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# AMORIM

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## Our world is cork

# Long Family Tradition



1870



1920's

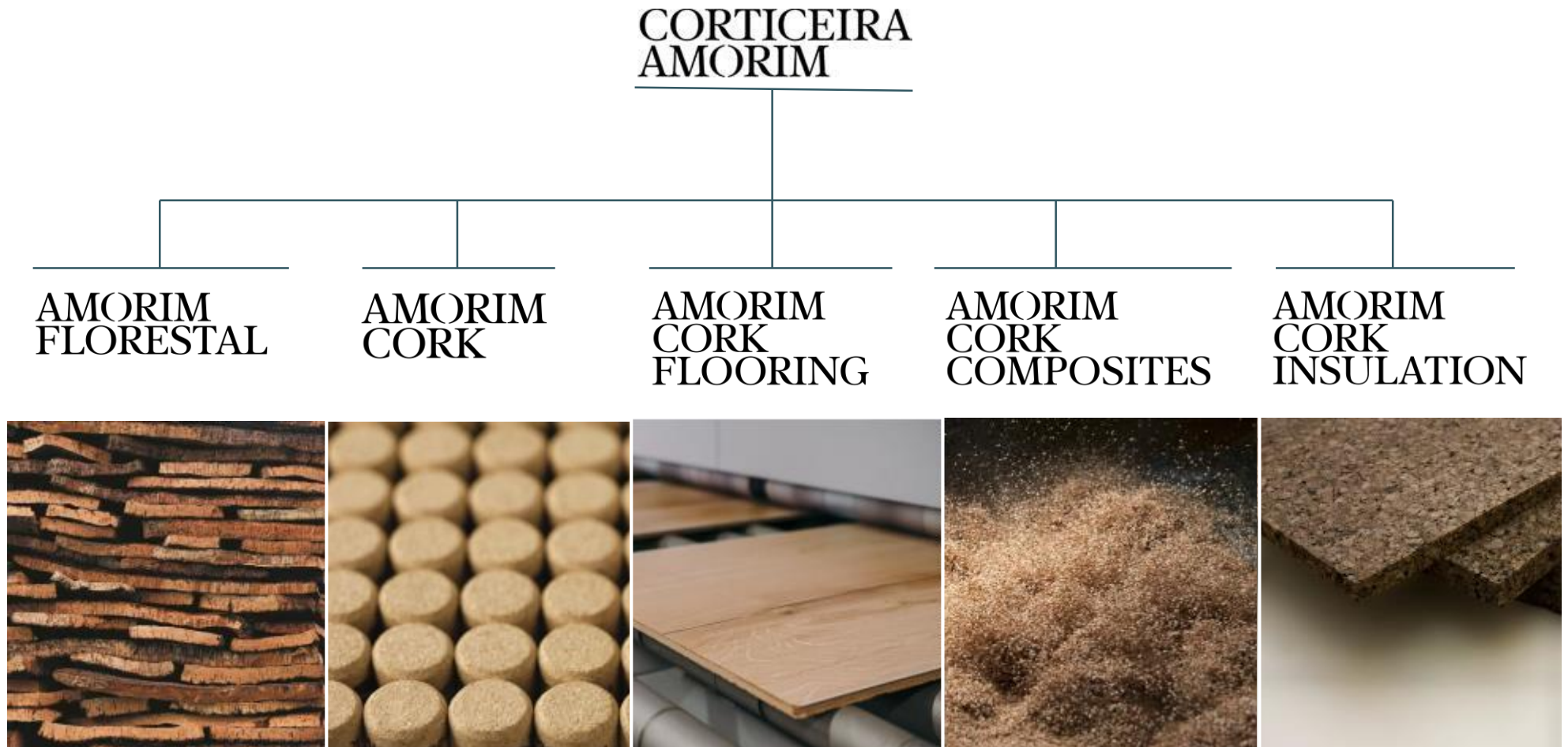


1960's



4<sup>th</sup> Generation

# Integral Verticalization



# Clients Portfolio



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# AMORIM

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## Cork Identity



# 2,2 million hectares of cork oak forest





# Harvesting

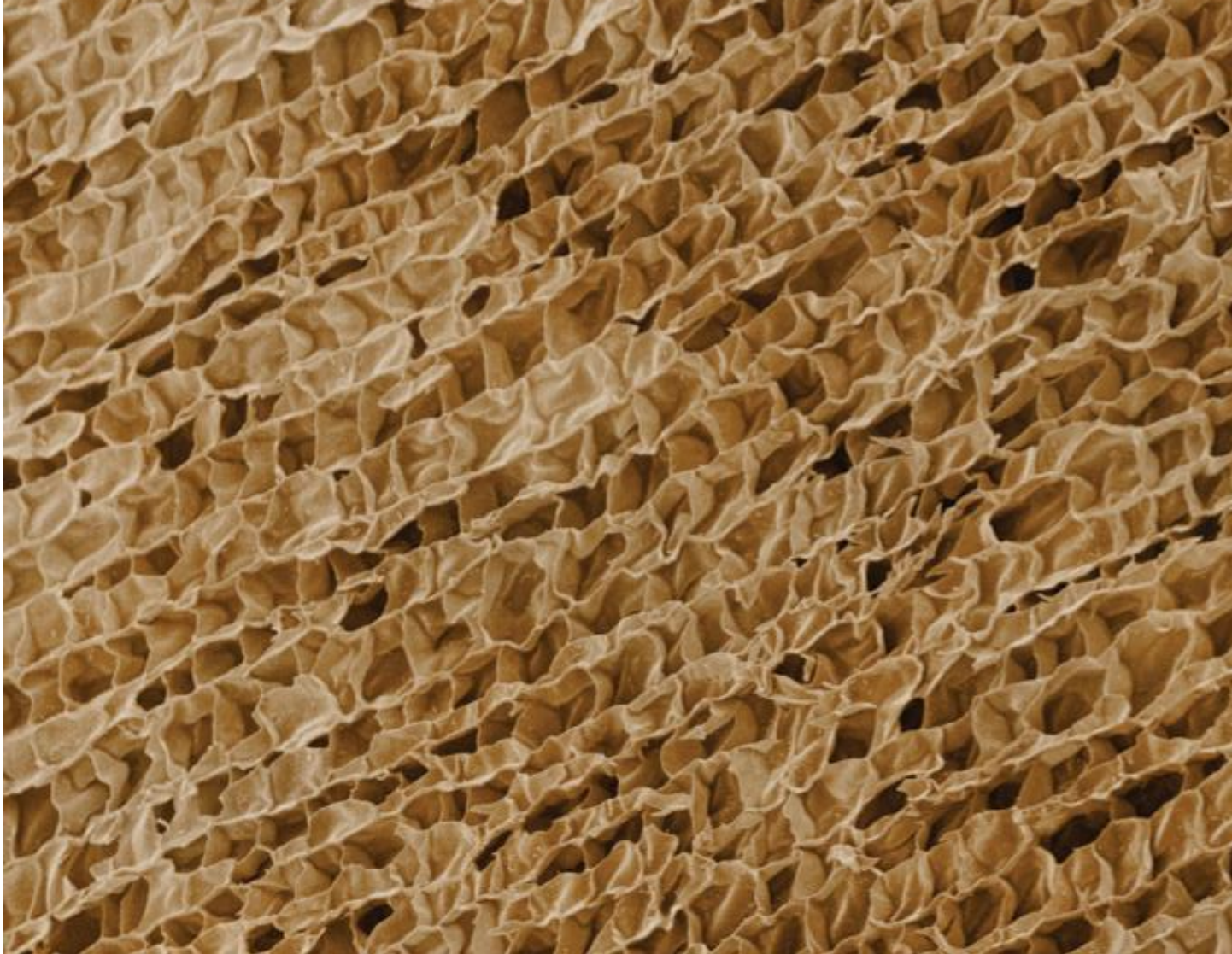


Cork is the bark of the cork oak tree. Every 9 years it's removed from the trunk by hand without ever damaging the tree and every year the bark grows making it a renewable and sustainable resource.

Cork is ideal in terms of the ever increasing demand for conservation of natural resources.



# 40 million air-filled cells per cm<sup>3</sup>



Cork is the name given to the suber or suberose tissue formed by the phellogen of the cork oak tree. The cork bark acts as the tree's skin.

