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# AMORIM

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## Corticeira Amorim FY2020

# In brief



## The celebration of our 150th anniversary came to an end

Despite all the restrictions caused by Covid 19, 2020 was a positive year. A year full of tributes, testimonies, beginning of new projects, and overall, a great opportunity to reaffirm our vision, mission and commitments.

A year in which we renewed our image, but preserved our spirit of sacrifice, resilience and willingness to do more and better.

**We are ready for the next 150 years!**

# In brief



## Rebranding Amorim

**Revisiting a long history offers a unique opportunity for renewal.**

To mark its 150th anniversary, Amorim challenged Eduardo Aires, a renowned design studio, to rethink the company's brand image, aiming to strike a balance between legacy and innovation.

The rebranding was presented in a special press conference, held in Amorim Cork's premises, attended by dozens of journalists.

The plan of events to mark the 150th anniversary was also presented.



# In brief



Extraordinary bonus awarded to employees for the company's 150th anniversary

**The Board of Directors decided to award our employees an extraordinary bonus in the form of a fixed sum, regardless of the duties they perform.**

Their response during the Covid-19 pandemic has been exceptional. Their attitude, initiative and perseverance have characterised the past and the present of the company, and will certainly characterise its future.



# In brief

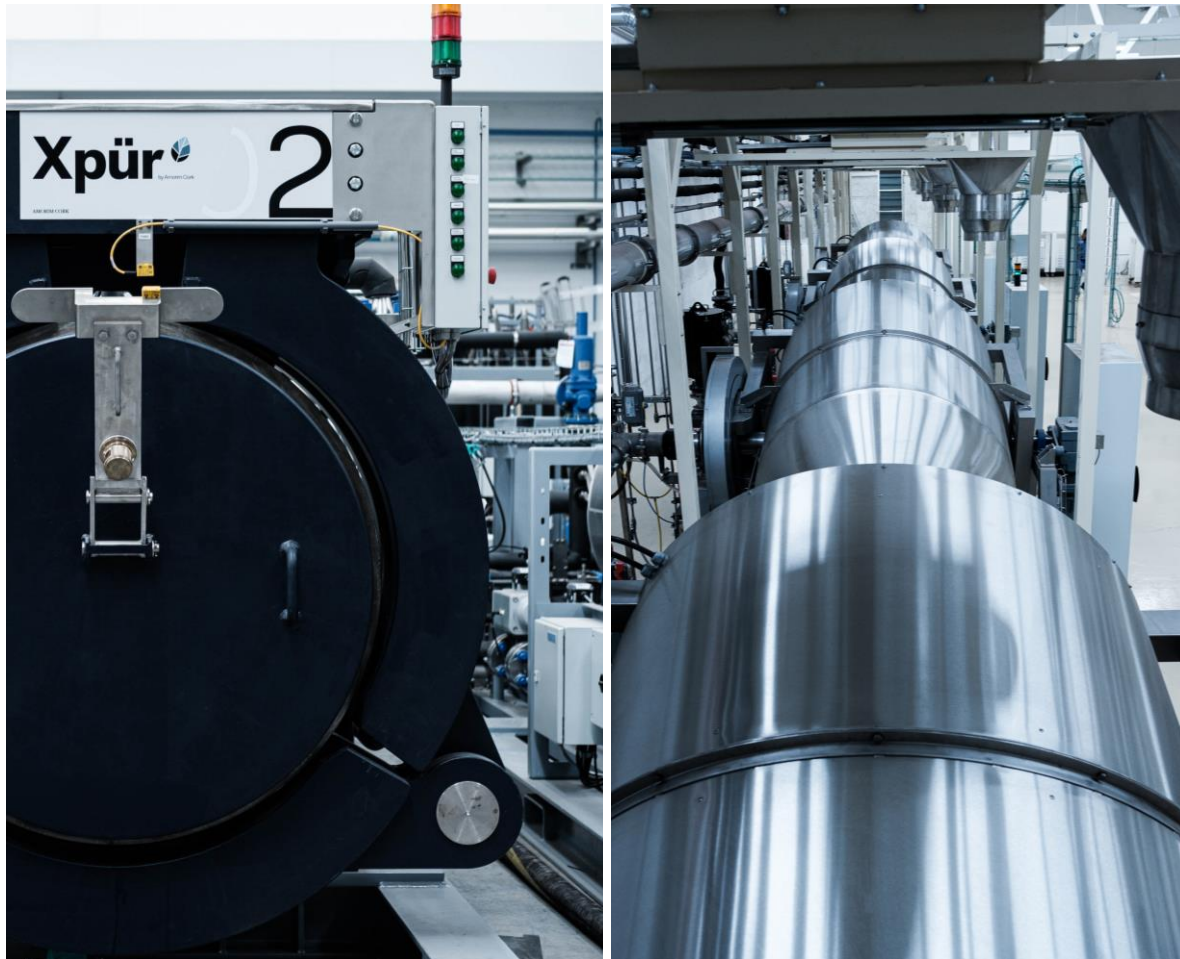


## Corticeira Amorim first issue of Green Bonds

**The bond issue, in the amount of 40 M€, was intended to refinance a diversified set of green investments made in 2017, 2018, 2019 and 1st half of 2020 by eight companies from the five Business Units of Corticeira Amorim.**

Banco BPI, SA was responsible for organizing, managing the issue and providing the subscription guarantee.

# In brief



Naturity and Xpür: the world's greenest and most innovative and efficient anti-TCA technologies

**Fulfilling a long-awaited promise, with Naturity and Xpür technologies, Corticeira Amorim is extending non-detectable TCA performance to both natural and technical cork stoppers.**

These technologies come as a result of robust financial investments, time, and dedication to R&D.



# In brief



## Launch of new corporate website

**Completely redesigned to respond on time to the most different challenges posed by the digitalization of business activity, the new website has an impactful look & feel, living on images, graphics, illustrations, and inline videos. It also has a strong editorial component that combines innovation, nature and people.**

Among the many new features, there are sharing mechanisms on social networks, the possibility of advanced onsite searches, 100% mobile responsive and navigation support trackers.

# In brief



A new paradigm for cork has been built in a decade

**Since 2011 Corticeira Amorim has analysed almost 1000 design and architecture projects, in partnership with some of the world's leading institutions and designers and architects, helping to place cork in a prominent position as an ideal material for the 21st century.**

Under Corticeira Amorim's leadership, cork has gradually gained space and prominence in key initiatives in the global design and architecture agenda.



# In brief



Cork from Corticeira Amorim used inside Mazda's new 100% electric car

**Integrated into the lining of MX-30's console, cork was chosen because it is a natural, sustainable and biodegradable raw material, and thus helps reduce the environmental footprint of the Japanese brand's latest model.**

Supplied by Amorim Cork Composites, cork also endows comfort, impermeability, and thermal, acoustic and anti-vibration insulation to the Japanese manufacturer's car.

# In brief



## “Traços de Gente”, an itinerant exhibition

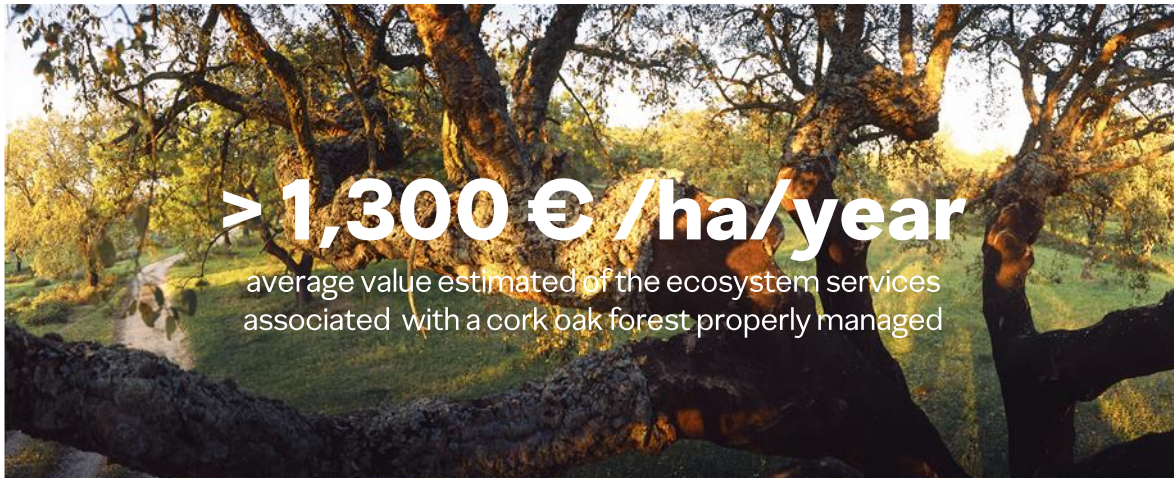
**After the book with the same name, released last August, Corticeira Amorim prepared an itinerant exhibition to pay tribute to the people who make this company the leader of the cork industry.**

The exhibition traveled through our factories and business units, reaching out an incredible team and wrapping up our 150th anniversary in the most meaningful way: with our people.

“Traços de Gente” – Traits of people;



# In brief



## Ecosystem Services of the Cork Oak Forest

**Corticeira Amorim commissioned an independent study of the cork oak forest's ecosystem services.**

Using four case studies, EY monetized three regulation services that the cork oak forest provides:

1 | Climate regulation

2 | Extreme events regulation: fire prevention

3 | Water regulation and soil protection

# In brief



\*\*Carbon balance considering sequestration in the cork oak forest and emissions associated with the production of the product

## Negative Carbon Footprint

**The results of the EY and PwC studies of 10 main products \* of Amorim Cork concluded, without exception, that all stoppers analysed have a negative carbon balance\*\***

The independent studies analysed the environmental footprint regarding the production of the stoppers, through a LCA and Cradle-to-Gate approaches and were based on the ISO 14040/44 standards.

\* Study on Neutrocork conducted by PwC; all other products analysed by EY



# In brief



**AMORIM WISE**

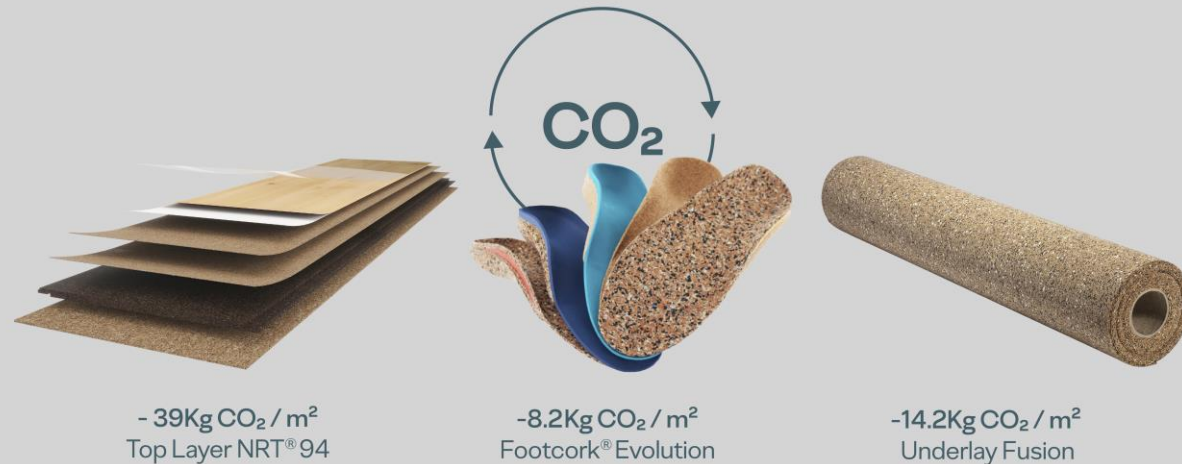
Amorim Cork  
Flooring's products  
have a Negative  
Carbon Balance

**The EY study revealed that Amorim Wise Inspire 700 HRT flooring solutions enable carbon sequestration of up to -101kg CO<sub>2</sub> / m<sup>2</sup> and Amorim Wise Inspire 700 SRT flooring solutions enable carbon sequestration of up to -93kg CO<sub>2</sub> / m<sup>2</sup>.**

This results take into consideration the carbon sequestration of the cork oak forest.

