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OUR FIBER

OUR COMPANY

CMPC is a global company that manufactures and markets fiber products derived from certified sustainable plantations and recycled materials, including wood, pulp, paper, packaging, and tissue.

This magazine has been jointly developed by the company and Softpower Connections Consulting (SPC).

Our Fiber (OF) seeks to strengthen the company's bond with each one of its stakeholders, discussing a range of industry-related topics and addressing the daily challenges we face as professionals and citizens.

We hope you enjoy this edition.

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C O N T E N T S

22

BIO-CMPC
PROJECT IN GUAÍBA



44

LATAM: UPS AND
DOWNS IN ELECTROMOBILITY



28

A NEW DAWN
FOR GLOBAL FOOD



64

100 YEARS OF BMW
MOTORRAD



34

CBDC: THE NEW
DIGITAL MONEY



72

THE MUST WATCH SERIES
BEFORE 2024



C O L L A B O R A T O R S >



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Cares heads the Altorque.com portal, hosts the digital TV program EMOL TV and is the creator and voice of Altorque Radio in El Conquistador. Cares Rivera is a member of the Inter-American Federation of Automobile Journalists (FIPA) and in his long career he has collected awards and recognitions, in Chile and overseas, such as "Best Journalist in the Region (South America)" in 2005 (award sponsored by the tire industry), "Chilean Automotive Journalist of the Year", 2015, "Best Motorcycle Journalist from Chile", in 2017. Long before, he was granted the National Young Sport Journalism Award in 1999, as part of his training as a sports journalist.



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that same position at the School of Law and the School of Government at Universidad Adolfo Ibáñez. Beyond her professional endeavors, she has shared her knowledge by teaching at various university campuses. Her interests extend beyond academia, as she is a passionate practitioner of yoga and an enthusiastic traveler.



Adela Boltansky Screenwriter, writer, translator and journalist. Trained in Santiago and London, her credits as a screenwriter

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Irina Toro Salgado is a journalist with a master's degree in Strategic Communications. She boasts extensive experience as an editor in prominent Chilean media outlets, such as La Tercera, La Hora, and Qué Pasa magazine. With over 20 years of experience in corporate communications, she has held senior positions in both the public and private sectors,

including key roles at Hogar de Cristo, CCAF Los Héroes, and the AFP Association. Currently, she contributes to the Finance and Technology section of El Mercurio and hosts a Financial Education program on Radio Cooperativa.

She is passionate about corporate communications, research on trending topics such as innovation and technology, and tries to combine journalism with financial education workshops.



Ana María Pereira is a journalist and MS in Communication with great experience in strategic communication, majored in corporate communications, public affairs, and public relations. Her background as an economic journalist across various media outlets, including TV, magazines, and newspapers brings a wealth of expertise to her work.

A devoted dog lover, Ana María made a significant move in 2020, transitioning from the capital of Chile to the central coastal area. Currently, she is able to enjoy a harmonious blend of sunsets and beach walks while actively contributing as a journalist at the prestigious Chilean newspaper El Mercurio. In her role as a sub-editor, Ana María oversees the monthly special sections of Finance and Technology, Business and Productivity, and Valor País. Additionally, she contributes to topics related to logistics, transport, energy and sustainability.



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Silvia Carrasco PhD is a news media expert and consultant with a prolific career spanning television and digital media across nine countries and three continents. Her consultancy expertise lies in creating highly efficient media adaptation strategies to cope with technological evolution, overseeing convergence processes, and providing training for high-demand audiovisual teams,

all while employing advanced audience tracking methodologies. With a comprehensive journalistic career history encompassing roles as a reporter, presenter, correspondent, editor-in-chief and documentary filmmaker for networks in the US, Chile, Ecuador, Spain, and China, Silvia has a profound understanding of media dynamics. Complementing her experience in the news industry, she holds a Ph.D. in Media from Goldsmiths, University of London, a master's degree in Global Media from the London School of Economics and Political Science (LSE), and a master's in Communications from Fudan University in Shanghai.



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E D I T O R I A L

The essence of CMPC is the forest, the natural fiber and its products. Combining the best of technology, nature, and human intelligence, we seek to create the solutions necessary to change the course of the planet.

Sustainability is a concern for modern society, and just as people expect their governments to provide answers to environmental and productive challenges, they also look for the private sector to adjust and be part of the solution.

The 2030 Strategy, shared with you in this edition, aims to consolidate CMPC as a world-class player that meets the needs of its clients and consumers with innovative solutions based on natural and renewable fibers, with actions based on science and knowledge.

Our pillars are to provide complete and reliable information on the environmental and social impacts of the Company's operations; establish environmental, social and labor objectives aligned with scientific evidence; identify global parameters or reference points with which the Company can measure its performance; report periodically, completely, transparently and timely, and to be proactive to stay at the forefront of the environmental debate.

We are committed to this vision that drives us to evolve as people, as a company, in the forestry industry and society. Doing so, based on our values and history, we are convinced that the bio future is not just a wish. The bio future is already here.

Dow Jones Sustainability Index

CMPC LEADS RANKING IN PAPER AND FOREST INDUSTRY

The prestigious index, which measures the sustainable performance of thousands of companies from different industries and countries all over the world, ranked the company as the most sustainable in its field.

This milestone is a result of a thorough strategic plan and years of work by the different teams of the company that has set ambitious goals for 2030, aligned with global standards of communitarian relationship, work relationship, inclusion, environment, education and work. The company got the first place of the sectoral ranking after two years in a row holding the second place in the category. Additionally, it is positioned as a leader in the DJSI Chile, where it has been listed for seven years; in the Pacific Alliance Index (MILA), where it has been included for five years; and in the Emerging Markets Index, 3 years.

Francisco Ruiz Tagle, general manager of CMPC, says "we are proud to be the most sustainable paper and forest company in the world, for which we thank the hard work of all teams in CMPC who have adopted as their own the vision a better planet, a more natural world." "The direct activity of our company's operations, together with local communities, territories and natural resources produce several impacts. This is why every decision made and action taken is measured with the sustainability indicator, one of the pillars of our business strategy for 2030," he added.

CMPC: An agent for change

When it comes to social responsibility, CMPC updated its Community Relationship Framework in 2021 with a view to developing opportunities to create shared value and position CMPC as a driver of change in territorial development. As a result, the company has implemented dozens of projects, each one methodologically evaluated to analyze their real impact. Since 2022, the goal is to ensure that all initiatives would involve this evaluation by 2024, with the aim of ensuring results and impact are measurable.

The company is now working on a series of large-scale projects that seek to contribute to the development of the communities in which we operate. The CMPC Duoc UC Campus in Nacimiento, Biobío Region, is just one example – an educational facility which offers young people from the region the chance to study for a technical-professional career.

On entrepreneurship, in 2022 they expanded the Fibra Local project located in Temuco, another project to promote ventures near our forestry and industrial operations. The Primeros Pueblos store in Santiago is a hub for more than 26 organizations from localities in the regions of Biobío and Araucanía, a space which aims to boost the sales of products from entrepreneurs and to bring people closer to the tradition and culture of rural communities in the south under fair trade rules.

Bosque Vivo is another social program. The project opens its doors to local communities for a variety of sporting and outdoor activities, promoting the care of ecosystem services. Bosque

Vivo currently has three parks: Pumalal, in Temuco; Lastarria, in Loncoche; and Junquillar, in Angol.

It is the proximity to rural territories that has made CMPC acutely aware of the needs of the people who inhabit them. For this reason, together with Desafío Levantemos Chile, in 2020 they launched Desafío Agua para Chile, an initiative that seeks to give different communities access to water for human consumption, irrigation, improvement and repair of wells and RPAs (Rural Drinking Water Systems). To date, the project has enabled more than 8,000 people in different areas of Biobío and La Araucanía to access this vital resource.

These are just some examples of many. Others include the Social Pantry, a free "supermarket" for the elderly in Puente Alto; development programs to strengthen local suppliers; and permanent relations with 398 indigenous communities of the Mapuche people.

A more natural world

When it comes to the environment, CMPC has raised the standards for environmentally friendlier operations, becoming a benchmark in the region and the world. In fact, it is Latin America's only member of the World Business Council for Sustainable Development (WBCSD), and the CEO is the first and only Latin American to hold a position on the organization's Board of Directors.

This year they also presented the "Nature, Conservation and Biodiversity Strategy" and in addition, since 2017, they have prioritized the issue of green debt which at US\$3.4 trillion, now equates to 58% of our financing.

CMPC's commitment has been reflected in its greenhouse gas (GHG) emission reduction targets. So, it is expected to reduce direct and indirect GHG emissions by 50% by 2030 and scope 3 GHG emissions – those not owned or controlled by the company – by 37.5% by 2035. These goals are underpinned by Science Based Targets (SBTi), a certification that ensures that the actions to reach those goals are based on science.

At the same time, the company is working to become a zero-waste company, reducing industrial water use and increasing conservation areas from 350,000 to 450,000 hectares.

All these initiatives are just examples among the many actions that have been taken within the sustainability strategy for years, culminating in the leadership position CMPC holds today, alongside other global companies in the DJSI such as Microsoft, Alphabet Inc (Google) in the global index; Femsa, SQM, Walmart Mexico and Grupo Financiero Banorte in the Pacific Alliance (MILA); or Itaú Unibanco in the case of the Emerging Markets Index.

THE BIOECONOMY, A SUSTAINABLE ALTERNATIVE

BY ANA MARÍA PEREIRA





A development model that applies science and technology to produce, use and conserve biological resources and then employs them rationally to obtain sustainable products, emerges as a relevant and timely alternative to achieve environmentally and socially sensible growth.

have high conversion costs, requiring financial support, especially from governments. "Over 60 countries, including China, Canada, and South Africa, have begun developing coordinated bioeconomy strategies."

In the European Union, for example, the public-private partnership Bio-Based Industries Joint Undertaking has invested more than US\$3.7 billion in bio-based projects, and South Africa's OneBio fund, a public-private partnership, will destine US \$4.8 million for biotech start-ups.

