

# WOOD MADE Stories

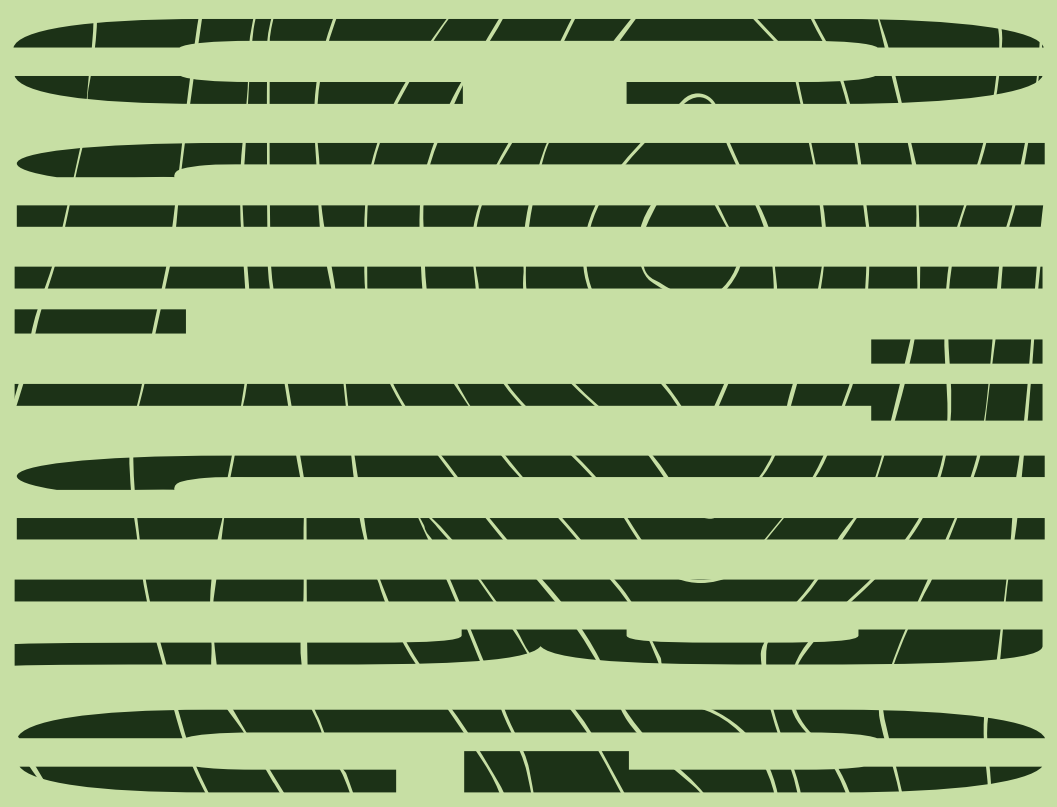
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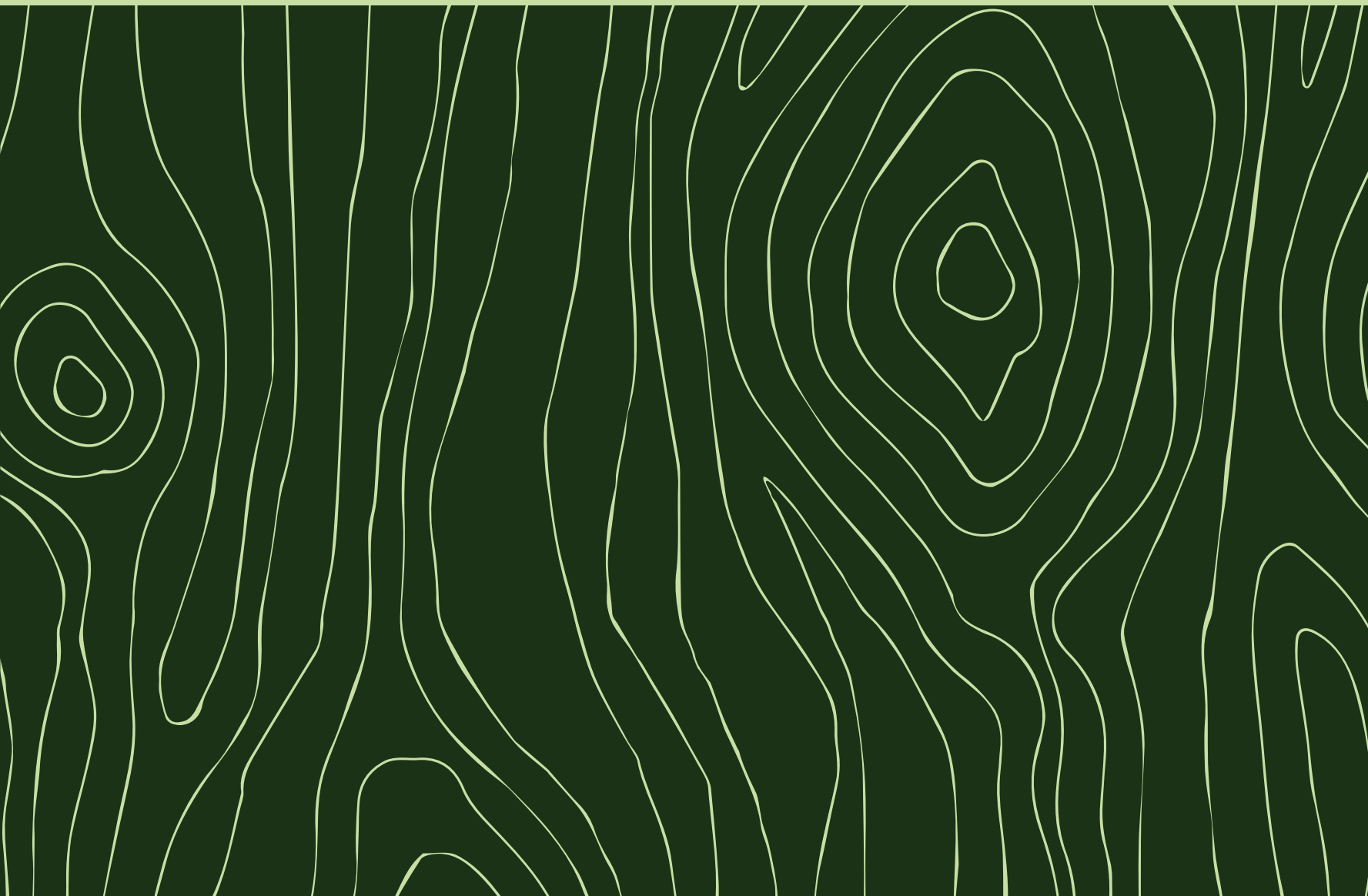
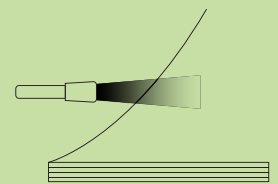




There is a *light* that illuminates our habits, choices and ways of being. A light that only shines for those who share the same perspective. We give this guiding *light* a name that distinguishes Sonae Arauco...



POINT A FLASHLIGHT AT THE COVER AND ADJUST THE ANGLE. GRADUALLY, THE PROJECTED SHADOW WILL REVEAL WHAT WAS PREVIOUSLY INVISIBLE: THE *LIGHT* THAT ALIGNS US.



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**SONAE**  
**ARAUCO**

Taking wood further





**RUI CORREIA**  
CEO SONAE ARAUCO

# Sonae Arauco: a culture rooted in tomorrow

At Sonae Arauco, we believe that a strong and vibrant culture is the foundation of everything we do. It sets us apart, guides us in times of change and sustains our ambition to create wood solutions for a more sustainable future – for people and for the planet. Culture is the theme of this issue.

For us, culture isn't just a set of shared values. It is a way of being that is reflected in the way we listen, work and grow together. At Sonae Arauco, we want all our employees – around 2,600 people from around 40 nationalities – to have a voice. We promote active listening, mutual respect and recognition of individual contributions, regardless of position or location. Because we know that innovation comes from diverse perspectives and that talent thrives in an environment where people feel heard and valued.

*"The future is built with innovation, sustainability, motivated people – and a culture rooted in the right values and attitudes."*

Our international reach and multicultural context make us stronger. We value a plurality of ideas, encourage multidisciplinary projects and are committed to work together to achieve common and ambitious goals. We believe that relevant, clear and timely communication is essential for mutual understanding and for strengthening an inclusive and dynamic organisational culture. At the same time, we continuously invest in the personal and professional development of our teams, recognising that this is an essential pillar for building a more distinctive, competitive and resilient organisation.

With the aim of reinforcing the culture we aspire to, in 2024 we launched RISE UP, a behavioural assessment model that reflects the mindset we want to see in our daily lives: listening to the customer, promoting partnerships that create value, acting with initiative, striving for excellence, collaborating across the board and with a common purpose, and focusing on the development of our people.

With this behavioural model, we aim to foster a way of being at all levels of the organisation that values and recognises those who challenge the status quo, those who think of solutions to create value and those who actively contribute to making Sonae Arauco the benchmark in the sector. This is how we strengthen our identity, drive transformation and, together, build the future we aspire to.

But Sonae Arauco's culture is not just about having the right people. There is an intrinsic connection with nature, which is also an integral part of our identity. We were born to value wood, a natural, renewable and recyclable resource, and everything we do also revolves around this raw material. We know that our wood solutions contribute to creating a better future and our people are proud to be part of this journey, which takes shape on the shopfloor.

It is in our industrial units that we shape ideas and create solutions that meet market demands – more

efficient, more sustainable, more aligned with the challenges of the future. And it is also in our industrial units that we face the challenges of a constantly changing world, with rigour and a focus on operational excellence.

We live in a time of great polarisation and volatility. Instability is palpable and undeniable, especially when some of our key markets are experiencing a slowdown or even economic contraction. But we are not giving up. We believe that it is in the most challenging times that the strength of a culture is measured. I am convinced that our company has the right people and the right knowledge to assert itself as the partner of choice in the wood solutions sector in which it operates. Always in close communication and alignment with our customers' expectations, anticipating and transforming their needs into solutions that create value. It is for them – and with them – that we work, day after day.

And it is with this focus – creating value and helping our customers grow – that we continue to accelerate digitalisation, adopt new technologies, invest in artificial intelligence and prepare Sonae Arauco for tomorrow. Because we have no doubt: the future is built on innovation, sustainability, motivated people – and a culture rooted in the right values and attitudes.

# RISE UP

THE EMPLOYEE AS AN  
AGENT OF CHANGE

At Sonae Arauco, investing in people development is a long-term commitment, driven by the desire to change mindsets, drive action and unlock all internal potential. So we designed a **new behavioural assessment model, RISE UP**, part of the Ignite Leadership Project, which sees each employee as an agent of change who inspires action, sets ambitious goals and cultivates excellence.

In practice, this model will take into account not only performance metrics, but also the behaviours of each individual and their implementation in concrete actions on a daily basis. The pilot program, conducted in the last quarter of 2024, involved around 50 leaders, whose feedback has been fundamental in refining this new approach before it is implemented across the entire company.

## RISE UP Q&A

### What will be considered in the new assessment model?

In addition to the performance metrics already included in previous models, RISE UP will take into account the ideal behaviours and attitudes to be developed, as well as the essential competences that underpin them.