# In brief

## AMORIM CORK COMPOSITES Negative Carbon Balance



Amorim Cork Composites' products have a Negative Carbon Balance

**All three studies conducted by EY concluded that the analysed products have a negative carbon balance, when considering the carbon sequestration of the cork oak forest.**

The studies assessed the environmental impacts of forest management, transportation of raw materials and production.

# In brief



## World Finance Sustainability Award

**Corticeira Amorim was distinguished in the category “Wine products industry”.**

World Finance Sustainability Awards celebrate the companies putting green values at the forefront of their business operations.





# In brief



## Corticeira Amorim wins Best Raw Materials Sustainability - Europe 2020

**The award, attributed by Capital Finance International, highlights the company's pioneering attitude towards sustainable development.**

The jury praised Corticeira Amorim's dedication to upholding best practices in terms of environmental, social and governance (ESG), while maintaining a high-level of profitability.



# In brief

## 50 SUSTAINABILITY & CLIMATE LEADERS A RACE WE CAN WIN

Available on Bloomberg Media's Digital Properties



To find out more about Corticeira Amorim: <https://www.amorim.com/>

### Other Videos



***Corticeira Amorim:  
Preserving the Present,  
Building the Future***

### Twitter Feed



## 50 Sustainability & Climate Leaders

**Corticeira Amorim is the only Portuguese company taking part in the 50 Sustainability & Climate Leaders campaign, a project of TBD Media Group.**

It selects the organisations who are leading the fight against climate change worldwide. Sustainability, technology and innovation are the other drivers that led to the selection of the 50 Sustainability & Climate Leaders.

Groupe Rocher, Novartis, Ericsson, Heidelberg Cement, Prysmian Group or John Deere are just some of the companies taking part in the programme.



# In brief



## Corticeira Amorim subscribes to act4nature Portugal

**The initiative launched by the Business Council for Sustainable Development Portugal (BCSD) aims to raise awareness, mobilise and encourage companies to protect, promote and restore biodiversity.**

The commitment is aligned with Corticeira Amorim's mission of adding value to cork in a competitive, differentiated and innovative manner in perfect harmony with nature.



# Integral Verticalization

CORTICEIRA  
AMORIM

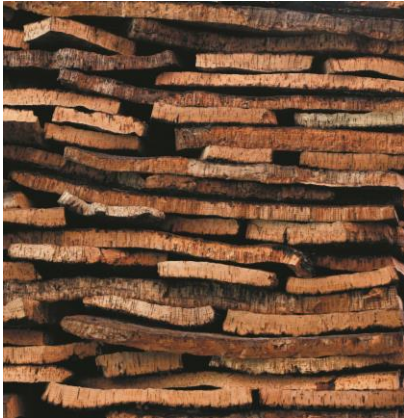
AMORIM  
FLORESTAL

AMORIM  
CORK

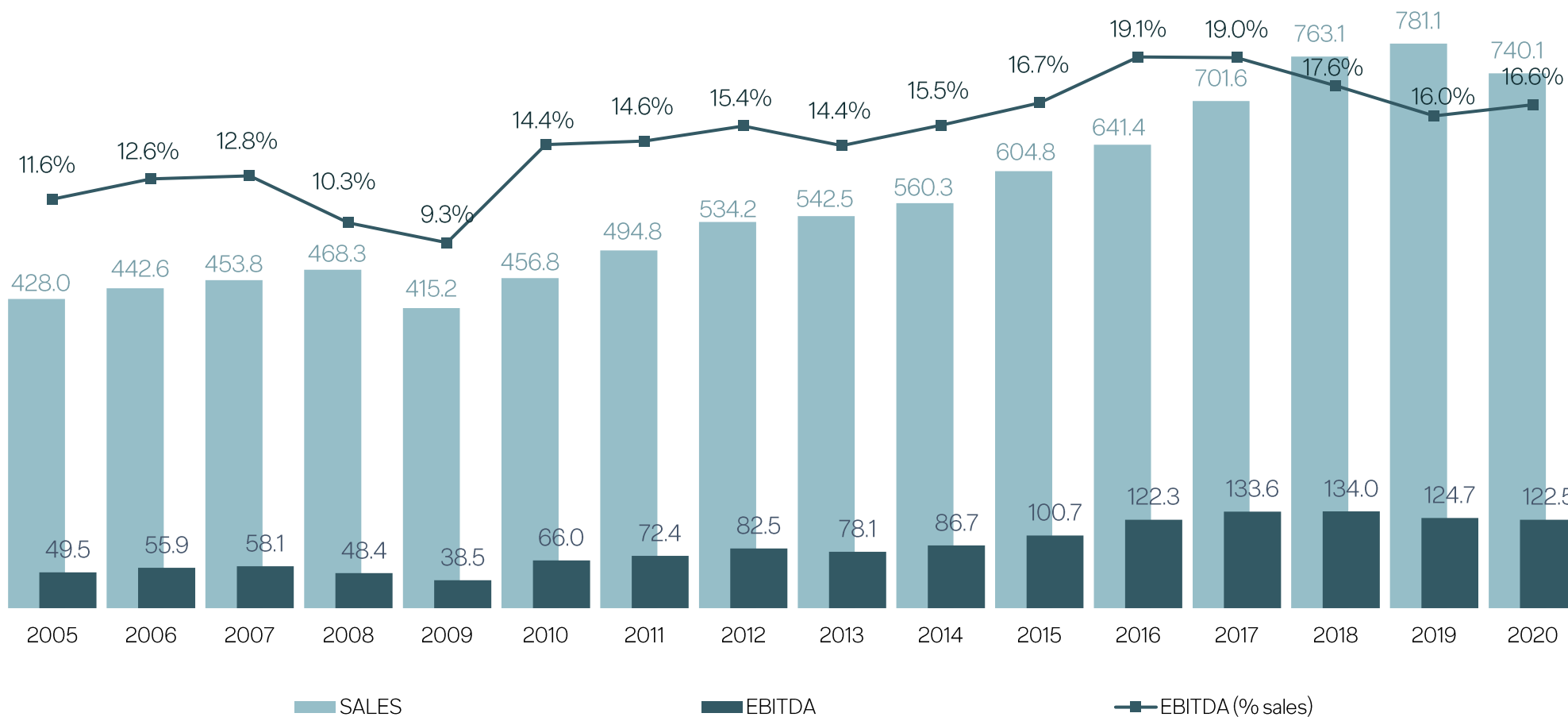
AMORIM  
CORK  
FLOORING

AMORIM  
CORK  
COMPOSITES

AMORIM  
CORK  
INSULATION



# Sales & EBITDA



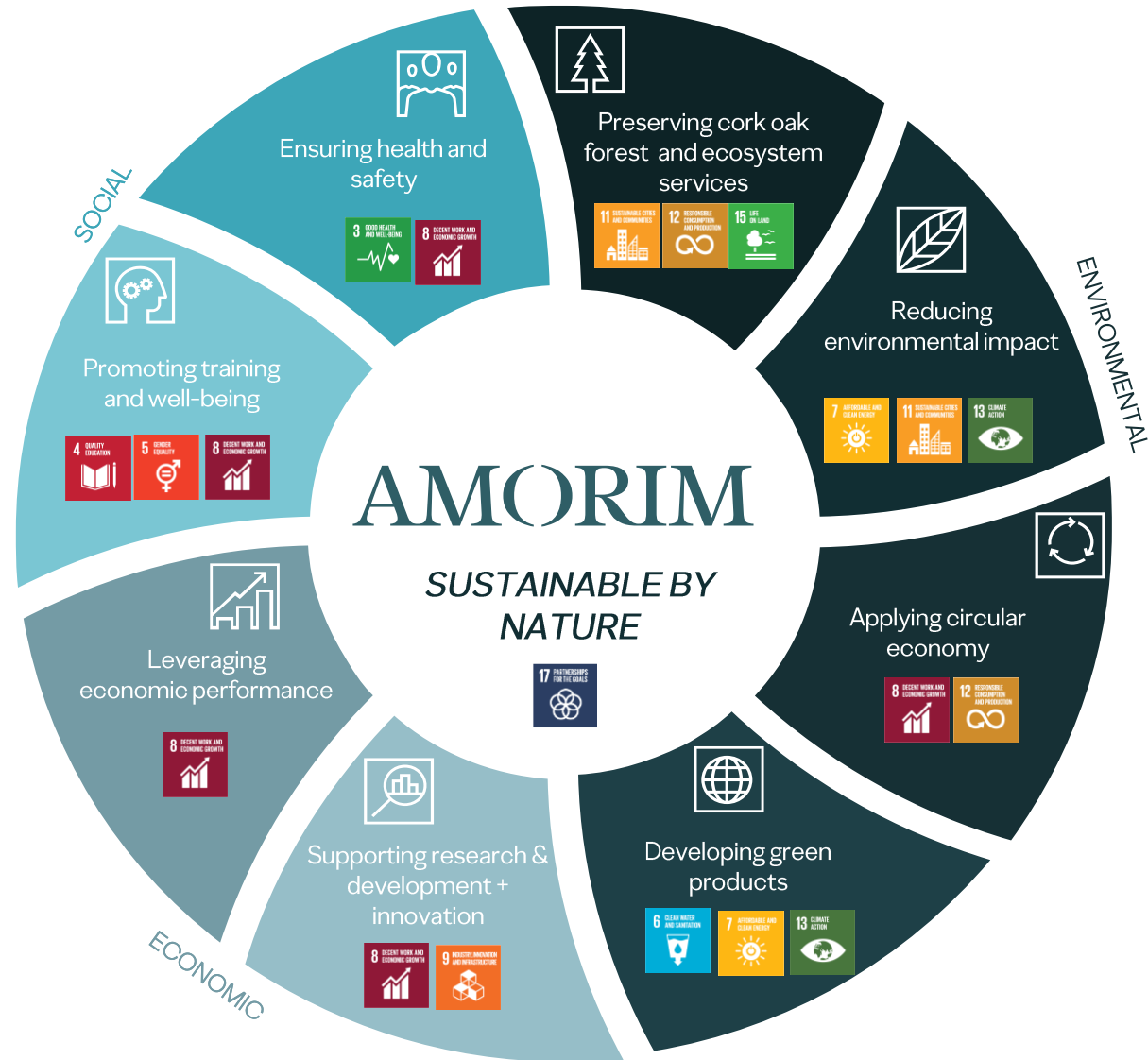
Values in million euros.