As noted by the MIT paper, multiple private initiatives are emerging at the same time, which "can also take advantage of current public-private partnership opportunities, even when regulations fall behind innovation."

CORPORATE STRATEGY

Experts agree that companies seeking business opportunities in the bioeconomy need to monitor new bio-based materials and products they will market in bioeconomy will have to consider alternative supply options and survey markets for new, more sustainable materials. They will also need to incorporate capabilities, in both skills and technological terms. For most companies, this translates into a 4-stage transformation process.

The first stage is exploration and innovation to replace non-renewable materials with their biological equivalents. It is imperative to have professionals with biotechnology and chemical engineering studies.

The second stage is a shift towards production processes that encourage the use of raw and waste materials. One example is the inclusion of fiber-strengthening enzymes in textile production to make long-lasting tissues, while reducing the need for water and energy in their production process.

Most of the people agrees that we are suffering an economic, social and environmental crisis, and that there are several ongoing global actions with the purpose is to help humankind face these challenging times. One of the most important is the United Nations (UN) 2030 Agenda for Sustainable Development, which defines 17 Sustainable Development Goals (SDGs) and 169 targets that were designed to serve as a roadmap to end poverty, protect the planet and ensure peace and prosperity. Meeting these goals requires adopting new development paradigms, with the goal of increasing global production levels as demanded by population growth, but doing so in harmony with the environment and in a socially inclusive manner.

In this scenario, the concept of bioeconomy is becoming increasingly relevant to all countries, especially when it comes to their productive activities.

The term was introduced by the Romanian economist Nicolas Georgescu-Roegen in his book *The Law of Entropy and*

the Economic Process (1971), where he explores the need to incorporate the laws of biology and thermodynamics into economics. Over the last decade, the concept has gained more visibility and traction as international bodies such as the UN's Food and Agriculture Organization (FAO) or the Organization for Economic Cooperation and Development (OECD) have begun championing its principles.

In fact, FAO coined one of the most widespread definitions of bioeconomy, describing it as "the production, utilization and conservation of biological resources, including the related knowledge, science, technology and innovation, to provide information, products, processes and services across all economic sectors aiming towards a sustainable economy".

SUSTAINABLE MODELS

Bioeconomy argues that the development and use of planet-friendly materials could give rise to new, more sustainable

business models and contribute to the creation of a solid infrastructure of renewable biological resources. These resources, in combination with new technology and production processes, could replace fossil-based ingredients and components. For example, today exist new packaging alternatives made from bamboo and mushrooms, cosmetic and pharmaceutical products made from seaweed, and bioplastics made from vegetable raw materials. The latter provide a feasible way to address the increasing demand for plastics, which otherwise poses a serious threat to nature.

In the MIT Sloan Management Review article "Why businesses need to embrace the bioeconomy?," five researchers argue that "companies have an opportunity today to become providers or consumers of bioderived products, while other stakeholders, including governments and nongovernmental organizations (NGOs), can provide the economic incentives and structural frameworks that will allow the bioeconomy to further flourish." The paper confirms that process regeneration technologies can



The third stage is product reinvention: companies must be aware of outputs that can be used for new purposes. For example, the cheese whey poured in the sewage system has been a major environmental pollutant, but it can be successfully repurposed to create bioplastics.

The fourth stage is business redesign towards a fully circular and bio-based model, which requires rethinking the structure and operation of the company and its entire value chain. This involves developing relationships and the creation of networks with new partners in other industries.

TRIAL AND ERROR

Early biotechnology-based innovations, like using biomass for energy and fuel, has led to large-scale sustainability problems,

such as soil degradation and loss of biodiversity. Other example is the use of staple foods as feedstock for biofuel and biomass, as was the case with corn and sugarcane, which led to the current food versus fuel debate.


In the United States, turning to corn for biofuels is said to have increased the price of this foodstuff by 70% during the 2000s. It also developed difficult working conditions in the biofuels industry, and also created problems to indigenous people, who lost their land rights.

Another challenge is that assumptions underlying a business model may and will change over the time. "Our hope is that as organizations and, indeed, the entire biocircular economy evolves, we will see entire industries rethink their inputs, processes, and outputs within the wider context of social and ecological sustainability," the MIT experts note.

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THE BIOECONOMY IN THE PULP & PAPER INDUSTRY

By applying sustainable principles and practices that use biological resources in an efficient and environmentally friendly manner, the forest industry will be able to make important contributions to the bioeconomy. This involves several key aspects, ranging from the use of renewable raw materials and implementing eco-efficient processes, to making strides in product innovation, circular economy, sustainable standards, social commitment and transparency, all with the purpose of minimizing environmental impacts.

Principles of bioeconomy in the forest



Sustainable use of forest resources. Defined as ensuring resource regeneration and biodiversity conservation. It involves using wood fibers from sustainably managed forests or fast-growing crops, such as tree plantations specifically intended for paper production.



Recycling and circularity. Contributing to the circular life cycle of paper products by encouraging off-site and on-site collection and recycling to reduce demand for virgin raw materials and ultimately minimize waste and maximize the reuse of materials.



Production of biomaterials and bioproducts. Pulp and paper can be used as raw materials to produce a variety of biodegradable and bio-based products. For example, cellulose can be used to make bioplastics, green chemicals and composite materials.



Energy efficiency and biofuel. Used Pulp and paper mills often generate the energy they require from their own by-products such as lignin. They can also contribute to the production of biofuels from organic waste, helping to reduce dependence on fossil fuels and greenhouse gas emissions.



Research and development of green technologies. Spearheading research and development of cleaner and more sustainable technologies to improve production processes, reduce emissions and develop new ways of using by-products.



Certifications and standards. Ensuring that raw materials come from sustainable sources and certifying own production practices as sustainable and eco-friendly.



Social responsibility and transparency. Promoting ethical and socially responsible business practices, being transparent and involving stakeholders in decision-making.



Collaborating with other industries. Working in tandem with sectors such as biotechnology, green chemistry and renewable energy to develop integrated solutions and leverage synergies.

CMPC, leader in the pulp & paper industry, has already implemented practices such as sustainably managing its high-yield forestry plantations, using low-cost pulp mills in strategic locations and developing packaging solutions from natural fibers. Furthermore, CMPC is already working to achieve its 2030 sustainability strategy, which includes:

- **Net-zero emissions by 2040**
- **Circularity (fully recyclable, reusable, compostable and/or zero waste by 2030).**
- **25% per ton reduction of industrial water use by 2025**
- **Zero industrial wastes to landfills by 2025.**
- **Proposed increment of 100 thousand hectares (ha) of biodiversity conservation and protection by 2039, by combining 389 thousand ha from the company and 850 thousand ha from third parties.**

The company acts in accordance with world-class environmental standards, as it aims to be an agent of development and conservation in the communities in which it operates. To this end, CMPC measures its impact and prioritizes initiatives that drive positive change. At the same time, innovation and growth are embedded in all its business areas, from biopackaging and pulp to Softys, generating innovative solutions to enrich CMPC's portfolio, increase the use of natural and renewable raw materials, enhance circularity processes, introduce bioeconomy principles, drive social engagement and promote continuous improvement and optimization.

Founded in 1920, CMPC grows and manufactures wood, pulp, paper, packaging and tissue products. The Company has operations in 8 Latin American countries; its 46 plants create products that are then exported to 45 countries and more than 19 thousand customers. More than 20 thousand people work at CMPC companies and there are more than 35 thousand indirect workers.



CMPC'S SUSTAINABILITY STRATEGY: THE CHALLENGES OF THE BIOFUTURE



The company defined Sustainability as one of the pillars of its 2030 development strategy, setting key objectives including innovation, diversity, inclusion, conservation and biodiversity, among others.

Forests are the land ecosystems with the greatest biodiversity on the planet. They provide humankind with essential resources such as water, food, medicines and raw materials. They also play different roles and give us socioeconomic benefits resulting in the creation of jobs and growth opportunities. They are a fundamental element of the future, since they adjust the hydrological cycle, conserve the soil and capture large amounts of carbon dioxide, among other environmental services.

However, these vital ecosystems are currently in danger, mainly as a result of deforestation and erosion, which severely affects biodiversity and other related ecosystems.

This prediction led to the creation of the strategic approach of CMPC and it is reflected on the incorporation of sustainability as one of the main pillars of their strategy for 2023. "Sustainability concerns modern society, and people expect the state to give solutions to environmental and productive challenges as well as they expect answers and adjustments in the private sector," said Francisco Ruiz Tagle, CMPC General Manager, at the Sustainability Forum in Porto Alegre, Brazil. The executive pointed out that data show that people expect organizations to resolve social problems; they prefer products with eco-friendly stamps and companies with sustainable habits. This is no problem for companies, as "investments and profitability of the companies that have started working with these environmental, social and governance principles, show that the road to social sustainability is more profitable and attracts investors," he said.

CORE BUSINESS

"Biofuture is here," stated Ruiz Tagle, emphasizing that "at CMPC, we consider sustainability as part of the business. In fact, we believe there is no other choice if we want to sustain a business in the long term." He explained that CMPC has followed a 5-stage process.

In the first stage they set the objective of having complete and reliable information on the environmental and social effects of its operations. In the second stage, once they have this information, they set challenging environmental, social and work goals. In the third stage they identify global parameters (benchmark) they will consider. The fourth stage has to do with reporting on the progress towards those goals, which needs to be done on a regular basis, providing complete and transparent information. Finally, in the fifth stage, "keeping up to date", taking part in the conversations and debates on "how the private sector contributes to facing the problems of today's society, such as climate change," stated the top executive of CMPC.

CHALLENGES FOR 2030

Ruiz Tagle stressed that he strongly believes that "the challenges of sustainability are, at the end of the day, the challenges of businesses." For example, considering the climate and water crisis, it is key to guarantee natural resources supply, which are essential for agriculture and the forest industry. In social matters, inequality affects companies' talent acquisition for its future development.