### What will be asked of each employee?

1. Be a partner, listen to your client: cultivate strong partnerships, anticipate pains and gains and explore opportunities to create value-based solutions.
2. Take charge, own it: take initiative, connect the dots for swift and sound decision making. Embrace accountability and own your actions and decisions.
3. Teamwork for shared success: foster a cooperative environment, break silos, leverage teamwork and collective expertise to achieve ambitious results.
4. Raise the bar: strive for excellence, be ambitious and never settle. Integrate innovative thinking, simplify and optimise resources for lasting success.
5. Grow talent & lead to win: inspire by example, integrity and resilience. Create trust, unlock potential and foster people's growth.

## Michael Betz joins Sonae Arauco



With more than 20 years of experience, Michael Betz joined the Executive Committee (ExCom) of Sonae Arauco as Chief Operating Officer for the North-East Europe region in May 2024. His appointment is an important step in the creation of an organisational model that, in perfect alignment with the ExCom, gives greater autonomy to local management in this region.

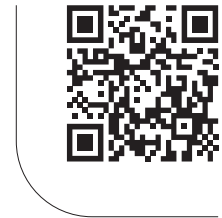


The revamped careers website is now even more attractive, with better content organisation and a refined aesthetic. The platform has been rethought to give greater visibility to our people and attract the best talent to Sonae Arauco.

## Cristian Knollseisen is the new Chief Financial Officer



Cristian Knollseisen has been with Sonae Arauco for more than seven years and has now taken on the role of Chief Financial Officer. Among the areas under his responsibility are Planning and Control, Credit Control, Procurement, Wood and Forestry, as well as the Administrative and Accounting areas.



## SAKA: the central pillar of our people's development



Last year, the Sonae Arauco Knowledge Academy (SAKA) underwent a rebranding to reinforce its new, broader mission, focused entirely on the success and empowerment of teams, along with a new motto that reflects the importance of each of us in our own development. And the results already achieved prove the current impact of this area on the organisation.

### MOTTO

*Learn today.  
Be better tomorrow.*

### MISSION

*Manage all of Sonae Arauco's training needs.*

30.000 hours of training + 7.000 hours of in-house training = 54% of the 1<sup>st</sup> consolidated training plan

+230 customised development plans

100% of competences for core areas are defined

## Ecociclo and Tecmasa celebrate their 40<sup>th</sup> anniversary

Our wood recycling companies, Ecociclo and Tecmasa, have celebrated 40 years of activity, remaining as relevant to our strategy and business model as the day they were founded. These four decades have been marked by important achievements, including the creation of our own recycling network, which currently has 12 centres across the Iberian Peninsula. With the growing importance of recycled wood in our business model and the expansion and modernisation of our network of recycling centres on the horizon, the future looks ambitious and challenging.

### In 2024, we achieved...

A wood circularity rate (including wood waste and industrial by-products) of

# 44,8%

The use of around

# 33%

recycled wood

An increase of

# 2,3%

compared to 2023

RUI CORREIA,  
CEO OF SONAE  
ARAUCO

## With more recycling through new centres

### 1. 2024:

**Cordoba (Spain)**

Capacity: 10,000 tonnes/year

### 2. Under construction in 2025:

**Azambuja (Portugal)**

**Valença (Portugal)**

Capacity: 21,000 tonnes/year

## What does a wooden desk tell us about circular bioeconomy?



Watch the video to find out

## A pioneering step in wood recycling

The world's first fibreboard recycling line will start up in the second half of 2025. Installed in Mangualde, this investment, developed in collaboration with the Andritz Group, represents an innovative step forward: transforming end-of-life MDF panels into valuable raw material for the production of new fibreboard.

*We are truly committed to our circular bioeconomy model and the cascading use of wood, and the integration of recycled wood into our MDF portfolio is a very important step towards achieving this goal.*

## The new Agepan<sup>®</sup> era



### 1.

In a rapidly evolving construction sector, the Agepan<sup>®</sup> brand is also entering a new era. It now has a new motto - "Honouring the past, but looking to the future" - as well as a renewed vision, mission and image.

### VISION

Agepan<sup>®</sup> shapes the future of building with sustainable wood fiber solutions that connect people and nature. We aim for every construction project to preserve the climate, and enhance quality of life - today and for future generations.

### MISSION

Our mission is to be our customers and partners' first choice for sustainable and efficient wood fiber products by developing **high-quality, easy-to-use, and reliable building materials that meet the demands of today and tomorrow**. Through innovation, partnership, and customer focus, we drive change in the construction industry.

### 2.

**Gutex, a German company of sustainable insulation solutions, has partnered with Sonae Arauco to develop a range of insulation materials for our Agepan<sup>®</sup> brand.** Together, the two companies will contribute to the creation of innovative wood solutions for construction, aligned with sustainability, energy efficiency and building comfort.

# Research & Development

Sonae Arauco is currently involved in numerous Research & Development projects with an European dimension, based on a long-term vision to create added value for the sector and the company, and led by our R&D team.

## Strategic Innovation Pillar:

SUSTAINABILITY

### EcoReFibre

**Duration:**  
May 2022 - April 2026  
**Funding:**  
European Union  
€ 14 819 221,25

**Objective:**  
To boost the circular economy by developing and demonstrating innovative technologies for the commercially viable recycling of end-of-life wood fibreboard (MDF).

### InsiGlue

**Duration:**  
January 2025 - December 2027  
**Funding:**  
German Federal Ministry of Food and Agriculture  
€ 863 503,00

**Objective:**  
To develop a formaldehyde-free, bio-based in-situ adhesive system for the production of wood fibreboard (MDF).

### SUSBOARD

**Duration:**  
June 2025 - June 2029  
**Funding:**  
European Union  
€ 6 874 063,25

**Objective:**  
To industrialise the production of a bio-based, formaldehyde-free resin for the production of particleboard (PB) and wood fibreboard (MDF).

### CIR4FUN

**Duration:**  
January 2025 - December 2027  
**Funding:**  
European Union  
€ 5 598 395,00

**Objective:**  
To create a Digital Furniture Product Passport, with circular business models and eco-design guidelines, to promote transparency and help consumers make more sustainable choices.

### Wood4Rise

**Duration:**  
February 2024 - December 2025  
**Funding:**  
Sonae Arauco:  
€ 50 000,00  
(conceptualisation phase)

**Objective:**  
To find more attractive and innovative products for the construction market, in response to new regulations in the sector, which requires a reduction in emissions and waste.

WOOD CONSTRUCTION

## Darwin: achievements and goals

The implementation of Sonae Arauco's new Enterprise Resource Planning (ERP) solution, which began in 2023 with the Darwin project, continues to advance and promises to transform the company's future for the next decade. 2024 was the year of completion of the global model and integration of the systems and processes needed to make the migration to the new solution as smooth as possible. 2025 brings the first half of the implementation in the South West Europe.

### Reached in 2024

- ✓ Global model with developed and documented processes;
- ✓ Processes configured in SAP S/4 Hana for Wave 1;
- ✓ Development and integration with satellite systems such as OTM, Salesforce, EDI, Pricefx;
- ✓ Redefinition of several key data entities: SKU, total recoding of materials and a new Bill of Materials (BOM) model.

### As early as 2025

- ✓ Technical Validation (System Integration Tests)
  - ✓ User Acceptance Tests (UATs)
  - ✓ End User Training
  - ✓ Go-live:
- / April 1<sup>st</sup>: Linares, Sales Backoffice in Spain, UK, Planning & Control SWE, Accounting, Admin. & SSC SWE, Global Procurement SWE & Wood SWE
  - / April 3<sup>rd</sup>: Mangualde, Sales Backoffice in Portugal, Exports SWE, Oliveira do Hospital & Souselas Expedition
  - / April 7<sup>th</sup>: Valladolid, Oliveira do Hospital & Souselas (all processes)
  - / Rollout to other geographies.

## Nettgau is now a Digital Plant

The Nettgau plant is the latest Digital Factory, the first in Germany. The model transmits data in real time and can be accessed via a smartphone, so that employees know what's going on at any time. Thanks to Smart Notifications, the model alerts you immediately if a parameter is no longer considered ideal, ensuring a quick and effective reaction.

**To everyone involved, a huge thank you for your commitment and resilience!**

## Cybersecurity: protection in three steps

Over the past year, investment in cybersecurity among employees has continued to be reinforced, with the aim of strengthening awareness and the ability to identify and resolve problems in an area where risks are increasingly disguised, through 3 main pillars:

### 1. Be aware and alert

- / Phishing simulations and awareness sessions.
- / Implementation of Cybersecurity Consequence Management.

### 2. Be protected

- / Ensure that the Endpoint Detection and Response (EDR) protects our digital assets and detects, investigates and responds to threats, including ransomware and malware.

### 3. Be ready to restore

- / Reinforcement of OT backups.
- / Training for maintenance teams to be able to respond to incidents in the units.

## We are an INNOVATIVE COTEC 2024 company

COTEC Portugal recognised Sonae Arauco as an innovative company in 2024. The COTEC INNOVATIVE label is designed to recognise Portuguese organisations that stand out in the field of innovation.

## Maximo: all maintenance in one place

MAMI (Maintenance and Asset Management Improvement), a strategic Reliability Excellence program, was born in 2019 to transform and standardise our industrial maintenance and asset management processes. 5 years after its launch, it is now a reality in 10 of Sonae Arauco's 11 plants.



### Project Benefits

Increased asset reliability and availability.

Reduced maintenance costs.

Greater visibility of processes, failures and maintenance needs.

Global standardisation of maintenance practices.

Improved planning and execution both on a day-to-day basis and during planned stops.

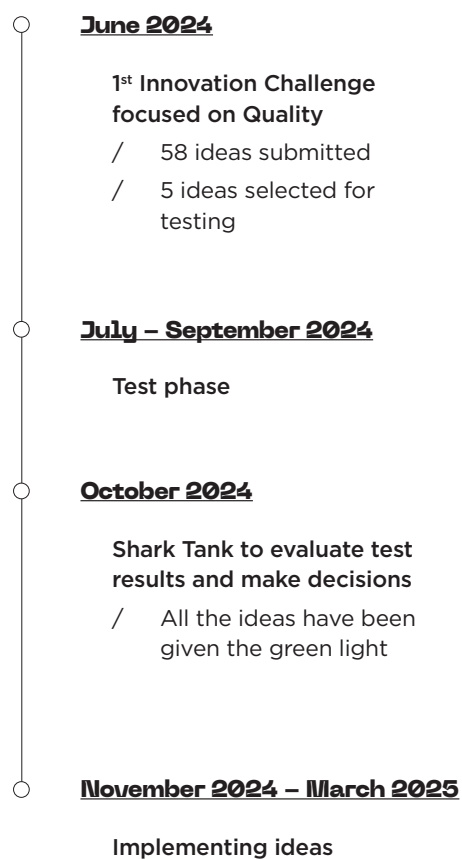
Development of maintenance maturity based on indicators and best practices.

## Artificial Intelligence at Sonae Arauco

Artificial Intelligence (AI) is already being used at Sonae Arauco at different levels, from production to process organisation. And in IT services, these tools allow us to increase productivity and improve the overall quality of our results. From providing AI assistance to learn and use systems such as S/4Hana and Digital Plant, to solving problems faster and improving the onboarding experience, AI is already opening up new paths.

## Innovation Challenges

As innovation is one of Sonae Arauco's strategic pillars, always focused on creating added value, we have launched a new internal initiative, which challenges the employee community to co-create paths for the company. The Innovation Challenges aim to foster the company's innovative spirit, while stimulating critical thinking and experimentation. The winning ideas are already being implemented.



