental objectives (climate change mitigation and climate change adaptation).

Non-Eligible Economic Activities

Corticeira Amorim is the world's biggest cork processing group. The cork processing activity is not included in the Taxonomy Climate Delegated Act and was therefore considered to be non-eligible.

The business volume of the Cork Stoppers BU represents around 70% of the Corticeira Amorim Group's global sales. It is the Company's understanding that cork stoppers are an inherently sustainable resource, have a positive impact on the decarbonisation of the wine industry and, therefore, have an impact on climate change mitigation. In subchapter 6.4.3, Voluntary disclosures, the indicators included in the cork stopper production activity are voluntarily disclosed.

Eligible Economic Activities

With regard to revenue-generating activities, Corticeira Amorim identified the activity of manufacturing insulation products (activity 3.5 - Manufacture of energy efficiency equipment for buildings) as eligible under the Taxonomy:

Economic activities	Objective: Climate Change Mitigation *
3.5. Manufacture of energy efficiency equipment for buildings	✓

* Although it was determined that the identified economic activities eligible for the Taxonomy satisfy the description in accordance with Annexes I and II of the Delegated Act, the calculation of the KPIs was attributed to climate change mitigation, since the contribution to adaptation to the climate change is of minor importance and the Taxonomy does not allow double counting.

Additionally, Corticeira Amorim operates in several sectors of the value chain of its products, which do not generate revenue, but which result in essential assets or processes for its revenue-generating activity. Capital and operating expenses are also included in the calculation of Capex and Opex KPIs, as eligible for the Taxonomy, whenever they are associated with an activity eligible for the Taxonomy or are individual measures to improve energy efficiency. In this context, Corticeira Amorim also identified the following economic activities from individually EU Taxonomy eligible purchased output/measures:

Economic activities	Objective: Climate Change Mitigation *
1.1 - Afforestation	✓
1.3 - Forest management	✓
4.1 - Electricity generation using solar photovoltaic technology	✓
4.20 - Cogeneration of heat/cool and power from bioenergy	✓
4.24 - Production of heat/cool from bioenergy	✓
5.2 - Renewal of water collection, treatment and supply systems	✓
5.3 - Construction, extension and operation of waste water collection and treatment	✓
5.4 - Renewal of waste water collection and treatment	✓
5.9 - Material recovery from non-hazardous waste	✓
6.5 - Transport by motorbikes, passenger cars and light commercial vehicles	✓
6.6 - Freight transport services by road	✓
6.10 - Sea and coastal freight water transport, vessels for port operations and auxiliary activities	✓
7.2 - Renovation of existing buildings	✓
7.3 - Installation, maintenance and repair of energy efficiency equipment	✓
7.4 - Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	✓
7.5 - Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	✓
7.6 - Installation, maintenance and repair of renewable energy technologies	✓
7.7 - Acquisition and ownership of buildings	✓
8.1 - Data processing, hosting and related activities	✓
9.1 - Close to market research, development and innovation	✓

* Although it was determined that the identified economic activities eligible for the Taxonomy satisfy the description in accordance with Annexes I and II of the Delegated Act, the calculation of the KPIs was attributed to climate change mitigation, since the contribution to adaptation to the climate change is of minor importance and the Taxonomy does not allow double counting.

KPIs DISCLOSURE

For the 2021 reporting period, Corticeira Amorim adopted a simplified format, as Article 10(2) and Article 10(3) of the Disclosures Delegated Act do not require the use of eligibility information reporting templates (FAQ document, question 5).

KPI	Total (milhares EUR)	Proportion of eligible activities - Taxonomy (%)	Proportion of non-eligible activities - Taxonomy (%)
Turnover	837,820	11%	89%
Capex	43,563	14%	86%
Opex *	23,962	13%	87%

*Note: In accordance with Annex I of the Disclosures Delegated Act, Opex includes uncapitalised direct costs related to research and development, building renovation measures, short-term lease rents, maintenance and repairs and any other related direct expenses with the day-to-day maintenance of assets, including the payment of services to third parties necessary to ensure the continued and effective functioning of such assets.

Capex and Opex amounts considered eligible and included in the KPI numerator (category “a” and “c”) are shown in the table below:

KPI / Categoria	Numerator (K€)	Explanations
Capex (category a)	850	Capex related to taxonomy eligible activities
Capex (category c)	5,034	Capex related to taxonomy eligible purchased output / measures
Opex (category a)*	0	Operational expenditures related to taxonomy eligible activities
Opex (category c)*	3,146	Opex related to taxonomy eligible purchased output / measures

*Note: In accordance with Annex I of the Disclosures Delegated Act, Opex includes uncapitalised direct costs related to research and development, building renovation measures, short-term lease rents, maintenance and repairs and any other related direct expenses with the day-to-day maintenance of assets, including the payment of services to third parties necessary to ensure the continued and effective functioning of such assets.

Definitions, Cross References And Accounting Policies

The three indicators are expressed in ratios, representing the relative proportion of Corticeira Amorim’s total values for these metrics:

- **Turnover KPI:** is defined as the proportion of the net turnover of products and services associated with economic activities eligible for the Taxonomy, which, in the case of Corticeira Amorim, are associated with activity 3.5. Manufacture of energy efficiency equipment for buildings (numerator) divided by net turnover (denominator) for the financial year from 1.1.2021 to 12.31.2021. The denominator of this KPI is based on consolidated turnover in accordance with IFRS 15, as detailed in Note 8 to the consolidated financial statements. More information on Corticeira Amorim’s accounting policies related to this indicator is available in Note 2 to the consolidated financial statements.
- **Capex KPI:** is defined as Taxonomy eligible capex (numerator), divided by total capex (denominator). Total capex consists of additions to tangible and intangible assets during the year, before depreciation, amortisation and any remeasurements, including those resulting from revaluations and impairments, as well as excluding changes in fair value. It includes acquisitions of tangible fixed assets (IAS 16), intangible fixed assets (IAS 38),

right-of-use assets (IFRS 16), investment properties (IAS 40) and biological assets (IAS 41). Additions resulting from business combinations are also included. In the case of Corticeira Amorim, total capex corresponds to increases in tangible fixed assets, intangible assets, use rights and investment properties, as detailed in notes 9, 10, 11 and 12 of the consolidated financial statements. More information on Corticeira Amorim’s accounting policies related to this indicator is available in note 2 to the consolidated financial statements.

- **Opex KPI:** it is defined as opex eligible for the Taxonomy (numerator), divided by the total opex of Corticeira Amorim (denominator). Total opex consists of uncapitalised direct costs related to research and development, building renovation measures, short-term leases, maintenance and repair and other direct expenses related to the daily maintenance of assets, facilities and equipment. This definition of total opex follows a restrictive approach that differs from the traditionally broader notion of operating expenses and includes only some non-capitalisable costs associated with assets or processes that can provide relevant information in conjunction with capex. In the case of Corticeira Amorim, total opex mainly includes expenses related to the maintenance of tangible assets, presented in the income statement mainly under the headings third party supplies and services and staff costs, detailed in notes 27 and 28 of the consolidated financial statements. These are generally expenses related to the maintenance of tangible fixed assets such as costs for certain services, personnel costs and material costs for daily maintenance, as well as for regular and unplanned maintenance and remedial measures. Corticeira Amorim’s Total Opex also includes, to a lesser extent, research and development expenses and expenses with short-term leases. More information on Corticeira Amorim’s accounting policies related to this indicator is available in notes 2 to the consolidated financial statements.

In relation to the numerator of capex (or opex), this is equal to that part of the capital expenditure (or operating expense) included in the denominator that is any of the following (non-exhaustive list): a) related to assets or processes that are associated with Taxonomy-eligible economic activities; (b) part of a plan to expand Taxonomy-eligible economic activities or to allow Taxonomy-eligible economic activities to become Taxonomy-aligned (‘CapEx plan’); (c) related to the purchase of output from Taxonomy-eligible economic activities and individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions.

6.4.3. VOLUNTARY DISCLOSURES

Portugal has set a goal of carbon neutrality by 2050. In this context, Portugal recognises the importance of forests to achieve this goal due to its role in carbon sequestration. Given that the cork oak forest is a carbon sink, the production of cork products has the ability to offset carbon emissions. For every ton of cork produced, cork oak forests sequester up to 73 tons of CO₂. The carbon balance can attain -309 g CO₂e, when considering the carbon sequestration of cork oak forests and the emissions associated with the production of each natural cork stopper.

Cork production is indisputably the main economic activity of an active cork oak forest. Cork processing companies are therefore a driving force for the creation of economic interest for cork forest owners in maintaining the operation. Cork is also a naturally sustainable product given that no cork oak tree is felled during the harvesting process, the cork can be stripped from the trunk of the cork oak tree every nine years without damaging the tree and the cork oak can live for an average of 200 years. On this basis, Corticeira Amorim considers that the activity of producing cork stoppers, including activities to improve efficiency in the use of this raw material and RDI associated with its manufacturing process, have a positive environmental impact and contribute towards Portugal's goal of transforming to a low carbon economy. Corticeira Amorim also commissioned several studies on cork stoppers from various segments (still wines, sparkling wines and spirits) and it was concluded that 83% of the evaluated products have a negative individual carbon footprint, since the direct emissions from the production are lower than the carbon contained in the product.

The EU's future forestry strategy will promote forest management to ensure environmental, social and economic sustainability. Portugal has one of the highest risk ratings for forest fires in Europe, mainly due to the lack of forest management. More than 500,000 hectares burned in 2017, setting the record for the most burned land in Portugal. Poorly managed forests and forests with high volumes of residual biomass, which act as fuel for forest fires in excessively dry climates, represent an increased risk for the occurrence of forest fires. This highlights the importance of sustainable forest management. To reduce the likelihood of forest fires, experts suggest planting species that are more resistant to fire, such as the cork oak tree (an evergreen tree of the Fagaceae family - *Quercus suber*), which also includes the chestnut and oak tree). Given the cyclical nature of cork production without deforestation, cork oak plantations have an average lifespan of 200 years and can grow with minimal, or zero, recourse to fertilisers, pesticides or pruning. In this sense, investment in the maintenance and management of cork oak forests and in increasing the availability of cork has the potential to contribute to reducing the risk of forest fires in Portugal.

The activity of producing cork stoppers is not currently included as an economic activity eligible for the Taxonomy. However, Corticeira Amorim understands that these activities have a positive environmental contribution to society, as described above in subchapter 6.4.2 Disclosures. The inclusion of Corticeira Amorim's cork stopper production in the calculation of the Taxonomy indicators would have a considerable impact on the KPIs.

Corticeira Amorim voluntarily carried out the exercise of calculating the Taxonomy indicators, including the production of cork stoppers. For this exercise, it was considered that around 100% of production corresponds to revenue-generating activities specifically related to packaging technologies with low energy incorporation, which extend shelf life and reduce waste, and are the best alternative

for customers who want better quality and contribute to climate regulation. In its entire cork stopper portfolio, Corticeira Amorim uses technologies that aim to improve the quality of stoppers by detecting, reducing or eradicating the level of TCA (trichloroanisole) and other compounds responsible for peculiar flavours that can lead to a deterioration of the wine.

Inclusion of the values of the cork stopper production activity in the assessment of KPIs related to the Taxonomy would have the following results:

KPI	Total (K€)	Proportion of eligible activities - Taxonomy (%)	Proportion of eligible activities + production of cork stoppers (%)
Turnover	837,820	11%	78%
Capex	43,563	14%	31%
Opex *	23,962	13%	56%

*Note: In accordance with Annex I of the Disclosures Delegated Act, Opex includes uncapitalised direct costs related to research and development, building renovation measures, short-term lease rents, maintenance and repairs and any other related direct expenses with the day-to-day maintenance of assets, including the payment of services to third parties necessary to ensure the continued and effective functioning of such assets.