And regarding governance, organizations are also impacted by the general distrust in institutions, and their strive to generate transparent and dependable relationships is in turn hindered by an environment of global political and social uncertainty.

For facing all these challenges, in 2022, the company included sustainability as one of the five pillars for 2030 development strategy, along with growth, customer care, competitiveness and talent.

The objectives of the sustainability pillar are being global leaders in the forest industry according to the ESG indicators, being a change factor to the development of the communities where it operates, and contributing to its development through environmental goals that are challenging and aligned with science.

To this end, the company has the objective of acting as a global standard of environmental indicators and agent of development for the communities where it operates, measuring its impact and giving priority to change-generating initiatives. At the same time, the company considers innovation and growth in all its business units, such as biopackaging, cellulose and Softys, generating innovative solutions to complement its portfolio, with natural and renewable raw material, processes based on circularity, products based on bioeconomy, optimization and continuous improvement and social innovation.

KEY AREAS

This translates into actions in several key areas. The first is to prioritize innovation, digitalization and technology to improve processes, achievement of concrete objectives of emissions or water, for example, through the creation of new products or business models that did not exist in 2020. In the second area, diversity, the company wants to increase the number of women in leadership positions reaching a 50% of women presence in the organization by 2025. In inclusion, the company wants the 2.5% of collaborators to be people with disabilities by the same year. In health and safety, the objective of CMPC is to bring the figures of death accidents in operations down to zero.

The company is also committed to reducing the use of industrial water per ton of product by 25%, reducing its greenhouse gas (GHG) emissions to zero by 2040, reducing waste to landfills to zero by 2025, and implementing circularity (everything recyclable, reusable, compostable and/or zero waste by 2030).

Finally, in conservation and biodiversity, the company aims to add 100,000 hectares for conservation or protection by 2030.

BENCHMARK AND REPORTABILITY

CMPC's strategy extends to all its operations, which include 48 production plants in 12 countries, with more than 23 thousand direct collaborators and over 23 thousand customers in more than 50 countries.

CMPC uses three global leaders as control benchmarks:



CARBON DISCLOSURE PROJECT (CDP) RANKED CMPC AS "A" IN WATER SECURITY AND FOREST HERITAGE AND AS "B" IN CLIMATE CHANGE.

MSCI RANKED CMPC AS BBB, WHICH MEANS THAT ESG RISK AND OPPORTUNITY MANAGEMENT IS ABOVE THEIR COUNTERPARTS IN THE SECTOR.



DOW JONES SUSTAINABILITY INDEX (DJSI), RANKED CMPC AS THE **FIRST MOST SUSTAINABLE FOREST COMPANY IN THE WORLD**.

Meanwhile, the Company's commitment to reportability is expressed in integrated reports that cover financial and sustainability information, including 31 ESG indicators verified by external auditing firms (5 CMPC, 15 GRI and 12 SASB) and 146 indicators that address the regulations of the Chilean Financial Market Commission (CMF, Chile). 40 areas of the company contribute content to CMPC's annual integrated report.

Guaíba: The most sustainable in Brazil

The pulp plant is undergoing a modernization project to upgrade its efficiency and capacity, as well as to optimize its sustainability performance, underscoring the Company's commitment to global sustainability objectives.





As part of its strategic plan, CMPC is setting out to modernize its Guaíba plant, located in Rio Grande do Sul, southern Brazil, with the purpose of turning it into one of the most sustainable pulp mills in the country. The renovation project, called BioCMPC, began in 2021 and is currently in its final stages. Upon completion, it will increase the plant's production capacity in around 18%, which will allow it to process 350,000 more tons of pulp per year.

The project required an investment of approximately US\$560 million, and the participation of 336 companies, 45% of which are local suppliers, and generated 7,500 jobs during its building stage. This is the largest ESG (environmental, social and governance) investment in Rio Grande do Sul and the second largest private investment in the history of the state, surpassed only by the construction of Guaíba 2, CMPC's pulp production line, which was completed in 2015.

After identifying opportunities for improvement in environmental performance and efficiency at the old plant, this initiative was devised as a testament to the company's purpose: Create, Coexist and Conserve.

High energy efficiency and low emissions

The project considered more than 30 modernization and sustainability actions at the Guaíba facilities, ranging from initiatives aimed at environmental management, such as implementing new environmental control equipment and repowering existing systems, to operational modernization actions.

One of BioCMPC's main goals is to reduce greenhouse gas (GHG) emissions. To this end, the old coal-fired boiler was changed for a new 100% clean recovery boiler. This will make the gas capture system more efficient by eliminating 60% of its GHG emissions, making the plant one of the lowest local atmospheric emitters and one of the most advanced in the world. The project also includes an Environmental Control Center, which is a state-of-the-art facility that manages and tracks the plant's environmental indicators and performance; already in operation, it has led to significant improvements in environmental management.

Respect for nature is one of CMPC's main drivers, and in line with this tenet, the Company created RS+Renda, one of the first inclusive bioeconomy businesses in Brazil, which allows farmers and landowners to join CMPC's production chain, diversifying their production and creating a new source of income. The company expects to expand its forest base by 15,000 hectares in Rio Grande do Sul.

Considering parameters such as waste management, effluent treatment, atmospheric emissions, gas treatment systems and environmental management, CMPC's plant in Guaíba is one of the most sustainable in Brazil.

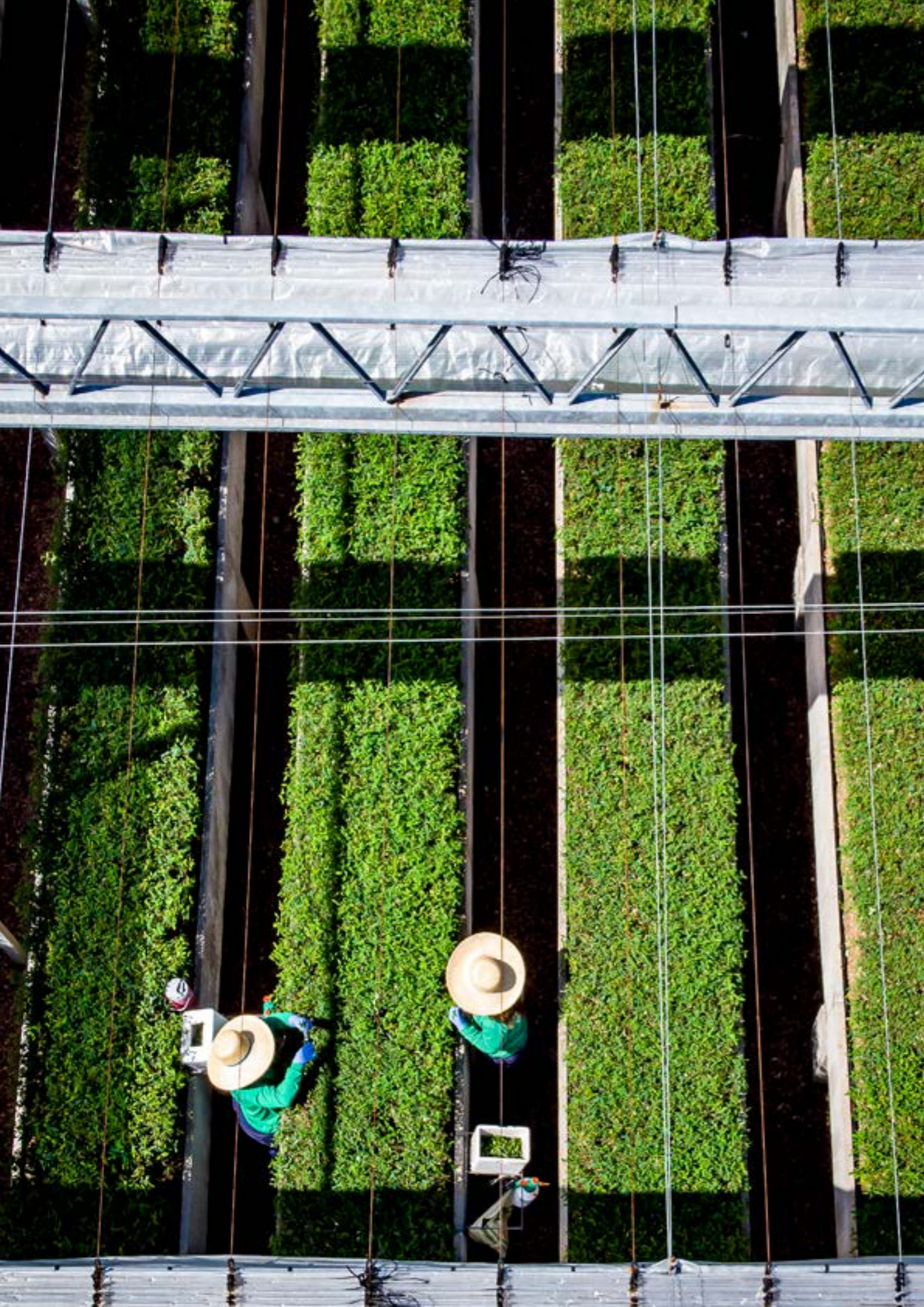
Some of the noteworthy aspects of the new Guaíba plant include a team of environmental technicians available 24/7 and new tools to monitor KPIs that are particularly relevant to neighboring communities. In terms of recycling, the project contemplates a 98% reutilization rate for solid waste, favoring transformation instead of disposal at landfills.

Green operation

In addition to using local labor and suppliers, BioCMPC planned its processes to prevent and mitigate impacts on the community. The plant site is located far from residential areas, and it is equipped with new air quality monitoring and noise control equipment, and an improved effluent evaluation system. In addition, the project contemplated reinforcing and rising the pre-existing acoustic wall on the southern boundary of the plant, and Company executives met regularly with neighbors to report progress of the works to them.