With a honeycomb structure (generally 14-sided polyhedrons), the **cork bark contains 60% of an extremely low-density gas** (similar to air), which explains the enormous difference between volume and weight.

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## Cork Applications



# Amorim Cork Insulation

Cork House



Expanded insulation corkboard



MD FACADE



# Amorim Cork

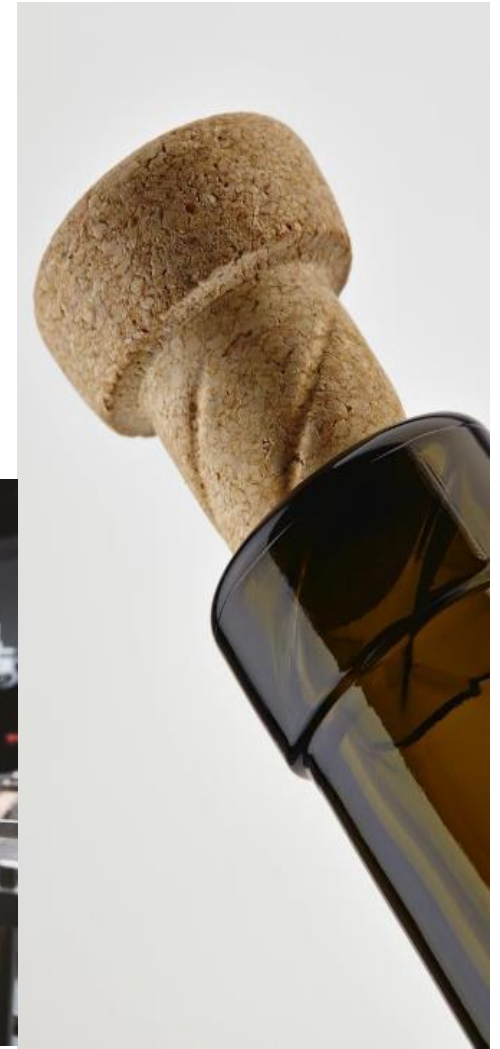
Amorim Cork and Amorim Top Series



Amorim ChampCork



Helix



NDTech





# Amorim Cork Composites



Panels and Composites



Aerospace Industry



Corkeen



Sports Surfaces

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# AMORIM

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## Design Partnerships

# Garrett McNamara Surfboard

“As Portugal is the world’s largest producer of cork, it makes perfect sense to use this material to produce a high-performance board to ride the legendary waves off the coast of Nazaré. When you are surfing giant waves you need a flexible and impact resistant board that won’t break.

I believe that these surfboards will be the benchmark in terms of technology for those surfing giant waves.”