In 2022, Corticeira Amorim will continue to closely monitor updates to the Taxonomy (in particular the technical alignment criteria relating to additional environmental objectives), potential extensions of the Taxonomy to other activities and the implementation of guidelines and clarifications that may have a significant impact on the eligibility rating in the future. In addition, it will also continue to develop adequate procedures for data collection, calculation of KPI alignment and training for different stakeholders in the calculation of the Taxonomy to improve its disclosures.

7 – COMPANIES INCLUDED IN THE CONSOLIDATION OF SUSTAINABILITY INDICATORS

The universe of companies that make up the perimeter considered in the consolidation of sustainability indicators (sustainability perimeter) has not changed significantly in comparison with 2020.

The environmental indicators of the companies operating in the forestry area (Cosabe and Amorim Florestal III) are not consolidated with the information reported in this report, and separate information is provided. Corticeira Amorim intends to pursue further work to consolidate the methodology used to report environmental aspects related to forestry projects.

The geographical scope considered in the 2021-2024 plan correspond to companies in Portugal that are consolidated within the framework of this report and cover the majority of Corticeira Amorim's operations. The same scope was considered in the management approach to the topic of occupational health and safety - GRI table: Material topic: GRI 403 - Occupational health and safety 2018.

In the information considered in subchapter 5.3. Community / Society and Innovation, in particular, referring to the economic value distributed, the consolidated values of all the entities included in Corticeira Amorim's consolidated financial statements (total perimeter) are presented. In the remaining chapters, the companies included refer to the sustainability perimeter and represent 80% of consolidated world sales which employ 82% of the total workforce worldwide and encompass 93% of industrial units (IUs).

Except when mentioned, all monetary values are stated in thousand euros (Thousand euros = K euros = K€).

Company	Location	Country	2020	2019
Raw Materials				
Amorim Natural Cork, S.A.	Vale de Cortiças – Abrantes	PORTUGAL	100%	100%
Amorim Florestal, S.A.	Ponte de Sor	PORTUGAL	100%	100%
Amorim Florestal III, S.A.	Ponte de Sor	PORTUGAL	100%	100%
Amorim Florestal España, S.L.	San Vicente Alcántara	SPAIN	100%	100%
Amorim Florestal Mediterrâneo, S.L.	Cádiz	SPAIN	100%	100%
Amorim Tunisie, S.A.R.L.	Tabarka	TUNISIA	100%	100%
Comatral – C. de Maroc. de Transf. du Liège, S.A.	Skhirat	MAROCOCO	100%	100%
Cosabe – Companhia Silvo-Agrícola da Beira S.A.	Lisboa	PORTUGAL	100%	100%
Société Nouvelle du Liège, S.A. (SNL)	Tabarka	TUNISIA	100%	100%
Société Tunisienne d'Industrie Bouchonnière	Tabarka	TUNISIA	55%	55%
Cork Stoppers				
Amorim Cork, S.G.P.S, S.A.	Santa Maria de Lamas	PORTUGAL	100%	100%
All Closures In, S.A.	Paços de Brandão	PORTUGAL	75%	75%
Amorim Cork, S.A.	Santa Maria de Lamas	PORTUGAL	100%	100%
Amorim Bartop, S.A.	Vergada	PORTUGAL	75%	75%
Amorim Champcork, S.A.	Santa Maria de Lamas	PORTUGAL	100%	100%
Amorim Top Series, S.A.	Vergada	PORTUGAL	75%	75%
Biocape – Importação e Exportação de Cápsulas, Lda.	Mozelos	PORTUGAL	60%	60%
Elferson & Co. AB	Paryd	SWEDEN	75%	53%
Francisco Oller, S.A.	Girona	SPAIN	94%	94%
Portocork Internacional, S.A.	Santa Maria de Lamas	PORTUGAL	-	100%
Socori, S.A.	Rio Meão	PORTUGAL	80%	70%
Floor & Wall Coverings				
Amorim Cork Flooring, S.A.	S. Paio de Oleiros	PORTUGAL	100%	100%
Amorim Benelux, BV	Tholen	NETHERLANDS	100%	100%
Amorim Deutschland, GmbH	Delmenhorts	GERMANY	100%	100%
Amorim Subertech, S.A.	S. Paio de Oleiros	PORTUGAL	100%	100%
Amorim Flooring (Switzerland) AG	Zug	SWITZERLAND	100%	100%
Amorim Flooring North America Inc.	Hanover – Maryland	U. S. AMERICA	100%	100%
Composite Cork				
Amorim Cork Composites, S.A.	Mozelos	PORTUGAL	100%	100%
Amorim Cork Composites, Inc.	Trevor – Wisconsin	U. S. AMERICA	100%	100%
Amorim Sports, Lda.	Mozelos	PORTUGAL	70%	100%
Corkeen Europe	Mozelos	PORTUGAL	85%	-
Insulation Cork				
Amorim Cork Insulation, S.A.	Vendas Novas	PORTUGAL	100%	100%
Cork Holding company				
Corticeira Amorim, S.G.P.S., S.A.	Mozelos	PORTUGAL	100%	100%
Amorim Cork Research, Lda.	Mozelos	PORTUGAL	100%	100%
Amorim Cork Services, Lda.	Mozelos	PORTUGAL	100%	100%
Amorim Cork Ventures, Lda.	Mozelos	PORTUGAL	100%	100%



Corticeira Amorim is developing mechanised loading tools which use instruments that dispense with the need for human intervention when loading the cork planks.

8 – GRI TABLE

GRI Ref	Description	Value / Location	SDG		
GRI 102 – GENERAL DISCLOSURES 2016					
ORGANISATIONAL PROFILE					
102-1	Name of the organisation	1. Corticeira Amorim			
102-2	Activities, brands, products, and services	1. Corticeira Amorim			
102-3	Location of headquarters	1.3. World Presence			
102-4	Location of operations	Consolidated Annual Report 31-12-2021 – Worldwide presence			
102-5	Ownership and legal form	1. Corticeira Amorim			
102-6	Markets served	1.2. Business Units			
102-7	Scale of the organisation	Consolidated Annual Report 31-12-2021 – Worldwide Presence			
102-8	Information on employees and other workers	5.1.1. Employment demographics			
			2019	2020	2021
		Workers	3,608	3,592	3,796
		Portugal	3,132	3,135	3,310
		Rest of the world	476	457	486
		Workers, by employment contract and gender:			
			2019	2020	2021
		Permanent contracts	2,875	2,841	2,976
		Female	748	726	759
		Male	2,127	2,115	2,217
		Portugal	2,435	2,432	2,577
		Rest of the world	440	409	399
		Fixed term contracts	536	473	436
		Female	116	117	90
		Male	420	356	346
		Portugal	500	437	363
		Rest of the world	36	36	73
		Temporary workers	197	278	384
		Female	ND	36	95
		Male	ND	242	289
		Portugal	ND	266	370
		Rest of the world	ND	12	14
		Employees by job type:			
			2019	2020	2021
		Full time	3,379	3,301	3,395
		Female	855	837	835
		Male	2,524	2,464	2,560
		Portugal	2,929	2,869	2,933
		Rest of the world	450	432	462
		Part time	32	13	17
		Female	9	6	8
		Male	23	7	9
		Portugal	6	0	7
		Rest of the world	26	13	10
		For the purposes of comparison with other information disclosed by Corticeira Amorim, the number of workers corresponding to the total perimeter is presented:			
			2019	2020	2021
		Workers	4,424	4,357	4,642
		Portugal	3,164	3,138	3,318
		Rest of the world	1,260	1,219	1,324

GRI Ref	Description	Value / Location	SDG																				
102-9	Supply chain	2.4. Value Chain																					
102-10	Significant changes to the organization and its supply chain	7. Companies Included in the Consolidation of Sustainability Indicators There were no material changes in the universe of companies that make up Corticeira Amorim Group, nor in the universe of companies that make up the sustainability perimeter, so the non-financial statements for the year 2021 are comparable with 2020.																					
102-11	Precautionary principle or approach	Corporate Governance Report – C. Internal Organisation																					
102-12	External initiatives	3.4. Voluntary Commitments The Corticeira Amorim Group actively participates in discussion meetings with national and international companies, integrating entities and organisations with relevant activities in favour of the sustainable development of the geographic regions in which it operates, which is detailed in subchapter 3.4. Voluntary commitments. Additionally, the companies of the Corticeira Amorim Group have an Integrated Management System (SGI), which are detailed in subchapter 2.1.3. Management systems.																					
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Industrial units (IUs)</td> <td>26</td> <td>25</td> <td>25</td> </tr> <tr> <td>IU with FSC® certification in the chain of custody</td> <td>16</td> <td>15</td> <td>16</td> </tr> <tr> <td>IU with ISO 14001 or ISO 50001 certifications</td> <td>7</td> <td>8</td> <td>9</td> </tr> <tr> <td>IU with ISO 45001 or SA 8000 certifications</td> <td>1</td> <td>2</td> <td>11</td> </tr> </tbody> </table>		2019	2020	2021	Industrial units (IUs)	26	25	25	IU with FSC® certification in the chain of custody	16	15	16	IU with ISO 14001 or ISO 50001 certifications	7	8	9	IU with ISO 45001 or SA 8000 certifications	1	2	11	
	2019	2020	2021																				
Industrial units (IUs)	26	25	25																				
IU with FSC® certification in the chain of custody	16	15	16																				
IU with ISO 14001 or ISO 50001 certifications	7	8	9																				
IU with ISO 45001 or SA 8000 certifications	1	2	11																				
		For the purposes of comparison with the 2020 and 2019 report, the establishments with certificates in the chain of custody according to the FSC® corresponding to the total perimeter:																					
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Establishments with FSC® certification in the chain of custody</td> <td>29</td> <td>29</td> <td>28</td> </tr> </tbody> </table>		2019	2020	2021	Establishments with FSC® certification in the chain of custody	29	29	28													
	2019	2020	2021																				
Establishments with FSC® certification in the chain of custody	29	29	28																				
102-13	Membership of associations	3.4. Voluntary Commitments																					
STRATEGY																							
102-14	Statement from senior decision-maker	Consolidated Annual Report 31-12-2021 –Chairman’s Message																					
102-15	Key impacts, risks, and opportunities	Consolidated Management Report – 15. Business Risks and Uncertainties																					
ETHICS AND INTEGRITY																							
102-16	Values, principles, standards, and norms of behaviour	2.1 Ethics and Integrity																					
102-17	Mechanisms for advice and ethical concerns	2.1 Ethics and Integrity																					
GOVERNANCE																							
102-18	Governance structure	2.2. Strategy and Management model Corporate Governance Report --B. Social Boards and Committees																					
102-24	Nominating and selecting the highest governance body	Corporate Governance Report --B. Social Boards and Committees																					
STAKEHOLDERS ENGAGEMENT																							
102-40	List of stakeholder groups	2.3. Stakeholders Corticeira Amorim has identified eight main groups of stakeholders: shareholders and investors, customers, employees, official and government entities, suppliers, media, NGOs and the community, and partners and civil society.																					