# Alignment with United Nations' SDG

Sustainable Development Goals are an integral part of our Sustainability Strategy

We are committed to a solid and dynamic future with sustainability as the main reference

Corticeira Amorim aligns its strategy with 12 Sustainable Development Goals





# Environmental, Social and Economic Impact

The quantified indirect and induced impacts show that impact goes way beyond the financial statements

2.17x

production multiplier in the Portuguese economy

1,175 M€  
per year

total net value of the company's contributions to society when considering ecosystem services induced by the activity



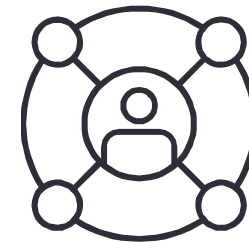
Cork oak montado ecosystem services



Environmental impact



Economic and social impact



**Total Value**

# Sustainability Highlights

## **Commission of Independent Studies**

- › Ecosystem Services of the Cork Oak Forest Study
- › Environmental, Social and Economic Impact Study
- › Environmental assessments for the most important products

## **Compromises assumed**

- › 50 Sustainability & Climate Leaders
- › act4nature Portugal

## **International Recognition**

- › World Finance Sustainability Award - "Wine products industry" category
- › Best Raw Materials Sustainability - Europe 2020

## **Green Bonds Issuance**

- › Total amount: € 40mn; period: 2020-25

## **Extraordinary Bonus Awarded to Employees**

## **COVID-19 Response**

- › Donations to Hospitals, Organizations and Social Institutions (especially those in our closest community)
- › Protection of workforce, with strict and comprehensive contingency plan



# Sustainability Highlights



## Environmental

- **100%** use of cork
- **90%** waste recovery rate (non cork)
- **736 ton** recycled cork
- **>80%** renewable materials
- **83%** energy from renewable sources
- **>65%** energy from biomass (controlled renewable sources)
- **71,374 ton** avoided CO<sub>2</sub>eq emissions
- **3,4%** energy efficiency



## Social

- **4,357** employees in 28 countries
- **24%** female employees
- **72%** employees in Portugal
- **42 years:** average age of employees
- **100%** employees covered by collective agreements (Portugal)
- **33%** women in the Board
- **49%** reduction in accident frequency index (Portugal) in 2018-2020
- **1,828** students involved in environmental education actions



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# AMORIM

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## Consolidated Results

# Key Facts & Figures

## **Sales totalled 740.1 M€ (-5.2%):**

- Raw Materials: -12.1%;
- Cork Stoppers: -5.7%;
- Floor & Wall Coverings: +3.2%;
- Composite Cork: -8.9%;
- Insulation: -12.8%;

## **Negative impact on sales from FX:**

- total impact of 8.5M€ (FY19: +6.3 M€);
- at constant exchange rates, sales -4.2%;

## **EBITDA/Sales: 16.6%** (FY19: 16.0%)

- EBITDA: 122.5M€;
- Lower cork prices, efficiency gains and price increases, partially offset lower activity levels and adverse FX effect;

## **Raw Materials + Cork Stoppers:**

- Sales decreased 6.2% to 538.6 M€;
- EBITDA/Sales: 21.2% (FY19: 20.5%);
- 71% of consolidated sales (FY19: 72%);

**Non-recurrent results of -5.8 M€**, due to payment of an extraordinary bonus to employees and restructuring costs (mostly staff compensation);

## **Share of profit of Associates fell to 2.1 M€**

(FY19: 5.6 M€, reflecting the final distribution of 2.9 M€ of escrow funds from the sale of US Floors);

**Net Income totalled 64.3 M€** (FY19: 74.9 M€), a decrease of 4.8% excluding the non-recurrent costs and the non-recurrent gain from US Floors in 2019;

## **Net debt totalled 110.7 M€** (FY19: 161.1 M€):

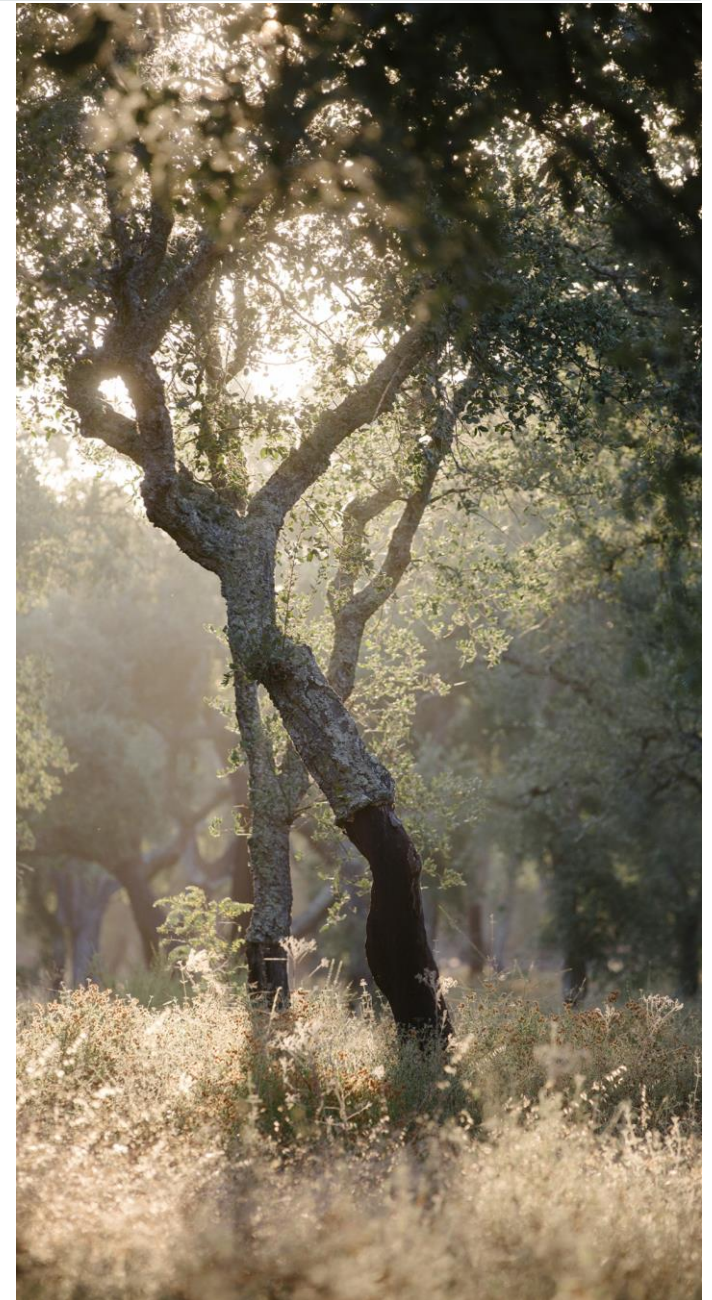
- Capex (44.8 M€);
- Dividends paid (24.6 M€);
- Lower NWC needs (decrease of 20.8 M€);
- Acquisitions (7.1 M€);

**SAP implementation:** some disruptions (particularly at the Composite Cork BU), but overall progressed as planned; extension to the other subsidiaries almost concluded;

**Dividends:** the Board of Directors will propose a dividend of €0.185/share at the Shareholders' General Meeting.

# COVID-19 Update

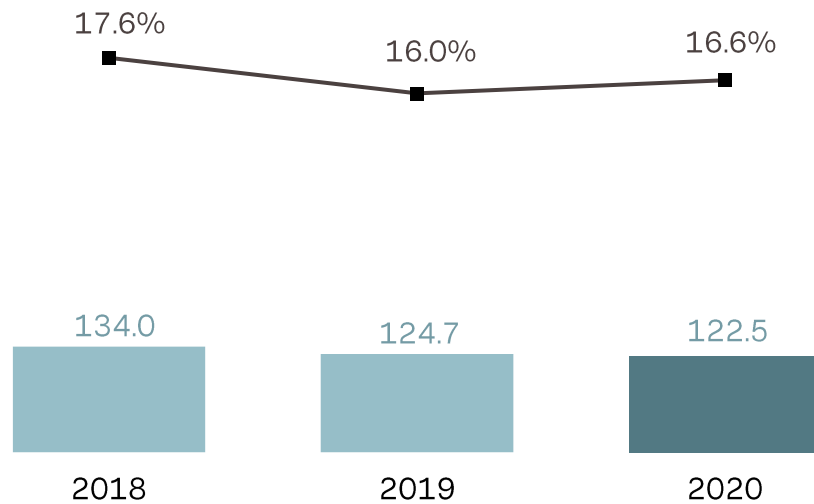
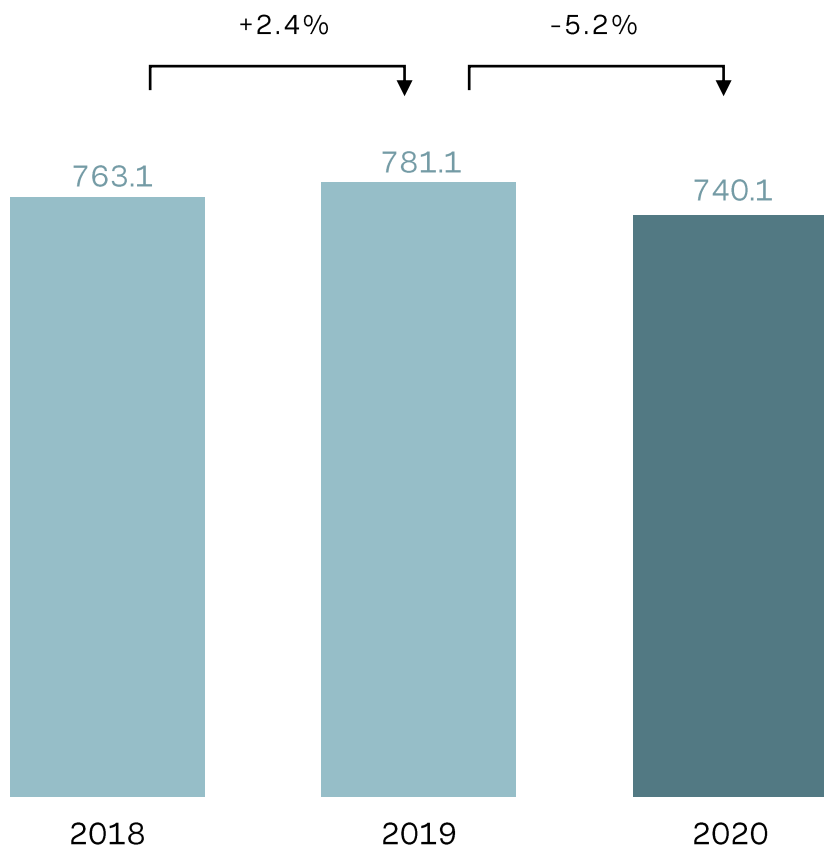
- › **Stabilization of sales performance in 4Q20 (-5.5%)**, following a sequential improvement in sales variations in 3Q20 (-5.5% vs -10.5% in 2Q20);
- › **Overall activity showed signs of resilience**, despite continuing adverse market conditions, highlighting the benefits of geographic and product diversification;
- › **No major disruptions in operations:** production and commercial activities maintained at normal levels;
- › **Adjustment of cost structure** and rigorous cost control;
- › **Strengthening the B/S** and **cash preservation** remained key priorities;
- › **Increasing transport costs; some non-cork raw materials** also facing rising prices in the beginning of 2021;
- › **Low visibility:** the evolution of the pandemic will be a key determinant of the pace at which the global economy recovers and the activity levels improve; 1Q21 expected to be impacted by the restrictive measures and tough comparisons, but a gradual return to normality should support improvements going forward.





# Sales

# EBITDA

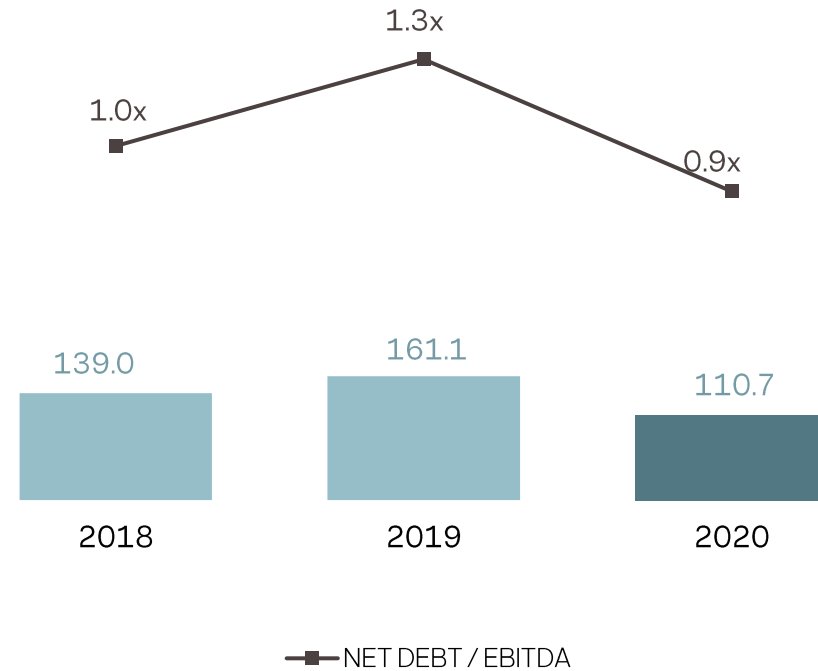
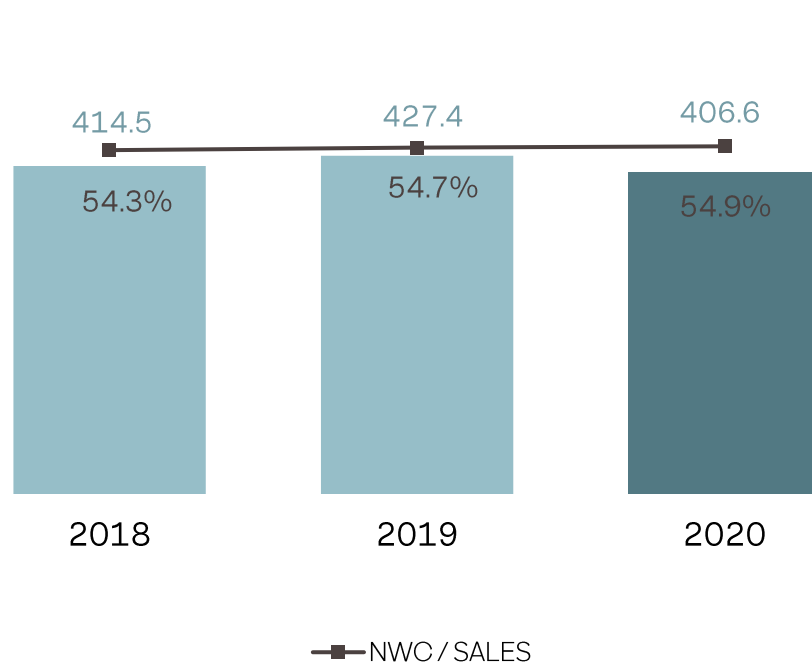


Values in million euros.