Garrett McNamara



Impermeability

Damping capacity

Resistance

Flexibility





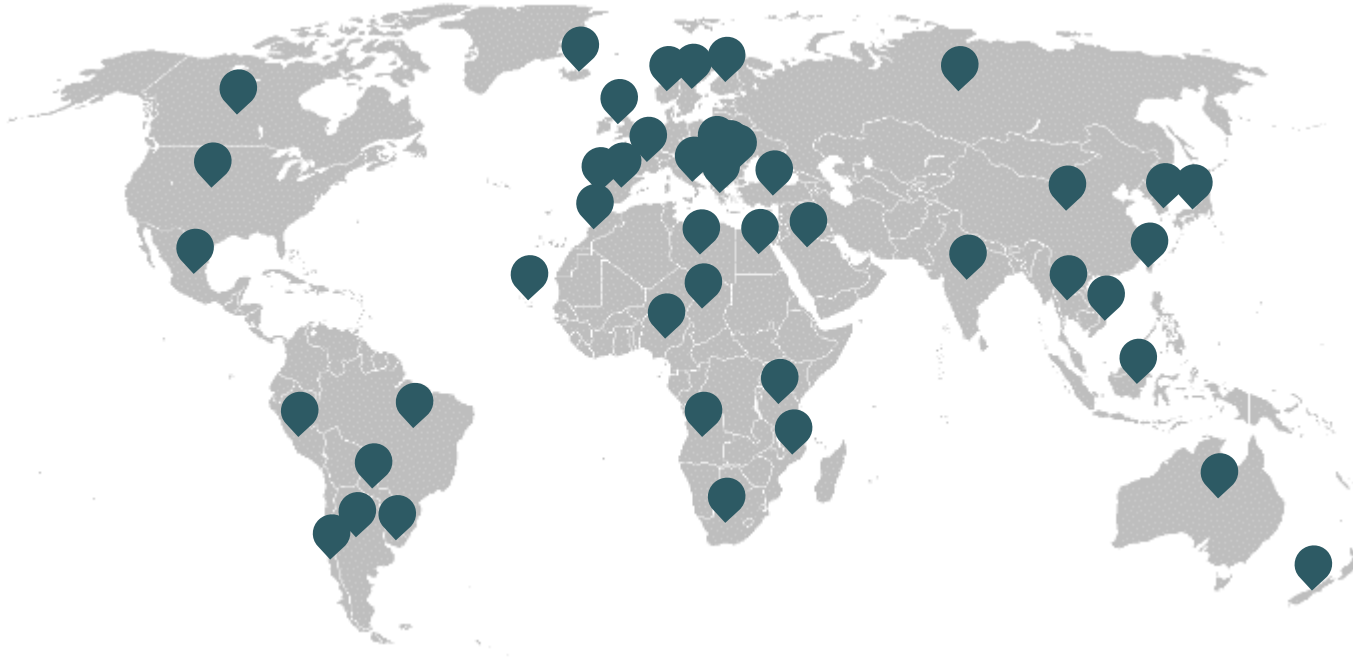


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# AMORIM CORK FLOORING

# How ACF was born?

With a **presence in more than 80 countries**, Amorim Cork Flooring combines **inspiration in nature's purest values**, with cutting-edge technologies. The result is a range of top quality, versatile flooring with undeniable sustainability and comfort credentials.



**Worldwide Presence**  
**80 countries**

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✦  
✦ Walk On ✦

A M A Z I N G

— AMORIM CORK FLOORING —

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# The role of the cork Montado



1

73tCO<sub>2</sub>/1t of cork:  
maximum recorded  
carbon sequestration per  
ton of cork extracted



2

1/36  
biodiversity hotspots



3

100,000 people  
depend on the cork oak  
forests



4

200 years  
average lifespan of cork oak  
tree



5

Acts as a **barrier** against  
fires



6

Regulates the  
**hydrological**  
balance



7

Protects against **soil**  
erosion



8

Decreases the **risk** of  
desertification

# Cork Inspire 700

HRT non PVC protective surface  
Natural cork rigid core  
Cork inlay  
Non PVC cork rigid core  
Integrated cork underlay



## Main Features



**Wear layer:** HRT



**Visuals:** 20



**Format:** 1225 x 190 x 7mm



**Installation system:** Floating



**Class of Use  
& Warranty**



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- Thinking Out of The Box – My Beliefs
  - EFQM Model