## Improvement Awards 2024

We believe in the importance of recognising teams for their work, especially when continuous improvement is evident. And last year was no exception. Congratulations to all the teams honoured at the Improvement Awards.

### Safety

Cuéllar, Spain  
**Safety games**

### Productivity

Meppen, Germany  
**Press inlet optimisation**

### Quality & Service

Mangualde, Portugal  
**Problem solving with and for the client**

### Product-Process Innovation

Maia, Portugal  
**I-Joist dimensioning**  
 Valladolid, Spain  
**Fibre calculation model**

### Digital Transformation

Mangualde, Portugal  
**Raw material flow control**

### Sustainability

Oliveira do Hospital, Portugal  
**Reduction of impregnated chemicals**

### Cost Savings

Maia, Portugal  
**Supplier discounts**

### People Involvement

Oliveira do Hospital, Portugal  
**HR Partnerships**

### The future today

AI is already being used in our favour with GitHub Copilot, an AI-powered automated coding and programming tool that helps professionals write code faster and more efficiently.

# 30%

Daily acceptance rate of suggestions or lines of code proposed by GitHub Copilot.

## A year without serious accidents in several industrial units

At Sonae Arauco, safety is a priority and our focus is not only on reducing the frequency of accidents at work, but also on reducing their severity. In 2024, several locations completed a year without level III, IV and V accidents:

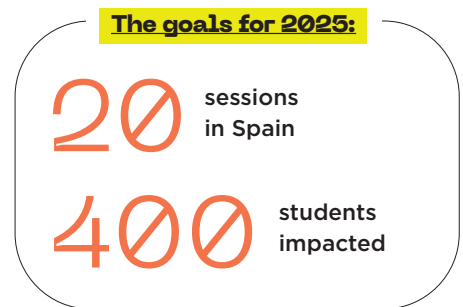
- 📍 **White River** | South Africa
- 📍 **Valladolid** | Spain
- 📍 **Cuéllar** | Spain
- 📍 **Beeskow** | Germany
- 📍 **Maia Sample Centre** | Portugal

In addition, there are several industrial units with records of more consecutive years without accidents with sick leave:

- 📍 **Impaper** | Germany (5)
- 📍 **EuroResinas** | Portugal (4)
- 📍 **Tecmasa** | Spain (2)
- 📍 **Ecociclo** | Portugal (2)

## Empowering future creators

In 2024, under the leadership of the SWE Specification & Contracting team, we launched a new training program aimed at Spanish schools and universities. The aim is to provide future specifiers - architects, interior designers, and others - with tools and to introduce them to the Innovus portfolio, Sonae Arauco's decorative products brand.



## Impulse – Back to the future

This year, we invited our customers to go back to the future! Under the motto “Reinventing the past. Designing tomorrow”, our industrial clients and key partners explored how the past influences and shapes the future of design, merging with modern technologies and materials.

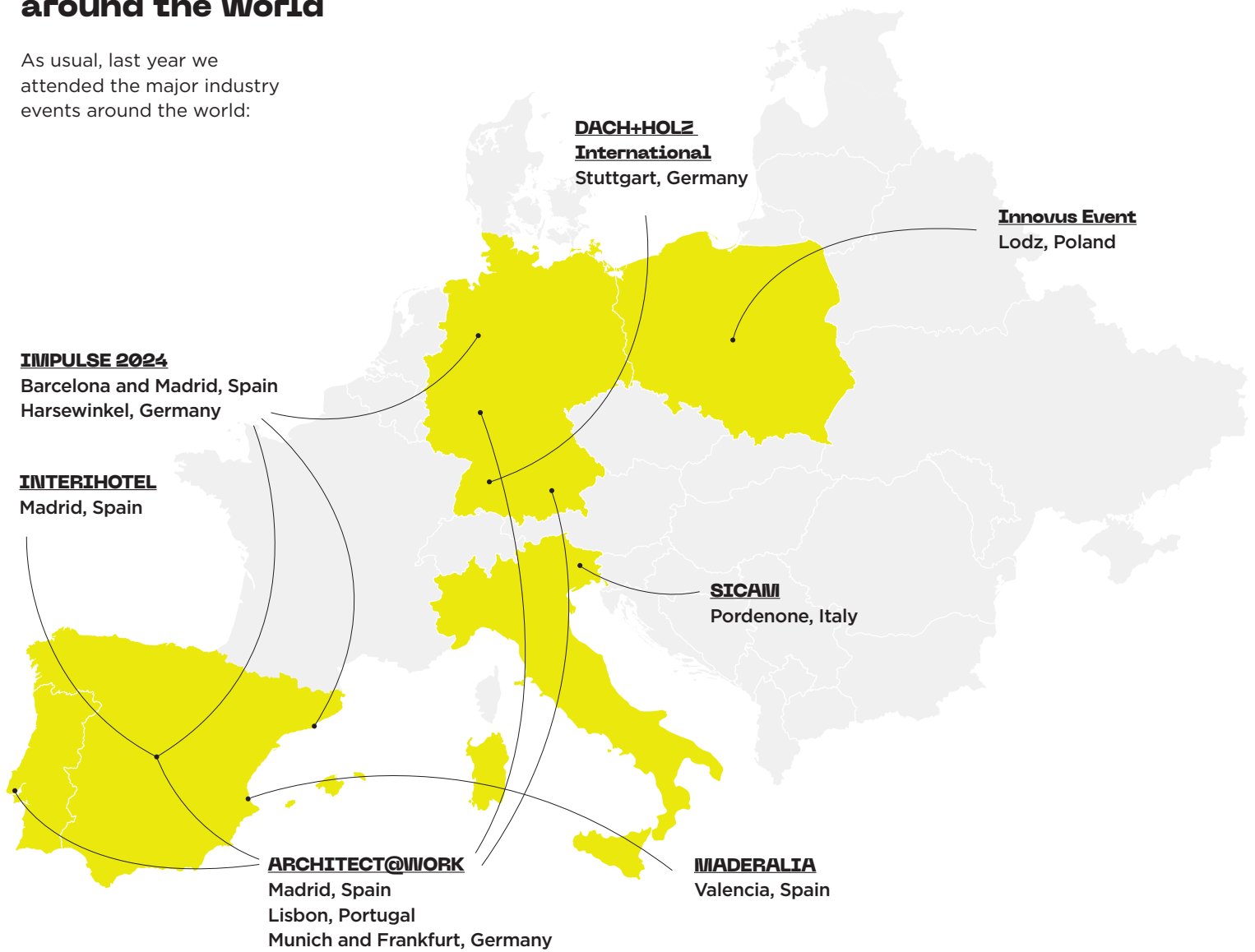
- Products presented:**
- / 18 woods
  - / 13 fantasies
  - / 3 unicolours

### IMPULSE! in numbers



## Sonae Arauco around the world

As usual, last year we attended the major industry events around the world:



## Sonae Arauco is also present in the ring

Sonae Arauco is supporting the Grizzlys Wolfsburg club of the German Ice Hockey League for the 2024/2025 season. This partnership was motivated by the geographical proximity between the club and the Nettgau plant, the opportunity to promote our company in the region and the enthusiasm of our employees for this sport.



Preparing young people for the future is what excites me most about my job. I feel fulfilled when I realise that they have learned something new. Working at Sonae Arauco fills me with pride because we are part of a strong team that pulls together to achieve goals.



**BENJAMIN  
DÜWERT**

HEAD OF TRAINEE  
INDUSTRIAL, NETTGAU



I particularly like the excellent relationship I have with all the staff at the company, as well as the working atmosphere during the working day. In addition, Sonae Arauco offers job and financial stability, providing the opportunity to develop a long-term professional career.

**PEDRO  
BARCENILLA**

MDF OPERATOR,  
VALLADOLID



OPINION

16

# RISE UP.

## The culture of those who go further

RUI CORREIA  
CEO SONAE ARAUCO

The business world is going through times of accelerated transformation. Challenges are multiplying and the ability of organisations to respond increasingly depends on one essential factor: people. At Sonae Arauco, we place our commitment to human capital at the heart of our strategy, developing teams that are competent, motivated and committed to prepare for the future. People who not only accompany change, but also drive it.

And none of this is new to us. We have always valued the attitudes and behaviours, as well as the technical skills that reflect our organisational culture - and that culture is built every day, in the choices we make, in the way we collaborate and lead. Guided by respect, ethics and multiculturalism, we have an environment in which everyone's voice is heard and every idea has the potential to make a difference. Because we know that success grows in an environment where everyone feels part of building a better future.

It is with this purpose of empowerment that RISE UP, a new behaviour-based skills assessment model, was created. This approach challenges each employee to adopt behaviours that drive transformation, create value and make Sonae Arauco a more resilient company. But more than a performance assessment tool, RISE UP is a catalyst for growth and collaboration.

In this way, a principle we have always defended is fulfilled: we must be the change we want to see, both in the wood solutions sector in which we operate and in the world. Thus, we looked inside our company and identified the behaviours that lead to excellence, innovation, collaboration and initiative. Values that we recognise as part of the Sonae Arauco culture, but also as drivers of this transformation that is bigger than us.

Fostering strong partnerships with all stakeholders. Finding value-based solutions. Taking initiative. Working

as a team. Being ambitious. Thinking innovatively and simplifying. Building trust. Inspiring by example. These are the behaviours that we believe will catalyse the future - and that you can expect more and more from every contact with the company.

RISE UP also brings a new perspective of recognising our talent. This model allows us to understand the real impact of each employee, respecting their individuality and valuing their contribution to this environment of innovation and collaboration. With this broader vision of each person's growth, we reinforce a culture where talent and development go hand in hand.

Our main goal is not just to have better skilled and prepared people. We want to have leaders who inspire action, who set ambitious goals and who turn every moment into an opportunity for evolution. The future belongs to those who are prepared to lead. And we RISE UP to the occasion.



*"Fostering strong partnerships with all stakeholders. Finding value-based solutions. Taking initiative. Working as a team. Being ambitious. Thinking innovatively and simplifying. Building trust. Inspiring by example. These are the behaviours that we believe will catalyse the future - and that you can expect more and more from every contact with the company."*

We are creating  
an organisation

**INTERVIEW**



that  
is prepared  
for  
tomorrow's  
challenges

**MICHAEL BETZ**

CHIEF OPERATING  
OFFICER NORTH  
EAST EUROPE

**INTERVIEW**

**18**

Since 2024, Michael Betz has been in charge of Sonae Arauco's operations in the NEE region as Chief Operating Officer, taking on a key role in a strategic market due to its size and location. Since then, he has been driving a more agile, sustainable and future-looking approach, balancing operational efficiency with valuing cultural diversity. In this interview, he shares the expectations he arrived with, the main challenges he has faced and his vision for the future of the organisation.

**You joined Sonae Arauco almost a year ago. What are your main takeaways from this period?**

**MB** I was particularly impressed by the way we, as a company, promote the recyclability of wood and the circular economy, thus actively contributing to the sequestration and storage of CO<sub>2</sub>. For us, sustainability is not a trend but an integral part of our strategy, whether through the use of innovative wood-based materials for the construction sector or through optimised processes that combine efficiency with environmental awareness. This year, I have also learnt that excellence is only possible through close, transparent and continuous collaboration along the entire value chain and that long-term partnerships and a strong industrial culture are essential for sustained success. That's why we work every day to provide our customers with high-quality products and service. This first year has shown me how much potential there is in our company, and I look forward to continuing to contribute to shaping the future of Sonae Arauco, together with our team and partners.