■ EBITDA / SALES (%)

# Net Working Capital

# Net Debt



Values in million euros.

Current EBITDA of the last four quarters

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# AMORIM

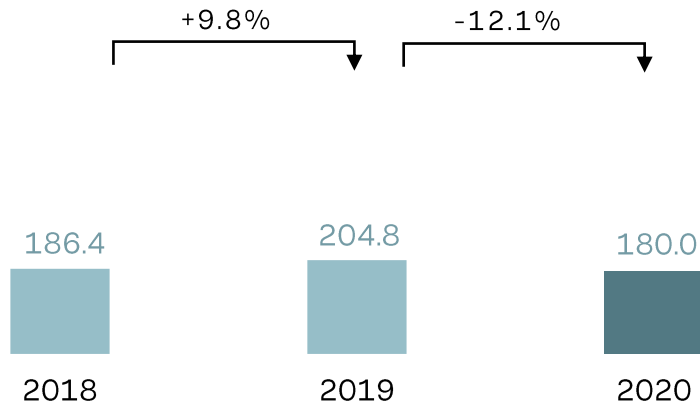
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## Business Units



# Raw Materials

## Sales



**Sales decreased 12.1% to 180.0 M€**

The main causes of the drop in sales were lower activity levels (particularly in preparation, disc production and North Africa) and cork prices;

Despite the operating costs reduction, EBITDA margin declined on:

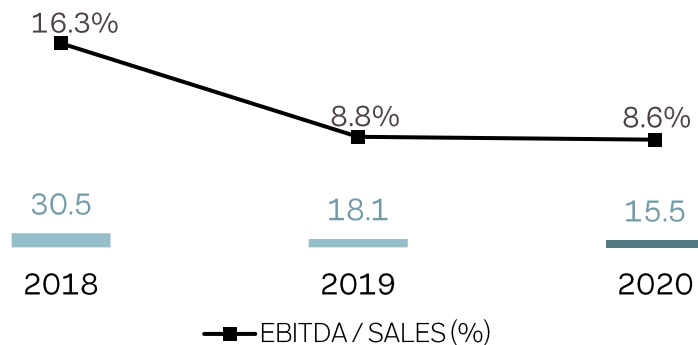
- Lower volumes;
- Lower cork yields,
- Worse mix;

New technology for producing natural discs extended to all units, already contributing positively to profitability (improved cork yields and better margins);

CorkNova project will provide additional guarantees regarding natural disc treatment (eradication of TCA), constituting an important step towards achieving the highest standards in terms of sensorial quality;

Automation project expected to simplify preparation process (cork grading), resulting in a significant productivity increase in this segment.

## EBITDA

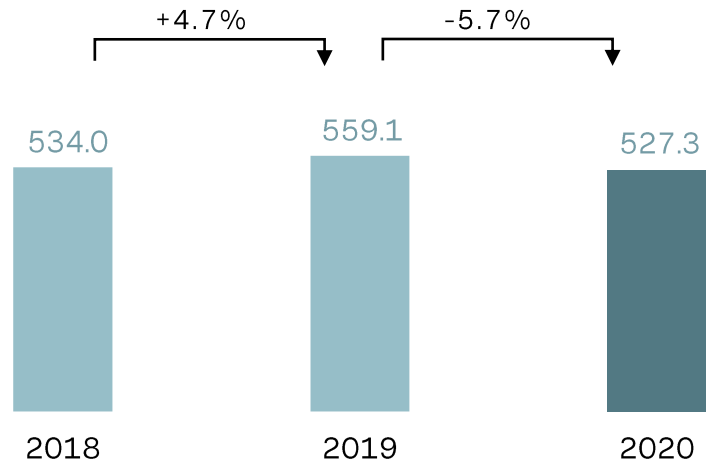


Values in million euros.

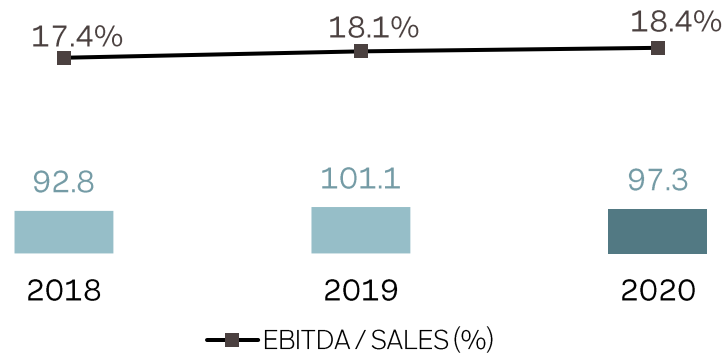


# Cork Stoppers

## Sales



## EBITDA



Values in million euros.

FY2020

## Sales decreased 5.7% to 527.3 M€

Adverse market conditions negatively impacted sales performance, mainly due to depressed on-premise wine consumption and a steep decline in the sparkling wine segment (especially champagne);

Unfavourable FX : at constant exchange rates, like-for-like sales fell 4.4%;

All wine market segments performed negatively: sparkling wines (-9%), spirits (-5%) and still wines (-4%); sales fell in the most important wine markets, except the US and Argentina;

NDtech® sales of 60 million stoppers (FY20: 53 million); Neutrocork continued to post strong growth (+12%); less favourable product mix;

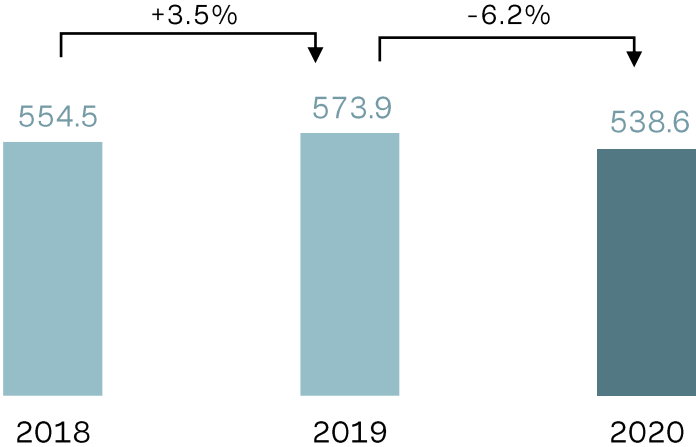
Despite lower activity, EBITDA margin improved mostly driven by lower cork prices, increased efficiency and price increases;

Extension of non-detectable TCA performance to natural cork stoppers, delivering on the commitment made 18 months ago; Naturity®, Xpür® and NDtech® differentiating technologies available from 2021.

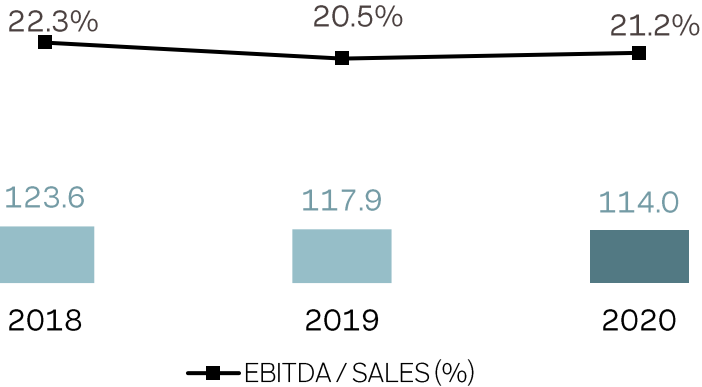


# Raw Materials + Cork Stoppers

## Sales



## EBITDA



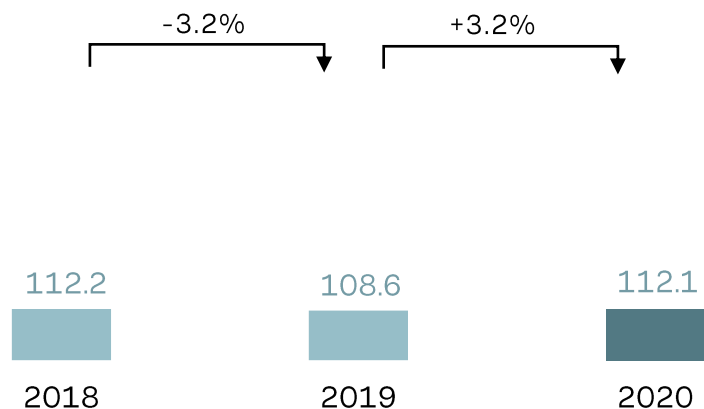
Values in million euros.





# Floor & Wall Coverings

## Sales



## Sales increased by 3.2% to 112.1 M€

Sales growth supported by higher activity levels, with manufactured products remaining the major contributor to that increase;

Robust sales performance of Amorim WISE, being the third largest contributor to sales; sales increased to 12.7 M€ (FY19: 5.7 M€);

Sales of recently launched products (including a low-cost water-resistant product) continued to progress well, totalling 5.3 M€;

Positive evolution of sales in Germany, Portugal and North America; encouraging signs from new markets, namely the UK; sales declines in Russia, France, Italy and Spain;

## EBITDA



EBITDA margin improved, benefiting from:

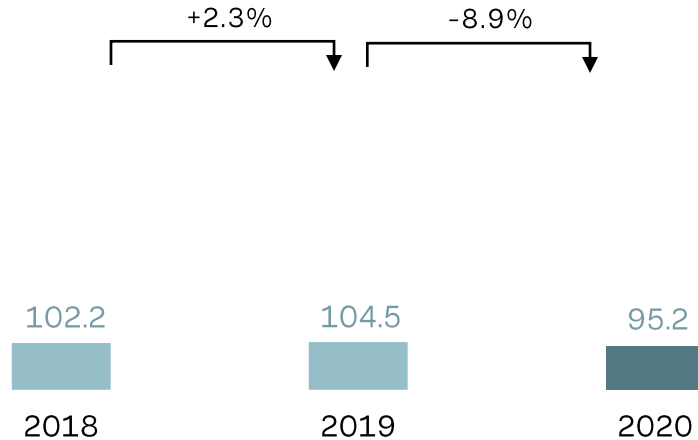
- Better product mix,
- Lower raw-material costs,
- Lower cork prices and a better contribution from grinding,
- Control of operating costs,
- Increased efficiency (e.g. logistics and industrial operations).

Values in million euros.

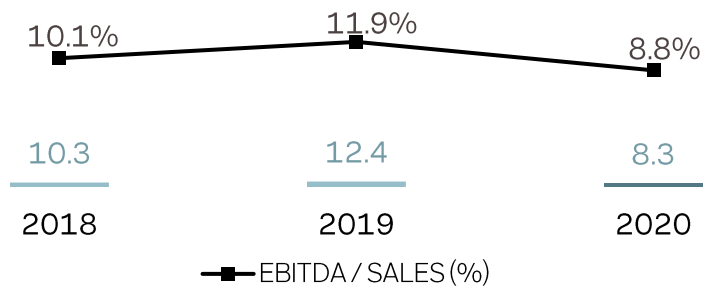


# Composite Cork

## Sales



## EBITDA



Values in million euros.