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# My beliefs



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- Thinking Out of The Box



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- Thinking Out of The Box



# • Thinking Out of The Box





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- Thinking Out of The Box



# • Thinking Out of The Box

## Strategic Model

### Discol

- Companies need to create the right moment to beat inertia

### Business development

#### Leadership

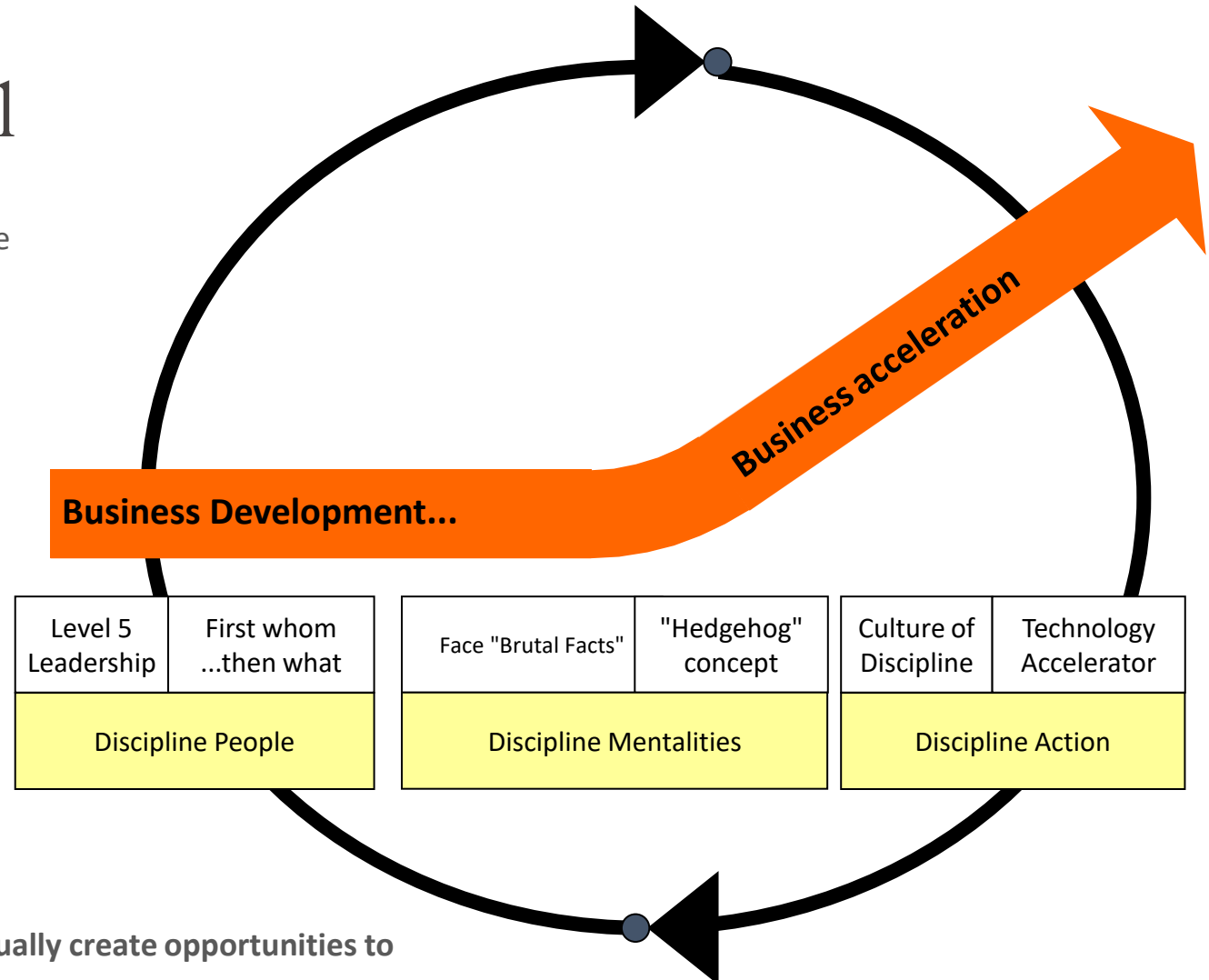
- The right people in the right place

### Business acceleration

#### Brutal facts

#### The company's culture

- Discipline
- Creativity and decision-making



The organization needs to gradually create opportunities to overcome inertia

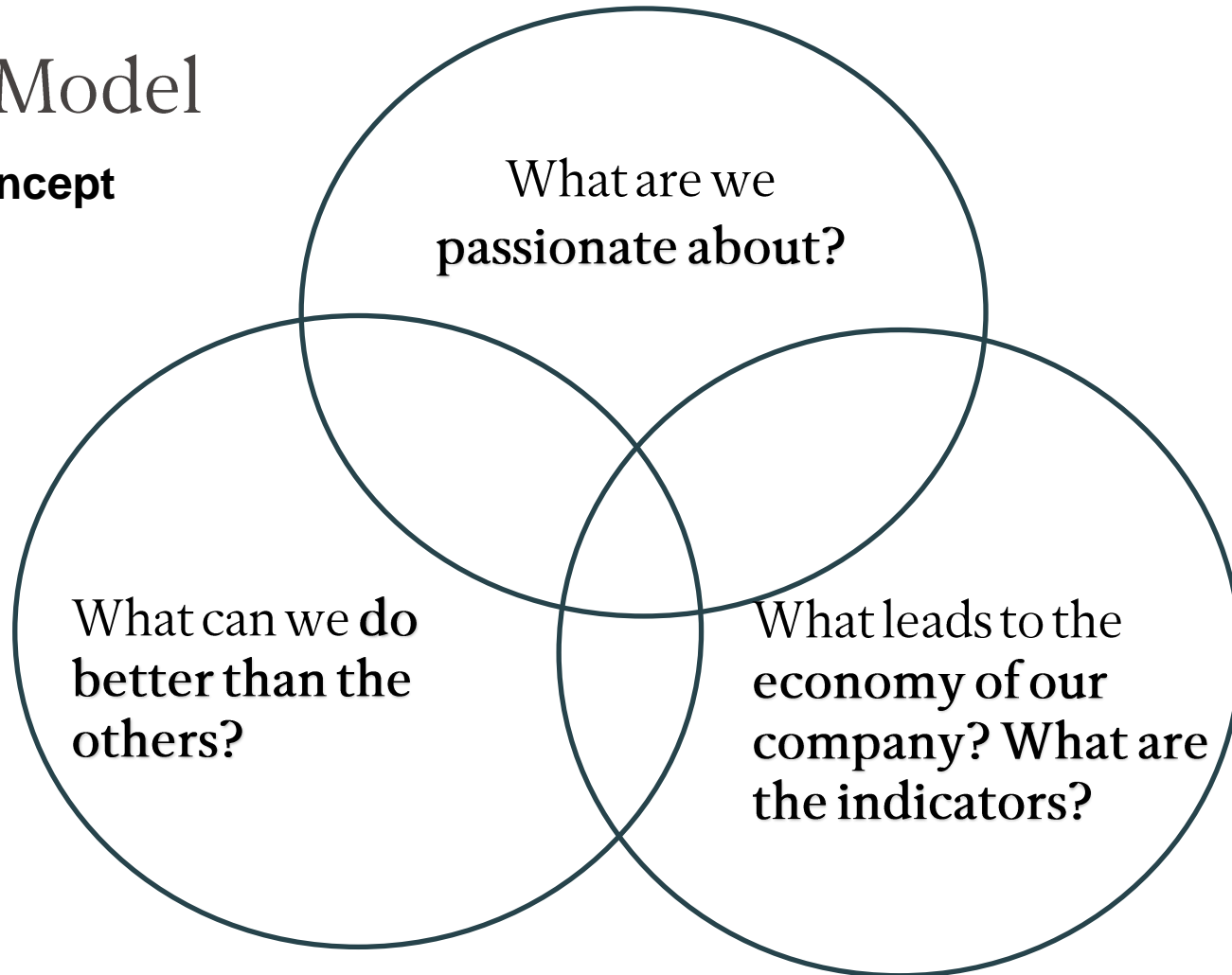


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# • Thinking Out of The Box

## Strategic Model

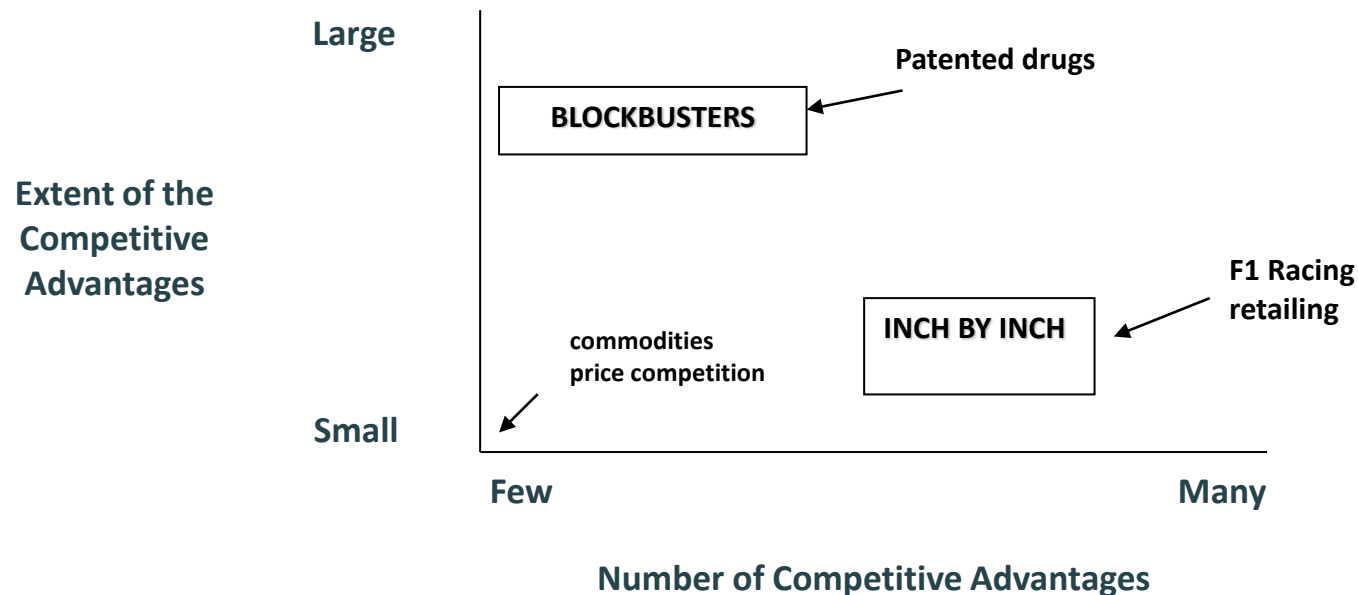
### Hedgehog Concept



People Quality Results

# • Thinking Out of The Box

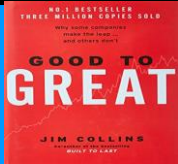
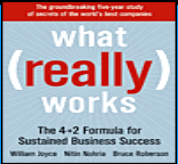


## Competitive Advantage



In the cork industry we are in the "inch by inch" zone which reinforces the need for models for improving operational efficiency.

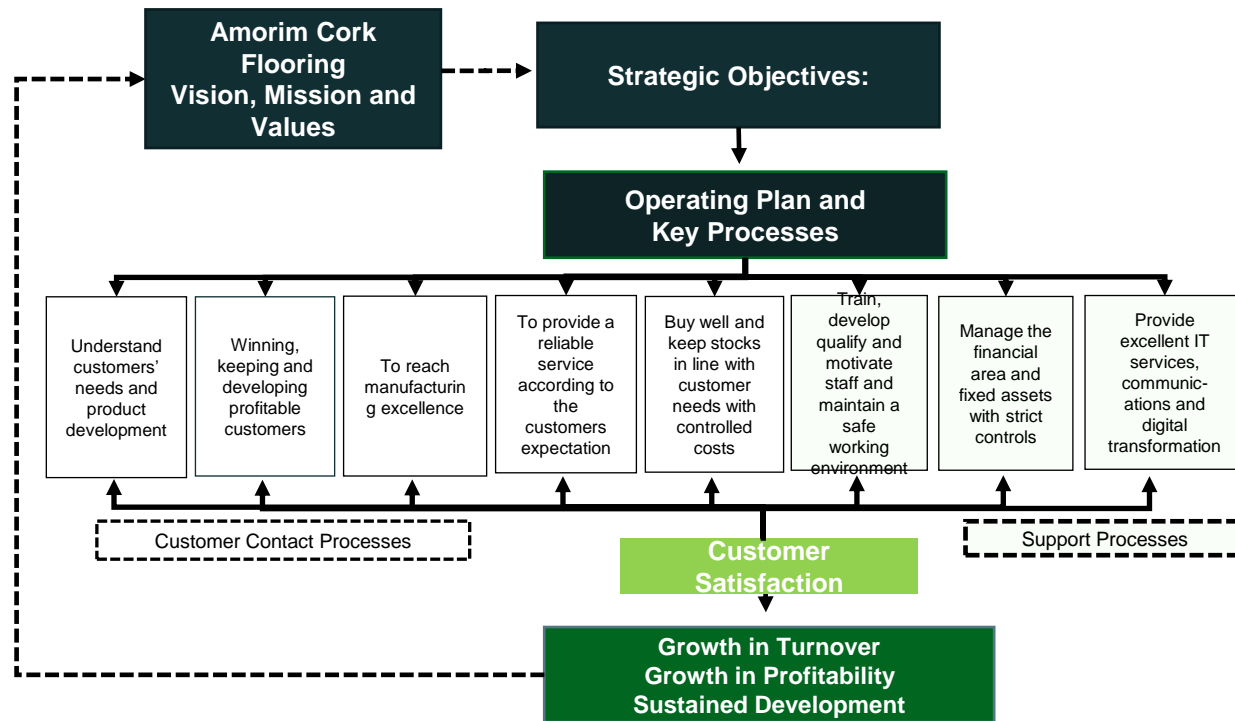