GRI Ref	Description	Value / Location	SDG																																																
102-41	Collective bargaining agreements	5.1.2. Respect for Freedom of Association	8																																																
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Employees covered by collective bargaining agreements</td> <td>3,227</td> <td>3,122</td> <td>3,200</td> </tr> <tr> <td>Portugal</td> <td>2,935</td> <td>2,869</td> <td>2,940</td> </tr> <tr> <td>Rest of the world</td> <td>292</td> <td>253</td> <td>260</td> </tr> <tr> <td>Employees exercising freedom of association</td> <td>644</td> <td>586</td> <td>580</td> </tr> <tr> <td>Portugal</td> <td>457</td> <td>454</td> <td>443</td> </tr> <tr> <td>Rest of the world</td> <td>187</td> <td>132</td> <td>137</td> </tr> </tbody> </table>		2019	2020	2021	Employees covered by collective bargaining agreements	3,227	3,122	3,200	Portugal	2,935	2,869	2,940	Rest of the world	292	253	260	Employees exercising freedom of association	644	586	580	Portugal	457	454	443	Rest of the world	187	132	137																					
	2019	2020	2021																																																
Employees covered by collective bargaining agreements	3,227	3,122	3,200																																																
Portugal	2,935	2,869	2,940																																																
Rest of the world	292	253	260																																																
Employees exercising freedom of association	644	586	580																																																
Portugal	457	454	443																																																
Rest of the world	187	132	137																																																
102-42	Identifying and selecting stakeholders	2.3. Stakeholders																																																	
		<p>Corticeira Amorim's stakeholders were identified in the last stakeholder consultation exercise, carried out in 2018, through internal workshops, involving members of the Executive Committee, corporate sustainability, support areas and the BU. All persons or entities that have or may have influence, dependence and/or responsibility for the Group are identified as stakeholders of Corticeira Amorim. There were no changes throughout the year in the identified categories.</p>																																																	
102-43	Approach to stakeholder engagement	2.3. Stakeholders																																																	
		<p>Corticeira Amorim encourages regular and systematic dialogue with a wide range of stakeholders. For this, it uses a differentiated set of communication channels that are regularly reviewed. Additionally, it has specific engagement initiatives, based on structured and ad hoc interaction, as well as regular surveys.</p> <p>Diagnosing/promoting employee bonding and commitment programmes: regular practice by Corticeira Amorim companies and normally carried out every 2 years. Starting in 2022, it has been agreed that companies would simultaneously carry out their diagnoses.</p> <p>Customer satisfaction programme: Corticeira Amorim has been working on the implementation of a programme for the global assessment of customer satisfaction, through the application of a questionnaire and procedures common to all the Group's BUs.</p>																																																	
102-44	Key topics and concerns raised	2.3. Stakeholders																																																	
REPORTING PRACTICES																																																			
102-45	Entities included in the consolidated financial statements	Notes to the Consolidated Financial Statements – 6. Companies Included in the Consolidated Financial Statements																																																	
102-46	Defining report content and topic Boundaries	About this report																																																	
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Sales – total perimeter (thousands of euros)</td> <td>781,060</td> <td>740,113</td> <td>837,820</td> </tr> <tr> <td>Sales – sustainability perimeter (thousands of euros)</td> <td>643,253</td> <td>617,700</td> <td>674,402</td> </tr> <tr> <td>Sales - sustainability perimeter (%)</td> <td>82%</td> <td>83%</td> <td>80%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Workers - total perimeter</td> <td>4,424</td> <td>4,357</td> <td>4,642</td> </tr> <tr> <td>Workers - sustainability perimeter</td> <td>3,608</td> <td>3,592</td> <td>3,796</td> </tr> <tr> <td>Workers - sustainability perimeter (%)</td> <td>82%</td> <td>82%</td> <td>82%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Industrial units (IU) - total perimeter</td> <td>29</td> <td>28</td> <td>27</td> </tr> <tr> <td>Industrial units (IU) – sustainability perimeter</td> <td>26</td> <td>25</td> <td>25</td> </tr> <tr> <td>Industrial units (IU) - sustainability perimeter (%)</td> <td>90%</td> <td>89%</td> <td>93%</td> </tr> </tbody> </table>		2019	2020	2021	Sales – total perimeter (thousands of euros)	781,060	740,113	837,820	Sales – sustainability perimeter (thousands of euros)	643,253	617,700	674,402	Sales - sustainability perimeter (%)	82%	83%	80%		2019	2020	2021	Workers - total perimeter	4,424	4,357	4,642	Workers - sustainability perimeter	3,608	3,592	3,796	Workers - sustainability perimeter (%)	82%	82%	82%		2019	2020	2021	Industrial units (IU) - total perimeter	29	28	27	Industrial units (IU) – sustainability perimeter	26	25	25	Industrial units (IU) - sustainability perimeter (%)	90%	89%	93%	
	2019	2020	2021																																																
Sales – total perimeter (thousands of euros)	781,060	740,113	837,820																																																
Sales – sustainability perimeter (thousands of euros)	643,253	617,700	674,402																																																
Sales - sustainability perimeter (%)	82%	83%	80%																																																
	2019	2020	2021																																																
Workers - total perimeter	4,424	4,357	4,642																																																
Workers - sustainability perimeter	3,608	3,592	3,796																																																
Workers - sustainability perimeter (%)	82%	82%	82%																																																
	2019	2020	2021																																																
Industrial units (IU) - total perimeter	29	28	27																																																
Industrial units (IU) – sustainability perimeter	26	25	25																																																
Industrial units (IU) - sustainability perimeter (%)	90%	89%	93%																																																

GRI Ref	Description	Value / Location	SDG																																
102-47	List of material topics	2.2.4. Materiality matrix																																	
102-48	Restatements of information	About this report																																	
102-49	Changes in reporting	7. Companies included in the consolidation of sustainability indicators There were no material changes in the universe of companies that make up Corticeira Amorim, nor in the universe of companies that make up the sustainability perimeter, and therefore the non-financial statements for the year 2021 are comparable with 2020.																																	
102-50	Reporting period	01 January 2021 to 31 January 2021.																																	
102-51	Date of most recent report	Sustainability Report 2020, for the years 2018, 2019 and 2020																																	
102-52	Reporting Cycle	About this report																																	
102-53	Contact point for questions regarding the report	About this report																																	
102-54	Claims of reporting in accordance with the GRI Standards	About this report																																	
102-55	GRI content index	Present table																																	
102-56	External assurance	About this report																																	
GRI 200 – ECONOMIC DISCLOSURES 2016																																			
MATERIAL TOPIC: 201 – ECONOMIC PERFORMANCE 2016																																			
103 – Management approach 2016																																			
103-1	Explanation of the material topic and its boundary	The material topics of Corticeira Amorim were based on comparison between the results from stakeholder's consultation with the company's internal perspective and alignment with the SDG. In direct relation to economic performance, the topic "Economic Performance" was considered a topic with a high materiality (2.2.4 Materiality matrix).																																	
103-2	The management approach and its components	Over the years, Corticeira Amorim has promoted several initiatives related to economic performance (5.3. Community / Society and Innovation).																																	
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of the indicators associated with this aspect and discloses them in this Report (5.3. Community / Society and Innovation).																																	
201-1	Direct economic value generated and distributed	5.3. Community/Society and Innovation <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Direct economic value generated</td> <td>785,010</td> <td>748,287</td> <td>842,171</td> </tr> <tr> <td>Operating costs</td> <td>527,652</td> <td>474,396</td> <td>548,884</td> </tr> <tr> <td>Employee wages and benefits</td> <td>141,286</td> <td>138,054</td> <td>146,098</td> </tr> <tr> <td>Payments to providers of capital</td> <td>40,634</td> <td>28,550</td> <td>39,580</td> </tr> <tr> <td>Payments to government</td> <td>16,085</td> <td>15,321</td> <td>19,729</td> </tr> <tr> <td>Community investments</td> <td>251</td> <td>381</td> <td>225</td> </tr> <tr> <td>Economic value retained</td> <td>59,101</td> <td>91,585</td> <td>87,656</td> </tr> </tbody> </table> <p>The figures presented refer to the total perimeter. Revenues correspond to the sum of the following items: sales and provision of services; supplementary income; operating subsidies; own works; other operating income; financial income and gains; capital gains from real state (after deducting capital losses). Operating costs do not include depreciation. Investment in local community only includes the value of cash donations and does not include contributions and in-kind donations.</p>		2019	2020	2021	Direct economic value generated	785,010	748,287	842,171	Operating costs	527,652	474,396	548,884	Employee wages and benefits	141,286	138,054	146,098	Payments to providers of capital	40,634	28,550	39,580	Payments to government	16,085	15,321	19,729	Community investments	251	381	225	Economic value retained	59,101	91,585	87,656	8,17
	2019	2020	2021																																
Direct economic value generated	785,010	748,287	842,171																																
Operating costs	527,652	474,396	548,884																																
Employee wages and benefits	141,286	138,054	146,098																																
Payments to providers of capital	40,634	28,550	39,580																																
Payments to government	16,085	15,321	19,729																																
Community investments	251	381	225																																
Economic value retained	59,101	91,585	87,656																																
201-2	Financial implications and other risks and opportunities due to climate change	Consolidated Management Report – 15. Business risks and uncertainties Corporate Governance Report – C. Internal Organisation, III. Internal Control and Risk Management	8,9,13,17																																
201-3	Defined benefit plan obligations and other retirement plans	In all the countries in which it operates, Corticeira Amorim contributes to local social security schemes, in accordance with the terms of specific applicable legislation, which cover all its employees. In 2021, the amount was 22,722 thousand euros. <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Contributions to local social security schemes (thousands of euros)</td> <td>22,511</td> <td>22,321</td> <td>22,722</td> </tr> </tbody> </table>		2019	2020	2021	Contributions to local social security schemes (thousands of euros)	22,511	22,321	22,722	8,17																								
	2019	2020	2021																																
Contributions to local social security schemes (thousands of euros)	22,511	22,321	22,722																																