Private roads were used during its construction and implementation in order to not interrupt local mobility or block accesses to the urban perimeter. Working hours were restricted, with no night, weekends, or holidays shifts.

Finally, and in observation of the principles of circular economy, the required demolition works included a thorough dismantling of the structures, which enabled the reutilization of 89% of the materials, which were donated to schools and social centers in local neighboring councils.



A new order for food in the world

The technology applied to food production will shake up the fight against hunger and environment preservation, though, it will also leave some casualties on the road.





Like in many other aspects of human development, the Covid19 pandemic also negatively affected the efforts to reduce hunger at a global level. In the last update of the "report of world status of food and nutrition security," the World Bank Group (WBG) defines it as a stalemate as there is no improvement between 2021 and 2022 and it is still significantly larger than before the pandemic. Around 9.2% of the world population suffered from hunger, which is equivalent to around 783 million people. That is 122 million people more than in 2019.

By 2030, around 600 million people will be chronically malnourished. According to research "The Future of Food", Impact Road Map, XPrize, the planet is not properly equipped to maintain a population that will exceed 10 billion people by 2050. Thus, the publication warns that "if there is no drastic transformation through agreements and bold striking advances, we should expect a catastrophe."

The current discussion

The new production technologies are that drastic transformation. They offer solutions, but also challenge the future of global food systems.

The first challenge is to agree on a food policy that can ensure availability of food for all inhabitants in the planet, by taking care of the huge gap between the needs of the more developed countries, which are currently looking for an even healthier diet, and the urgent needs of underdeveloped countries, where millions of people are still dying due to food and water shortages. It is also necessary to consider the sustained growth of population and environmental threats.

The second challenge is how to face the impact of technology in a very powerful industry such as the food industry, which represents both an opportunity and a threat to society. It is an opportunity since advances will allow the access, in a short term, to alternative products to meat and other existing cattle products, with protein substitute products of better quality, cheaper, more nutritious, and

even tastier. This advance that could help improve the nutrition levels and hunger in the world threatens the system we know today.

According to the report "Rethinking Food and Agriculture 2020-2030" (Catherine Tubb & Tony Seba), a process of irreversible disruption is just around the corner. We are in the peak of the deepest, fastest, and most significant disruption in the agricultural and food production since the domestication of plants and animals ten thousand years ago, the document announces.

Experts assert that in 2030 modern food products will have better quality than the animal products they are going to replace, at a lower production cost (half or less) thanks to progress in precision biology, which allows programming microorganisms to produce almost any complex organic molecule.

The existing industrial livestock system will be replaced by the Food-as-Software production model, in which food will be designed by scientists who will upload separate molecules to a database, some sort of "molecular gastronomy book"- that will permit us design food the same way software developers create superior and cheaper applications every time.

At the same time, distribution will improve and it will be possible to control price volatility depending on factors such as seasonality, weather, drought, illnesses and other natural, economical and political determinants. For instance, geography will not offer any competitive advantage anymore since technology allows a production system that is more decentralized, stable and robust than industrial livestock.

Multiple impacts

However, it is not about only one disruption, but many parallel disruptions, each one of them overlaps, strengthens and accelerates the other, showing impacts in many areas. Economically, the new food products will be 50%-80% cheaper than the animal products they will be replacing, which will affect

the traditional industry. For instance, American bovine meat and dairy industry income will experience a 50% decrease by 2030, and almost 90% by 2035. Livestock and fishing industries will follow a similar path.

Meanwhile, the volume of crops required to feed livestock in the United States will drop 50% in 2030, and the value of farmland will decrease 40%-80%. The results for independent farms and smaller regions will depend on the alternative uses of their soil, value of commodities and political decisions made.

The environment will be greatly benefitted. The net emissions of greenhouse gasses in the area will drop 45% by 2030. Also, in the same year, oil demand in the American agricultural industry will decrease 50% due to the reduced activity.

Furthermore, 60% of the soil currently used for livestock and production of feeds will become available for other uses. If all this soil was used for reforestation, planting trees and using techniques that maximize carbon sequestration, all current sources of emission of greenhouse gasses (GHG) in the United States could fully recover by 2035.

Besides, GHG from livestock could fall 60% by 2030 and almost 80% by 2035, and the water consumption for livestock production and irrigation related to crops would reduce 50% by 2030 and 75% by 2035.

Socially, it is estimated that this progress will allow an average American family to save over US \$1,200 on food every year, that means, additional US \$100 billion will be available every year in Americans' pockets by 2030. Thanks to its better nutritional quality, health will suffer a positive impact, reducing foodborne illnesses, heart conditions, obesity, cancer and diabetes, of major impact in the population.

About employment, half of the 1.2 million jobs in meat and dairy production in the United States are estimated to disappear near 2030, which will reach 90% in 2035. On the other hand, the new food industry will generate at least 700.000 jobs near 2030, which will rise to one million in five years.

In the geopolitical aspect, trade relations will change due to its decentralization. Food production will depend a lot less on geographical and climate conditions, also animal products

exporters such as the United States, Brazil and the European Union, will lose geopolitical influence over those countries that depend on such shipments, since they would be able to produce them locally and at a lower cost without using too much land or other natural resources.

The power to speed up or slow down these changes are in the hands of political actors, investors, companies, and civil society as a whole. There are some decisions that may affect this development, such as the ones related to intellectual property, rights and approval processes of the modern food products.

As long as these decisions are made on the grounds of concrete information such as financial advantages and environmental benefits, it will be possible to move forward through the path of development. However, there is a risk that short term aspects may come up, which will intend to protect some sectors of the industry that will be replaced by the new food. "It is necessary to adopt a different approach to unblock the potential of this or any other technological disruption. This approach should capture the complex, dynamic and fast-changing world we live in," the authors stress.





PHOTO_GOOGLE

Ian Wilmut (1944-2023): My exclusive with the father of Dolly the sheep

BY IRINA TORO S.

When the news of the cloning of Dolly the sheep broke in 1996, I had just started my career as a reporter in the Trends section of the Chilean newspaper La Tercera. My editor assigned me the challenging task of tracking down one of its creators, the Scottish scientist Ian Wilmut, who was hitting the headlines of the world's most prominent newspapers at that time.

The advent of the internet had opened up new avenues for reporting, so I delved into the digital realm in search of information to reach him. I was racing against the clock due to the time difference. Through Yahoo's search engine, I stumbled upon his email address, which belonged to the Roslin Institute in Edinburgh, Scotland. I wrote to him with little hope that he would actually receive it, let alone read and respond to a newspaper at the end of the world. I remember that the subject line simply said: "Chilean journalist." In the body of the message, I began by apologizing for my rudimentary English.

Only a few minutes passed before he replied: "Dear Irina, your

English is very good. I'll be glad to answer your questions." I had sent him just two questions. I was eager to know how he was addressing the myriad ethical concerns associated with the first cloning of a mammal, which had sent shockwaves through the world at the time. He responded that he understood the concerns from various quarters, ranging from the Catholic Church to the scientific community itself. However, he was encouraged by the tremendous potential that stem cell research held for science, particularly in the field of medicine.

I also inquired about what lay beyond Dolly, to which he replied that this was not science fiction. The team's goal was to harness genetic engineering to combat age-related diseases through tissue regeneration.

Dr. Wilmut passed away in September at the age of 79 due to Parkinson's disease. I recalled this story, which was a triumph at that time. I would love to know today whether he would consider using his groundbreaking discovery to extend his own life.



The Central Banks sync with digital currency

BY PAULA MONTEBRUNO

The implementation of Central Bank Digital Currencies (CBDCs) varies from country to country and is constantly evolving. The motivation behind their development depends on economic circumstances, technological innovation, and financial security. How is it changing the way people manage their money?





Currently, 130 countries, representing 98 percent of the global economy, are exploring the development of Central Bank Digital Currencies (CBDCs), as revealed by the "Central Bank Digital Tracker" report published by the U.S. think tank Atlantic Council. Almost half of them are in advanced stages of development, pilot testing, or launch. This group includes notable progress in pilot tests in China, as well as Australia, Thailand, South Korea, and Russia. India and Brazil plan to launch their CBDCs in 2024, and the European Central Bank is currently evaluating the digital euro.

This represents a substantial advancement considering that, in 2020, only 35 countries were considering adopting digital versions of their currencies. Eleven nations, including several in the Caribbean and Nigeria, have already launched central bank digital currencies. The Central Bank of the Bahamas, for example, was one of the first to launch a CBDC called the "sand dollar," driven by the need for financial inclusion in the more than 30 inhabited islands of the archipelago, according to an article from Finance and Development, the quarterly journal published by International Monetary Fund (IMF).

In Sweden, on the other side of the world, a pilot project for CBDC is well advanced, while the Bank of England is still evaluating the possibility of a digital pound that could be operational in this decade. In the United States, progress toward a digital dollar is primarily in the wholesale version (bank-to-bank), with the retail version evaluation somewhat stagnant, despite lawmakers' insistence due to their concern about China's advancements in this area. China's pilot tests have already reached 260 million people, encompassing 200 areas from e-commerce to government aid payments.

The international scene has provided a positive environment to

boost the creation of CBDCs. It is also true that, at a global scale, the interest to consider the issuance of digital currencies develops in a context where the use of cash is decreasing, making way for the digitization of payments.

As per the governments, they are starting to react to the fast boom of Bitcoin, the first cryptocurrency issued in 2009, and the threats of technology companies regarding their capabilities to issue digital assets. "Since Russia invaded Ukraine and the response to sanctions of G7, wholesale CBDC development has doubled," asserts the Atlantic Council.

What is a digital currency?

A CBDC is the digital version of physical money (coins and bills). It is a platform provided by central banks so that private payment operators are able to manage user accounts. One advantage of digital currency is that it can be used to make instant payments and, due to its traceability, it is a safer means to not only reduce theft or hacking of personal accounts but also to combat crimes such as money laundering.