**How did you adapt to the company?**

**MB** After an intensive integration period, I quickly adapted to the company. The open exchange of ideas with colleagues, who were very welcoming and supportive from the start, was extremely positive.

To get to know the company in all its scope, I visited several international units. In Portugal, I had the opportunity to go to the headquarters in Maia, the recycling centre in Souselas and the plants in Oliveira do Hospital and Mangualde. I also visited all the German plants. These visits not only gave me valuable information about the production processes, but also the opportunity to meet committed employees and witness their passion and competence.

It was very interesting to observe the diversity of cultures and working methods within our group and to see how important understanding and tolerance are for successful cooperation. At the same time, it became clear how much the company invests in continuous development, whether in the areas of training, occupational safety, recycling or process optimisation.

**What do you think of Sonae Arauco's strategy to expand its decorative and construction solutions, with a customer-centric approach based on value creation, with partnerships at its core?**

**MB** It's a truly future-orientated strategy and the right way to succeed in the long term. Our sector is constantly evolving and it's no longer enough to provide high-quality products. We must create holistic solutions that are customer-centric, functional, aesthetically pleasing and sustainable.

A key factor in our success is our value-orientated mindset. We constantly focus on the added value we create, whether through services, efficiency improvements, innovative product solutions or close cooperation with our partners.

We realise the importance of maintaining an active partnership with our clients. In this respect, our approach is not just to provide them with services and products, but to actively support their success. After all, their success is also our success.

This attitude enables us to seize market opportunities and contribute to creating trends, whether in the decorative sector or in sustainable construction. We aim to set new standards with high-quality, innovative and sustainable products, and to build a successful future, together with our partners.

**Germany is the only market with a dedicated Executive Board member. How did you face this responsibility?**

**MB** The NEE region is our largest market and is extremely important for Sonae Arauco. It was therefore a conscious decision to assign an executive member to this market, who in turn is in constant liaison with the Executive Committee based in Portugal, both operationally and culturally. My aim is to reduce the geographical distance, harmonise cultural diversity and combine the best of both worlds.

Another important aspect of my role is to break down the silo mentality within the region and within the group itself, as well as leveraging cooperation with our corporate Competence

Centres. My intention is to promote transversal synergies, optimise processes and establish even closer cooperation between the different regions and the group's headquarters. I see this responsibility not only as a strategic task, but also as an opportunity to strengthen the NEE region in the long term and to exploit the full potential of this market.

*"My intention is to promote transversal synergies, optimise processes and establish even closer cooperation between the different regions and the group's headquarters."*



/ ANSGAR BOJER, JANINE BLUME, STEFFEN KÖRNER,  
MICHAEL BETZ, SONJA KIRCHNER



**What are the main challenges you've faced so far?**

**MB** My first year as COO has been marked by many challenges, both external and internal. On a macroeconomic level, we are facing a general weak economic situation, high volatility in the activity and an increase in variable costs, particularly in the wood, chemicals and energy sectors. These factors have forced us to optimise our processes, question cost structures and develop sustainable solutions to remain competitive.

In addition, the transition from Glunz to Sonae Arauco was associated with a significant cultural change. Every company has its DNA: its values, ways of working and decision-making processes. One of the biggest challenges was therefore to actively promote a change in mentality, underpinned by a culture of openness and collaboration. In an international company, this also means not only respecting cultural differences but also using them as a strength. Different ways of thinking and working styles require adaptability, clear communication and a shared understanding of our goals.

To drive this change, we have focused on transparency, open communication and cross-departmental projects. The introduction of common KPIs, regular interdisciplinary meetings and a greater emphasis on adopting an entrepreneurial spirit have helped to establish a culture of collaboration.

I believe that in this way we are preparing the company for the future. The fact is that although economic uncertainties are external, it is how we deal with them internally, namely through a strong corporate culture and the right structures, that will determine the sustainability of the business.



**What skills did you use to overcome them in the best way?**

**MB** In difficult times, it's important to maintain a clear vision and set the right priorities. I believe in evidence-based decision-making, planning ahead, and the flexibility to react quickly to changes in the market.

For me, it's important to involve people rather than just imposing change "from the top". Through clear communication and a common understanding of our goals, we can successfully drive cultural change and cross-departmental collaboration.

My analytical thinking has also helped me to identify cost reductions and develop sustainable solutions. It's not just about short-term savings, but long-term stability and competitiveness.

Ultimately, it was the combination of strategic thinking, willingness to change and good teamwork that helped me and will continue to help the company meet these challenges.

**From your experience, what makes Sonae Arauco different from other companies?**

**MB** Firstly, we have strong, financially powerful shareholders with extensive knowledge of the wood-based solutions industry. This allows us to make strategically sound decisions and invest for the long term.

In addition, we have an open and transparent corporate culture that fosters team spirit, innovation and agility, giving us high growth potential. We are also known in the market as a reliable partner that fulfils the highest quality standards, whether in terms of product or service.

Another key differentiator is our high standards in terms of sustainability: we continuously focus on taking measures to reduce CO<sub>2</sub> emissions, increase the incorporation of recycled wood, use our own recycling centres, invest in energy-efficient production and sustainable forestry. This, combined with a broad product portfolio, allows us to respond flexibly to market demands and act with an eye on the future.



*"I was particularly impressed by how financial strength, deep knowledge of the sector and the capacity for innovation are combined here. The open and transparent corporate culture and the strong team spirit were immediately recognisable."*

**What is your vision for the sector and for the German market in particular?**

MB Our vision for the wood-based solutions sector, and for the German market in particular, is based on an integrated strategy aimed at creating and strengthening relevant partnerships, growing in the decorative and technical product segment and transforming the construction business, which offers significant growth opportunities.

In the decorative segment, we are working on specialised niche applications where we can take advantage of our strengths. In the case of technical products, we are developing innovative solutions such as anti-fingerprint surfaces and specialised PB products that allow us to expand our presence, for example, in the area of warehouse flooring.

In the construction area, our goal is to move from being a supplier of structural and insulation panels to being a suitable partner for holistic construction systems. With the expansion of our Agepan® portfolio, which has already begun with the introduction of soft fibreboards (rigid and flexible), and the use of innovative technologies such as the Softbord-Flex patent, we are creating a unique range of wood fibre insulation materials, including structural OSB panels.

**And how is Sonae Arauco Deutschland preparing its employees for this?**

MB We are working to develop our corporate culture and organisation to support this vision.

Our main areas of action include strengthening change management, promoting the active involvement of employees in transformation processes; consistently investing in training and continuous development, empowering teams with specialised knowledge; and fostering more agile decision-making, supported by flexible organisational structures capable of responding quickly to the demands of a constantly evolving market.

Through these strategic initiatives, we are creating a future-proof organisation that embraces innovation, sustainability and is focused on long-term success.

**Finally, if you could go back to when you were offered the job at Sonae Arauco, what would you tell to yourself?**

MB When I received the proposal to join Sonae Arauco, I was very excited as it was an opportunity to be part of a company with a clear vision, a sustainable strategy and a strong corporate culture.

I was particularly impressed by how financial strength, deep knowledge of the sector and the capacity for innovation are combined here. The open and transparent corporate culture and the strong team spirit were immediately recognisable.

Another decisive point was the ongoing commitment to sustainable growth. The focus on partnerships, innovative market niches and the transformation in the construction approach - from a product supplier to a system supplier - showed me that this is a company that makes decisions for the future. Add to this is a clear commitment to reducing CO<sub>2</sub> emissions, energy-efficient production and the circular economy, and you have a strategy that is not only economically, but also environmentally responsible.

This combination of strategic vision, capacity for innovation and a sustainable foundation immediately convinced me. I'm very excited about the challenges ahead and hope to continue actively contributing to the future of the wood-based materials industry, together with this great team!

What I enjoy most is continually improving processes, optimising the use of raw materials, reducing waste and guaranteeing the quality of the end product. I feel fulfilled when I see the results of the improvements implemented. In addition, I value the dynamic and collaborative work environment, as well as the company's commitment to sustainability.



**JOAQUÍN  
CABRERA**

PROCESS ENGINEER,  
LINARES



**MARIA TERESA  
MATIAS DA CRUZ**

QUALITY    TECHNICIAN,  
OLIVEIRA   DO   HOSPITAL

Working as part of a team makes me very happy. I love teaching and even more learning, and I value the recognition of my colleagues. It's reassuring and challenging to work in a company that is constantly growing and, above all, that values interaction with the local community.

# SUSTAINABILITY: A COLLECTIVE COMMITMENT TO THE FUTURE

SONAE ARAUCO/  
VF  
P. pinaster

For Sonae Arauco, sustainability is a transversal, strategic and measurable responsibility. A structuring pillar of the company's operations, it is translated into ambitious goals, such as carbon neutrality or the increasing incorporation of recycled wood. With multidisciplinary teams, pioneering solutions and an active approach to forest management, Sonae Arauco positions itself as an agent of transformation, committed to being a benchmark in a sector undergoing profound change.

Good management practices suggest that a responsible organisation will do everything it can to value and preserve its main raw material, for the sake of its own continuity. This alone could be reason enough for Sonae Arauco's ongoing commitment to sustainability. **If our raw material is so distinctive - natural, renewable, recyclable, high-performing and with a remarkable intrinsic capacity to capture and retain carbon - it is a strategic imperative to ensure demanding sustainable management practices, in line with the principles of the circular bioeconomy and decarbonisation objectives.**

And the data reinforces this urgency: according to the United Nations' sustainability mechanism, the United Nations Global Compact, nature-based solutions could

represent up to 30 per cent of the measures with the greatest impact and lowest cost needed to limit global warming by 2030.

Since its foundation, Sonae Arauco has focused its activity on the development of renewable wood-based solutions, thus playing a fundamental role in guaranteeing a better life, a better future and a better planet. It's a framework that makes every challenge more demanding but also a truly transformative opportunity.

SUSTAINABLE MANAGEMENT

CIRCULAR  
BIOECONOMY

DECARBONISATION

## A CULTURE OF ENVIRONMENTAL RESPONSIBILITY

Sonae Arauco's active role in sustainability is not limited to the portfolio it offers on the market, its production processes or its research and development initiatives. More than a series of isolated actions, the company's commitment in this area is achieved through an organisational culture oriented towards continuous improvement, environmental responsibility and the creation of sustained value over time.

Sustainability is therefore present throughout the value chain, starting with the careful selection of raw materials. All the wood used in Sonae Arauco's decorative and construction products comes from controlled or certified sources. This practice not only ensures traceability and compliance with the highest international standards but also reinforces the company's commitment to the responsible management of forest resources.

This commitment is also reflected in the integration of circular bioeconomy principles into the business model. Product development involves less intensive use of resources, favouring renewable materials. Production

processes are continuously optimised to maximise energy and material efficiency, reduce consumption and emissions, and increase productivity while minimising waste. Finally, the life cycle of materials is maximised through recycling.

It is in this field that Sonae Arauco is working continuously to increase the incorporation of recycled wood into particleboard solutions - and beyond.

**There are several ongoing projects, both in terms of productive innovation and R&D, carried out independently or in partnership. And if currently the overall percentage of recycled wood incorporation stands at around 33 per cent, in some product ranges (PB) this figure already exceeds 70 per cent.** But the company aims for more. It has committed to increasing the use of recycled wood by 9.3 percentage points by 2029, thereby reinforcing its contribution to circularity and sustainable resource management.

Achieving ambitious goals requires new solutions, in some cases disruptive ones (see box).