GRI Ref	Description	Value / Location	SDG																				
TOPIC: GRI 204 – PROCUREMENT PRACTICES 2016																							
204-1	Proportion of spending on local suppliers	2.4. Value Chain	8,12,17																				
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Purchases of cork and cork products (thousands of euros)</td> <td>270,025</td> <td>246,589</td> <td>291,577</td> </tr> <tr> <td>Portugal and Spain</td> <td>251,168</td> <td>231,153</td> <td>277,206</td> </tr> <tr> <td>North Africa</td> <td>18,300</td> <td>14,845</td> <td>2,782</td> </tr> <tr> <td>Other locations</td> <td>557</td> <td>591</td> <td>1,588</td> </tr> </tbody> </table>		2019	2020	2021	Purchases of cork and cork products (thousands of euros)	270,025	246,589	291,577	Portugal and Spain	251,168	231,153	277,206	North Africa	18,300	14,845	2,782	Other locations	557	591	1,588	
	2019	2020	2021																				
Purchases of cork and cork products (thousands of euros)	270,025	246,589	291,577																				
Portugal and Spain	251,168	231,153	277,206																				
North Africa	18,300	14,845	2,782																				
Other locations	557	591	1,588																				
		For the purposes of this report, local origin is considered to be the geographies of Portugal and Spain and of controlled origin, the low-risk regions for all five categories of unacceptable sources under the FSC® controlled wood system, which also covers cork, i.e. the geographies of Portugal and Spain.																					
TOPIC: GRI 205 – ANTI CORRUPTION 2016																							
205-1	Operations assessed for risks related to corruption	2.1. Ethics and integrity	8,12,13,17																				
205-3	Confirmed incidents of corruption and actions taken	2.1. Ethics and integrity	8,12,13,17																				
MATERIAL TOPIC: RESEARCH, DEVELOPMENT AND INNOVATION																							
103 – Forms of Management 2016																							
103-1	Explanation of the material topic and its boundary	The material topics of Corticeira Amorim were based on the comparison of the results from the stakeholder’s consultation with the company’s internal perspective and alignment with the SDG. Directly related to the with research, development and innovation, the topic of “Research, development and innovation” was considered a topic of high materiality (2.2.4. Materiality matrix).																					
103-2	The management approach and its components	Over the years, Corticeira Amorim has promoted several initiatives relating to research, development and innovation (4.4. Green products and 5.3. Community / Society and Innovation).																					
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of the indicators associated with this aspect and discloses them in this Report (4.4. Green products and 5.3. Community / Society and Innovation).																					
	Average annual investment in RDI	5.3.2. Innovation and entrepreneurship	8,9																				
GRI 300 – ENVIRONMENTAL DISCLOSURES 2016																							
Topic: GRI 301-Materials 2016																							
103 – Forms of Management 2016																							
103-1	Explanation of the material topic and its boundary	The material topics of Corticeira Amorim were based on the comparison of the results from the stakeholder’s consultation with the company’s internal perspective and alignment with the SDG. Directly related to the material aspect, the topic “Circular Economy” was considered a topic of high materiality (2.2.4. Materiality matrix).																					
103-2	The management approach and its components	Over the years, Corticeira Amorim has promoted several initiatives relating to energy consumption (4.3.1. Materials).																					
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of the indicators associated with this aspect and discloses them in this Report (4.3.1. Materials).																					
301-1	Materials used by weight or volume	4.3.1. Materials	8,12																				
301-2	Recycled input materials used	4.3.1. Materials	8,12																				
301-3	Reclaimed products and their packaging materials	4.3.2. Recycling	8,12																				
MATERIAL TOPIC: GRI 302 – ENERGY 2016																							
103 – Forms of management 2016																							
103-1	Explanation of the material topic and its boundary	Corticeira Amorim’s material topics were based on the cross-checking of stakeholder consultation results with the company’s internal perspective and alignment with the SDGs. With a direct relation to the Energy aspect, the theme “Energy efficiency and climate change” was considered to be a materiality topic of high importance (2.2.4. Materiality matrix).																					
103-2	The management approach and its components	Over the years, Corticeira Amorim has promoted several initiatives related to the consumption of energy (4.2.1. Energy).																					
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of indicators associated with this aspect and discloses them in this Report (4.2.1. Energy).																					

GRI Ref	Description	Value / Location	SDG																																
	Specific forms of management	<p>As part of the national energy strategy, some Corticeira Amorim units in Portugal are covered by the regulation of the Management System for Intensive Energy Consumption (SGCIE). This system applies to installations in Portugal that consume intensive energy with energy consumption equal to or greater than 500 toe/year.</p> <p>The conversion factors used throughout the report were those considered during the audits within the scope of the SGCIE, dispatch 17313/2008:</p> <table border="1"> <thead> <tr> <th>Source of energy</th> <th>Unit</th> <th>Conversion factor</th> </tr> </thead> <tbody> <tr> <td>Natural gas</td> <td>GJ/1000 m³</td> <td>37,9</td> </tr> <tr> <td>Propane gas</td> <td>GJ/t</td> <td>46,65</td> </tr> <tr> <td>Diesel</td> <td>GJ/t</td> <td>42,8</td> </tr> <tr> <td>Gasoline</td> <td>GJ/t</td> <td>44,5</td> </tr> <tr> <td>Biomass (cork powder)</td> <td>GJ/t</td> <td>15,7</td> </tr> <tr> <td>Biomass (other)</td> <td>GJ/t</td> <td>11,6</td> </tr> <tr> <td>Electricity</td> <td>GJ/kWh</td> <td>0,0036</td> </tr> </tbody> </table> <p>Energy from renewable sources considers energy from biomass (cork dust), biomass (other), energy produced through photovoltaic panels, electricity production from biomass and a renewable component of the electricity purchased.</p> <p>For the renewable component of the electricity purchased, little material was assumed for the energy consumed outside Portugal (about 5%). Therefore, the information available on the date of preparation of the report from the energy supplier(s) in Portugal was considered, which considers a weighted average of the first three quarters of the year 2021.</p> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Renewable sources - supplier(s) (%)</td> <td>54%</td> <td>62%</td> <td>39%</td> </tr> </tbody> </table>	Source of energy	Unit	Conversion factor	Natural gas	GJ/1000 m ³	37,9	Propane gas	GJ/t	46,65	Diesel	GJ/t	42,8	Gasoline	GJ/t	44,5	Biomass (cork powder)	GJ/t	15,7	Biomass (other)	GJ/t	11,6	Electricity	GJ/kWh	0,0036		2019	2020	2021	Renewable sources - supplier(s) (%)	54%	62%	39%	
Source of energy	Unit	Conversion factor																																	
Natural gas	GJ/1000 m ³	37,9																																	
Propane gas	GJ/t	46,65																																	
Diesel	GJ/t	42,8																																	
Gasoline	GJ/t	44,5																																	
Biomass (cork powder)	GJ/t	15,7																																	
Biomass (other)	GJ/t	11,6																																	
Electricity	GJ/kWh	0,0036																																	
	2019	2020	2021																																
Renewable sources - supplier(s) (%)	54%	62%	39%																																

302-1 Energy consumption within the organization 4.2.1. Energy 7, 11, 13

	2019	2020	2021
Energy consumed (GJ)	1,577,074	1,638,115	1,929,864
Natural gas	45,082	54,878	44,889
Propane gas	5,632	8,309	6,163
Gasoline	355	304	481
Diesel	27,929	31,298	34,979
Biomass	988,375	1,075,032	1,301,858
Electricity - supplier	509,702	468,294	534,960
Electricity - own production*	0	0	6,534
Portugal	1,483,601	1,570,140	1,826,681
Rest of the world	93,473	67,975	103,183
Renewable energy (GJ)	1,262,187	1,364,516	1,515,412
Renewable energy (%)	80%	83%	79%
Controlled renewable energy (GJ)	988,375	1,075,032	1,308,392
Portugal	954,047	1,041,558	1,264,969
Rest of the world	34,328	33,475	43,423
Controlled renewable energy (%)	63%	66%	68%
Portugal	64%	66%	69%
Rest of the world	37%	49%	42%

* Includes energy from photovoltaic panels (500 GJ) and cogeneration (6,034 GJ).

GRI Ref	Description	Value / Location	SDG																												
302-3	Energy intensity	4.2.1. Energy	7, 11, 13																												
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Energy (GJ / M€ Sales)</td> <td>1,572</td> <td>1,733</td> <td>2,032</td> </tr> <tr> <td>Energy (GJ / Workers)</td> <td>462</td> <td>456</td> <td>508</td> </tr> </tbody> </table> <p>Corticeira Amorim calculates the energy intensity considering, in the numerator, the total energy consumed as indicated in GRI 302-1 and two denominators:</p> <p>- Indicator built directly related to the individual sales of companies that are part of the sustainability perimeter, in millions of euros.</p> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td></td> <td>1,003</td> <td>945</td> <td>950</td> </tr> </tbody> </table> <p>- Number of employees of companies that are part of the sustainability perimeter.</p> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td></td> <td>3,411</td> <td>3,592</td> <td>3,796</td> </tr> </tbody> </table>		2019	2020	2021	Energy (GJ / M€ Sales)	1,572	1,733	2,032	Energy (GJ / Workers)	462	456	508		2019	2020	2021		1,003	945	950		2019	2020	2021		3,411	3,592	3,796	
	2019	2020	2021																												
Energy (GJ / M€ Sales)	1,572	1,733	2,032																												
Energy (GJ / Workers)	462	456	508																												
	2019	2020	2021																												
	1,003	945	950																												
	2019	2020	2021																												
	3,411	3,592	3,796																												
302-4	Reduction of energy consumption	4.2.1. Energy	7, 11, 13																												
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Number of energy / operational efficiency measures</td> <td>117</td> <td>101</td> <td>91</td> </tr> <tr> <td>Investment (thousands of euros)</td> <td>1,605</td> <td>2,113</td> <td>1,930</td> </tr> <tr> <td>Energy savings (GJ)</td> <td>60,439</td> <td>56,182</td> <td>72,625</td> </tr> <tr> <td>Energy efficiency (%)</td> <td>3,8%</td> <td>3,4%</td> <td>3,8%</td> </tr> </tbody> </table> <p>Energy efficiency is measured through the weight of savings obtained with measures implemented in total annual consumption.</p>		2019	2020	2021	Number of energy / operational efficiency measures	117	101	91	Investment (thousands of euros)	1,605	2,113	1,930	Energy savings (GJ)	60,439	56,182	72,625	Energy efficiency (%)	3,8%	3,4%	3,8%									
	2019	2020	2021																												
Number of energy / operational efficiency measures	117	101	91																												
Investment (thousands of euros)	1,605	2,113	1,930																												
Energy savings (GJ)	60,439	56,182	72,625																												
Energy efficiency (%)	3,8%	3,4%	3,8%																												
302-5	Reduction in energy requirements of products and services	4.4. Green Products	7, 11, 13																												
MATERIAL TOPIC: GRI 303 – WATER AND EFFLUENTS 2018																															
103 – Forms of management 2016																															
103-1	Explanation of the material topic and its boundary	Corticeira Amorim's material topics were based on the cross-checking of stakeholder consultation results with the company's internal perspective and alignment with the SDGs. With a direct relation to the water aspect, the theme "Energy efficiency and climate change" was considered to be a materiality topic of high importance (2.2.4. Materiality matrix).																													
103-2	The management approach and its components	Over the years, Corticeira Amorim has promoted several initiatives related to the consumption of Energy (4.2.4. Water and effluents).																													
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of indicators associated with this aspect and discloses them in this Report (4.2.4. Water and effluents).																													
	Specific management approach	All the water captured by Corticeira Amorim is fresh water.																													
		Corticeira Amorim has no indication that the river basins where the reported water withdrawals occur are under water stress. For the characterisation of water stressed areas within the scope of this report, the tool of the World Resources Institute – Aqueduct Water Risk Atlas, available at the address https://www.wri.org/aqueduct .																													
303-1	Interactions with water as a shared resource	Corticeira Amorim is aware of the need to preserve water and has an approach based on three pillars: lower consumption, treatment and hydrological regulation. The company established for the period until 2024 a reduction in the intensity of water consumption of 1% per year, in its activities in Portugal. Additionally, Corticeira Amorim assumes as a strategic priority the preservation of the cork oak forest and its ecosystem services, including its ability to regulate the water cycle. The left bank of the Tejo-Sado River has about 36% of the area occupied by cork oak trees and is one of the most productive and deep aquifer systems in the Iberian Peninsula, that is resupplied by the infiltration of rainwater into the soil. The interception of rainwater by cork oak trees is important to protect the soil from water erosion, contributing to the fight against desertification.	6																												
303-2	Management of water discharge-related impacts	Corticeira Amorim complies with the legislation in force that regulates this matter and the company's effluents are subject to adequate treatment, especially secondary and tertiary treatment, before being sent to the receiving environment.	6																												