In addition to promoting financial inclusion, CBDCs can improve the resilience of national payment systems and encourage competitiveness, improve access to money, make payments more efficient, and lower transaction costs. Its implementation may help to clear money flows and try to maintain the role of monetary authorities in the management of the economy. However, with execution rise challenges and risks, such as the protection of personal information, cybersecurity, privacy and regulation.

During her inaugural speech at the Singapore FinTech Festival in November 2023, International Monetary Fund (IMF) Managing Director, Kristalina Georgieva, urged the public sector to continue preparing for the future implementation of central bank digital currencies and related payment platforms: "Countries are studying CBDCs and working on regulations to conduct the development of digital money," asserted as she pointed out that its success will depend on both political decisions and the response of the private sector.

Georgieva even raised the issue that CBDCs may be able to replace money in the global financial system, stating that although their implementation may not be soon, 60% of countries are looking into them in some way. "CBDCs can replace cash, which is expensive to distribute to island economies. They can offer resilience in more advanced economies and improve financial inclusion where only some have bank accounts," she said while presenting the recently published CBDC Virtual Handbook by the IMF.

Advancements in Latin America and the Caribbean

Advancements and motivations for central banks to introduce digital currency are different in every country and depend on specific economic, technological, and regulatory issues. The Bahamas was the first country in the world to venture into this means of payment, issuing its digital currency, the "sand dollar", three years ago, which is now fully operational.

This year, the Central Bank of Brazil presented the digital version of the Brazilian real, the "drex," on a digital platform that, in contrast to physical money, will be stored in virtual systems, which will allow transactions with the same value as the real. Access will be through digital wallets managed by financial institutions. This digital currency will experience no price variations and will be regulated by the Central Bank, according to Nubank, one of the world's largest digital financial services platforms, which announced practical tests as part of its integration into the "drex" pilot project, expected to be available by the end of 2024.

Other countries in the region, such as Colombia, Guatemala, Honduras, Trinidad and Tobago, Peru, Paraguay, Argentina, and Chile, are considering the implementation of digital currency. According to the Atlantic Council report, these countries aim to promote financial inclusion by providing the unbanked populations with easy and secure access to money.

In the case of Chile, the Central Bank (CB) issued the first "Report on the Issuance of Digital Currency" in May 2022, this detailed the actions to be taken by a technical working group consisting of public and private agents, including the Financial Market Commission (CMF), fintech companies, cryptocurrency transaction platforms, and electronic money. The second report, which has

not been presented yet, will provide information about progress made in various instances, including seminars, discussions, work meetings, and the results of a survey open to the community. Currently, the Chilean Central Bank is studying the impact of this new currency on financial and monetary policy, to later define its characteristics and eventually perform some test pilots.

Digital euro

Before a possible issuance of the digital euro, the European Central Bank (ECB) is in a preparation phase, using the results of the investigation "A stocktake on the digital euro. Summary report on the investigation phase and outlook on the next phase" as ground floor, presented in November of 2023.

The goal – according to the ECB – is to lay the groundwork for the eventual issuance of a digital euro to compliment cash money, which "comprises finishing the elaboration of operational rules of the digital euro and selecting the suppliers who may develop a platform and the infrastructure for the European digital currency." It also involves performing tests to ensure that it meets the Eurosystem's requirements and the needs of the users.

The decision to issue a digital euro can be made only after the implementation of the legislative framework. "Before making a decision whether to implement the digital euro, a couple of things need to happen. The most important is the legislative proposal from the European Commission, which must undergo a democratic process to become legislation. Only after that, the Governing Council of the European Central Bank will consider the decision to issue a digital euro," said Evelien Witlox, leader of the digital euro project at the ECB, during an interview for the ECB podcast.

She added that the digital euro's timetable will be affected by legislative debate and the time it takes to develop a payment system. "The preparation phase will last about two years, and then we will focus on finding suppliers for technological solutions while working on the design and standardization to ensure that the digital euro can be obtained and used anywhere in the eurozone," explained Witlox.

Regarding the contribution of the digital euro to the European financial system, the Bank of Spain notes that it would be to offer a European payment solution which will allow simple and free digital payments throughout the eurozone, where payment service suppliers could develop innovative solutions. "The digital euro would present advantages for the financial system, mainly in terms of competition, efficiency, innovation potential, inclusion, and resilience by offering an alternative infrastructure," says the financial institution.



NO MORE DRIVERS AFTER 2040

THE AUTONOMOUS VEHICLES AND THEIR REVOLUTION

BY IRINA TORO S.

According to the World Health Organization (WHO), traffic accidents kill more than 3,400 people and injure between 54,000 and 136,000 every day. This shocking number could be reduced by up to 90% thanks to the technology developed by Mobileye, the startup that created the leading Advanced Driving Assistance System (ADAS), which is being used in over 140 million vehicles and dominates 70% of the global market.

This technology gained fame in 2017 when Intel paid \$15.3 billion for it — the largest high-tech sale in the history of Israel and the second largest purchase in Intel's history. Mobileye is committed to what is known as "Vision Zero," meaning no deaths or serious injuries due to traffic accidents. To

truly achieve this goal, autonomous vehicles technology will have to obtain full autonomy - i.e., level V (five) autonomy. Reaching level V would not only mean zero road casualties but also the elimination of all the costs associated with traffic accidents - a number the WHO puts at 3% of national GDP.

According to the engineer Mois Navon, founder of Mobileye, fully autonomous cars will take over city life in no more than 25 years. In his lectures, he talks about the effects that the automation he helped design will have on the future of cities. This research, which took him years and is based on countless sources, shows how this disruption will have a great impact on urban life as we know it today.



Close your eyes and imagine that you no longer need to sit behind the wheel of your car. An app will allow you to request transportation when needed; a driverless car will arrive at your door in no more than 3 minutes, transporting you to your destination at an average speed of 137 mph. No parking will be necessary. Cars will be "on duty" for as long as needed, and when they need to "rest", there will be parking lots outside the cities where they can park and refuel themselves, ready for the command to work next day. And if predictions are accurate, \$4 trillion will be saved in driving expenses in the United States alone, thanks to increased driving efficiency and reduced car ownership costs.

THE END OF THE CRASH ECONOMY



Autonomous vehicle technology promises to make cars increasingly safer, significantly reducing accidents, and greatly impacting the so-called "crash economy" - i.e., traffic accident related businesses. Auto-repair shops and spare car parts will become superfluous, traffic courts will see a reduction of lawsuits approaching zero, and the car insurance industry will be significantly impacted. According to a report by KPMG entitled "The Chaotic Middle", autonomous vehicles could lead to a 90% reduction in the auto insurance industry by 2050.

DRIVERS AND CAR OWNERS WILL DISAPPEAR



With the autonomy of cars, not only do drivers disappear along with driving schools, driver's licenses, responsibilities for fines, accidents, or traffic law violations, but it could also mean the end of individual car ownership. On-demand mobility and ride-sharing are already generating new business models focusing on deploying fleets of cars instead of individual ownership. It is estimated that a private car costs \$1.50 per mile, while robo-taxis cost only \$0.20 per mile. That is a reduction in cost that consumers cannot overlook. Futurist Tony Seba predicts that ten years after the regulatory approval of 100% autonomous vehicles, "95% of all passenger miles traveled in the United States will be served by transport service providers operating fleets of autonomous electric vehicles, capable of offering a higher level of service, faster journeys, and safety at a cost up to 10 times lower" (RethinkX). And UBS Investment Bank predicts that "by 2035, 80% of people will use robotaxis in cities where available, and urban car ownership will decrease by 70%. By 2050, these vehicles will be roughly evenly split between robot taxis and privately owned cars" (Economist). This driverless transformation will help millions of individuals who do not have the ability to drive. U.S. government figures indicate that 20% of the population has some disability, and six million of them have difficulty accessing the transportation they need. According to the study "Self-Driving Cars: The Impact on People with Disabilities" by the Ruderman Family Foundation, this technology could create 2 million job opportunities for people with disabilities and save \$19 billion annually in healthcare expenses due to missed medical appointments. At the same time, it will address the isolation that exacerbates diseases or leads to depression, allowing for an increase in people's quality of life.

NO MORE TRAFFIC JAMS AND SHORTER TRAVEL TIMES



The fact that all cars know exactly where they are going, exactly where are all the other cars around them, and have the ability to respond to incidents immediately, will allow them to travel at high speeds inconceivable for human driven cars. And this because human drivers must be limited in the speeds they drive due to human reaction time. Deployment of fully autonomous vehicles, then, will result in considerable travel time savings. So, while more than 50 EU member countries signed a UN regulation that will limit the use and operation of automated driving vehicles, brands like Audi have designed a car that can reach speeds of up to 220 km/h. Hyundai predicts that by 2030, all its models will be autonomous and able to travel at 200 km/h.

FROM THE CITY CENTER TO THE SUBURBS



The dream of living in the suburbs of cities may come true for many families thanks to both effects of autonomy: traffic reduction and travel time. The "Advisory" report by RCLCO in 2015 predicted that "in the 2020s, suburbs and rural areas may experience a rise in demand as some users who have decided to live in smaller places located in denser sectors to avoid long commutes will be using autonomous electric vehicles to make these commutes less burdensome."

PARKS AND SQUARES INSTEAD OF PARKING BUILDINGS



Future cars will not need to park in city centers, allowing parking buildings to be used for residential apartments, offices, or shopping centers. The same will happen with open parking spaces, which can be replaced by squares and parks, while underground parking lots could be used as personal and industrial storage warehouses. It is estimated that in the United States, there are between 500 million and 2 billion parking spaces covering 10,000 to 41,000 square kilometers, equivalent to the entire size of the Tarapacá region in Chile (42,000 square kilometers).

REDUCTION IN THE PRICES OF GOODS AND DELIVERY



Robot trucks will be rolling warehouses. They will not have a cabin or amenities for the driver. They will not take breaks to rest. Programmed to drive at constant and optimal speeds, these robot trucks will engender great energy savings. These savings in delivery costs will translate into savings in the price of the goods delivered. And the goods will be delivered faster since the robot trucks drive outside current working hours. Meanwhile, e-commerce and food delivery are already implementing AI technology to efficiently deliver products directly to consumers.