## Sales decreased 8.9% to 95.2 M€

Sales decreases in most countries and sectors, mostly due to:

- Temporary closure of some customers and markets,
- SAP Implementation (particularly in July and August),
- Devaluation the USD: at constant exchange rates, sales would have decreased 7.8%;

New Products and Applications continue to contribute positively to sales (FY20: 6.9 M€), showing profitability above portfolio's average;

Sales declines in Footwear and Cork & Corkrubber Manufacturers; major sales increases in Cork Specialists and Home Improvement Retail;

Positive contribution from the two recent JVs; sales of Amorim Sports (sports surfaces) and Corkeen (children's playgrounds) totalled 3 M€;

Lower activity levels main reason for EBITDA margin decline, despite:

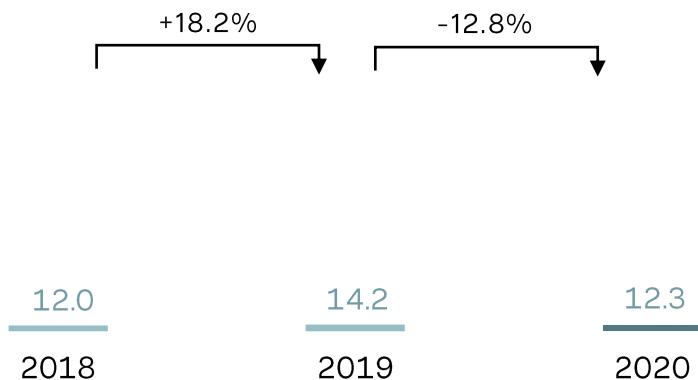
- Decreasing raw material prices (cork and non-cork),
- Better cork yields,
- Increased efficiency.



@wiid\_design

# Insulation Cork

## Sales



## Sales decreased 12.8% to 12.3 M€

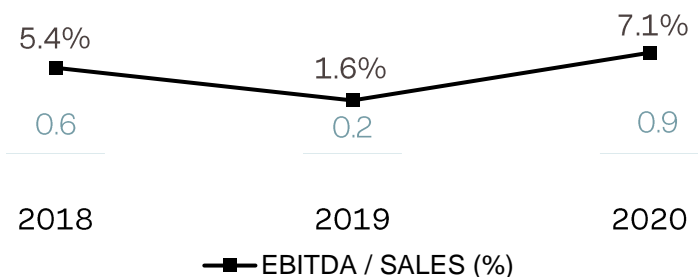
Despite increased prices, sales declined on lower volumes, negatively impacted by:

- Containment measures in some key markets,
- SAP implementation in June;

EBITDA margin continued to improve, driven by:

- Lower cork consumption costs,
- Better cork-use optimisation,
- Increased industrial efficiency,
- Reduction of operating costs, in particular external supplies (transport, marketing and energy costs) and staff costs;

## EBITDA



Values in million euros.

Expanded insulation corkboard is a 100% natural product, using only cork as a raw material, making it highly sensitive to changes in cork prices and yields;

Offering technical performance with virtually unlimited durability, it is especially designed to meet sustainability requirements.





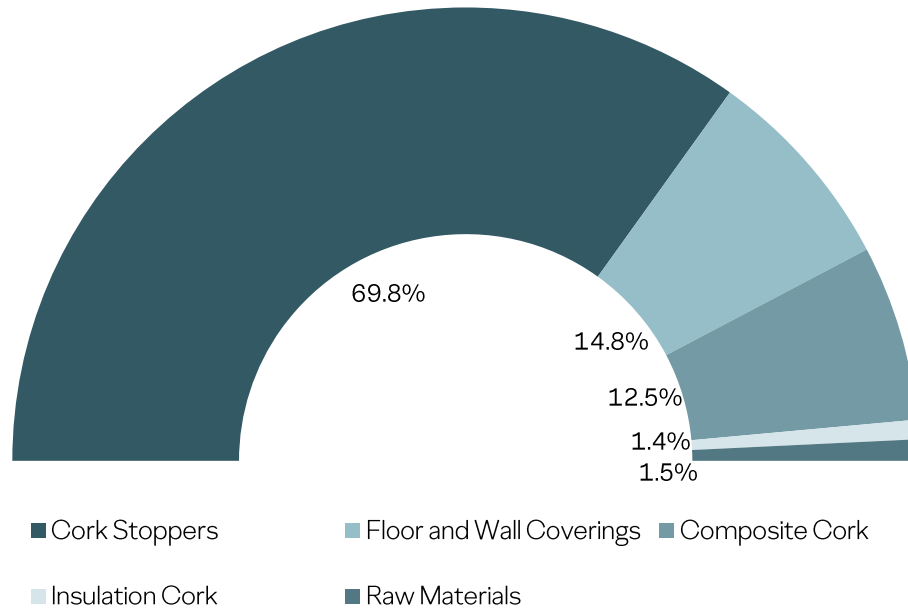
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# AMORIM

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## Key Financials

# Sales by Business Unit

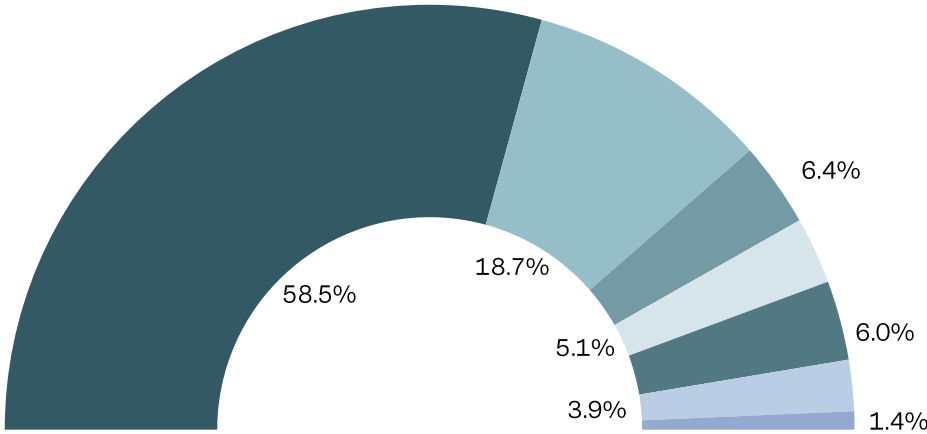


|                               | 2018        | 2019        | 2020         |
|-------------------------------|-------------|-------------|--------------|
| Raw Materials + Cork Stoppers | 71.6%       | 72.2%       | <b>71.3%</b> |
| Floor and Wall Coverings      | 14.2%       | 13.6%       | <b>14.8%</b> |
| Composite Cork                | 12.8%       | 12.7%       | <b>12.5%</b> |
| Insulation Cork               | 1.4%        | 1.5%        | <b>1.4%</b>  |
|                               | <b>100%</b> | <b>100%</b> | <b>100%</b>  |



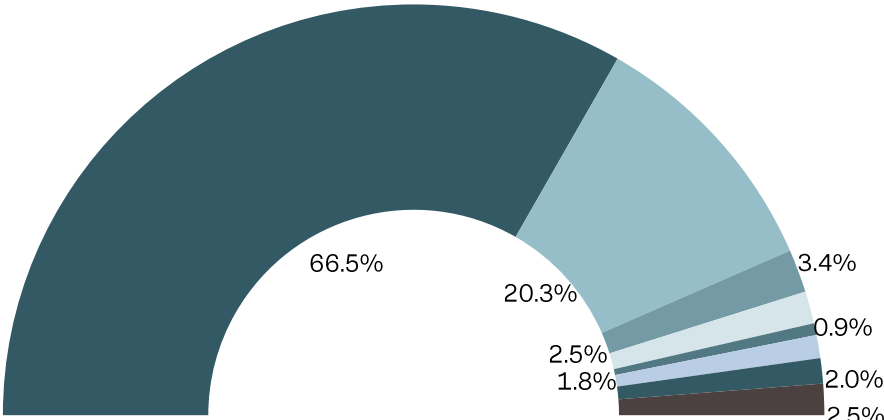
# Sales to more than 100 countries

Sales by geographic areas



■ EU\* ■ USA ■ Rest of America ■ Australasia ■ Portugal ■ Rest of Europe ■ Africa