GRI Ref	Description	Value / Location	SDG																															
303-3	Water withdrawal	4.2.4. Water and Effluents	6																															
		<table border="1"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Withdrawal (m³)</td> <td>770,116</td> <td>654,309</td> </tr> <tr> <td>Groundwater</td> <td>724,140</td> <td>604,289</td> </tr> <tr> <td>Third-party water</td> <td>45,976</td> <td>50,020</td> </tr> <tr> <td>High risk of water stress</td> <td>205,231</td> <td>209,938</td> </tr> <tr> <td>Low risk of water stress</td> <td>564,885</td> <td>444,371</td> </tr> </tbody> </table>		2020	2021	Withdrawal (m ³)	770,116	654,309	Groundwater	724,140	604,289	Third-party water	45,976	50,020	High risk of water stress	205,231	209,938	Low risk of water stress	564,885	444,371														
	2020	2021																																
Withdrawal (m ³)	770,116	654,309																																
Groundwater	724,140	604,289																																
Third-party water	45,976	50,020																																
High risk of water stress	205,231	209,938																																
Low risk of water stress	564,885	444,371																																
303-4	Water discharge	4.2.3. Water and Effluents	6																															
		<table border="1"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Discharge (m³)</td> <td>118,514</td> <td>163,831</td> </tr> <tr> <td>High risk of water stress</td> <td>25,670</td> <td>49,335</td> </tr> <tr> <td>Low risk of water stress</td> <td>92,844</td> <td>114,496</td> </tr> </tbody> </table>		2020	2021	Discharge (m ³)	118,514	163,831	High risk of water stress	25,670	49,335	Low risk of water stress	92,844	114,496																				
	2020	2021																																
Discharge (m ³)	118,514	163,831																																
High risk of water stress	25,670	49,335																																
Low risk of water stress	92,844	114,496																																
303-5	Water consumption	4.2.4. Water and Effluents	6																															
		<table border="1"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Consumption (m³)</td> <td>651,602</td> <td>490,478</td> </tr> <tr> <td>High risk of water stress</td> <td>179,561</td> <td>160,603</td> </tr> <tr> <td>Low risk of water stress</td> <td>472,041</td> <td>329,875</td> </tr> </tbody> </table>		2020	2021	Consumption (m ³)	651,602	490,478	High risk of water stress	179,561	160,603	Low risk of water stress	472,041	329,875																				
	2020	2021																																
Consumption (m ³)	651,602	490,478																																
High risk of water stress	179,561	160,603																																
Low risk of water stress	472,041	329,875																																
	Water consumption intensity	4.2.4. Water and Effluents	6																															
		<table border="1"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Water consumption (m³ / €M Sales)</td> <td>689</td> <td>516</td> </tr> <tr> <td>Portugal</td> <td>811</td> <td>569</td> </tr> <tr> <td>Water consumption (m³ / Workers)</td> <td>181</td> <td>129</td> </tr> <tr> <td>Portugal</td> <td>198</td> <td>140</td> </tr> </tbody> </table> <p>Corticeira Amorim calculates the intensity of water consumption considering, in the numerator, the total water consumed as indicated in GRI 303-5 and two denominators:</p> <p>- Indicator built directly related to the individual sales of companies that are part of the sustainability perimeter, in millions of euros.</p> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td></td> <td>1,003</td> <td>945</td> <td>950</td> </tr> </tbody> </table> <p>- Number of employees of companies that are part of the sustainability perimeter.</p> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td></td> <td>3,411</td> <td>3,592</td> <td>3,796</td> </tr> </tbody> </table>		2020	2021	Water consumption (m ³ / €M Sales)	689	516	Portugal	811	569	Water consumption (m ³ / Workers)	181	129	Portugal	198	140		2019	2020	2021		1,003	945	950		2019	2020	2021		3,411	3,592	3,796	
	2020	2021																																
Water consumption (m ³ / €M Sales)	689	516																																
Portugal	811	569																																
Water consumption (m ³ / Workers)	181	129																																
Portugal	198	140																																
	2019	2020	2021																															
	1,003	945	950																															
	2019	2020	2021																															
	3,411	3,592	3,796																															
MATERIAL TOPIC: PRODUCT ENVIRONMENTAL IMPACT																																		
103 – Forms of management 2016																																		
103-1	Explanation of the material topic and its boundary	Corticeira Amorim's material topics were based on the cross-checking of stakeholder consultation results with the company's internal perspective and alignment with the SDGs. With a direct relation to the environmental impact of the product, the theme "Environmental impact of the product", which also involves "Responsibility and quality of the product" and "customer satisfaction", was considered to be a materiality topic of high importance (2.4.4 Materiality matrix)																																
103-2	The management approach and its components	Over the years, Corticeira Amorim has promoted several initiatives related to product environmental impact (4.4 Green products).																																
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of indicators associated with this aspect and discloses them in this Report (4.4. Green products).																																
	Developing green products	4.4. Green products	9,13																															

GRI Ref	Description	Value / Location	SDG
	Product sales with life cycle assessments	4.4. Green products	9,13
		These studies, which exceed 60% of the Group's consolidated sales in 2021, provide relevant information on the environmental contribution of cork products and provide Corticeira Amorim's approximately 29,000 national and international customers with quantifiable information on how to reduce their own carbon footprint.	

MATERIAL TOPIC: GRI 304 – BIODIVERSITY 2016

103 – Forms of management 2016

103-1	Explanation of the material topic and its boundary	Corticeira Amorim's material topics were based on the cross-checking of stakeholder consultation results with the company's internal perspective and alignment with the SDGs. With a direct relation to the biodiversity aspect, the theme "Promotion of the Montado, its biodiversity and ecosystem services" was considered to be a materiality topic of high importance (2.4.4. Materiality matrix).	
103-2	The management approach and its components	Over the years, Corticeira Amorim has promoted several initiatives related to the consumption of Energy (4.1. Cork oak forest).	
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of indicators associated with this aspect and discloses them in this Report (4.1. Cork oak forest)	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	4.1. Cork oak forest According to the classification of the Instituto de Conservação da Natureza e das Florestas (ICNF), the areas where Corticeira Amorim carries out its industrial activity are not located in protected areas, so there is no known significant impact on biodiversity in its operations.	11, 12, 15
304-2	Significant impacts of activities, products, and services on biodiversity	4.1. Cork Oak Forest	11, 12, 15

MATERIAL TOPIC: GRI 305 – EMISSIONS 2016

103 – Forms of management 2016

103-1	Explanation of the material topic and its boundary	Corticeira Amorim's material topics were based on the cross-checking of stakeholder consultation results with the company's internal perspective and alignment with the SDGs. With a direct relation to the emissions aspect, the theme "Energy efficiency and climate change" was considered to be a materiality topic of high importance (2.2.4. Materiality matrix).	
103-2	The management approach and its components	Over the years, Corticeira Amorim has promoted several initiatives related to Emissions (4.2.2. Emissions – scope 1, 2 and 4.2.3. Emissions – scope 3 and 4.2.5. Air quality and pollution.).	
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of indicators associated with this aspect and discloses them in this Report (4.2.2. Emissions Emission – scope 1, 2 and 4.2.3. Emissions –scope 3 and 4.2.5. Air quality and pollution).	
	Specific Management Approach	Some units of Corticeira Amorim are covered by the regulation of the Intensive Consumption Management System of Energy (SGCIE).	

SOURCE OF emissIOns	UniT	emissIOnFACTOR
Natural gas	kg CO ₂ /GJ	64.1
Propane gas	kg CO ₂ /GJ	63
Diesel	kg CO ₂ /GJ	74
Gasoline	kg CO ₂ /GJ	69.2
Biomass (cork powder)	kg CO ₂ /GJ	0
Biomass (other)	kg CO ₂ /GJ	0
Electricity - supplier - 2021	Kg CO ₂ /kwh	258.39
Electricity - supplier - 2020	Kg CO ₂ /kwh	207.24
Electricity - supplier - 2019	Kg CO ₂ /kwh	270.45
Electricity - Portugal	Kg CO ₂ /kwh	470.00

For the calculation of CO₂ emissions, the conversion factors used in audits within the scope of the SGCIE, order 17313/2008, were considered. In the case of emissions associated with electricity consumption, the energy consumed outside Portugal was assumed to be little material (about 5%). Therefore, the SGCIE reference was considered for the market method and the information available at the time of preparation of the energy supplier(s) report for the location method. The latter, the information available on the date of preparation of the report by the energy supplier(s) in Portugal, which considers a weighted average of the first three quarters of the year 2021.

Emissions associated with biomass burning are considered neutral, assuming that the CO₂ being released (biogenic CO₂) has been stored in the past by the product and is no more than a delayed emission.

GRI Ref	Description	Value / Location	SDG		
305-1	Direct (Scope 1) GHG emissions	4.2.2. Emissions - Scope 1 and 2	7, 11, 13		
			2019	2020	2021
		Scope 1 emissions (t CO ₂ eq)	5,336	6,432	5,898
		Natural gas	2,890	3,518	2,877
		Propane gas	355	523	388
		Gasoline	25	21	33
		Diesel	2,067	2,316	2,588
		Other	0	54	10
		Biomass (cork powder)	0	0	0
		Biomass (other)	0	0	0
		To calculate CO ₂ emissions, the conversion factors used in audits within the scope of the SGCIE, order 17313/2008, were considered, as detailed in the specific management approach.			
		Emissions associated with biomass burning are considered to be neutral, assuming that the CO ₂ being released (biogenic CO ₂) has been stored in the past by the product and is no more than a delayed emission.			
305-2	Energy indirect (Scope 2) GHG emissions	4.2.2. Emissions - Scope 1 and 2	7, 11, 13		
			2019	2020	2021
		Scope 2 emissions – market method (t CO ₂ eq)	38,291	26,958	38,397
		Scope 2 emissions - location method (t CO ₂ eq)	66,544	61,138	69,842
		In the case of emissions associated with electricity consumption, the energy consumed outside Portugal was assumed to be little material (about 5%). Thus, the SGCIE reference was considered using the market method and the information available at the time of preparation of the energy supplier(s) report using the location method, as detailed in the specific management methods. The latter, the information available on the date of preparation of the report from the energy supplier(s) in Portugal, which considers a weighted average of the first three quarters of the year 2021.			
305-3	Other indirect (Scope 3) GHG emissions	4.2.2. Emissions - Scope 3	7, 11, 13		
			2020	2021	
		Scope 3 emissions (t CO ₂ eq)	198,301	211,332	
		Purchase of goods and services	119,451	145,114	
		Upstream transport and distribution	30,642	22,558	
		Downstream transport and distribution	45,011	39,834	
		Waste generated in operations	235	288	
		Business travel	360	307	
		Employee commuting	2,602	3,231	
		In the case of energy consumption outside the organisation and given that there are still no conversion factors in the bibliography that allow this data to be accurately determined, Corticeira Amorim made use of some assumptions with regard to the calculation method and emission factors, to be considered, both in relation to fuels and in relation to the products purchased. For this reason, the calculation presented is an estimate, and Corticeira Amorim intends to continue working to consolidate the methodology used.			
		Corticeira Amorim considers that the most important aspects of Corticeira Amorim's value chain are represented, calculating that 90% of total scope 3 emissions are included, considering the relevant categories of companies reported in this report.			
		Six activities and the following assumptions were considered:			
		• Purchase of goods and services – the quantity of product purchased was considered; emission factors associated with the products or product category;			
		• Upstream transport and distribution and downstream distribution – the quantity of product purchased and sold was considered, which corresponds to 95% of the total; emission factors associated with the transport of products, by sea, air and/or road;			
		• Waste generated in operations – the total waste produced and the waste sent to the respective recipients were considered; emission factors associated with road transport per ton transported;			
		• Business travel – emission values calculated by the travel agency;			
		• Employee commuting – the distances travelled by employees were measured; emission factor associated with road transport by the distance travelled on the home-work-home route. No adjustment was made due to teleworking, as it is considered that there were no significant interruptions in the activity.			