Sonae Arauco now has a multidisciplinary working group for the sustainability area, based on the idea that sustainability should not be an issue for a specific department, but for the whole organisation. Among other things, this internal team is responsible for aligning the company with the requirements of the European Corporate Sustainability Reporting Directive, namely in terms of sustainability reporting.



### More and more (and more innovative) incorporation

Although the use of recycled wood in particleboard (PB) solutions is already a well-trodden path in the industry, Sonae Arauco continues to innovate. **As a result of a technological breakthrough, in 2025 the world's first fibreboard recycling line will come into operation at the Mangualde plant,** which will allow to transform

end-of-life MDF panels into raw material for the production of new panels, something that was not possible until now. This is a very important step, not just for the company, but for the whole wood-based panel industry.

This new focus does not, however, represent any deviation from the

ambition to continue increasing the incorporation of recycled wood into PB. On the contrary. Two new wood recycling centres are expected to open soon in Portugal, strategically located in the Minho and north Lisbon regions.

In total, these two investments represent around 13 million euros.



## CULTIVATING RESILIENCE

Talking about sustainability is increasingly about resilience. A society that is better prepared to meet the environmental, social and economic challenges of the future. A more robust, efficient and responsible industry. In this context, carbon neutrality is an imperative, an ambition that Sonae Arauco has also embraced by designing a Carbon Neutrality Roadmap that is 10 years ahead of the European targets in scopes 1 and 2.

**Since 2019, we have made remarkable progress in reducing our carbon dioxide emissions, from 137 kg/m<sup>3</sup> to 73 kg/m<sup>3</sup>.**

This development has been particularly supported by structuring energy transition projects, which aim to mitigate a significant part of the industrial units' energy needs and reduce dependence on energy from fossil fuels (see box).

### Leading the energy transition

In Spain, the Valladolid industrial unit is completing the installation of around 13,000 photovoltaic panels, creating a photovoltaic plant that will ensure that around 25% of the electricity consumed comes from renewable sources. In the area of strategic partnerships, a solar power purchase agreement (PPA) was signed in Linares, which will cover 12 percent of the plant's total electricity consumption through the production of photovoltaic energy.

In Germany, a renewable energy purchase agreement was also signed, ensuring the connection of a wind farm located in the Harz mountains to supply the Nettgau, Meppen and Kaisersesch plants - which represents 15 percent of their total energy consumption. In this country, the Beeskow plant already produces its own energy from biomass, in line with the principle of cascading wood use.

In Portugal, Sonae Arauco is currently analysing the best renewable energy options for its industrial plants.

To consolidate this ambition and guarantee an additional level of responsibility, Sonae Arauco has subscribed

a sustainable financing of 200 million euros, with the conditions directly linked to the fulfilment of environmental targets. In practice, access to better financing conditions will depend on the achievement of two objectives by 2029. These are to reduce carbon dioxide emissions by 59% (scopes 1 and 2) and to increase the incorporation of recycled wood by 9.3 percentage points<sup>1</sup>.

<sup>1</sup> Details of the KPIs and reference years. KPI 1: Consumption of recycled wood in thousands of dry tonnes/total wood consumption in thousands of dry tonnes (%), base year: 2021. KPI 2: Scope 1 + Scope 2 emissions in tonnes of CO<sub>2</sub>/raw panels produced in thousand m<sup>3</sup>, base year: 2019.



As part of this holistic vision of sustainability, which covers the entire value chain, from the origin of raw materials, Sonae Arauco has invested in forest resilience through the Gene Radiata Research & Development project. This initiative, launched in 2020, involved the planting of more than 40,000 pine trees of different species, origins and families, with the aim of identifying those best adapted to the different regions and soil types in Portugal.

Five years after the start of the project, the results of the first year of planting are promising: the best families of radiata pine from Chile showed growth rates between 14% and 19% higher than those of Spanish radiata pine and between 10% and 54% higher than those of Portuguese maritime pine. In terms of survival, the data is equally encouraging: on sandy soils, the best Chilean radiata pine families recorded a success rate of 80%, with exceptional performance on granite and schist soils, where survival rates approached 100%.

In the words of Nuno Calado, Wood Regulation & Sustainability Manager, "through this project, Sonae Arauco is increasingly prepared to support forest producers choose the right plant for each location. We aim to promote access to species with high genetic performance and contribute to the valorisation and profitability of the pine industry."

+  
A MORE ROBUST,  
EFFICIENT AND  
RESPONSIBLE  
INDUSTRY



ESTELA ALMEIDA  
FORESTRY & WOOD SOURCING



GLOBAL ACTION  
AT LOCAL LEVEL

Alongside the initiatives and challenges undertaken at a global level, the industrial units play a crucial role in achieving Sonae Arauco's environmental objectives. Based on an in-depth knowledge of the processes, typical of those who are in daily contact with the realities, innovative solutions have been implemented with a direct impact on energy efficiency, minimising the environmental footprint and continuing the circular bioeconomy model.



**Oliveira do Hospital,**  
**Portugal**

**Challenge:** High number of variables in the paper impregnation process making standardisation difficult and compromising efficiency.

**Before:** Initially, we worked with 110 different recipes, including 13 different formulations of resins, pigments and additives. This scenario required frequent changes - up to four times a week - and resulted in high pigment sedimentation, which required prolonged cleanings (between 90 and 120 minutes per session).

**Afterwards:** With a new heuristic formulation, as opposed to the heuristic production needs, the number of recipes was reduced to 18 and the number of chemical formulations to eight, limiting changes to one per week. Pigment consumption per change fell from 38kg to 18kg, freeing up 28 hours of line availability.



**Linares,**  
**Spain**

**Challenge:** Ash waste with high disposal costs.

**Before:** Ash from boilers posed a challenge in terms of waste and contaminated land legislation. The presence of metallic residues in the ashes prevented the application of circular economy principles, and the only solution was to send it to a landfill.

**Afterwards:** The valorisation of this waste was achieved through a cleaning process that made the ashes suitable for industrial applications. The result is two by-products: ash, which is now a raw material for the cement industry, and a metal element that is sold as scrap.



**Meppen,**  
**Germany**

**Challenge:** MDF drying process responsible for 95% of natural gas consumption.

**Before:** The MDF drying system was heated by gas in the burner, reaching a temperature of 60°C, which was reduced considering the process needs. This resulted in a consumption of between 250 and 350 kWh/m<sup>3</sup> and increasingly high bills.

**Afterwards:** The answer to this challenge was based on a circular economy solution: using the heat generated by the unit's biomass boiler. By installing additional heat exchangers, it was possible to redirect this energy to the MDF drying system and also raise the temperature of the mixing chamber to 110°C.

**RUI CORREIA**  
CEO



*"Today, more than ever, companies are expected to show leadership, commitment and courage. On our side, we are not giving up our commitment to building a better future."*

*"In Germany, we all recognise the fundamental role of companies in promoting the principles of sustainable development. And in this context, Sonae Arauco is at the forefront of an industry whose products are valuable alternatives to fossil-based materials, particularly in the construction sector for insulation materials. Our recycling, circular economy and decarbonisation practices reflect our commitment to this issue, and our challenge is to keep improving, day after day."*

**MICHAEL BETZ**  
CHIEF OPERATING  
OFFICER NEE



**CRISTIAN KNOLLSEISEN**  
CHIEF FINANCIAL  
OFFICER



*"Sustainability, reinforced as a pillar in the most recent strategic review, is now considered in all the decisions we take – with a direct impact on every process, every product and every investment."*

*"Our actions go beyond corporate responsibility. There is also an ethical motivation, that is intrinsically linked to the mission of protecting the planet for future generations."*

**EDITE BARBOSA**  
CHIEF CORPORATE  
OFFICER



**JOÃO BERGER**  
CHIEF MARKETING  
& SALES OFFICER



*"Our wood solutions stand out for combining, like few others, high technical performance with robust environmental credentials, so sustainability is not a response to a trend, but something intrinsic to our DNA. Our focus is to continue to innovate, in partnership with our customers, to strengthen a portfolio that is sustainable in itself."*

*"We are a company focused on operational excellence. In an industrial context, continuous improvement, technological innovation, and digitalisation drive our efforts to enhance efficiency, ensure consistent quality, and optimise the use of raw materials with minimal waste—because for us, sustainability is not a separate goal, but an integral part of industrial performance."*

**MARK SCHUBERT**  
CHIEF INDUSTRIAL  
& TECHNOLOGY OFFICER



# THANK YOU FOR 25 YEARS!



The year 2000 brought opportunities and challenges that changed the way we see and experience the world. It's been 25 years since the turn of the millennium and 25 years since dozens of employees joined our company. In these pages we celebrate their journeys, built side by side with the future of the sector and the planet.



**ÁLVARO JOSÉ VITAL**  
Cuéllar, Spain



**ÁNGEL PLAZA**  
Linares, Spain



**ANTÓNIO MARAVALHAS**  
Mangualde, Portugal



**ANTONIO PUGA**  
Linares, Spain



**ANTONIO RODRÍGUEZ**  
Linares, Spain



**BENJAMÍN RODRÍGUEZ**  
Valladolid, Spain



**BLAS MORENO**  
Linares, Spain



**ALEXANDRA VILARIÇA**  
Maia, Portugal



**CARLA DURÃES**  
Maia, Portugal



**CARLOS DE CASTRO**  
Valladolid, Spain



**CLAÚDIA SIMÕES DE BRITO**  
Seixal, Portugal



**DAVID RODRÍGUEZ**  
Valladolid, Spain



**DOREEN SENDEL**  
Detmold, Germany



**FRANCISCO GRILO**  
Mangualde, Portugal



**FRANCISCO JAVIER MENDOZA**  
Linares, Spain



**FRANZ-JOSEF SIEVERS**  
Detmold, Germany



**FREDERICO MAGRO**  
Sines, Portugal



**GABRIEL GÓMEZ**  
Cuéllar, Spain



**HUGO COTOVIO**  
Sines, Portugal



**JOACHIM SPRINGER**  
Nettgau, Germany



**JORGE MARECO**  
Sines, Portugal



**JOSÉ ANTONIO ESPESO**  
Cuéllar, Spain

1999  
2000  
2001  
2002  
2003  
2004  
2005  
2006



**JOSÉ ANTÓNIO MARQUES**  
Mangualde, Portugal



**JOSE ANTONIO MARTÍN**  
Alcazarén, Spain



**JOSÉ MARÍA ANGULO**  
Linares, Spain



**JOSÉ PENADO DE LEÓN**  
Linares, Spain



**JUAN CARLOS QUESADA**  
Linares, Spain



**LAURINDO MOTA**  
Mangualde, Portugal



**LUCÍA MOLINA**  
Linares, Spain



**LUIS JAVIER CONTRERAS**  
Linares, Spain



**LUIS MORENO**  
Linares, Spain



**LUIS RAMÓN MARTOS**  
Linares, Spain



**M<sup>ra</sup> DEL PILAR OJEDA**  
Linares, Spain



**M<sup>ra</sup> JOSÉ DE YBARRA**  
Linares, Spain

...  
2023  
2024  
2025



**MANUEL JESÚS GODOY**  
Linares, Spain



**MARCO BÜTTRICH**  
Nettgau, Germany



**MARIA ROSA BORGES**  
Sines, Portugal



**MARTIN LOEBBS**  
Nettgau, Germany

# THANK YOU THANK YOU



**MICHAEL LEKHULENI**  
White River, South Africa



**NUNO PINTO**  
Sines, Portugal



**NUNO RAFAEL FERREIRA**  
Oliveira do Hospital, Portugal



**NUNO VALÉRIO**  
Mangualde, Portugal



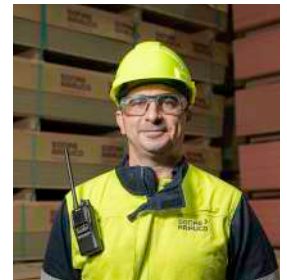
**OSCAR GAITE**  
Valladolid, Spain



**PAULO CASANOVA**  
Sines, Portugal



**PEDRO COSTA**  
Maia, Portugal



**PEDRO FREITAS**  
Mangualde, Portugal



**RAFAEL CUEVAS**  
Linares, Spain



**ROBERT GOERSDORF**  
Beeskow, Germany



**RUI MIGUEL SILVA**  
Mangualde, Portugal



**RUTILIO SÁNCHEZ**  
Valladolid, Spain



**SANDRA FIGUEIREDO**  
Sines, Portugal



**SEBASTIAN WIESE**  
Nettgau, Germany



**SILVIA CABRA VILALTA**  
Linares, Spain



**VICTOR SAN JOSÉ**  
Valladolid, Spain

# Isolino

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IN THE FIRST PERSON

40

# Valiño

/ ISOLMINO VALIÑO  
PRODUCT DEVELOPMENT MANAGER

He describes himself as a sociable person from an early age. He is not afraid to make sacrifices and, when he sets a goal, he knows that he will achieve it. He joined Sonae Indústria in 2002 and today, as Product Development Manager, he tells us his story in the first person.