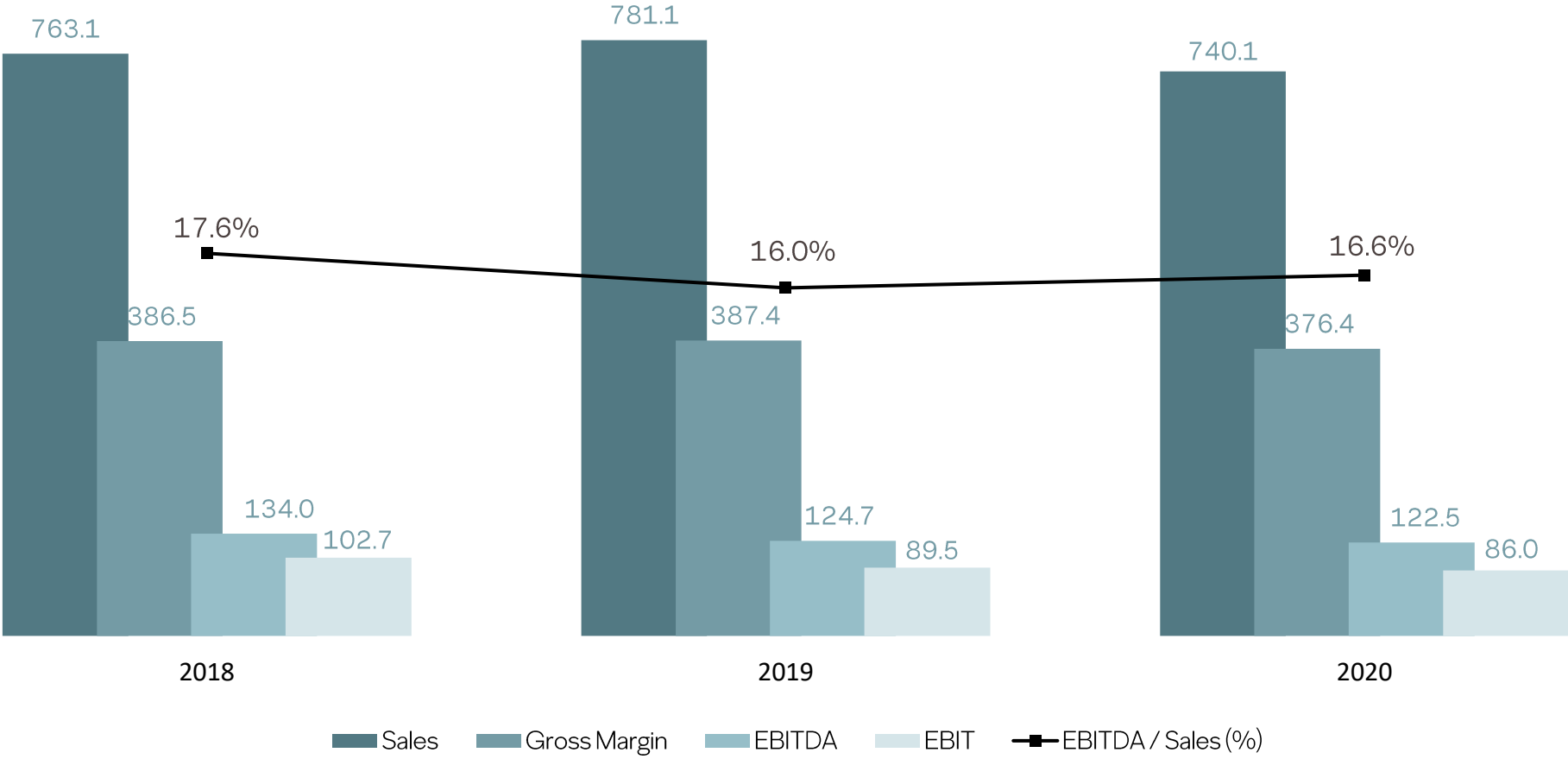
Sales by currency



■ EUR ■ USD ■ CLP ■ DKK ■ ZAR ■ AUD ■ GBP ■ Others

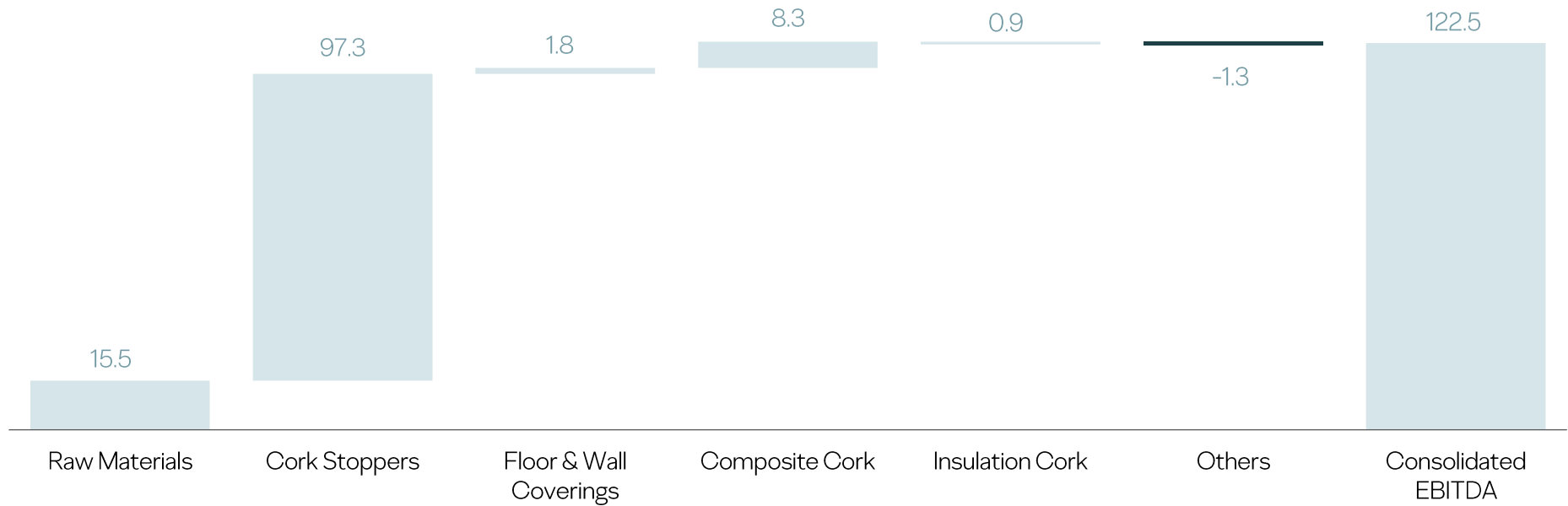


# Sales | Gross Margin | EBITDA | EBIT



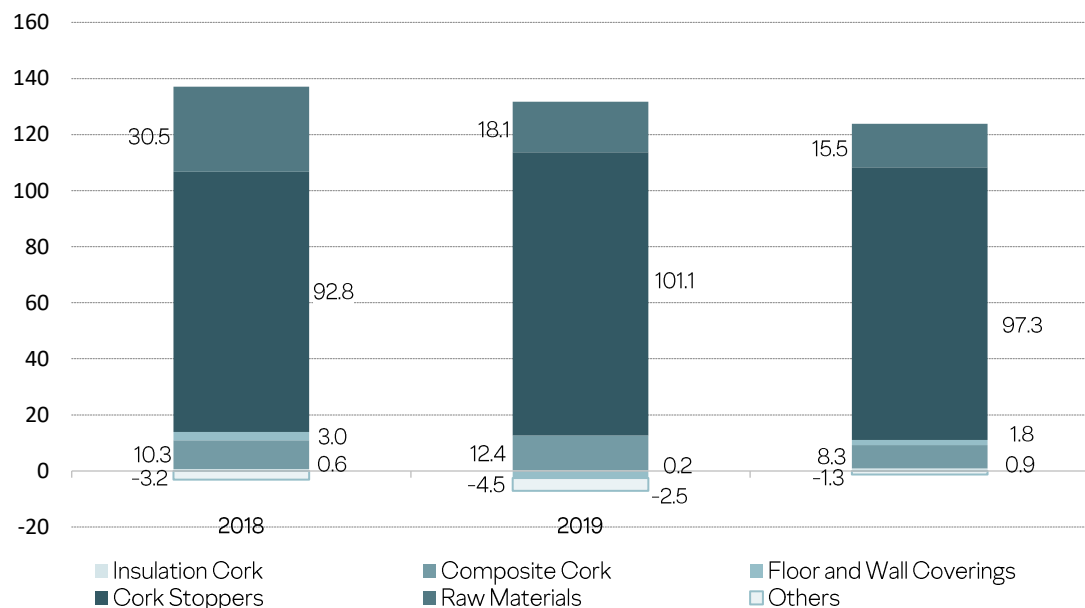
Values in million euros.

# EBITDA by BU



Values in million euros.

# EBITDA by BU



| EBITDA/Sales (%)              | 2018  | 2019  | 2020         |
|-------------------------------|-------|-------|--------------|
| Raw Materials + Cork Stoppers | 22.3% | 20.5% | <b>21.2%</b> |
| Floor and Wall Coverings      | 2.6%  | -2.3% | <b>1.6%</b>  |
| Composite Cork                | 10.1% | 11.9% | <b>8.8%</b>  |
| Insulation Cork               | 5.4%  | 1.6%  | <b>7.1%</b>  |
| Consolidated                  | 17.6% | 16.0% | <b>16.6%</b> |

Values in million euros.





# Key P&L Figures

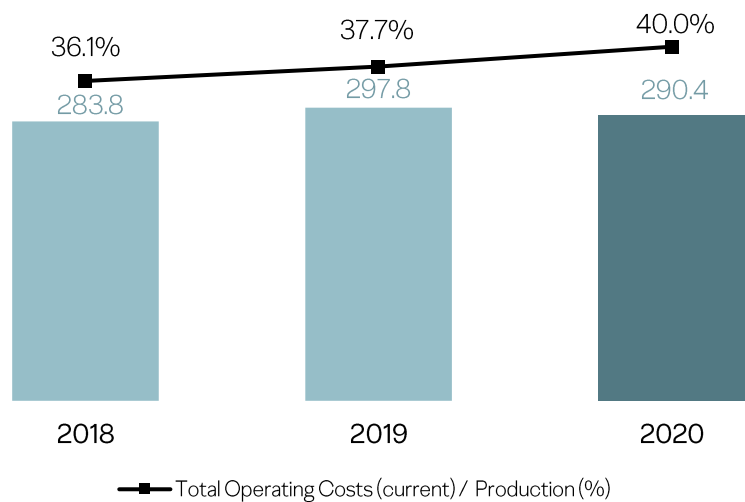
|                                      | 2018  | 2019  | 2020         | yoy    |
|--------------------------------------|-------|-------|--------------|--------|
| Sales                                | 763.1 | 781.1 | <b>740.1</b> | -5.2%  |
| Gross Margin                         | 386.5 | 387.4 | <b>376.4</b> | -2.8%  |
| Operating Costs (incl. depreciation) | 283.8 | 297.8 | <b>290.4</b> | -2.5%  |
| EBITDA                               | 134.0 | 124.7 | <b>122.5</b> | -1.8%  |
| Depreciation                         | 31.3  | 35.2  | <b>36.5</b>  | 3.9%   |
| EBIT                                 | 102.7 | 89.5  | <b>86.0</b>  | -4.0%  |
| Non-recurrent costs                  | -0.1  | 1.6   | <b>5.8</b>   | -      |
| Net financial costs                  | 3.5   | 2.1   | <b>2.1</b>   | 2.2%   |
| Share of (loss)/profit of associates | 2.7   | 5.6   | <b>2.1</b>   | -62.3% |
| Profit before tax                    | 102.0 | 91.4  | <b>80.1</b>  | -12.4% |
| Income tax                           | 19.4  | 12.0  | <b>11.5</b>  | -3.8%  |
| Non-controlling interest             | 5.2   | 4.5   | <b>4.3</b>   | -5.1%  |
| Net Income                           | 77.4  | 74.9  | <b>64.3</b>  | -14.2% |
| Net Income (without US Floors)       | 77.4  | 72.1  | <b>64.3</b>  | -10.7% |

|                           | 2018  | 2019  | 2020         | yoy        |
|---------------------------|-------|-------|--------------|------------|
| Gross Margin / Production | 49.2% | 49.3% | <b>51.8%</b> | + 250 b.p. |
| EBITDA / Sales            | 17.6% | 16.0% | <b>16.6%</b> | + 58 b.p.  |
| Earnings per share (€)    | 0.582 | 0.564 | <b>0.484</b> | -14.2%     |

Values in million euros.

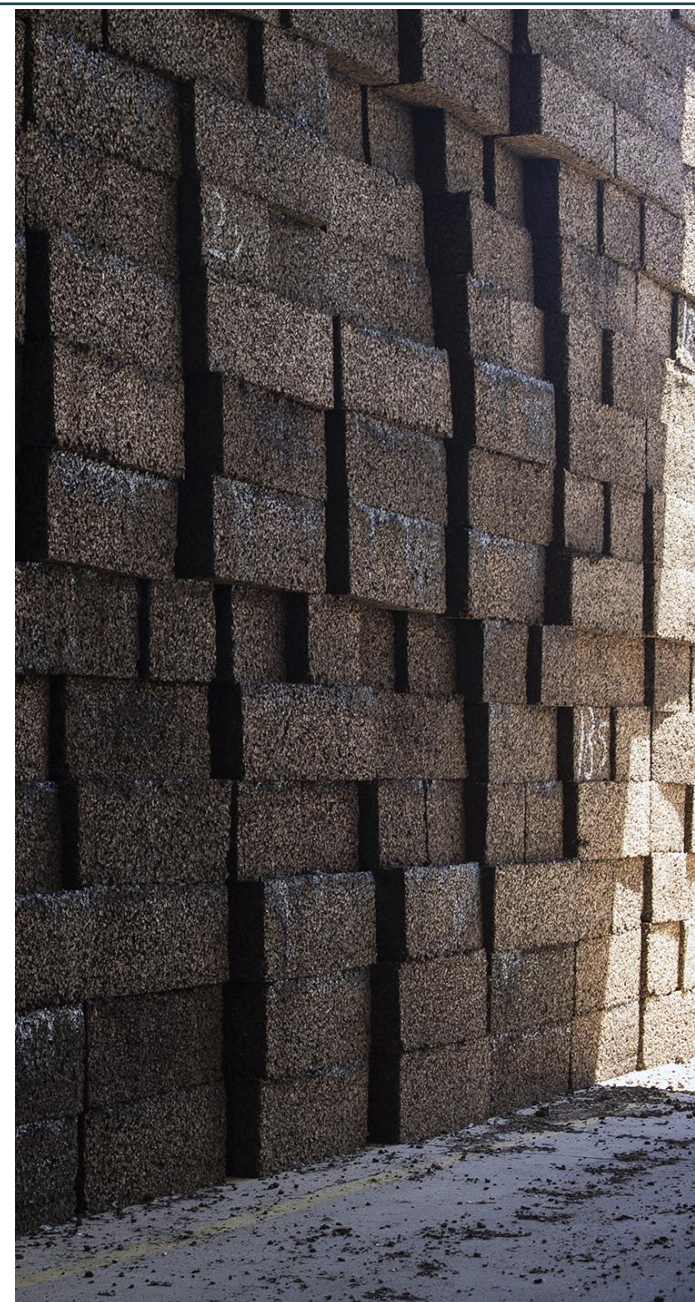
# Operating Figures

## Operating costs



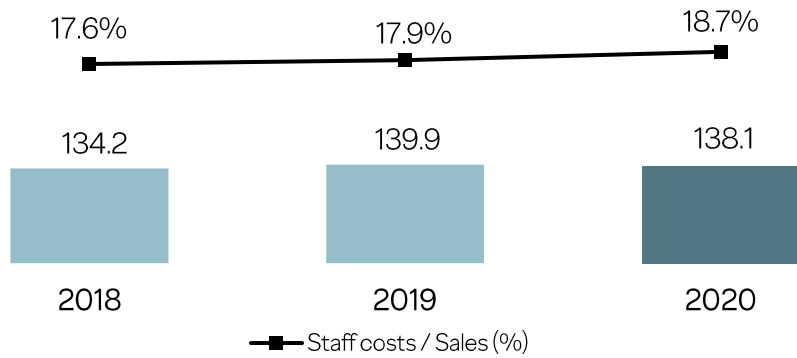
|  | 2018         | 2019         | 2020         |
|--|--------------|--------------|--------------|
| External supplies                      | 124.1        | 124.8        | <b>123.2</b> |
| Transports                             | 26.2         | 26.5         | <b>28.8</b>  |
| Energy                                 | 14.8         | 14.4         | <b>14.3</b>  |
| Staff costs                            | 134.2        | 139.9        | <b>138.1</b> |
| Depreciation                           | 31.3         | 35.2         | <b>36.5</b>  |
| Impairments                            | -0.1         | 1.2          | <b>-0.6</b>  |
| Others                                 | -5.8         | -3.2         | <b>-6.8</b>  |
| <b>Total Operating Costs (current)</b> | <b>283.8</b> | <b>297.8</b> | <b>290.4</b> |

Values in million euros.