GRI Ref	Description	Value / Location	SDG								
305-4	GHG emissions intensity	4.2.2. Emissions – Scope 1 and 2	7, 11, 13								
		Corticeira Amorim calculates the energy intensity considering, in the numerator, the total energy consumed as indicated in GRI 302-1 and GRI 305-2 (market method), and two denominators:									
		- Indicator built directly related to the individual sales of companies that are part of the sustainability perimeter, in millions of euros.									
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td></td> <td>1,003</td> <td>945</td> <td>950</td> </tr> </tbody> </table>		2019	2020	2021		1,003	945	950	
	2019	2020	2021								
	1,003	945	950								
		- Number of employees of companies that are part of the sustainability perimeter.									
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td></td> <td>3,411</td> <td>3,592</td> <td>3,796</td> </tr> </tbody> </table>		2019	2020	2021		3,411	3,592	3,796	
	2019	2020	2021								
	3,411	3,592	3,796								
305-5	Reduction of GHG emissions	4.2.2. Emissions – Scope 1 and 2 4.2.3. Emissions - Scope 3	7, 11, 13								
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	4.2.5. Air Quality and Pollution									

MATERIAL TOPIC: GRI 306 – EFFLUENTS AND WASTE 2016

103 – Forms of management 2016

103-1	Explanation of the material topic and its boundary	Corticeira Amorim's material topics were based on the cross-checking of stakeholder consultation results with the company's internal perspective and alignment with the SDG. With a direct relation to the effluents and waste aspect, the theme "Circular economy" was considered to be a materiality topic of high importance (2.2.4. Materiality matrix).																																									
103-2	The management approach and its components	Over the years, Corticeira Amorim has promoted several initiatives related to the management of effluents and waste (4.3.3. Waste).																																									
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of indicators associated with this aspect and discloses them in this Report (4.3.3. Waste).																																									
306-2	Waste by type and disposal method	4.3.3. Waste	8, 12																																								
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Industrial waste (t)</td> <td>11,233</td> <td>11,257</td> <td>15,151</td> </tr> <tr> <td>Portugal</td> <td>10,316</td> <td>10,331</td> <td>14,063</td> </tr> <tr> <td>Rest of the world</td> <td>917</td> <td>926</td> <td>1,088</td> </tr> <tr> <td>Recovered (t)</td> <td>9,858</td> <td>10,163</td> <td>14,090</td> </tr> <tr> <td>Portugal</td> <td>9,456</td> <td>9,697</td> <td>13,531</td> </tr> <tr> <td>Rest of the world</td> <td>402</td> <td>466</td> <td>560</td> </tr> <tr> <td>Disposed (t)</td> <td>1,375</td> <td>1,095</td> <td>1,060</td> </tr> <tr> <td>Non-hazardous (t)</td> <td>10,740</td> <td>10,751</td> <td>14,799</td> </tr> <tr> <td>Hazardous (t)</td> <td>493</td> <td>506</td> <td>352</td> </tr> </tbody> </table>		2019	2020	2021	Industrial waste (t)	11,233	11,257	15,151	Portugal	10,316	10,331	14,063	Rest of the world	917	926	1,088	Recovered (t)	9,858	10,163	14,090	Portugal	9,456	9,697	13,531	Rest of the world	402	466	560	Disposed (t)	1,375	1,095	1,060	Non-hazardous (t)	10,740	10,751	14,799	Hazardous (t)	493	506	352	
	2019	2020	2021																																								
Industrial waste (t)	11,233	11,257	15,151																																								
Portugal	10,316	10,331	14,063																																								
Rest of the world	917	926	1,088																																								
Recovered (t)	9,858	10,163	14,090																																								
Portugal	9,456	9,697	13,531																																								
Rest of the world	402	466	560																																								
Disposed (t)	1,375	1,095	1,060																																								
Non-hazardous (t)	10,740	10,751	14,799																																								
Hazardous (t)	493	506	352																																								

TOPIC: GRI 307 – ENVIRONMENTAL COMPLIANCE 2016

307-1	Non-compliance with environmental laws and regulations	There are no fines or non-monetary sanctions for non-compliance with environmental laws and regulations	6, 7, 8, 11, 12, 13
		All non-conformities detected are monitored and a response plan and mitigation plan for future recurrences is implemented. Among these actions is a detailed investigation of the occurrence, corrective actions to avoid recurrence and communication of lessons learned.	

GRI Ref	Description	Value / Location	SDG																																																																												
TOPIC: GRI 308 – SUPPLIER ENVIRONMENTAL ASSESSMENT 2016																																																																															
103 – Forms of management 2016																																																																															
103-1	Explanation of the material topic and its boundary	The material topics of Corticeira Amorim were based on the crossing of the results of stakeholder consultation with the company's internal perspective and alignment with the SDG. With a direct relation to the supplier's aspect, the topic "value chain" was considered to be a materiality topic of high importance (2.2.4. Materiality matrix).																																																																													
103-2	The management approach and its components	Corticeira Amorim has promoted over the years several supplier-related initiatives (2.4. Value Chain).																																																																													
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of indicators associated with this aspect and discloses them in this Report (2.4. Value chain).																																																																													
	Specific forms of management	The work performed in Corticeira Amorim's supply chain takes place in compliance with institutional and legal structures. The working conditions in Corticeira Amorim's supply chain comply with the labour legislation in each country where the activity is developed																																																																													
308-2	Negative environmental impacts in the supply chain and actions taken	2.4. Value chain	8, 12, 17																																																																												
GRI 400 – SOCIAL DISCLOSURES 2016																																																																															
MATERIAL TOPIC: GRI 401 – EMPLOYMENT 2016																																																																															
103 – Management Forms 2016																																																																															
103-1	Explanation of the material topic and its boundary	The material topics of Corticeira Amorim were based on the comparison of the results from stakeholder's consultation with the Company's internal perspective and alignment with the SDG. In direct relation to employment, the topic "training and development" was considered to be a materiality topic of high importance (2.2.4. Materiality matrix).																																																																													
103-2	The management approach and its components	Over the years, Corticeira Amorim has promoted several initiatives related to employment (5.1.1. Employment demographics).																																																																													
103-3	Evaluation of the management approach	Corticeira Amorim measures and monitors the indicators associated with this aspect and discloses them in this Report (5.1.1. Employment demographics).																																																																													
	Specific forms of management	The work performed in Corticeira Amorim's supply chain takes place in compliance with institutional and legal structures. The working conditions in Corticeira Amorim's supply chain comply with the labour legislation in each country where the activity is developed.																																																																													
401-1	New employee hires and employee turnover	5.1.1. Employment Demographics	5, 8																																																																												
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>New employee hires</td> <td>524</td> <td>303</td> <td>410</td> </tr> <tr> <td>Rate of new hires</td> <td>15%</td> <td>9%</td> <td>12%</td> </tr> <tr> <td><30</td> <td>41%</td> <td>28%</td> <td>35%</td> </tr> <tr> <td>30 to 50</td> <td>12%</td> <td>8%</td> <td>10%</td> </tr> <tr> <td>>50</td> <td>9%</td> <td>2%</td> <td>3%</td> </tr> <tr> <td>Female</td> <td>15%</td> <td>8%</td> <td>11%</td> </tr> <tr> <td>Male</td> <td>16%</td> <td>10%</td> <td>12%</td> </tr> <tr> <td>Portugal</td> <td>14%</td> <td>8%</td> <td>11%</td> </tr> <tr> <td>Rest of the world</td> <td>24%</td> <td>15%</td> <td>21%</td> </tr> <tr> <td>Employee's turnover</td> <td>392</td> <td>404</td> <td>341</td> </tr> <tr> <td>Turnover rate</td> <td>11%</td> <td>12%</td> <td>10%</td> </tr> <tr> <td><30</td> <td>19%</td> <td>19%</td> <td>17%</td> </tr> <tr> <td>30 to 50</td> <td>9%</td> <td>9%</td> <td>9%</td> </tr> <tr> <td>>50</td> <td>12%</td> <td>14%</td> <td>9%</td> </tr> <tr> <td>Female</td> <td>11%</td> <td>15%</td> <td>12%</td> </tr> <tr> <td>Male</td> <td>16%</td> <td>10%</td> <td>9%</td> </tr> <tr> <td>Portugal</td> <td>10%</td> <td>11%</td> <td>8%</td> </tr> <tr> <td>Rest of the world</td> <td>21%</td> <td>22%</td> <td>20%</td> </tr> </tbody> </table>		2019	2020	2021	New employee hires	524	303	410	Rate of new hires	15%	9%	12%	<30	41%	28%	35%	30 to 50	12%	8%	10%	>50	9%	2%	3%	Female	15%	8%	11%	Male	16%	10%	12%	Portugal	14%	8%	11%	Rest of the world	24%	15%	21%	Employee's turnover	392	404	341	Turnover rate	11%	12%	10%	<30	19%	19%	17%	30 to 50	9%	9%	9%	>50	12%	14%	9%	Female	11%	15%	12%	Male	16%	10%	9%	Portugal	10%	11%	8%	Rest of the world	21%	22%	20%	
	2019	2020	2021																																																																												
New employee hires	524	303	410																																																																												
Rate of new hires	15%	9%	12%																																																																												
<30	41%	28%	35%																																																																												
30 to 50	12%	8%	10%																																																																												
>50	9%	2%	3%																																																																												
Female	15%	8%	11%																																																																												
Male	16%	10%	12%																																																																												
Portugal	14%	8%	11%																																																																												
Rest of the world	24%	15%	21%																																																																												
Employee's turnover	392	404	341																																																																												
Turnover rate	11%	12%	10%																																																																												
<30	19%	19%	17%																																																																												
30 to 50	9%	9%	9%																																																																												
>50	12%	14%	9%																																																																												
Female	11%	15%	12%																																																																												
Male	16%	10%	9%																																																																												
Portugal	10%	11%	8%																																																																												
Rest of the world	21%	22%	20%																																																																												