+

MY SONAE ARAUCO IS A GREAT TEAM, IN EVERY SENSE.

YOU KNOW YOU'VE GOT IT WHEN YOU LOOK BACK AND YOU'RE NOT ALONE.

## WHAT DO YOU WANT TO BE WHEN YOU GROW UP?

A question asked to every child, but one I have never been able to answer. As a child, I didn't have a clear idea of what I wanted to be: I didn't want to be a doctor or a fireman, like many other children. But I didn't lack opportunities to dream: I had a very happy childhood, with a twin brother and an older brother. Anyone who knew me at the time remembers the agitated and restless child I was. I may not have had a clear idea of my future, but I did know one thing: I loved sport. I practiced from an early age and didn't stop until I was 28, when I moved from Santiago de Compostela - where I was born, raised and graduated - to Catalonia, to work for Sonae Indústria.

Sonae came into my life eight years after I entered the world of wood-based solutions. I was only 20 when I started my first job in the sector. I was still studying at the Faculty of Biology at the University of Santiago de Compostela. I managed to combine work and studies with a lot of sacrifices. I had to help my family and I don't mind sacrificing myself to achieve my goals. That's why I joined Finsa, first as a responsible for the quality control for phenolic plywood panels and later in various departments, including planning and production management. Although I was studying biology, I fell in love with wood and never looked back.

## WOOD AT THE CENTRE OF EVERYTHING

The opportunity to join Sonae Indústria in 2002 was a breath of fresh air. I was 28 years old, had been at Finsa for almost seven years and was keen to experience new worlds. When I received the offer to be responsible for the production of decorative panels and impregnation at the Sonae Indústria plant in Solsona, the first thing I did was looking for this town up on the map. As a Galician, moving to Catalonia, 1,200 kilometres from home, was very challenging, especially because I had to learn Catalan. The industrial unit in Solsona was located in deep Catalonia, in the middle of the province of Lleida, where people at the time didn't like to speak Spanish, only Catalan. So I learnt the language because the process of integration becomes easier when you really engage with the



/ ISABEL MOUTINHO, MÓNICA LÁZARO, ANDRÉ MOTA, ISOLINO VALIÑO, MARIANA FIGUEIRAS, HELENA SILVA E PAULO MAGALHÃES

people who live there - it's essential to understand and make yourself understood.

In a way, this was also the factor that immediately made me fall in love with Sonae Indústria: the ease with which I could talk and share knowledge with anyone, regardless of their position within the organisation. This reality was a huge contrast to the very hierarchical and rigid company I had come from. At Sonae Indústria, I always felt that I could listen and be listened to by everyone, including Jose Antonio Comesaña (Managing Director), who came to see me when I first arrived and spoke to me without any reservations from the first minute. He was the one inviting me to return to Galicia to become Product Manager for the Flooring Division at Poliface in 2007.

My time at Poliface was very rewarding and allowed me to discover what I really enjoy doing the most: working with customers. Almost two years after joining the company, I became the brand's sales manager for the Iberian Peninsula, which put me in even closer contact with these stakeholders. Having this close relationship and letting customers get to know me has been very important in my professional life. Nevertheless, it was a challenge to adapt to this new phase, as my experience had been very much focused on the industrial area. But having expertise in both proved to be an advantage. Whilst the commercial side allows me to identify opportunities in the market, the industrial side means I know how factories work. What's more, this versatility has given me greater credibility with clients, something that has marked me professionally.



### THE IMPORTANCE OF LISTENING

After a period dedicated to developing collections and managing sales at the same time, in 2011 I was invited by Antonio Castillo to take over product management of decorative panels for Spain. Later, in 2014, my role was extended to Product Development Manager, a position I still hold today. Since then, I've been involved in the development of the Innovus collections, helping to make a charismatic, innovative brand in line with market trends and needs. At the same time, the flexibility of the Innovus brand allows us to innovate continuously. For more than a decade we have been continuously developing and growing, to the point where some customers tell us that Innovus is the best decorative collection on the market.

From the first Innovus collection I took part in, in 2011, to the most recent one, in 2023, I have learnt several lessons. The first is that it is essential knowing how to listen, not least because developing a new product is a process fed by various sources. On the one hand,

we need to understand the diversity of customers and their needs. On the other hand, you need to be in the market to see where your competitors are and what their strengths are, absorbing as much information as possible.

Another lesson I've learnt from this period is that collaboration is fundamental. There are no superheroes in this world: we have to use our knowledge to help, but we also need people to support us and the humility to listen to them. Listening is one of the human virtues. I never get tired of saying that everyone has an opinion on everything and it's often the people we least expect who can bring us the most value. At the same time, we can't be selfish with our knowledge. That's why I make a point of sharing it and making sure that everyone I work with is able to absorb what I have to pass on to them. This is very important both in relationships with clients and colleagues, as well as with suppliers.

*"It's very important to get up every day and be happy in a company where you work with enthusiasm. There are good days and bad days everywhere, but the fact that you identify with the company and its values and want it to grow is fundamental."*

## 'IF YOU WANT TO, YOU CAN'

In 23 years, Sonae Arauco has seen me grow a lot professionally, but also on a personal level, as I have seen the birth of my three children. One of the most remarkable memories was when my eldest daughter, Xiana, was born unexpectedly in the early hours of one morning in 2005 in Galicia, while I was in Catalonia. As soon as I found out, I arranged to get a seat on the first available flight to see her in the hospital.

At the same time, I also saw the company develop, first as Sonae Indústria and then as Sonae Arauco. The joint venture was a huge transformation and opened up many possibilities. It has created a much more structured company, with a broader range of activities. It is now a company that knows where it wants to be, what it wants to do and where it wants to go. And this is clearly reflected in its culture. As an organisation, Sonae Arauco wants to see itself in a photo in 20 years' time, not in a photograph from 20 years ago. Although there are hierarchies, the working environment is very accessible, and everyone can talk to everyone else. These good internal relationships are a source of pride, but they are

also recognised by those who see us from the outside, such as customers and suppliers. Well-being, training and career progression are other values cultivated within the organisation. At Sonae Arauco, we have a motto:

*If you want to,  
you can*

In other words, whatever we want to achieve professionally, we can do it here.

I believe that the good culture at Sonae Arauco is greatly influenced by the fact that we have leaders and not dictators. A true leader doesn't impose himself; on the contrary, he knows how to listen and make people to listen to him because he is seen as someone who really adds value and helps. In this respect, I'm very lucky because whenever I've needed support from my leaders, all I've had to do is pick up the phone. In fact, that's exactly the best legacy I can leave at Sonae Arauco. I want people to remember me as someone who helped them both professionally and personally. I would like to know that I gave everyone who worked with me a good experience.





At Sonae Arauco, we are all treated with respect, equality and fairness, which promotes a positive and motivating work environment. During the most challenging period of my life, the company believed and invested in me, making me the person I am today.

**CHRISTO  
KILLIAN**

ELECTRICAL FOREMAN,  
WHITE RIVER

25 years ago, I joined EuroResinas to take on a new challenge as a chemical operator. Joining the company was a big change for me and it brought me the stability and professional fulfilment that I aspired to and had not found until then.



**JORGE MIGUEL  
BASGADO MARECO**

LOGISTICS ASSISTANT,  
SINES



# MICHELLE QUINTÃO:

Born and raised with a 'carioca spirit', she likes to look at life with happiness, lightness and a focus on solutions. She has lived in three very different cities and is used to moving out of her comfort zone. Michelle Quintão, Group Marketing Director, tells us her story, from her childhood in the 'Marvellous City', to her dreams in the 'Big Apple', to the love that brought her to Porto.

## A HOUSE DIVIDED INTO THREE

# INSIDE

(BRAZIL)

For many, Rio de Janeiro is the city of Carnival, the beach and the sun. But for Michelle Quintão, Group Marketing Director, Rio is also, and always will be, her first home. Born and raised until the age of 18 in Brazil, she has fond memories of her childhood and youth. 'The memories I have are very good, of Carioca life in its perfection,' she describes. Although she is now on the other side of the ocean, her origins are always present in her 'lighter and happier carioca spirit', which leads her to always look at the 'more positive side of life', she says.

More than positivity and lightness, we can define her by the values passed on to her by her family, her greatest inspiration. They taught her the importance of honesty, work ethic and being a good person. 'My parents divorced when I was very young. My mum worked hard to support me and my brother and to give us a good childhood. My grandparents lived in the same building. My grandfather fled the Lebanon War, he was an economist and a very ethical and hardworking person,' she recalls.

With her family as a reference point and support, Michelle began to dream. As a teenager, she dreamed of becoming an actress and even set foot on the stage. 'I earned my first salary as an actress. I worked in theatre and a little bit in television,' she says. Although her acting days are now just a memory, cinema is an important part of her life, with *Shindler's List* and *Rain Man* being her favourite films.

Shortly after trying a career at acting, Michelle wanted to pursue a career in diplomacy. And she realised that her future would have to be mapped out far from home. She wanted to fly higher, but also to be in a place with less insecurity and inequality. 'I love Rio de Janeiro and I love being Carioca, but I did everything I could to get out of Brazil,' she says.