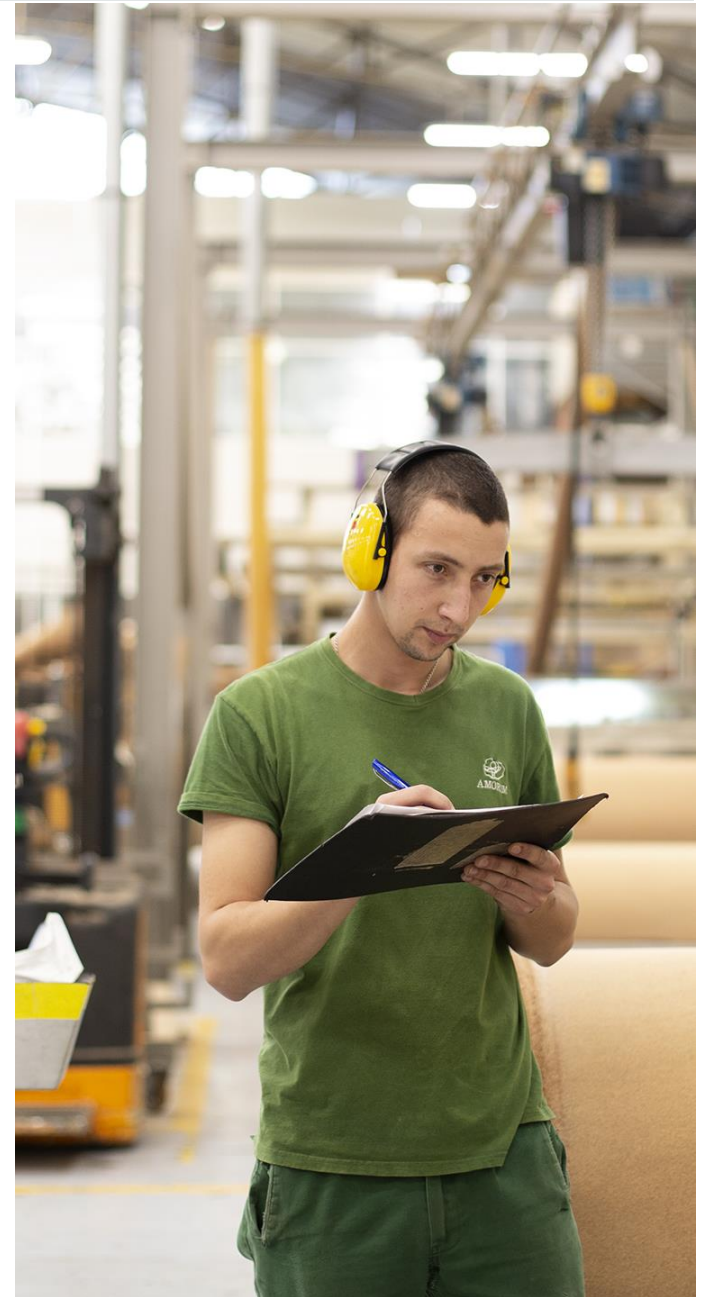
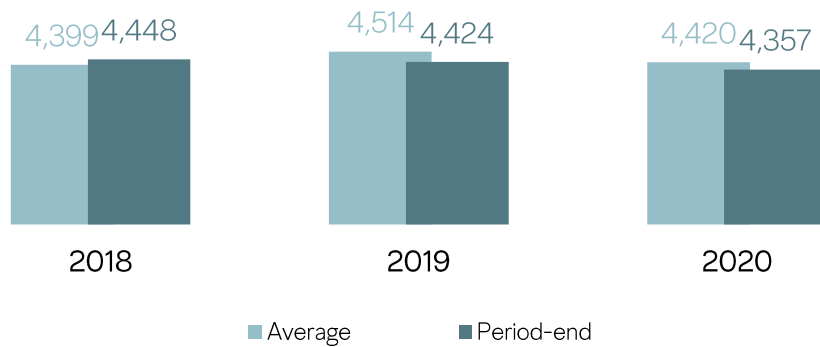
# Staff

## Staff costs



Values in million euros.

## Number of employees





# Net Income



Values in million euros.

# Financial Position

|  | December 31,<br>2018 | December 31,<br>2019 | December 31,<br>2020 |
|--|----------------------|----------------------|----------------------|
| Net Goodwill                                   | 14.0                 | 13.7                 | <b>13.7</b>          |
| Net Fixed Assets / Right of use                | 259.6                | 284.6                | <b>290.4</b>         |
| Net Working Capital *                          | 414.5                | 427.4                | <b>406.6</b>         |
| Other **                                       | 21.4                 | 39.5                 | <b>44.4</b>          |
| <b>Invested Capital</b>                        | <b>709.4</b>         | <b>765.3</b>         | <b>755.1</b>         |
| <b>Net Debt</b>                                | <b>139.0</b>         | <b>161.1</b>         | <b>110.7</b>         |
| Share Capital                                  | 133.0                | 133.0                | <b>133.0</b>         |
| Reserves and Retained Earnings                 | 333.4                | 376.5                | <b>416.7</b>         |
| Non Controlling Interests                      | 31.9                 | 30.1                 | <b>26.9</b>          |
| Agreement to acquire non-controlling interests | 20.4                 | 15.0                 | <b>10.0</b>          |
| Taxes and Deferred Taxes ****                  | 27.6                 | 26.1                 | <b>32.2</b>          |
| Provisions                                     | 3.2                  | 5.5                  | <b>4.5</b>           |
| Grants ***                                     | 21.3                 | 18.1                 | <b>21.0</b>          |
| <b>Equity and other sources</b>                | <b>570.7</b>         | <b>604.2</b>         | <b>644.4</b>         |

\* Inventories + accounts receivables - accounts payables + other operating assets/(liabilities)

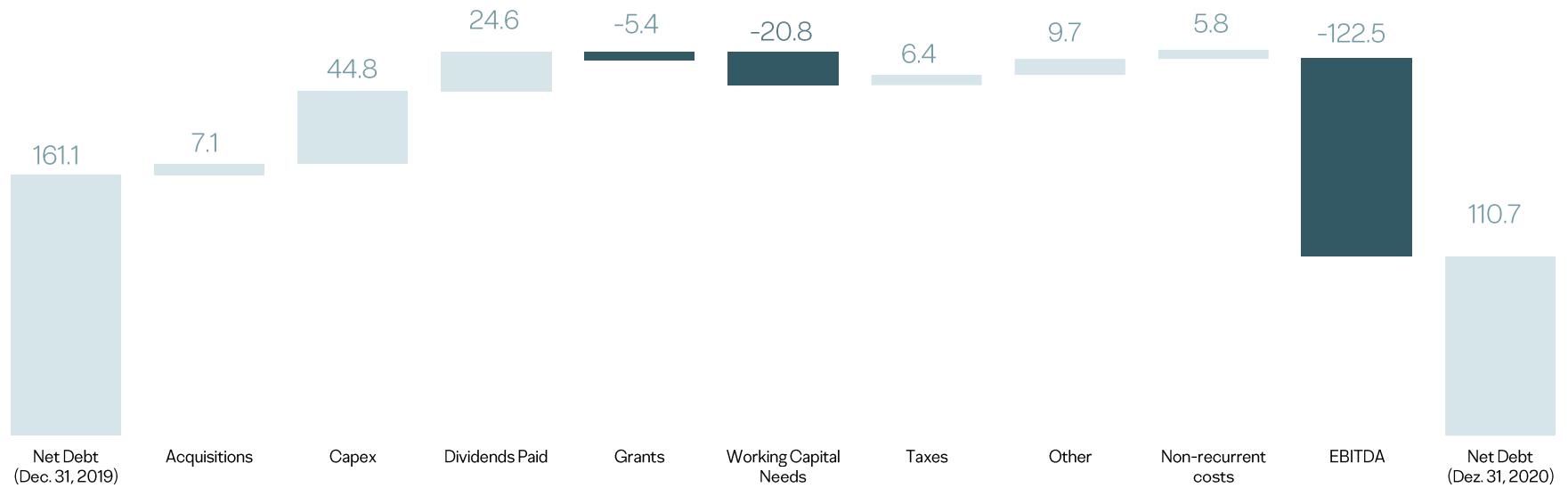
\*\* Investment property + Investments in associates + Intangible assets + Other non-operating assets/(liabilities)

\*\*\* Non interest bearing grants (reimbursable and non-reimbursable)

\*\*\*\* Includes Corporate Income Tax provision, according to IFRIC 23.

Values in million euros.

# Net Debt





# Ratios

|   | 2017  | 2018  | 2019  | 2020         |
|---|-------|-------|-------|--------------|
| Net Debt / EBITDA *                       | 0.69  | 1.04  | 1.29  | <b>0.90</b>  |
| EBITDA / Net Interest                     | 135.9 | 108.0 | 88.2  | <b>105.7</b> |
| Gearing                                   | 20.2% | 27.9% | 29.9% | <b>19.2%</b> |
| Net working capital (NWC) **              | 359.0 | 414.5 | 427.4 | <b>406.6</b> |
| NWC / Market capitalization               | 26.4% | 34.6% | 28.4% | <b>26.4%</b> |
| NWC / Sales x 360 *                       | 179.5 | 195.5 | 197.0 | <b>197.8</b> |
| Free cash flow (FCF)                      | 34.0  | 11.2  | 37.5  | <b>90.0</b>  |
| Capex                                     | 43.7  | 57.9  | 58.8  | <b>44.8</b>  |
| Return on invested capital (ROIC) pre-tax | 20.5% | 16.4% | 12.5% | <b>11.4%</b> |
| Return on invested capital (ROIC)         | 15.0% | 11.8% | 10.8% | <b>9.9%</b>  |
| Average Cost of Debt                      | 1.7%  | 1.1%  | 1.1%  | <b>1.0%</b>  |

\* Current sales and EBITDA of the last four quarters  
 FCF = EBITDA – Net financing expenses – Income tax – Capex – NWC variation  
 ROIC = Annualized NOPAT / Capital employed (average)

Values in million euros.