NEW AUTOMOTIVE AND AEROSPACE INDUSTRY



According to GM VP Lawrence Burns in his book "Autonomy," the advent of autonomous cars will halve the number of vehicles currently on the road. Tony Seba adds that "annual car manufacturing will fall by 70%." But the autonomous vehicle revolution will not only affect the car industry, it will also affect the aerospace industry! For short-haul flights, many will prefer to travel in an autonomous car and avoid flight delays, security checks, lines, and luggage limitations. A study entitled "To Drive or Fly" (<https://commons.erau.edu/ijaaa/vol5/iss1/3/>) revealed that three-quarters of respondents found it more attractive to travel in a driverless car if guaranteed they wouldn't need to rent a car at their destination.



MOIS NAVON

THE CREATOR OF AUTONOMOUS CARS



During his visit to Chile, we spoke with one of the creators of ADAS technology, the American/Israeli engineer Mois Navon. Mois is also known for creating video on-demand systems for commercial airplanes and designing the computerized missile defense simulator for the U.S. Strategic Defense Initiative (a.k.a. "Star Wars"), as well as numerous other technological innovations.

Who is Mois Navon

Born to Turkish-Jewish immigrants, he grew up in sunny Los Angeles, surfing waves and engaging in outdoor sports, which he still enjoys, especially cycling. But it was his interest in math and science that brought him to engineering. While completing his engineering studies at the University of California (UCLA), family friend Ray Eskanazi invited him to intern at NASA's Jet Propulsion Laboratory (JPL), where he helped create an innovative image processor to automate cancer cells detection.

While working at JPL, Navon developed his engineering skills but also learned that engineering is really just a vehicle to fulfilling purpose. "Ultimately," he explains, "we are all here to fix ourselves and fix the world." This little piece of Jewish philosophy, known as "tikun olam," sparked Navon's interest in Jewish philosophy. And so, upon completing his degree in engineering he took a year off to go study Jewish philosophy in Israel. He realized then that he had to find a way to combine his passions for engineering and Jewish philosophy.

His dream came true in 1992 when his wife, Deena, encouraged him to accept a job offer in Israel as part of IBM's chip design team. That would be the first of numerous positions in which he

contributed to the development of high-tech products powering the automated world we live in. But being in Israel allowed him to dedicate time to learning Jewish philosophy as well. And so, in parallel with developing new technologies by day, he studied to become a rabbi by night.

Things became difficult after the dot-com crisis in 2001, which left Navon, along with many other Israeli engineers, unemployed. But his Jewish philosophy - which teaches that "everything is for the good" (gam zu letova) - allowed him to maintain a positive perspective. After a long job hunt, he joined a small start-up as one of its founding engineers, tasked with perfecting an automotive image-processing system capable of detecting and alerting drivers to potential dangers on the road. That small start-up became the world famous autonomous vehicle leader: Mobileye. "The CEO told me that we would sell this technology in two years ... but, in reality, it took over 16 years," Navon recounts. "If I learned anything from the journey it is that, in addition to a good idea to help the world and a good team implement it, the ultimate key to success is perseverance."

After the sale of Mobileye, Navon decided to dedicate more time to philosophy and went on to earn a Ph.D. in Jewish Philosophy at Bar Ilan University. But he still maintains his life of combining engineering and philosophy as he is currently professor of Ethics in AI at the Ben Gurion University. He also manages to travel the world talking about philosophy and ethical issues arising in the field of artificial intelligence. His central themes include the future of cities, the ethical dilemmas of AI, robots and, of course, autonomous vehicles.



WE PRODUCE OUR FIBER FROM EXTENSIVE SUSTAINABLE AREAS

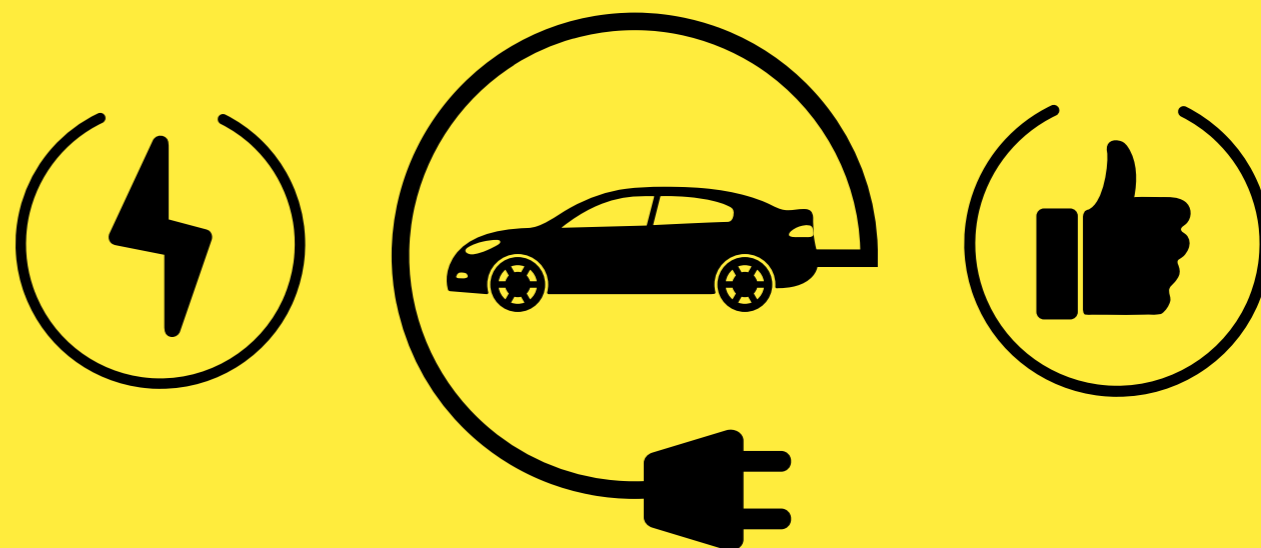
From a noble, certified and renewable resource with infinite potentialities.





ELECTROMOBILITY LATIN AMERICA TAKES UNEVEN STRIDES

Electromobility is the hope to make the world transport system sustainable, for which countries must work on challenges that slow down or stop its incorporation and development today, from the availability of an appropriate freight highway, issuance of tax incentives for the purchase of electric vehicles, to the incorporation of clear and consistent policies and regulations. Providing the sustainable growth of electromobility in Latin America will require collaboration between governments, private companies and society.



Gas, diesel and ethanol are still the main fuel used in transport in Latin America and the Caribbean, where this sector presents a consumption of 38% of the primary energy supply. According to research conducted by the Economic Commission for Latin America and the Caribbean (CEPAL in Spanish), the region would be able to prevent around 1,341 billion tons of CO2 in 2050 generated by transport.

The region is incorporating electric vehicles little by little: 143,281 sold hybrid electric units were added in 2022, meaning a 21.7% increase with respect to 2021. However, this advance shows a pace difference between countries due to different regulations and/or decarbonization plans, along with high purchase costs, high import duties and limitations in freight facilities.

Difference between countries

"While countries such as Brazil, Mexico, Colombia and Chile manage clearer promotion policies and electric road maps, markets such as Peru do not have an electromobility framework, and the modification of Law 28.832 is being discussed in order to promote more renewable energies," says Bloomberg in an article published commemorating the World Automobile Day 2023.

This is, as Peru already has a decree on freight facilities to promote electric mobility, but lacks facilities management regulations.

Meanwhile, prices of electric vehicles are one of the greatest obstacles in Mexico -despite its important automotive industry- along with the lack of tax incentives and freight infrastructure.

In Argentina, a dozen of draft laws had been presented to the

Congress until 2021 to develop and promote electromobility with different scopes and objectives, but they did not make it to Parliament. There were incentives for electric vehicles import in the past as well, but they expired.

Strategic planning

In the 6th Regional Technical Forum of Energy Planners, CEPAL communicated that 27 out of the 33 countries in Latin America and the Caribbean have prioritized transport sector as central element to reach their emission reduction goals (NDC) and are supported by their legislation that encourages the entry and/or use of electric vehicles.

However, the incorporation of electric mobility in the region must be done along with a process of energy planning to incorporate renewable energy sources that support the new demand. "The transition towards electric public transport requires investment in production, electrical network, distribution and freight infrastructure (electroliners)," according to the international body.

Also, CEPAL states that the region is making progress on imports without strengthening its productive capacity as 99% of imports come from China.

To move forward, the commission recommends to "stimulate demand with stricter regulations and mechanisms of planning and coordination. Secondly, promoting the strengthening of supply "by creating a market that ensures predictability and growth, subsidies and incentives." Finally, articulate "complementary policies, development of renewable energies, sustainable productive processes, and continuous training.



NEW FUND: BOOSTING FORESTRY INNOVATION

Innovation is key in the strategy of CMPC for 2030, where new and disruptive technologies not only add value for clients and consumers, but also allow more efficient and sustainable processes.

CMPC is looking for its projection in 100 years implementing biosolutions that fulfill the market needs promptly. This is what some of its targets for the next year show, in which it is expected that one third of process improvements come from innovation, digitalization or data use by next year; that a 20% of goals achievements of sustainable development are reached using new or disruptive technologies; also that 10% of sales are from new and innovative products, businesses or business models.

In this context, the CMPC introduced a USD \$100 million innovation fund, in order to create an economy of the future that values all the potential of the forests and fiber from trees. This fund comes from the CMPC innovation area and its work throughout five years, and is the first in this category in the forest industry

and the biggest in Latin America, which has introduced them to 700 startups from over 40 countries.

This initiative wants to accelerate the incorporation of technologies, development of new products and eventual new business lines to CMPC through investigation in disruptive startups; development of I+D through the collaboration with academia; and development of collaborative projects, always with a global view and scope. All this, together with the expansion of CMPC Ventures, the corporate inversion fund of the company introduced in 2021, which has already done 5 inversions and 4 I+D projects.