# • Thinking Out of The Box

## Examples of Business Management Books

				
<b>Leadership</b>	<ul style="list-style-type: none"> <li>▪ Level 5 Leadership</li> <li>▪ Humbleness + willpower</li> <li>▪ Success successors</li> </ul>	<ul style="list-style-type: none"> <li>▪ A quick, flexible and versatile organization</li> <li>▪ Quickly reach the front line</li> </ul>	<ul style="list-style-type: none"> <li>▪ Management geared towards action</li> <li>▪ Head office with few members/ simple structure</li> </ul>	<ul style="list-style-type: none"> <li>▪ Geared towards action and value creation</li> <li>▪ Autonomy and entrepreneurial spirit</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>▪ First whom, then what</li> </ul>	<ul style="list-style-type: none"> <li>▪ Culture geared towards performance</li> <li>▪ Wholeheartedly committed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Good internal communications</li> </ul>	<ul style="list-style-type: none"> <li>▪ Productivity through the people</li> <li>▪ Simple, light structure</li> </ul>
<b>Discipline</b>	<ul style="list-style-type: none"> <li>▪ Face the brutal facts</li> <li>▪ Hedgehog concept</li> <li>▪ Culture of discipline</li> <li>▪ Technological accelerators</li> </ul>	<ul style="list-style-type: none"> <li>▪ Guided strategy</li> <li>▪ Faultless execution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Concentrates on known markets</li> <li>▪ Quality as a differentiation factor</li> </ul>	<ul style="list-style-type: none"> <li>▪ Close to the customer</li> <li>▪ Pre-disposed for action</li> <li>▪ Never abandon the defined path</li> </ul>