GRI Ref	Description	Value / Location	SDG
MATERIAL TOPIC: GRI 402 – LABOR/MANAGEMENT RELATIONS 2016			
103 – Forms of management 2016			
103-1	Explanation of the material topic and its boundary	The material topics of Corticeira Amorim were based on the crossing the results of stakeholder consultation with the internal perspective of the company and alignment with the SDG. With a direct relation to the aspect of labor and management relations, the theme “training and development” was considered to be a materiality topic of high importance (2.2.4. Materiality matrix).	
103-2	The management approach and its components	Corticeira Amorim has promoted over the years several initiatives related to labour relations (5.1.3. Labour relations and social climate).	
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of indicators associated with this aspect and discloses them in this Report (5.1.3. Labour relations and social climate).	
	Specific forms of management	The work performed in Corticeira Amorim’s supply chain takes place in compliance with institutional and legal structures. The working conditions in Corticeira Amorim’s supply chain comply with the labour legislation in each country where the activity is developed	
402-1	Minimum notice periods regarding operational changes	Regulations with reference to prior notices concerning the place of work (in particular those that must preside over its eventual alteration) carried out by Corticeira Amorim.	8
MATERIAL TOPIC: GRI 403 – OCCUPATIONAL HEALTH AND SAFETY 2018			
103 – Forms of management 2016			
103-1	Explanation of the material topic and its boundary	The material topics of Corticeira Amorim were based on the crossing the results of stakeholder consultation with the internal perspective of the company and alignment with the SDG. With a direct relation to the aspect of occupational health and safety the theme “health and safety at work” was considered to be a materiality topic of high importance (2.2.4. Materiality matrix).	
103-2	The management approach and its components	Corticeira Amorim has promoted over the years several initiatives related to occupational health and safety (5.2. Safety, health and well-being).	
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of indicators associated with this aspect and discloses them in this Report (5.2. Health, safety and well-being).	
	Specific forms of management	The work performed in Corticeira Amorim’s supply chain takes place in compliance with institutional and legal structures. Occupational Health and Safety (OSH) in all countries of operations, through the application of good practices, as noted in subchapter 5.2. Safety, health and well-being.	
403-1	Occupational health and safety management system	Corticeira Amorim fosters compliance with all legal requirements, standards and procedures in the area of OHS, in all countries of operations, through the application of good practices, as noted in subchapter 5.2. Safety, health and well-being.	
403-2	Hazard identification, risk assessment, and incident investigation	The hazard identification and risk assessment procedures apply to all tasks and processes developed in the company that imply a risk to Occupational health and safety (OHS). These include routine, occasional and emergency activities carried out by permanent, temporary or service providers at the company’s premises. It is the responsibility of the OHS departments to ensure the identification of hazards, assess the risk and propose / validate corrective, preventive or opportunity for improvement measures. Workers are involved and consulted, and their point of view is consulted in terms of hazard identification and risk assessment, as well as the definition of control measures. Whenever there are substantial changes in the hazards that could alter the risk, the risk is reassessed. Given that there is not yet a specific procedure in place, an increasing number of incidents in the company are increasingly analysed by a multidisciplinary team that includes members of the OHS team, the person (s) responsible for the area where the incident occurred, and the support areas that may be relevant in the analysis of the occurrence, as well as the employees of the area, in order to identify the root cause of the incident and define actions to eliminate or control the risk. The results of the incident analysis are disclosed within the company.	3, 8
403-3	Occupational health services	The company provides occupational medicine and nursing services as well as curative medicine. Depending on the units, these areas work either under coordination or in conjunction with the OHS department and aim to ensure the monitoring of the suitability of employees for the activities to be carried out, any impacts of work on their health, as well as providing medical care health in general.	3, 8

GRI Ref	Description	Value / Location	SDG
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>Workers are consulted through their OHS representatives in the context of the functioning of the OHS committee. The OHS commission is responsible for:</p> <ul style="list-style-type: none"> Request and appreciate suggestions from workers on issues related to health and safety; Carry out visits to the workplace to recognise the risks to health and safety, and to evaluate the preventive measures adopted; Propose initiatives in the context of preventing risks to occupational health and safety, aiming at improving working conditions and correcting detected deficiencies; Participate in the definition of measures to be included in the prevention plan; Analyse the available elements related to accidents at work and occupational diseases; Participate in the development of the OHS Department's annual programme and follow up on it. 	3,8
403-5	Worker training on occupational health and safety	<p>In the scope of OHS, special emphasis is given to training to welcome new employees, as well as OHS training in the workplace, which is mandatory whenever the employee is faced with the start of activity in a new workplace.</p> <p>Regularly, training content in OHS is recycled, in order to ensure the updating of knowledge and awareness necessary for issues of occupational health and safety. Increasingly, priority is given to the development of OHS training in an on-job context to the detriment of classroom training, always with the aim of individualising training and thereby enabling a better transmission of safety knowledge among employees.</p>	3,8
403-6	Promotion of worker health	<p>As part of the development of OHS activity, and the component of workers' health, the company makes available to its employees the provision of occupational medicine, curative medicine and occupational nursing services, in order to ensure the access of its employees. employees to the provision of health care.</p> <p>Some units have implemented a gymnastics programme to prevent musculoskeletal injuries and other initiatives.</p> <p>Multiple screenings and training actions are carried out in the field of occupational health.</p>	3,8
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>The work carried out in Corticeira Amorim's supply chain takes place in accordance with institutional and legal structures.</p> <p>The working conditions in Corticeira Amorim's supply chain comply with the labour legislation in force in each country where the activity is developed.</p>	3,8
403-8	Workers covered by an occupational health and safety management system	<p>The company has implemented an OHS management system, which covers all activities developed by its employees (internal and external), and subcontractors. The management system is based on an OHS performance improvement policy and objectives, which are supported by an activity plan available in various languages. In addition, about 67% of workers are covered by systems certified according to the international standard ISO 45001 or SA 8000. Information on management systems with external certifications is available in the Consolidated Management Report - 7. Approach to sustainability.</p>	3,8

GRI Ref	Description	Value / Location	SDG
403-9	Work-related injuries	5.2 Safety, health and well-being	3,8

Work-related injuries - workers:

	2019	2020	2021
Work related injuries	119	82	76
Female	11	15	10
Male	108	67	66
Portugal	89	60	54
Rest of the world	30	22	22
Lost time injury frequency rate (LTIFR)	20	14	12
Female	8	11	7
Male	23	15	14
Portugal	17	12	10
Rest of the world	38	29	29
Lost workday rate (LWD)	494	551	554
Female	527	551	555
Male	0	560	545
Portugal	445	548	412
Rest of the world	813	573	1,561
Deaths	0	0	0
Female	0	0	0
Male	0	0	0
Portugal	0	0	0
Rest of the world	0	0	0

Work-related injuries – employees:

	2019	2020	2021
Work related injuries	107	76	68
Female	10	13	10
Male	97	63	58
Portugal	77	54	46
Rest of the world	30	22	22
Lost time injury frequency rate (LTIFR)	19	14	12
Female	7	9	7
Male	23	15	14
Portugal	16	11	10
Rest of the world	38	29	30
High-consequence work-related injury rate	0.5	0.4	0.4
Female	0,0	0,0	0,0
Male	0,7	0,5	0,5
Portugal	0,2	0,4	0,0
Rest of the world	2,5	0,0	2,7
Lost workday rate (LWD)	527	551	555
Female	347	507	689
Male	586	565	512
Portugal	479	546	394
Rest of the world	820	580	1,588
Deaths	0	0	0
Female	0	0	0
Male	0	0	0
Portugal	0	0	0
Rest of the world	0	0	0

GRI Ref	Description	Value / Location	SDG
---------	-------------	------------------	-----

Work-related injuries – temporary workers:

	2019	2020	2021
Work related injuries	12	6	8
Female	1	2	0
Male	11	4	8
Lost time injury frequency rate (LTIFR)	31	17	14
Female	35	38	0
Male	31	13	17
Deaths	0	0	0
Female	0	0	0
Male	0	0	0

Absenteeism rate:

	2019	2020	2021
Absenteeism rate	4.3%	5.0%	5.8%
Female	5.4%	6.6%	6.7%
Male	3.9%	4.4%	5.5%
Portugal	4.3%	5.4%	5.1%
Rest of the world	4.0%	2.3%	10.2%

The procedure for calculating the attendance index and the lost days rate is in accordance with the ILO Code of Practice. The formulae considered are as follows:

- Lost time injury frequency rate (LTIFR) = (Number of lost-time injuries) / (Total hours worked in accounting period) x 1,000,000;
- High-consequence work-related injury rate = (Number of high consequence work related injuries (excluding fatalities) / (Total hours worked in accounting period) x 1,000,000;
- Lost workday rate (LWD) = (Number of days lost) / (Total hours worked in accounting period) x 1,000,000;
- Absenteeism rate = (Days of absence) / (Potential hours worked in accounting period).

When calculating potential days, holidays are not taken into account. For the calculation of the frequency index, only accidents that give rise to lost days are considered. In determining the days lost, the number of working days is considered and starts counting from the day after the accident occurred until the injured person returns to work.

403-10	Work-related ill health	5.2. Safety, Health and Well-Being	3,8
--------	-------------------------	------------------------------------	-----

	2019	2020	2021
Work-related ill health	21	35	65
Female	6	22	34
Male	15	13	31
Portugal	18	34	64
Rest of the world	3	1	1
Work-related ill health rate	4	6	12
Female	4	16	25
Male	3	3	7
Portugal	4	7	13
Rest of the world	4	1	1

Work-related ill health rate = (Number of cases of occupational disease) / total hours worked in accounting period) x 1,000,000.

GRI Ref	Description	Value / Location	SDG
MATERIAL TOPIC: GRI 404- TRAINING AND EDUCATION 2016			
103 – Forms of management 2016			
103-1	Explanation of the material topic and its boundary	The material topics of Corticeira Amorim were based on the crossing the results of stakeholder consultation with the internal perspective of the company and alignment with the SDG. With a direct relation to the training and education aspect, the theme “training and development” was considered to be a materiality topic of high importance (2.2.4. Materiality matrix).	
103-2	The management approach and its components	Corticeira Amorim has promoted over the years several initiatives related to training and education (5.1.5. Skills development and training).	
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of indicators associated with this aspect and discloses them in this Report (5.1.5. Skills development and training).	
404-1	Average hours of training per year per employee	5.1.5. Skills Development and Training	4, 5, 8
Total number of training hours per worker and employment contract:			
		2020	2021
Training hours		56,870	67,094
Employees		44,385	52,365
Temporary workers		12,485	14,729
Average hours of training by employment contract, gender and professional category:			
		2020	2021
Average hours of training		16	18
Employees		13	15
Temporary workers		45	38
Female		15	21
Male		12	17
Board members		9	6
Directors		25	28
Heads of department		18	30
Sales staff		20	32
Management, support technicians		29	34
Team leaders		24	34
Administrative staff		15	14
Maintenance, quality and logistics technicians		14	19
Production operators		9	14
404-3	Percentage of employees receiving regular performance and career development reviews	5.1.4. Career Management and Employability Promotion	4,5,8
		2020	2021
Workers receiving regular performance and career development reviews		1,688	2,084
Workers receiving regular performance and career development reviews (%)		47%	55%
MATERIAL TOPIC: GRI 405 - DIVERSITY AND EQUAL OPPORTUNITY 2016			
103 – Forms of management 2016			
103-1	Explanation of the material topic and its boundary	The material topics of Corticeira Amorim were based on comparing the results of stakeholder consultation with the internal perspective of the company and alignment with the SDG. With a direct relation to the diversity and equal opportunity aspect, the theme “training and development” was considered to be a materiality topic of high importance (2.2.4. Materiality matrix).	
103-2	The management approach and its components	Corticeira Amorim has promoted over the years several initiatives related to diversity and equality of opportunities (5.1.7. Diversity, inclusion and non-discrimination).	
103-3	Evaluation of the management approach	Corticeira Amorim performs the measurement and monitoring of the indicators associated with this aspect and discloses them in this (5.1.7. Diversity, inclusion and non-discrimination).	
	Specific management forms	Corticeira Amorim advocates a policy of management and motivation of people that promotes non-discrimination of any kind, equal opportunities in recruitment, promotion and training of employees, remuneration and working conditions.	