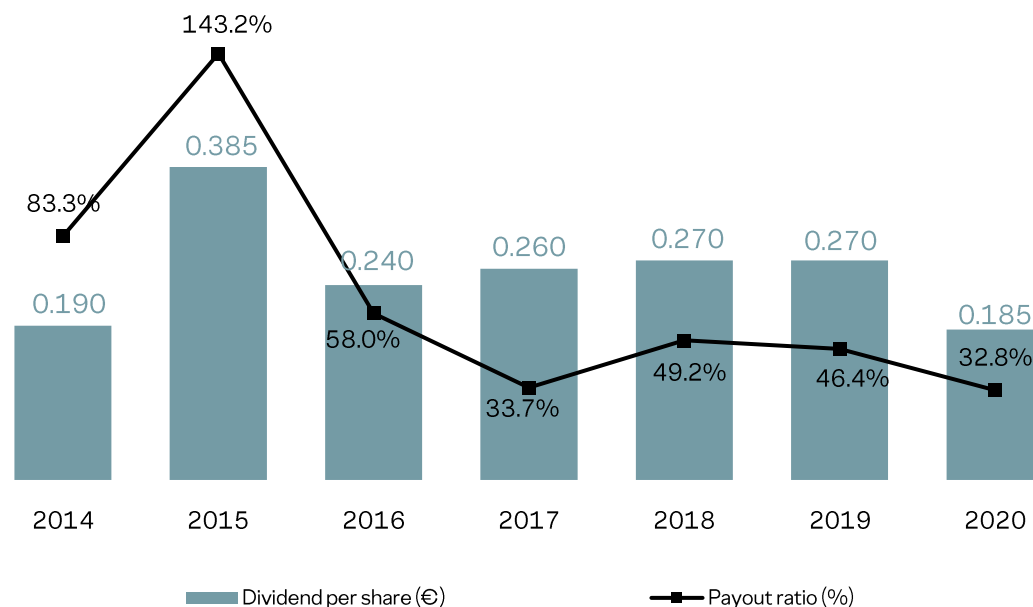


# Dividends

## Steadily growing Dividend Payment

The Board of Directors will **propose the approval of a gross dividend of € 0.185/share** at the upcoming Shareholders General Meeting (April, 23);

In 2020, a total of 24.6 M€ was paid out in dividends (2019: 35.9 M€); the Board of Directors did not propose an extraordinary dividend in December, as it previously had done since 2012.



|                          |     | 2014         | 2015          | 2016         | 2017         | 2018         | 2019         | 2020         |
|--------------------------|-----|--------------|---------------|--------------|--------------|--------------|--------------|--------------|
| Issued shares            | Qt. | 133,000,000  | 133,000,000   | 133,000,000  | 133,000,000  | 133,000,000  | 133,000,000  | 133,000,000  |
| Year-end close (N-1)     | €   | 2.210        | 3.020         | 5.948        | 8.500        | 10.300       | 9.000        | 11.600       |
| Earnings per share (N-1) | €   | 0.242        | 0.285         | 0.431        | 0.772        | 0.549        | 0.582        | 0.564        |
| <b>Payout</b>            | %   | <b>83.3%</b> | <b>143.2%</b> | <b>58.0%</b> | <b>33.7%</b> | <b>49.2%</b> | <b>46.4%</b> | <b>32.8%</b> |
| Dividend per share       | €   | 0.190        | 0.385         | 0.240        | 0.260        | 0.270        | 0.270        | 0.185        |
| Total dividend           | M€  | 23.9         | 50.2          | 31.9         | 34.6         | 35.9         | 35.9         | 24.6         |
| <b>Dividend Yield</b>    | %   | <b>9.3%</b>  | <b>13.5%</b>  | <b>5.5%</b>  | <b>3.6%</b>  | <b>2.4%</b>  | <b>2.5%</b>  | <b>1.8%</b>  |

Dividend of year N-1 is paid in year N

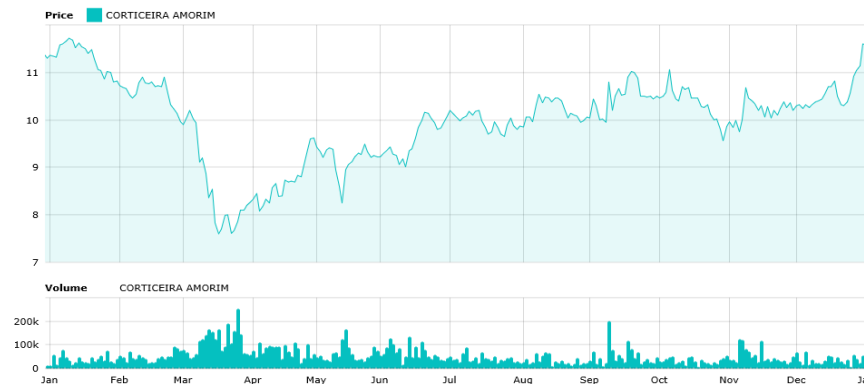
Dividend yield = dividend per share/average share price (N-1)

2015: dividend of 0.385€ per share includes an additional dividend of 0.195€ per share (Nov. 2015) as an application of gains accrued in the ABB of treasury stock (5.62%)

# Stock Market

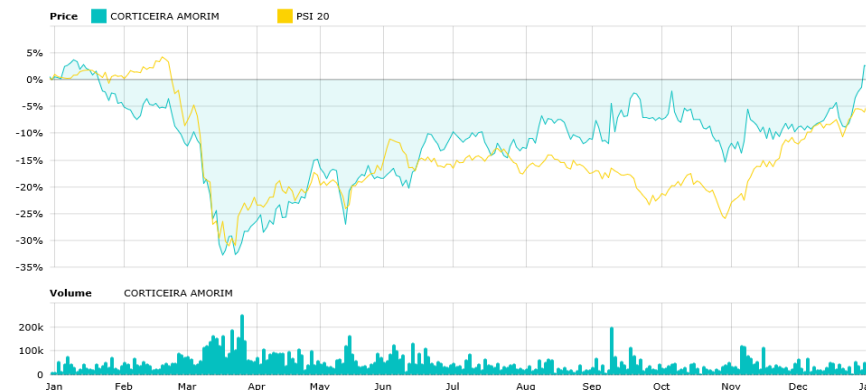
From: 2019-12-31 to: 2020-12-31

Zoom: 1D 5D 1M 3M 1Y 5Y YTD MAX



From: 2019-12-31 to: 2020-12-31

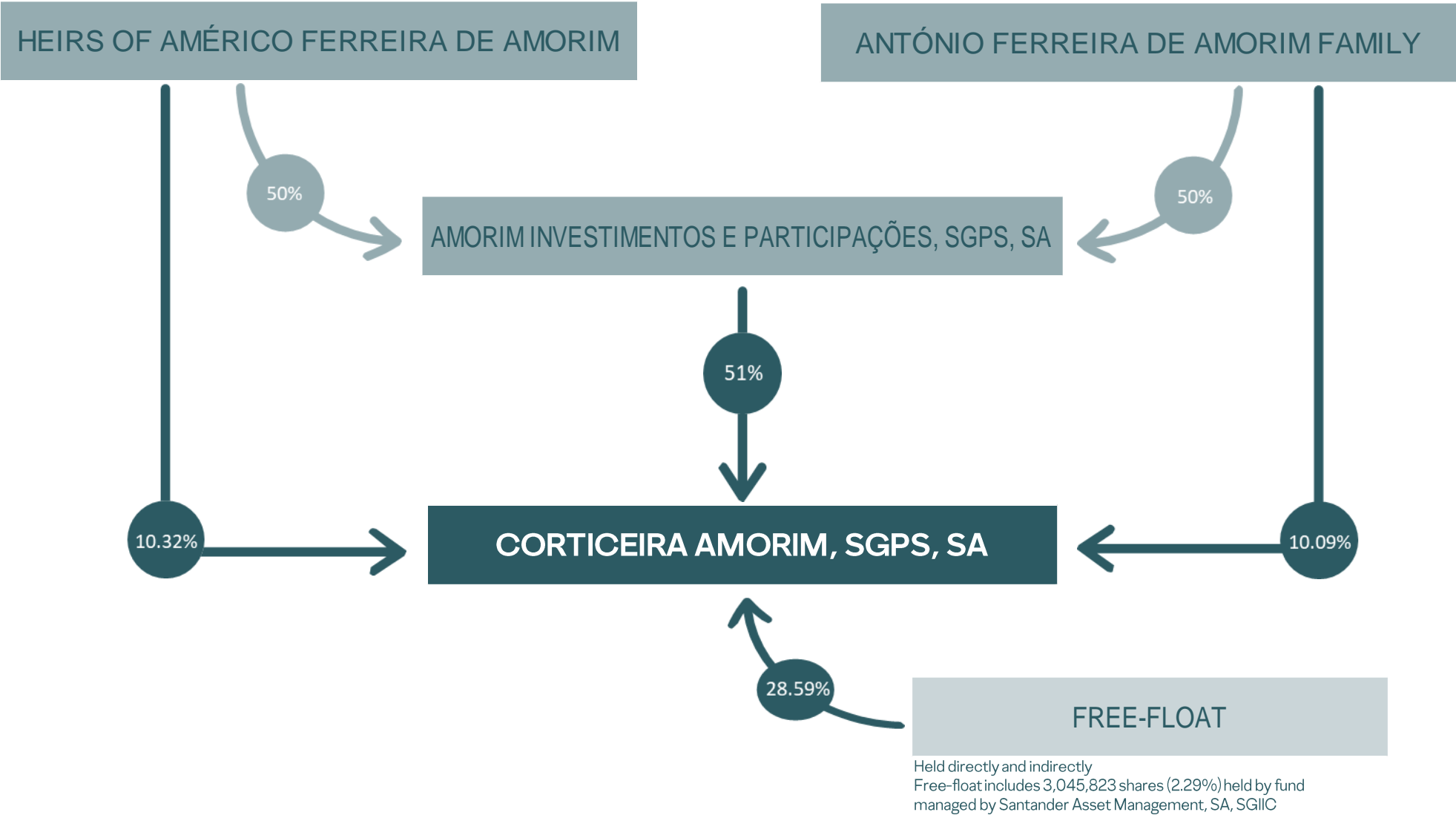
Zoom: 1D 5D 1M 3M 1Y 5Y YTD MAX



|   | 2014       | 2015       | 2016         | 2017         | 2018         | 2019         | 2020         |
|---|------------|------------|--------------|--------------|--------------|--------------|--------------|
| Qt. of shares traded                                  | 3,481,685  | 12,693,424 | 10,801,324   | 19,290,907   | 14,884,641   | 9,481,944    | 13,353,226   |
| Share price (€):                                      |            |            |              |              |              |              |              |
| Maximum   | 3.650      | 6.290      | 9.899        | 13.300       | 12.000       | 11.520       | 11.780       |
| Average   | 2.850      | 4.340      | 7.303        | 11.067       | 10.604       | 10.062       | 9.990        |
| Minimum   | 2.200      | 2.990      | 5.200        | 8.180        | 8.370        | 8.710        | 7.480        |
| Period-end  | 3.020      | 5.948      | 8.500        | 10.300       | 9.000        | 11.300       | 11.600       |
| Trading Frequency                                     | 96.1%      | 98.8%      | 100.0%       | 100.0%       | 100.0%       | 100.0%       | 100.0%       |
| <b>Stock market capitalisation at period-end (M€)</b> | <b>402</b> | <b>791</b> | <b>1,131</b> | <b>1,370</b> | <b>1,197</b> | <b>1,503</b> | <b>1,543</b> |

Source: Euronext | Corticeira Amorim  
 Qt. of shares traded in 2015 includes the ABB of 7,399,262 shares (17-09-2015)

# Shareholder Structure





**Ana Negrais de Matos, CFA**

IRO  
T +351 227 475 423  
ana.matos@amorim.com

**Corticeira Amorim, SGPS, S.A.**

Public Company  
Rua de Meladas, 380 · PO BOX 20  
4536-902 Mozelos, Portugal

T +351 22 747 54 00 F +351 22 747 54 07  
corticeira.amorim@amorim.com

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A large, gnarled tree with thick, reddish-brown bark is the central focus. The bark is being harvested, with large, irregular pieces of bark lying on the ground in the foreground. The tree's branches are covered in dense green leaves. The background shows a dry, open field under a clear sky. The text '1870 AMORIM 2020' is overlaid in a white, serif font, centered over the tree trunk and the pile of bark.

1870  
AMORIM  
2020