# • Thinking Out of The Box

## Operating Model



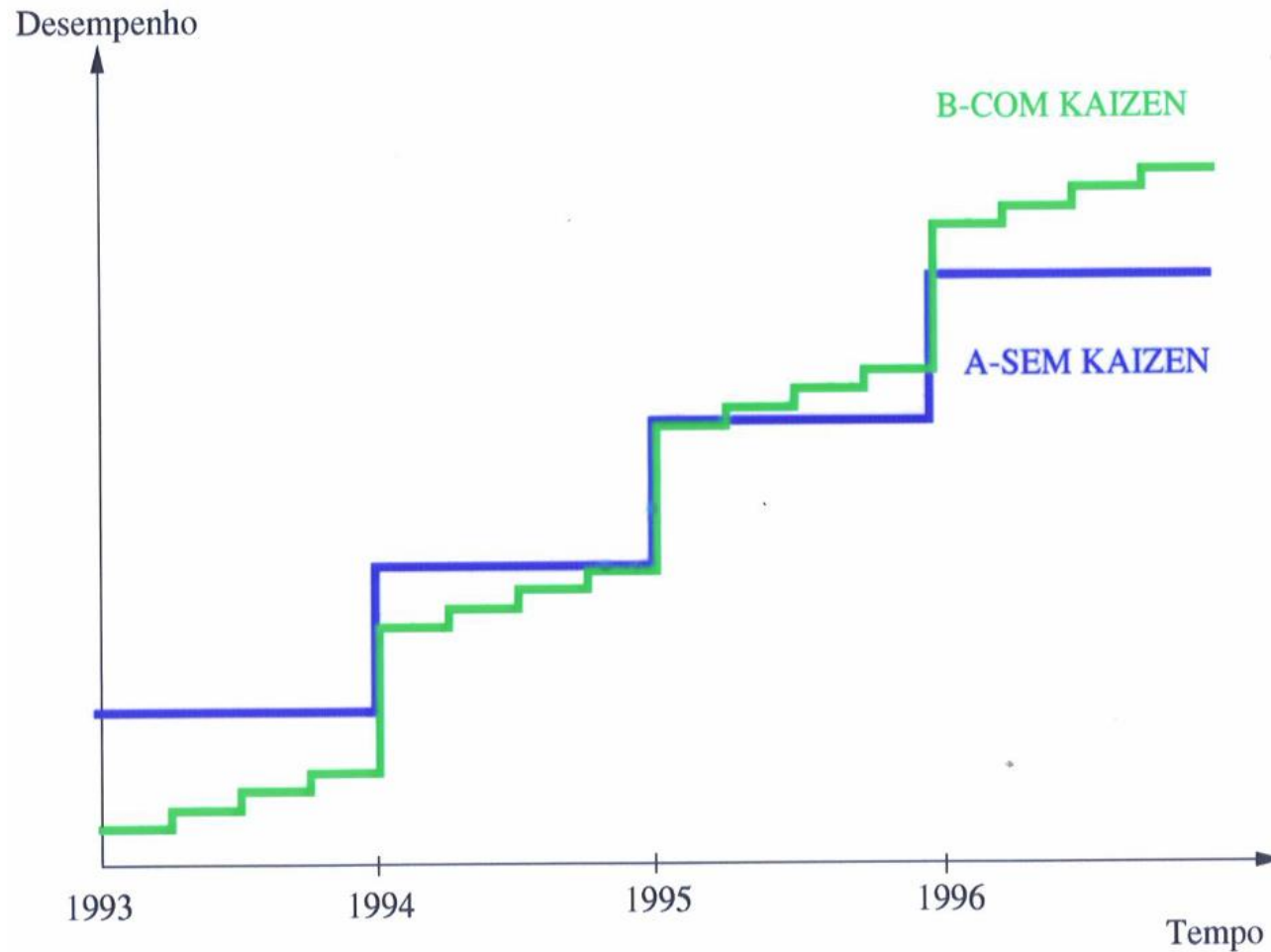


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- Thinking Out of The Box



# • Thinking Out of The Box



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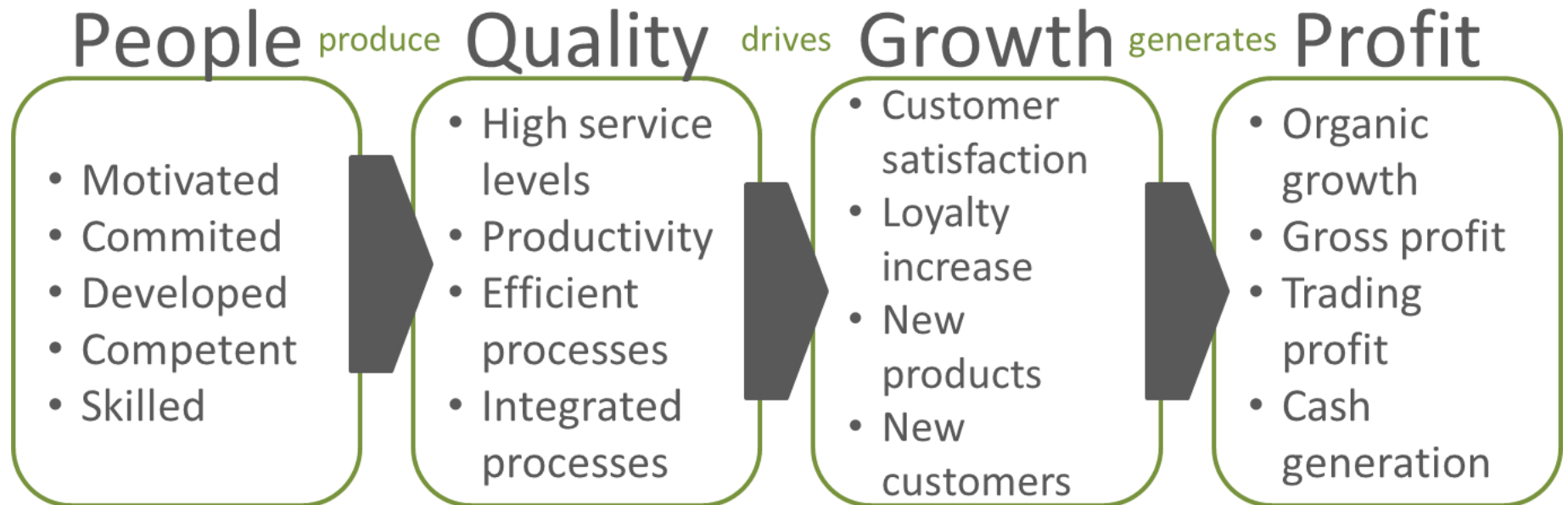
- Thinking Out of The Box