GRI Ref	Description	Value / Location	SDG
405-1	Diversity of governance bodies and employees	5.1.1. Employment demographics 5.1.7. Diversity, inclusion and non-discrimination Composition of the Board of Directors of Corticeira Amorim, S.G.P.S., S.A.	4,5,8

	2019	2020	2021
Board members	6	6	10
Female	2	2	4
Male	4	4	6
Executives	3	3	4
Female	0	0	1
Male	3	3	3
Independent	0	0	4
Female	0	0	2
Male	0	0	2
Non-executives	3	3	6
Female	2	2	3
Male	1	1	3

Workers per professional category, age range and gender:

	Age			Gender		Total
	< 30	30 – 50	>50	Female	Male	
Board members*	0	2	22	4	20	24
Directors	0	57	34	12	79	91
Heads of department	11	59	27	38	59	97
Sales staff	9	50	28	20	67	87
Management, support technicians	88	127	28	95	148	243
Team leaders	5	52	37	21	72	93
Administrative staff	33	127	77	147	91	238
Maintenance, quality and logistics technicians	58	207	127	83	308	391
Production operators	394	1,400	737	520	2,012	2,532
Total 2020	514	1,951	1,077	879	2,713	3,592
Total 2021	598	2,081	1,117	940	2,856	3,796

* Board members considering all companies in the Corticeira Amorim Group

Management positions per gender and geography:

	2019	2020	2021
Management positions	318	292	305
Portugal	249	245	252
Resto f the world	69	47	53
Female	63	63	75
Portugal	52	55	63
Resto f the world	11	8	12
Male	255	229	230
Portugal	197	190	189
Resto do mundo	58	39	41

GRI Ref	Description	Value / Location	SDG																																																																																
		For the purposes of comparison with other information disclosed by Corticeira Amorim, the number of employees corresponding to the total perimeter, by gender, is presented:																																																																																	
		<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Workers</td> <td>4,424</td> <td>4,357</td> <td>4,642</td> </tr> <tr> <td>Female</td> <td>1,121</td> <td>1,066</td> <td>1,149</td> </tr> <tr> <td>Male</td> <td>3,303</td> <td>3,291</td> <td>3,493</td> </tr> </tbody> </table>		2019	2020	2021	Workers	4,424	4,357	4,642	Female	1,121	1,066	1,149	Male	3,303	3,291	3,493																																																																	
	2019	2020	2021																																																																																
Workers	4,424	4,357	4,642																																																																																
Female	1,121	1,066	1,149																																																																																
Male	3,303	3,291	3,493																																																																																
		Corticeira Amorim considers management positions to be the categories of board members, directors, heads of department and team leaders.																																																																																	
405-2	Ratio of basic salary and remuneration of women to men	<p>5.1.1. Employment Demographics</p> <p>5.1.7. Diversity, Inclusion and Non-Discrimination</p> <p>Ratio of basic salary of women to men per professional category:</p> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Ratio of basic salary of women to men</td> <td>0.86</td> <td>0.92</td> <td>0.96</td> </tr> <tr> <td>Directors</td> <td>0.73</td> <td>0.95</td> <td>0.77</td> </tr> <tr> <td>Heads of department</td> <td>1.03</td> <td>0.96</td> <td>0.94</td> </tr> <tr> <td>Sales staff</td> <td>0.86</td> <td>0.55</td> <td>0.53</td> </tr> <tr> <td>Management, support technicians</td> <td>0.80</td> <td>0.81</td> <td>0.82</td> </tr> <tr> <td>Team leaders</td> <td>1.07</td> <td>1.23</td> <td>1.33</td> </tr> <tr> <td>Administrative staff</td> <td>1.14</td> <td>1.08</td> <td>1.13</td> </tr> <tr> <td>Maintenance, quality and logistics technicians</td> <td>0.78</td> <td>0.88</td> <td>0.90</td> </tr> <tr> <td>Production operators</td> <td>0.90</td> <td>1.03</td> <td>1.02</td> </tr> </tbody> </table> <p>Ratio of remuneration ratio (all salary components) of women to men per professional category:</p> <table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Ratio of remuneration of women to men</td> <td>0.79</td> <td>0.86</td> <td>0.88</td> </tr> <tr> <td>Directors</td> <td>0.66</td> <td>0.84</td> <td>0.68</td> </tr> <tr> <td>Heads of department</td> <td>0.89</td> <td>0.95</td> <td>0.92</td> </tr> <tr> <td>Sales staff</td> <td>0.88</td> <td>0.55</td> <td>0.54</td> </tr> <tr> <td>Management, support technicians</td> <td>0.78</td> <td>0.82</td> <td>0.85</td> </tr> <tr> <td>Team leaders</td> <td>1.02</td> <td>1.17</td> <td>1.22</td> </tr> <tr> <td>Administrative staff</td> <td>1.05</td> <td>1.00</td> <td>1.05</td> </tr> <tr> <td>Maintenance, quality and logistics technicians</td> <td>0.77</td> <td>0.82</td> <td>0.73</td> </tr> <tr> <td>Production operators</td> <td>0.84</td> <td>0.94</td> <td>0.93</td> </tr> </tbody> </table>		2019	2020	2021	Ratio of basic salary of women to men	0.86	0.92	0.96	Directors	0.73	0.95	0.77	Heads of department	1.03	0.96	0.94	Sales staff	0.86	0.55	0.53	Management, support technicians	0.80	0.81	0.82	Team leaders	1.07	1.23	1.33	Administrative staff	1.14	1.08	1.13	Maintenance, quality and logistics technicians	0.78	0.88	0.90	Production operators	0.90	1.03	1.02		2019	2020	2021	Ratio of remuneration of women to men	0.79	0.86	0.88	Directors	0.66	0.84	0.68	Heads of department	0.89	0.95	0.92	Sales staff	0.88	0.55	0.54	Management, support technicians	0.78	0.82	0.85	Team leaders	1.02	1.17	1.22	Administrative staff	1.05	1.00	1.05	Maintenance, quality and logistics technicians	0.77	0.82	0.73	Production operators	0.84	0.94	0.93	4,5, 8
	2019	2020	2021																																																																																
Ratio of basic salary of women to men	0.86	0.92	0.96																																																																																
Directors	0.73	0.95	0.77																																																																																
Heads of department	1.03	0.96	0.94																																																																																
Sales staff	0.86	0.55	0.53																																																																																
Management, support technicians	0.80	0.81	0.82																																																																																
Team leaders	1.07	1.23	1.33																																																																																
Administrative staff	1.14	1.08	1.13																																																																																
Maintenance, quality and logistics technicians	0.78	0.88	0.90																																																																																
Production operators	0.90	1.03	1.02																																																																																
	2019	2020	2021																																																																																
Ratio of remuneration of women to men	0.79	0.86	0.88																																																																																
Directors	0.66	0.84	0.68																																																																																
Heads of department	0.89	0.95	0.92																																																																																
Sales staff	0.88	0.55	0.54																																																																																
Management, support technicians	0.78	0.82	0.85																																																																																
Team leaders	1.02	1.17	1.22																																																																																
Administrative staff	1.05	1.00	1.05																																																																																
Maintenance, quality and logistics technicians	0.77	0.82	0.73																																																																																
Production operators	0.84	0.94	0.93																																																																																
TOPIC: GRI 413 – LOCAL COMMUNITIES 2016																																																																																			
413-1	Operations with local community engagement, impact assessments, and development programs	3.4. Voluntary Commitments 5.3. Community/ Society and Innovation																																																																																	
TOPIC: GRI 414 – SUPPLIER SOCIAL ASSESSMENT 2016																																																																																			
414-2	Negative social impacts in the supply chain and actions taken	2.4. Value chain	8, 12, 17																																																																																
TOPIC: GRI 415 – PUBLIC POLICY 2016																																																																																			
415-1	Political contributions	Corticeira Amorim assumes itself as a non-partisan and non-political organisation. It does not support financially, or in kind, under any circumstances, political parties, organisations or individuals associated with these, whose mission is essentially political.																																																																																	

Mozelos, April 4, 2022

The Board

of Corticeira Amorim, S.G.P.S., S.A.

Chairperson:

António Rios de Amorim

Vice-Chairperson:

Nuno Filipe Vilela Barroca de Oliveira

Board Members:

Fernando José de Araújo dos Santos Almeida

Cristina Rios de Amorim Baptista

Luisa Alexandra Ramos Amorim

Juan Ginesta Viñas

José Pereira Alves

Marta Parreira Coelho Pinto Ribeiro

Cristina Galhardo Vilão

António Lopes Seabra

9 – INDEPENDENT ASSURANCE REPORT



Ernst & Young
Audit & Associados - SROC, S.A.
Avenida da República, 90-6º
1600-206 Lisboa
Portugal

Tel: +351 217 912 000
Fax: +351 217 957 586
www.ey.com

(Translation from the original document in the Portuguese language. In case of doubt, the Portuguese version prevails)

Independent Limited Assurance Report on the Sustainability Report

To the Board of Directors of
Corticeira Amorim, S.G.P.S., S.A.

Introduction

1. We have been engaged by the Board of Directors of Corticeira Amorim, S.G.P.S., S.A. to proceed with the independent review of the Sustainability Report 2021, included in the Consolidated Annual Report 2021, hereinafter the "Sustainability Report", relating to the sustainability performance from 1 January to 31 December 2021.

Responsibilities

2. The Board of Directors is responsible for preparing the Sustainability Report and to maintain an appropriate internal control system that allows the information presented to be free of material misstatements due to fraud or error.
3. It is our responsibility to issue a limited assurance report, professional and independent, based on the procedures performed and described in the "Scope" section below.

Scope

4. Our review procedures have been planned and executed in accordance with the International Standard on Assurance Engagements (ISAE 3000, Revised) - "Assurance engagements other than Audits and Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standard Board, for a limited level of assurance.
5. Procedures performed in a limited assurance engagement vary in timing and nature from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our independent review procedures comprised the following:
 - ▶ Conducting interviews with Management, in order to understand how the information system is structured and assess their level of knowledge of the topics addressed in the report;
 - ▶ Review of the processes, criteria and systems adopted to collect, consolidate, report and validate the data for the year 2021;
 - ▶ Analytical review, on a sample basis, of the data calculated by Management, and verification of quantitative and qualitative information disclosed in the report;
 - ▶ Confirmation on how collection, consolidation, validation and report procedures are being implemented in selected operating units; and
 - ▶ Review of the conformity of the information included in the Sustainability Report with the results of our work.
6. Regarding sustainability reporting standards of the Global Reporting Initiative - GRI Standards, we performed a review of the self-evaluation made by Management of the adopted option to apply the GRI Standards and conformity with Article 508-G of the Portuguese Companies Act (*Código das Sociedades Comerciais*) and 245-A, paragraph r) of the Securities Market Code (*Código do Mercado dos Valores Mobiliários*) with respect to non-financial and diversity disclosures.

Sociedade Anónima - Capital Social 1.335.000 euros - Inscrição n.º 178 na Ordem dos Revisores Oficiais de Contas - Inscrição N.º 20161480 na Comissão do Mercado de Valores Mobiliários
Contribuinte N.º 505 988 283 - C. R. Comercial de Lisboa sob o mesmo número
A member firm of Ernst & Young Global Limited



Quality and independence

7. Our firm applies International Standard on Quality Control 1 (ISQC 1), and consequently maintains a global quality control system which includes documented policies and procedures relating to compliance with ethical requirements, professional standards, and the legal and regulatory provisions applicable and we comply with the independence and ethical requirements of the International Ethics Standards Board for Accountants (IESBA) Code of Ethics and the Code of Ethics of the Order of Chartered Accountants (OROC).

Conclusion

8. Based on our work and evidence obtained, nothing has come to our attention that causes us to believe that the information disclosed in the Sustainability Report, for the year ended 31 December 2021, is not free from relevant material misstatements. Additionally, nothing has come to our attention that causes us to believe that the Sustainability Report does not include the required data and information for a “In accordance - Core” option as defined by the GRI Standards and by the Article 508-G of the Portuguese Companies Act and paragraph r) of the article 245-A of the Securities Market Code.

Lisbon, 6 April 2022

Ernst & Young Audit & Associados - SROC, S.A.
Sociedade de Revisores Oficiais de Contas
Represented by:

(signed)

Manuel Ladeiro de Carvalho Coelho da Mota - ROC nº 1410
Registered with the Portuguese Securities Market Commission under license nr. 20161020