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## Face to Face

### By Michelle Quintão

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#### Brazil

##### **Favourite dish**

Brazilian feijoada

##### **Restaurant**

Guimas, Rio de Janeiro

##### **Experience not to be missed**

Carnival in Rio de Janeiro

##### **Artist**

Seu Jorge

##### **A quiet destination close to the city**

Visconde de Mauá

##### **Best beach**

Ipanema



#### World

##### **Favourite dish**

Grilled turbot with bolhão pato style clams

##### **Restaurant**

O Abel, Bragança

##### **Experience not to be missed**

New Year's Eve in Times Square, New York

##### **Artist**

Bob Marley

##### **A quiet destination close to the city**

Comporta

##### **Best beach**

Miami Beach

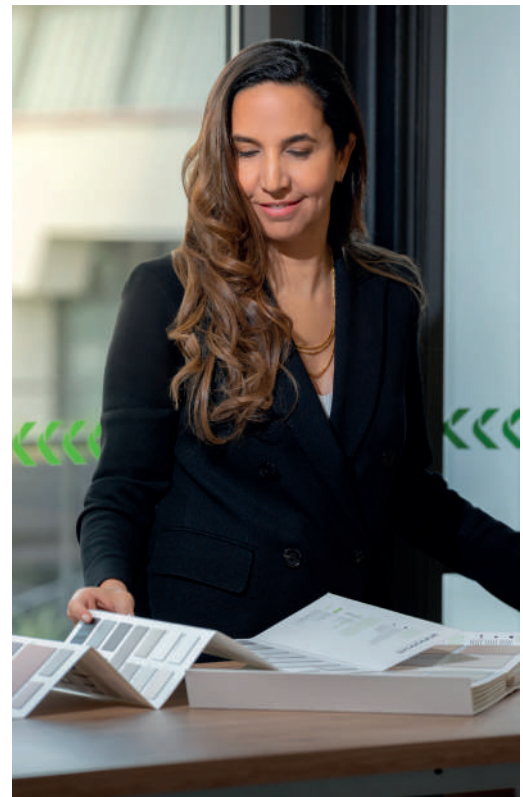
# OUT

(THE WORLD)

And so it was. When she was 18, she won a scholarship to study at Drake University in the United States. She had her sights set on becoming a diplomat until she fell in love with Economics, Management and Marketing. After graduating, 'I sent out 250 CVs and got two replies', one of which was for an interview that lasted four hours and gave her the 'yes' to join Playboy Enterprises in New York as a Marketing Assistant. 'For many years, where I felt most at home was in New York,' she says, adding that she misses seeing the sunrise at iconic locations in the city.

Michelle has lived in Porto for 24 years, ever since she followed her heart. 'On 11 March 2000,' she recalls, she met the man who would become her husband, after the Carnival in Bahia. 'We spent a year dating long-distance. A year later, I came to Portugal for love'. A love that has resulted in 'a marvellous family' and that extends to Invicta. 'Porto is a very good city to live in. It has a great quality of life, excellent restaurants, great food, culture, access to travel,' she says. Outside the city, you might find Michelle on quiet retreats in the Douro region.

But the relocation had its challenges. 'I started my career again from scratch. It took me 10 years in Portugal to earn what I was earning in Brazil and have a



somewhat interesting job. But at that point I decided that family was the most important thing for me.' Eventually, this journey brought her to Sonae Arauco, where she led the construction of the brand and the Marketing team in the process of merging Sonae Indústria and Arauco. It was an 'extremely challenging project' to which she brought 'the certainty that the customer is always at the centre of the business'. 'The more we respect and recognise the value that the customer sees in what we do, the easier it is to sell the product in the best possible way,' he explains.

As Group Marketing Director, she leads teams in more than one country, which makes her never lose the habit of travelling. On board Sonae Arauco, Spain, Poland and Germany are recurring destinations. Here, Michelle has found more than a job: a place where she feels valued and where she can do what she loves. Until then, she called three cities 'home' and had to start over several times. But, as her grandfather used to say: 'My daughter, do your best because one day you'll get where you need to be'.

Through hard work, dedication and the support of great colleagues, I have had the honour of progressing to take on management responsibilities. I'm proud of the path I've made and I'm deeply grateful to be part of this great family. We move forward with enthusiasm and a commitment to the future.



**JOSÉ ANTONIO  
ESPESO**

WOODYARD FOREMAN,  
CUÉLLAR



Working for this company for over 30 years has been rewarding. The family atmosphere and the feeling of contributing to its growth and success keep the enthusiasm of the first day alive. Here I have grown, evolved and found stability, friendship and pride in being part of a team with history and commitment.

**JOSÉ  
PEIXOTO**

MAINTENANCE SUPERVISOR,  
MANGUALDE

# "BUSINESSES MUST TREAT NATURE AS ESSENTIAL INFRASTRUCTURE"

AN INTERVIEW  
WITH PETER BAKKER



As the climate crisis intensifies and natural systems approach irreversible tipping points, the role of business has never been more critical. Companies have the crucial responsibility of both mitigating the impact of their activities on nature and helping build a resilient society, capable of withstanding the growing threats to the Planet's liveability. Achieving climate neutrality by 2050 is not optional. Those who fail to recognise this imperative target – and the need for immediate action – will be left behind. The time to act is now. That's why we spoke with Peter Bakker, President and CEO of the World Business Council for Sustainable Development (WBCSD), about the transition to a more sustainable society and the role wood can play in that transformation.



**WBCSD has been advocating for a systemic transformation of businesses toward sustainability. What does that mean and how do you assess the current status of the transformation agenda developed by WBCSD?**

PB At WBCSD, we define systemic transformation as a fundamental shift in how business operates, embedding sustainability into strategy, and placing climate, nature and equity at the core of value creation. This transformation is crucial for ensuring long-term competitiveness and wellbeing. The 2024 Planetary Health Check was a sobering reminder of the urgency: we have already transgressed six of nine planetary boundaries and are on the brink of missing the 1.5°C target. Last year was the hottest ever recorded, marked by catastrophic floods, wildfires, and heatwaves across the globe. Against this backdrop, WBCSD's transformation agenda is both a roadmap and a rallying cry for businesses to drive change at scale. While momentum is building, progress remains uneven. But the urgency is clear, businesses must accelerate their decarbonization efforts, build resilience deep into supply chains, and empower leadership at all levels to act decisively. For forest-based and circular economy sectors, the opportunity is significant. These industries can lead by example: restoring nature, driving decarbonization, and shaping a future where sustainability is synonymous with long-term competitiveness.

**What are the biggest obstacles preventing companies from fully integrating sustainability into their business models? In this scope, how do you evaluate the reality of the forest-based industries?**

PB A major obstacle to integrating sustainability is the misalignment between business ambitions and financial markets, hindering the scale of action required. Companies are expected to lead the transition, yet they often lack the high-quality, decision-useful data needed to make informed decisions and showcase ROI. Regulatory frameworks are incomplete or shifting, and financial markets continue to prioritise short-term returns, making long-term sustainable investments harder to justify.

*"The volatility of today's world offers an opportunity to build resilience in ways that will help companies thrive in the future, ensuring growth while contributing to a*  
**sustainable**  
**future.**

At WBCSD, we believe these gaps are not insurmountable - but they do require systemic solutions. That's why we developed the Corporate Performance and Accountability System (CPAS) to provide a practical framework that bridges the gap between sustainability action and financial performance. CPAS supports businesses in embedding physical risk and resilience into strategic decision-making, moving beyond compliance-based reporting toward integrated, forward-looking transition plans. In forest-based and circular industries, this is a powerful opportunity to demonstrate how sustainability and profitability go hand in hand and to lead the transition toward a more resilient economy. However, to fully unlock this potential, we need greater standardization and accountability in reporting practices, ensuring that sustainability efforts are measurable, comparable, and transparent across industries and regions. Accountability, standardization, and transparency are critical. As businesses integrate climate, nature, equity, and circularity into core governance and planning, consistent and comparable disclosures will give investors the confidence to align their capital with long-term value creation.

**And how can sustainability be the main driver of competitiveness and addressing climate emergency, nature loss and mounting inequality?**

PB Sustainability is a powerful driver of long-term competitiveness. Yet to fully harness this potential, businesses must move from ambition to measurable action. Strengthening risk management, increasing supply chain resilience, and aligning with evolving consumer and regulatory expectations are key for businesses to unlock this significant value. As economic uncertainty, political shifting, and climate impacts accelerate, sustainability is no longer a nice-to-have – it's a business imperative. To act decisively, businesses must treat nature as essential infrastructure. Just as energy or logistical risks are managed, nature-related risks and dependencies must be integrated into core risk strategies and performance systems. WBCSD provides essential tools frameworks, such as CPAS and our Roadmaps to Nature Positive, to help businesses integrate climate, nature, and equity across strategy and finance, enabling smarter decisions and better risk management.

**How can companies integrate sustainability while ensuring resilience against geopolitical and economic volatility?**

PB Geopolitical and economic volatility presents challenges, but it also creates a unique opportunity for businesses to rethink their supply chains. The key is to move beyond simply assessing risks to proactively redefining, redeveloping, and reshaping supply chains to be both resilient and sustainable. This shift requires translating sustainability commitments into tangible actions, fully understanding the impact of physical risks, and treating supply chain resilience as a core business priority—not just a reactive response to disruption. This is a time to reimagine how business operates and invests in sustainable practices that are good for both the planet and the bottom line. By doing so, businesses can mitigate risks posed by volatility, position themselves for long-term success, and gain a competitive edge. The volatility of today's world offers an opportunity to build resilience in ways that will help companies thrive in the future, ensuring growth while contributing to a sustainable future.

**What role should business leaders play in maintaining momentum on sustainability, even when political or economic conditions are unfavourable?**

PB Business leaders must take bold, decisive action to drive sustainability forward – no more delays or vague commitments. The time for 'net zero by 2050' is over. Sustainability must be integrated into actionable, short-term transition plans, with clear steps for this year, next year, and the next five years. Without these, your business is already falling behind. With only 7% of companies on track to meet their net-zero commitments, the urgency is undeniable. Sustainability is no longer optional – it's a business imperative. Leaders must manage carbon with the same rigor as their financials. Without a solid business case for sustainability, companies won't have a business to sustain for much longer. Leadership also means stepping up and leading with conviction. It's about using your voice to champion change, taking responsibility for driving transformation, and holding yourself and your teams accountable. If we're to meet the challenges ahead, we need leaders who are willing to act decisively, speak up, and transform their businesses into engines of sustainability. The time to act is now.

**Circularity is a key sustainability strategy, but implementation is still slow in many industries. What are the biggest structural barriers preventing a large-scale transition to circular models?**

PB The transition to a circular economy faces several structural barriers. A major challenge is the entrenched dominance of linear business models, which are deeply embedded in financial systems, supply chains, and regulatory frameworks. Current economic incentives largely prioritise short-term profitability over long-term resource resilience, making the shift to circularity more difficult. Additionally, the lack of standardized metrics and transparency in circular performance creates challenges for investors and businesses. Without clear, comparable data, it's difficult to identify and scale credible circular solutions. There is also a disconnect across value chains – without effective collaboration, the full circular potential of materials, products, and systems cannot be unlocked.

To overcome these barriers, we need stronger regulatory support for circular design, the use of secondary materials, and extended product lifetimes. This must be paired with new governance models, better collaboration, and an integrated mindset that sees waste as a resource. Circularity must be embedded across business models to drive innovation, reduce waste, and create long-term value.

**What sectors do you see as the most critical in driving the transition to a sustainable economy, and what should their priorities be?**

PB The construction, mobility, food, and textile sectors are among the most critical for accelerating the circular transition. These industries are resource-intensive and high-impact, making their transformation essential for achieving climate and nature goals. In construction, the priority is designing for reuse, material circularity, and lower embodied carbon. This includes embracing digital product passports and circular materials like engineered wood. In mobility, the shift toward shared, modular, and electric systems is key. For food systems, minimizing waste and promoting regenerative practices should be top priorities, while the textile industry must focus on durability, transparency, and closed-loop recycling. Across all these sectors, the goal should be to align circular strategies with decarbonization pathways, supported by standardized measurement tools like the Global Circularity Protocol. These tools enable data-driven decisions and value-chain accountability, which are critical for scaling circular models.