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# • Thinking Out of The Box

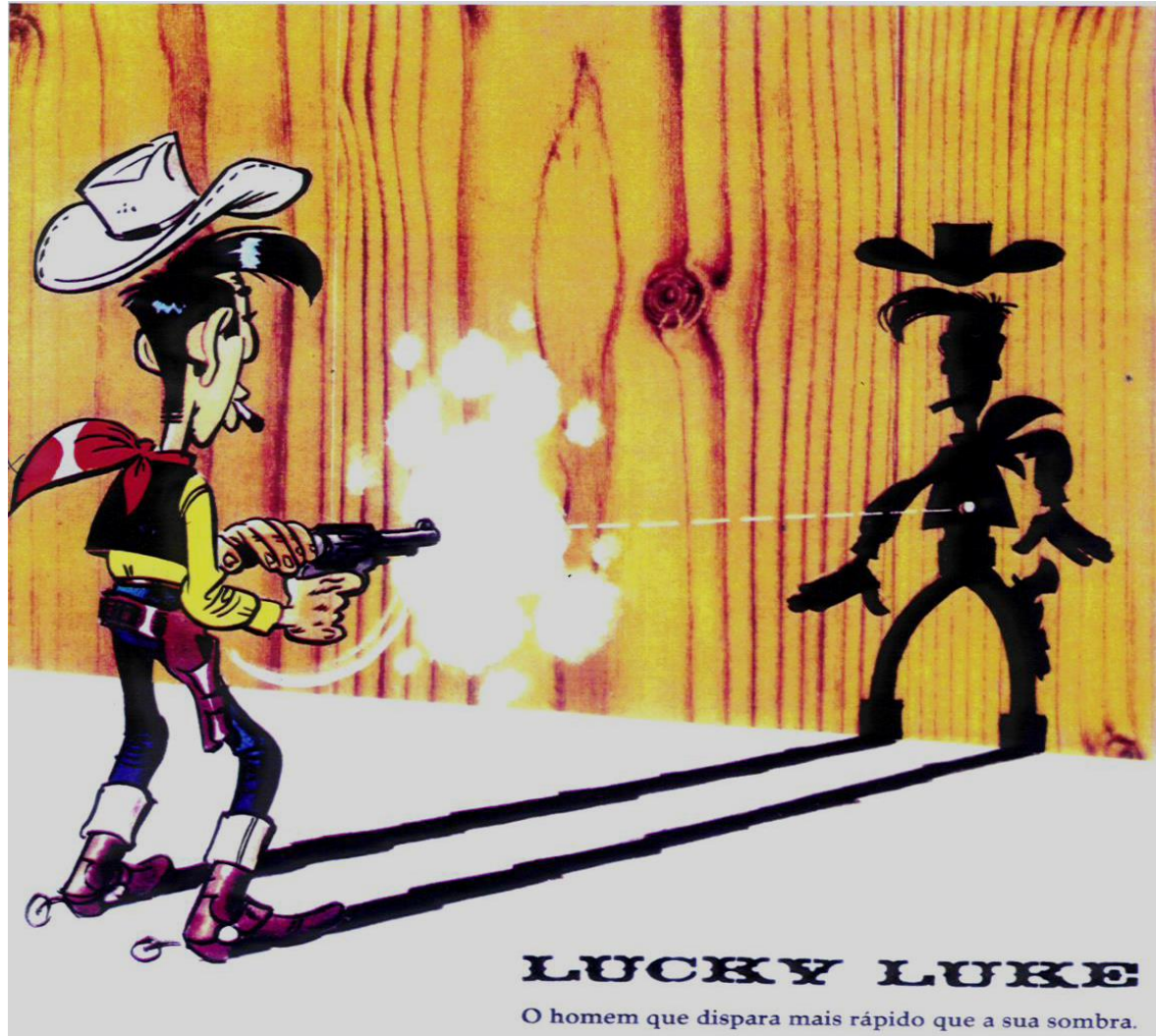
## Strategic Principle





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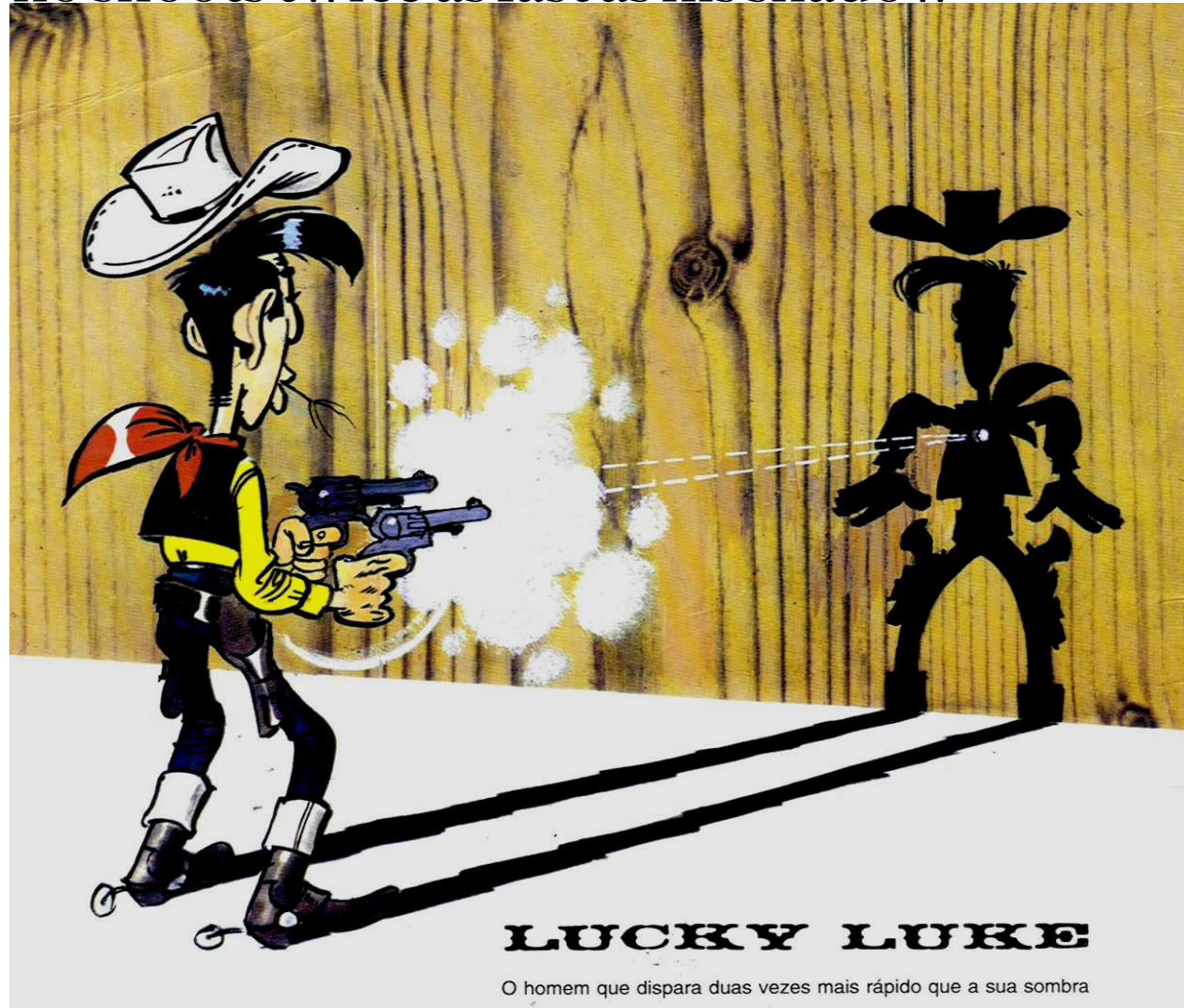
- Thinking Out of The Box  
The man who shoots faster than his shadow



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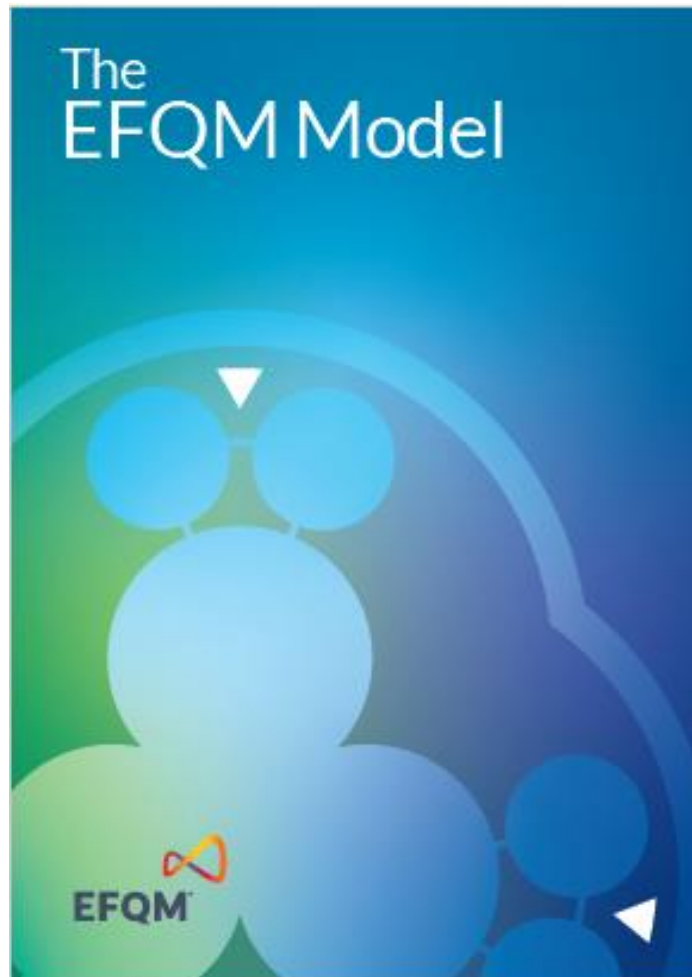
# • Thinking Out of The Box

The man who shoots twice as fast as his shadow



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- Thinking Out of The Box  
EFQM Model





# • Thinking Out of The Box

## Structure



The EFQM Model 2020 structure is based on the simple but powerful logic of asking three questions:

- ▶ **“Why”** does this organization exist? What Purpose does it fulfil? Why this particular Strategy? (Direction).
- ▶ **“How”** does it intend to deliver on its Purpose and its Strategy? (Execution).
- ▶ **“What”** has it actually achieved to date? “What” does it intend to achieve tomorrow? (Results).



# • Thinking Out of The Box

## ACF Recognition





**Thank you!**