This project will be deployed with partnerships in different parts of the world, and will focus mainly on innovative solutions that either have adequate technological development as proof of concept or are in the validation stage of their commercial proposal or business model, with concrete, ambitious value proposals, aligned with our verticals, purpose, innovation cores and the

CMPC strategy, where 15% of its total will be invested in Chile. This is not designed as a contest, but it considers internal processes that will allow the evaluation of all opportunities. The focus for investment is in five verticals connected to new uses of the fiber and forests of CMPC. It aims towards diversifying and complementing its offer of value (see image).

> FOCUS FOR INVESTMENT:

- New uses for cellulose, such as textile fibers.
- Sustainable construction: new uses for wood
- New materials from biorefinery: lignin, nanocellulose and biofuels
- Smart Forestry and other digital solutions.
- Sustainable Packaging

"We want to give value to all fiber from the forest, all its potential and the potential of the trees for an economy of the future that would replace fossil fuels, give entrepreneurs access to the knowledge collected over 100 years of CMPC," says Felipe Alcalde, Chief Competitiveness and Innovation Officer.

The executive asserts that this fund works only if there is collaboration. "There are some very good ideas all over the world and our role is to find them and boost them. Universities and investigation centers are giant pillars, the second pillar is all entrepreneurs, and the third pillar is solving problems and overcoming challenges we have in common with other companies of different sizes and from other sectors, like substitution of plastic in packaging, for example.

FIVE YEARS OF WORK

The innovation management, created in 2019, has been working for five years and has connected over 700 startups from over 40 countries. "Through our presence in Europe, our office in Finland and the connection with the international offices of CMPC, we currently have more than 30 partners in 9 countries, that allow us connect CMPC to the most disruptive developments in our industry," says Bernardita Araya, CMPC Ventures Manager. "Introducing this fund is a bold evolution that we have been creating and learning to create as part of our Strategy of 2023," she adds.

Felipe Alcalde mentions that they want to get closer to a cutting-edge position in innovation: "We believe we have to play a role in a world where biosolutions give us more sustainable solutions for the consumers of the future. We are confident that natural fibers have huge possibilities and we want to develop, together with other agents, the innovation required for these projects to see the light."

For this purpose, the company has set internal processes that allow "entrepreneurs to access the knowledge collected over 100 years of CMPC, supporting processes of research and development, collaboration with our experts in order to accelerate the discoveries and validations, connection with all the CMPC Ecosystem, available for operations of first pilots and tests, looking for clear areas of synergy that permit the growth and consolidation of every solution, opening markets and supporting escalation," adds Bernardita Araya.

THE PROCESS

If people want to learn more about the initiative and present projects or startups, they can access www.cmpcventures.cl. Projects will be revised by internal teams at CMPC to advance through different technical, commercial and strategic validation stages. If approved, they will be evaluated by the board of investment, led by Francisco Ruiz-Tagle, Bernardita Araya, Bernardo Larraín, Bernardo Matte Izquierdo, José Antonio Correa, Rafael Cox and Felipe Alcalde.

For 2024, the idea is to keep strengthening its presence worldwide, connect with the ecosystem in Chile with new partnerships, keep supporting the growth of campaigns of the portfolio, and make new investments.

RE-ENGAGING AUDIENCES AND RECONQUERING THEIR TRUST: STRATEGIES OF ENGLISH AND AMERICAN NEWS MEDIA

BY SILVIA CARRASCO

In the contemporary digital age, information flows more like an unstoppable deluge than as a mild creek; trust in news sources is now a rare and fickle commodity. In a world inundated with disinformation, from outright falsehoods to opinions masquerading as facts, information outlets face the need to establish trust as an increasingly more pressing challenge. Additionally, the relevance of media is heightened within societies that are growing in polarization, while at the same time, this same polarization acts to further erode confidence in news products.



In this context, trust transcends journalists and the newsroom, as it also connects with each media company's policies, which are determined by its ownership structure and executive-level managers. It is essential to note, for instance, that certain transparency practices can only be implemented if formally incorporated into the media policy. But for companies facing a fragmented audience and in an industry that's struggling to survive, it gets harder to face challenges concerning both of its traditional clients: audiences and the advertising industry, the latter being its customary business ally.

The days of cherished news rituals, when newspapers accompanied our breakfasts and commutes, and families gathered for the evening newscast with rigorous punctuality, are long gone. Nowadays, every imaginable media outlet resides within a single, incessantly updating device that captures our attention with a constant stream of notifications. The concept of exclusivity is no longer part of the mediascape. Modern news media now grapple with the challenge of engaging an audience on the move – whether walking, commuting, driving, or cycling – while their thoughts jump from news to TV series, gaming, or music within seconds. How to build a loyal audience when more and more people feel disconnected from the news altogether?

The challenge is dual, as it encompasses both trust and engagement, two realms that don't necessarily go hand in hand.

HOW THE BUSINESS MODEL IMPACTS THE NEWS PRODUCT

Media corporate leadership significantly influences the news outcome. We are not talking of undue managerial pressures on the newsroom, which mostly are and should remain out of the equation. But media policy has a key role in fostering journalistic autonomy. We are referring to a subtler level of involvement which shapes the final news product, from newsroom size and seniority, to delivery formats and the technology available to news professionals. Instances such as management identifying a specific audience niche and deciding to address it, affect both the format and content of news products.

Traditionally, media focus on providing present-centered news products. These outlets aim to deliver the most up-to-date news for today's audience. Products such as breaking news and daily live blogs have become the most widely read articles on websites like The New York Times, Financial Times, The Guardian,

SkyNews, and BBC. Their success can be attributed to features such as timely updates with relevant content, graphical timelines of major events, and a side column summarizing the day's key points. The live blog feed also includes links to related past or present articles and opinion pieces, which serve to increase the time readers spend on the site. This approach requires a managerial and editorial decision, with at least two senior journalists working in shifts to produce these pieces, which can either take the form of a single live blog for all news, as seen in the Financial Times, or multiple live blogs, each dedicated to a hot news topic of the day, as practiced by The Guardian or The New York Times.

Conversely, other media outlets, and even sections within the same media organizations, adopt a different approach to engage news consumers. They provide more explanatory content, avoiding the rush to publish up-to-the-minute news. Their primary focus is not on capturing today's broad audience; instead, they target a niche readership, listeners, or viewers. This strategy amasses larger audience volumes over extended periods as the content remains evergreen. A prime example of this approach is The Economist's eight-chapter podcast, "The Prince," featuring a well-documented biography of Xi Jinping, the Chinese leader. The BBC also explores historical topics through series produced as both podcasts and TV series simultaneously, such as "13 Minutes to the Moon," a 12-episode series that delves into the first moon landing and the public image competition between world powers during the Cold War. This series also examines the enduring impact of those early space travels on today's space exploration. Another noteworthy example, taking the form of both a TV series and a podcast, is the nine-episode "Boris," a biography of Prime Minister Boris Johnson. Notable podcasts in this regard also include "Planet Money" by NPR, "Today Explained" by Vox, and "Sensemaker" by Tortoise.

Vice Media and Tortoise Media are outlets dedicated to long-tail products. Vice, originally a magazine from the early '90s, has since shifted its focus to broadcasting and website content delivery. In contrast, Tortoise Media is a native digital media that practices a form of slow journalism, combining subscription-based and advertising models. Their flagship podcast, Slow News, practices in-depth investigative journalism covering globally significant topics. Some of their notable stories include the rise and fall of Yevgeni Pregozhin, a mercenary with ties to President Vladimir Putin, and the activities of Iranian squads hunting dissidents in London. These are just a couple of the numerous issues they have explored and

prime examples of the site's long-tail news production strategy. Although innovative and centered on mobile delivery, Tortoise faces competition from the likes of Politico, NowThis Media, and BuzzFeed. In an era marked by news fatigue, with people actively avoiding news consumption, as highlighted in the 2022 Reuters Digital News Report, mobile news delivery emerges as the most effective channel to reach an elusive audience.

The strategy of reviving news rituals deserves a quick review. It works well with text, but especially through short podcasts delivered before dawn, featuring the major news topics that will dominate the day ahead. Outstanding productions following this model include NPR's "Up First," a 10-minute podcast covering two main U.S. news stories and a third one about global news; "The World in Brief" from The Economist, a three to five-minute piece, summarizes eight global news stories; and "FT News Briefing," also a podcast, provides a 9-minute overview of four or five major global economic news stories. Instead of listening to one hour of general news, an increasing number of people seek summarized niche news. It's worth noting that while commuting, listeners enjoy the availability of on-demand content. They choose among the available options and queue them up to be consumed in a linear mode, one after another. This is particularly true for listeners because they usually engage in listening as a secondary activity while doing other tasks such as driving, commuting, going to the gym, or doing household chores. This behavior is a well-known key feature for news producers.

Certain managerial and editorial decisions need to be discussed in the context of each specific outlet's intended target audience according to its business plan. These decisions can often be highly contentious. Whether news products are aimed at a broad multinational audience or a niche audience with specific affiliations, such as religious, political, or national, this definition introduces a set of complex issues into the news decision-making process.

One extreme example of this occurred during the 2020 U.S. election at Fox News. Its anchors disseminated groundless allegations of election fraud and in doing so were supported by the Murdoch family, owners of the TV station. When confronted legally, Fox News settled by paying nearly \$800 million to Dominion Voting Systems to avoid a trial. Internal company records released as part of the lawsuit exposed that Fox News broadcast these false claims seemingly to retain viewers who were leaving the network due to its failure to align with the narrative of election fraud promoted by the defeated Trump campaign.