**What role do you see for natural materials, like wood, in decarbonizing activities, like for example in construction?**

PB Natural materials like wood are essential to the transition to a low-carbon, circular economy, especially in construction. Sustainably sourced and certified wood not only stores carbon throughout its lifecycle but also requires less energy to process compared to conventional materials like steel or concrete. Wood also fits seamlessly into circular design principles – it's renewable, recyclable, and biodegradable. The key is to ensure sustainable forestry practices and long-life cycles is through clever design, maintenance, and recovery strategies. Incorporating wood in construction, combined with digital traceability and circular business models, can significantly reduce emissions and support nature-positive outcomes, and enhance the circularity of the building sector.

**Wood-based panels are renewable, recyclable and they have an intrinsic capacity to retain CO<sub>2</sub>. And while, at Sonae Arauco, we are identified as one of the best examples of a circular economy model, and we have been continuously investing in processes and technologies to increase the incorporation of recycled wood in our processes, at this moment we see wood being mainly used for energy purposes. According to the available information from the JRC's "Biomass supply and uses in the EU", 58% of the wood harvested is being used for energy, which means that only 42% ends up being transformed by the industry. In your perspective, what policies or incentives could prevent this from happening?**

PB To shift the use of wood toward higher-value circular applications, policy must prioritise material cascading and incentivize long life uses. First, we need clear classification and prioritization of material use that favours reuse, repurposing, and recycling over combustion. EU-level eco-design requirements, green public procurement criteria, and carbon accounting mechanisms that recognize the long-term carbon storage potential of durable wood products could help achieve this. Fiscal incentives, such as reduced VAT on recycled-content panels or subsidies for recycling infrastructure, would also make material recovery more competitive. Additionally, Extended Producer Responsibility (EPR) schemes tailored to wood could encourage better collection and secondary use. We also need to embed material circularity into climate and energy policies to avoid unintended consequences, such as biomass demand undermining material efficiency and carbon storage potential. Policies that reward circular practices over energy conversion and that focus on the full potential of wood as a renewable, carbon-storing material will be key.



*"Incorporating wood in construction, combined with digital traceability and circular business models, can significantly reduce emissions and support nature-positive outcomes, and enhance the circularity of the building sector."*



**RUDOLF**  
**JESKE**

MACHINE OPERATOR OF THE  
IMPREGNATION LINE, KAISERSESCH

I particularly appreciate the work-life balance, underpinned by stable work planning. I also recognise that the company cares about the health and well-being of its employees, so I feel very well looked after in my work environment.

I like the variety of the work, the challenge to find solutions to a problem independently and the development opportunities. All this is supported by a good team atmosphere.

**DIRK  
BREBLER**



CUT TO SIZE SHIFT  
LEADER, BEESKOW



**KNUTH VOSS**

AREA SPECIALIST,  
MEPPEN

The variety of tasks, the relaxed working environment and the good working conditions make me feel comfortable. I feel fulfilled working every day with a committed team and knowing that my work is appreciated.

# Innovus — NEW 2025

NATURE'S  
FINGERPRINT

TRENDS

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Two years after the last launch, the *Innovus – New 2025* collection has hit the market to give customers what they want and need. The renewed collection – which anticipates the next one, not due until 2027 – is made up of the colours and decors of the moment, while reaffirming the brand's commitment to nature in all its forms. In total, there are 10 new products that demonstrate Sonae Arauco's constant commitment to the decorative panels market, bringing the brand's quality, sustainability and innovation to the public.

At Sonae Arauco, wood isn't just another name in an endless list of materials - it's an unlimited source of inspiration and the certainty underpinning the company's mission to create a better life, a better future and a better planet. In a constantly changing world, it's imperative to keep up with trends, predict processes, and anticipate tomorrow. And this concern, which could be a challenge for Sonae Arauco, is actually part of its DNA, which translates into increasingly innovative, up-to-date and sustainable collections, always with an eye to the future.

This spirit materialises in *Innovus - New 2025*, the latest update of the *Innovus: Matching our Nature* collection. Respecting the concept of the main collection, the Product Development team embarked on a renovation with a differentiating value proposition. As Adelaide Alves, Group R&D and Product Development Director, says: "Working with customers and designers inspires us to develop solutions that respond to current trends and challenges. We work with customers and for customers, so they can create projects to stand out in the market."

The result is 10 new, carefully developed decors. 'Each decor is like a fingerprint of nature: unique, authentic and of a timeless beauty,' says Rainer Zumholte, Managing Director Sales & MKT NEE.

The collection features new woods - namely oaks and walnuts - including Riva Earth, Riva Ice, Olivia Oak, Olivia Oak Pale, Heritage and Sense Oak. The proposals stand out for their classic, natural and versatile structures, with soft grains and tones that vary between luminous pale, natural gold and warm honey, creating calm, timeless and cosy environments. From the expressive and subtle character of the Riva versions, to the youthful and multifunctional simplicity of the Olivia models, passing from the elegant and discreet touch of Heritage and the warm neutrality of Sense Oak, the collection offers ideal decorative solutions for different styles and applications.

In addition to wood, the collection features the Colosseum White decor, a fantasy that reinterprets travertine stone, which responds to the high demand for this material and exudes movement. Its versatility allows it to shine in both classic and contemporary spaces, as it can bring charisma and elegance to any room.

Last but not least, there are three new unicolours which, combined with wood and other materials, bring life and character to any decoration project: Pleasure, a brownish pink that gives a welcoming touch to rooms and enhances comfort; Discrete, a soft and warm grey, a versatile tone for any space; and Slate Grey, inspired by the natural tones of slate, the big trend of the moment, especially sought after by customers in the office furniture and interior design sectors. These colours respond to the current trend for harmonious combinations in workspaces and kitchens. "They also provide a balance between timelessness and contemporary aesthetics", summarises Rainer Zumholte.

With this renovation, Sonae Arauco is reinforcing its strategic commitment to the area of high-value-added wood panels. The new decorative panels have been carefully selected to guarantee a wide range of flexible and versatile combinations, in line with customers' aesthetic and performance requirements. The Innovus portfolio is now even more robust - ready to consolidate its position in a highly competitive market.



## SUSTAINABLE, INNOVATIVE AND COLLABORATIVE

The renewal of the Innovus collection clearly reflects some of Sonae Arauco's strategic pillars. From a macro perspective, the first - **Caring for the Planet** - reflects the company's commitment to the environment and the conviction that all its products should contribute to building a better future. Therefore, as usual, the *Innovus - New 2025* portfolio was meticulously thought out by the Product Development team, keeping sustainability as one of the main priorities in its design.

Today, using an Innovus decorative panel is much more than an aesthetic and comfort option. It's choosing a valuable alternative to solid wood that helps improve the energy efficiency of buildings and contributes to mitigating climate change. On average, Sonae Arauco's products are responsible for the annual retention of around three million tonnes of carbon dioxide, identified as one of the main causes of global warming.

In addition, the products in the *Innovus - New 2025* collection, like the rest of the portfolio, are aligned with the objectives of the circular economy: they incorporate a high percentage of recycled wood - over 70% in some product ranges - and can even be recycled and transformed into new products at the end of their useful life.

In this renovation, the pillar of **Value-based Innovation** is reflected in the development of products with high commercial value. With these novelties, Sonae Arauco is responding to - and in some cases anticipating - the demands of today's market, strengthening an offer already recognised by many partners as the best collection on the market. In this way, customers don't have to wait until 2027 to benefit from the novelties of a new Innovus collection.

Finally, developing a collection like this, which balances timelessness with current trends, requires a true spirit of collaboration. In line with the **Value Partner** pillar, the final selection of the collection is the outcome of a continuous process of active listening and interaction with key partners - both industrialists and distributors - to ensure that the new products meet their needs and preferences. The result is solutions of high commercial value, adapted to the market and, last but not least, made available at competitive prices.



## QUALITY OVER QUANTITY

The *Innovus - New 2025* collection also reflects a renewed corporate strategy, centred on the mentality of value creation - today, more than ever, recognised as a key factor for differentiation and long-term competitiveness. In the context of this collection, this value is present in three essential axes: collection, service and partnership.

In the first axis, Sonae Arauco presents a selection of high-quality products, designed to respond to the opportunities identified in the different segments in which it operates, from the interior design of private spaces to the decoration of commercial and hotel spaces. Although 10 decoratives may seem a small number, the renovation prioritises quality over quantity. As Frederico Moniz, SWE Sales & Specification Director, believes, 'the market is intelligent and is currently asking for environmentally and financially responsible solutions', such as those presented in the *Innovus - New 2025* collection.

The launch of the new collection has also reinforced Sonae Arauco's commitment to excellent service. Recognised for the reliability and quality of its support to its partners, the company has taken advantage of this renewal to invest in a series of actions aimed at improving the assistance provided to the *Innovus* distributor network.

Service and partnership go hand in hand. To this end, *Innovus'* strategic partners and distributors were among the first to get to know and access the new products, even during the collection's development process. At the same time, Sonae Arauco's sales network has been actively involved in defining a solid promotional strategy - not only for the new decorative products, but also for the rest of the portfolio - with adapted and competitive price positioning.

The new *Innovus* solutions thus enrich Sonae Arauco's catalogue, as well as that of its direct and indirect customers, and will be an important tool for strengthening the brand's growing recognition. At the same time, this new milestone brings with it the challenge of continuing to meet - and exceed - the expectations of the market, which are now more demanding than ever. 'The reinvention of Sonae Arauco and the creation of the *Innovus* collection have been two of the biggest milestones in the Iberian market in recent years', but, on the other hand, they have imposed an increased responsibility on Sonae Arauco, since 'the Best Collection label we have earned is increasingly difficult to maintain', considers Frederico Moniz.

Now, all eyes are on the next major renovation of the *Innovus* collection, scheduled for 2027. One thing is certain: Sonae Arauco will continue striving to exceed expectations and create valuable solutions for all those who trust the company.



WE WORK WITH CLIENTS  
AND FOR CLIENTS, SO  
THAT THEY CAN CREATE  
PROJECTS THAT MAKE  
THEM STAND OUT IN  
THE MARKET.



/ ADELAIDE  
ALVES



/ FREDERICO  
MONIZ



/ MICHAEL  
JORDAAN



/ RAINER  
ZUMHOLTE

## Soft Clean arrives in South Africa

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At the end of 2025, Soft Clean, a new generation texture from the *Innovus: Matching our Nature* collection, will be available on the South African market. With a fine, well-defined and homogeneous pore, this new texture stands out for its soft touch, ease of application and balanced gloss level. It combines a more matte and modern look with the durability and performance required for the most demanding applications. Versatility

is one of its key attributes: combined with unicolours, fantasies and even carefully selected wood textures, the Soft Clean texture significantly enhances the visual and tactile quality of surfaces.

With this update to the Innovus collection, and other novelties in sight for this market, Michael Jordaan, Chief Marketing & Sales Officer South Africa, believes that the brand will 'unlock opportunities

and bring us closer to our goal of being recognised as the preferred supplier of decorative solutions for the South African and Sub-Saharan markets'. The launch of new products in South Africa thus represents another step forward for the Innovus collection, a 'brand that is associated with superior quality and, in some cases, already perceived by the market as a premium option over competing alternatives,' he concludes.

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Decorative Products

New decoratives  
that enhance  
the aesthetics  
and functionality  
of spaces.

Matching  
our nature.

A brand of  
**SONAE**  
**ARAUCO**

**NEW**  
**2025**