



VALUE CHAIN 2017

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Value Chain 2017 The Navigator Company

FOREST

112,000 ha
Forest under certified management*:
75% eucalyptus
10% conservation areas

62% Wood suppliers with Chain of Custody (CoC) certification

54% Supplies of certified wood

24 million plants/year in Portugal and Mozambique

2 Solar power plants: Setúbal and Espirra Estate

90% Renewable raw materials

69% Primary energy used from renewable sources

84% Waste recovery rate

ANNUAL PRODUCTION CAPACITY

ENERGY	PULP	UWF PAPER	TISSUE PAPER
2.5 TWh 52% of power generated from biomass in Portugal	1.5 million tons	1.6 million tons	70 thousand tons of reels 65 thousand tons of finished products

CARBON STORAGE

• **5.4** million t CO₂e (forests managed by Navigator)

€3.4M Investment in protection against forests from fires

more than **40%** in preventive action

Water use **21.4m³/t** products (pulp and paper)

FOREST

RAIZ

Forest and Paper Research Institute

€15.3M Biorefinery, bioproducts Impactus Project (2018-2022)

AVOIDED EMISSIONS

• **460,000** t CO₂/year (biomass power station, cogeneration and solar power)

CDP A+ Leadership Climate

PRODUCTION

CO₂ EMISSIONS

• 0.219 t CO₂/t products (pulp and paper)

R&D

65% UWF paper shipped by sea

90% BEKP pulp shipped by sea

Increased wood quantity in each truck load

DISTRIBUTION

4 Industrial Units
Cacia, Figueira da Foz, Vila Velha de Rodão and Setúbal

approximately **31,000** Jobs
direct, indirect and induced (KPMG research 2015)

€114.7 million in capital expenditure

€1,637M Turnover

24.7% EBITDA/Sales

7,658 Suppliers

72% in Portugal

€1,383M Purchases

CONSUMER

more than **15,000** Customer meetings and visits

93% Customer Satisfaction Index (UWF Paper)

44% Paper sold with FSC, PEFC or Ecolabel seals of approval
FSC® (license FSC - CO08924) and PEFC™ (PEFC/13-32-001)

PEOPLE

more than **3,000** Employees

58h Training/Employee

15 Countries

4 Continents

€156M Salaries and benefits

COMMUNITY

500 Primary school children involved in environmental education project "Give the Forest a Hand"

€1.96M Donations

170 Stakeholders participating in the Navigator Sustainability Forum

3,000 Visitors to Navigator's facilities

Source: The Navigator Company, 2017

*FSC® (license FSC - CO10852) and PEFC™ (PEFC/13-23-001)