Another source of controversy, which has not escalated to a legal battle, is the BBC's decision not to classify Hamas as a terrorist organization. While the BBC cites governments and multilateral insti-

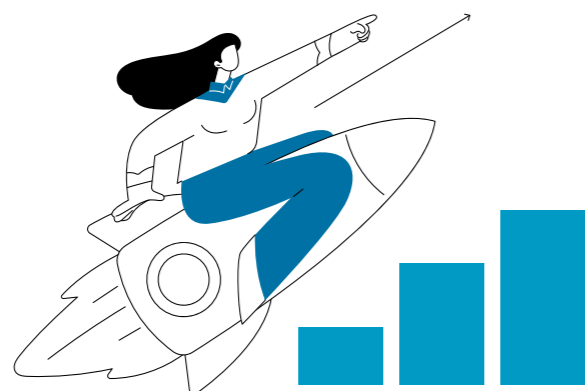
tutions when referring to Hamas as a terrorist group, this designation is not consistently applied, which has exposed the corporation to critical reviews from the entire political spectrum. The BBC officially stated that the term 'terrorism' carries emotional weight, especially during wartime, and that both sides use it to label their adversaries. The BBC claims to remain impartial in the face of mutual accusations by different parties. This practice extends beyond the Gaza-Israel conflict, as the BBC also refrains from labelling organizations like ETA in Spain, ISIS in the Middle East, or the IRA in Northern Ireland as 'terrorist.' The intended target audience is at stake: The BBC emphasizes the importance of maintaining the trust of its entire audience due to its extensive global presence, a strategic business decision that includes viewers in the Muslim world.

THE TRUST EQUATION

Traditionally, news media's primary commitment to society manifests in the process of creating news stories and of pursuing facts to uncover the truth. However, this commitment has evolved to include additional responsibilities related to transparency and accountability in a bid, among others, to rebuild public trust.

One of the initial challenges that news media encountered with the rise of the internet was that they were no longer the sole producers of news content. They had long enjoyed exclusivity in being the primary identifiable source of information for many receivers, and this exclusivity ended with the emergence of social media. The new communication environment merges together contributions from various participants directed at numerous recipients. It took a while for traditional media to fully grasp this new landscape, and during this time they sometimes resorted to clickbait practices. Simultaneously, the advertising industry sought more effective channels to capture audience attention. Eventually, the storm began to subside.

In the realm of news media, transparency practices are still in their trial-and-error phase. After investing in skilled investigative journalists and/or successfully combining their digital and traditional versions, some legacy media outlets have made strides in their levels of social trust. However, they are acutely aware that such hard-earned trust can't be taken for granted. One of the measures to maintain credibility is to create fact-checking teams, but their role remains a subject of debate. For a period, these units shifted the focus of news companies from reporting what is happening to the constant examination of false or misleading information in the public discourse. However, a more effective strategy involves the full integration of verification teams into the newsroom, enabling them to seamlessly complement day to day reporting efforts rather than producing standalone content.



MEDIA PRACTICES

There are simple practices that can be quite challenging for a news team, even if newcomers tend to find them straightforward enough. For example, being transparent about mistakes. The Guardian newspaper takes an exceptionally thorough approach to transparency regarding their errors. They maintain a dedicated section for "recently amended articles" (<https://www.theguardian.com/profile/editor-of-the-corrections-and-clarifications-column>), where they list and detail modifications made to articles. Additionally, at the end of each revised article, The Guardian provides specific information about the error that was corrected. To prevent the dissemination of decontextualized or outdated information, The Guardian has a system that displays a highlighted yellow message at the beginning of older news articles, indicating their age. The Economist and The Financial Times, also adopted similar approaches, which is a testament to their commitment to transparency in news reporting and corrections.

Furthermore, the BBC podcast "More or Less," hosted by Tim Harford, is dedicated to the critical review of the accuracy and validity of statistics.

While it often focuses on statistics featured in the British press, including the BBC, its primary objective is to assess whether the interpretation of these statistics is accurate, incorrect, or misleading. Tim Harford's examples offer a glimpse of a significant shift taking place in journalism practices. Traditionally, approximately 70% of news reports rely on information obtained through interviews, which is essentially second-hand information.

Specialized data-centric media outlets like Bellingcat (www.Bellingcat.com) contend that data, rather than human-provided information, is the most reliable source of information. Bellingcat is known for producing in-depth investigative journalism with a global impact. For instance, their investigation revealing the identities of Russian agents involved in the poisoning of Russian dissident Alexey Navalny

became the subject of an Academy Award-winning documentary titled "Navalny."

Tortoise Media takes a unique and engaging approach to emphasize their commitment to transparency. On their landing page, they feature a column on the left side that includes a simple graph known as "The News Matrix." This graph serves as a daily snapshot of the newsroom's decision-making process. Within the graph, each of the six main news stories is represented by a single position, defined by two axes.

The vertical axis represents the news story's relevance, with the most relevant stories at the top and less relevant ones below. Meanwhile, the horizontal axis stretches from the least surprising news on the left to the most surprising stories on the right. This "News Matrix" offers a valuable insight into the journalistic perspective that guides the Tortoise newsroom.

Exploring additional dynamic facets of today's journalism, such as news personalization, which involves curating a specific set of news for each audience member, as practiced, and disputed at NPR, a US public media system, would require an entire article of its own. Additionally, there is an ongoing heated debate concerning the utilization of artificial intelligence in journalistic tasks.

In summary, the news industry finds itself deeply engaged in an ongoing process of reinventing its journalistic and transparency practices. This collaborative effort involves not only the newsroom but also media executives, as many of the practices detailed in this article need to be fully integrated into media policies. It's essential to emphasize that none of these practices guarantees loyalty from either the audience or the advertising industry. It's also important to state unequivocally that none of these practices can be effective in the absence of fair, well-reported, and relevant journalism.





2024, THE YEAR OF THE WOODEN DRAGON

According to the Chinese zodiac, 2024 is set to be the Year of the Wooden Dragon. The dragon holds the fifth position in the twelve-animal Chinese zodiac and symbolizes nobleness, honor, power, luck, and success. Wood, on the other hand, is associated with growth, renewal, and creativity.

Renowned astrologer and writer María de los Ángeles Lasso pictures the dragon as a sort of phoenix, being the only mythical creature in the zodiac, and thus, it always brings a different perspective compared to the other animals. For this reason, 2024 is expected to be a year of inventions and discoveries. The wood element, however, represents resurrection, reinvention, and rising from the ashes.

The author of the book "Chinese Horoscope 2024, Year of the Wooden Dragon" explains that the next two years will be governed by two cold-blooded animals, the dragon and the snake, which she describes as the yin and yang of the horoscope. These animals are expected to bring paradigm shifts, especially in global economic matters. Traditional currencies will lose value, while new ones will rise, and the stock market will experience volatility throughout the year.

In her book, Lasso describes the year as follows: "The dragon approaches with a subtle rustle of wings in the wind. Strong, powerful, and forward-looking, it heralds a new era in which we will be surrounded by astonishing advances, as this vibrant element is characterized by creativity. The glorious spirit of the wooden dragon will provide the necessary energy to further strengthen the environmental movement. Although it won't reduce the number of natural disasters on the horizon, it will accelerate the awareness of a significant portion of humanity."

She adds that in the next two years, during which this element will govern, "we will initiate a process of physical and psychic rejuvenation. The gaps left by the violence of previous years will gradually begin to heal, reshaping the power dynamics into a completely different scenario from the one we had at the end of the Cold War. With the ongoing wars, a new landscape is starting to take shape."

Outstanding figures born in the Year of the Dragon: Joan of Arc, Charles Darwin, Nikola Tesla, Salvador Dalí, Pablo Neruda, Vicente Huidobro.

NEW CAT IN COLOMBIA UNKNOWN TO SCIENCE

In June 2023, the scientific magazine *Genes* announced the discovery of a new species of feline in Colombia, the Gato de Nariño, after two decades of research by genetics specialist, Manuel Ruíz-García. In 2001, Ruíz-García found a peculiar skin in the biological collections of the Humboldt Institute. After comparing the DNA with other species, he confirmed that it was a new species of feline, *Leopardus narinensis*, which evolved evolutionarily separated from nearby species approximately one million years ago. Despite the uniqueness of the discovery, the only tangible proof for now is the skin, because the Gato de Nariño is on the verge

of extinction and lives in an area that is difficult to access. This scientific milestone challenges the belief that all species were discovered and highlights the need to protect Colombian biodiversity. Science continues its search to understand and preserve these unique species that, although on the verge of extinction, have remained hidden until now in the Colombian mountains. This research, which took him years and is based on countless sources, shows how this disruption will significantly impact urban life as we know it today.



Ecuador: An Unknown Treasure

Ecuador has long been hailed as a captivating destination for all family members due to its “four worlds” of diversity. With its varied landscapes, rich cultural heritage, and many family-friendly activities, Ecuador offers an unforgettable experience for travelers of all ages. Whether families seek thrilling adventures, breathtaking natural wonders, or enriching cultural experiences, Ecuador has it all.





Ecuador offers many enjoyable attractions and activities that cater to visitors of all ages. The country's fascinating landscapes include volcanoes, mountains, forests, and coastal regions. "We invite families from around the world to embark on an extraordinary adventure in Ecuador, where nature's wonders and cultural treasures combine to create an unforgettable vacation experience," says Niels Olsen, Minister of Tourism of Ecuador. "From the enchanting Galápagos Islands to the awe-inspiring Amazon rainforest and the captivating city of Quito, Ecuador offers diverse activities that will leave lasting memories for the whole family."

Below are some of the many activities families with children can enjoy during their vacation:

Adventure in the Galapagos Islands:

Also known as the "enchanted Islands," this destination is considered an earthly paradise. It is home to many marine species and exotic birds that can be admired up close as families discover dreamy natural scenarios. The Galapagos Islands are an extraordinary destination due to their astonishing native flora and fauna, found nowhere else on Earth. Visitors can enjoy diverse activities, from bird and whale watching to thrill-seeking water sports, including surfing, snorkeling, kayaking, and paddleboarding.



Unwind in the Pacific Coast:

Bathed by the waters of the Pacific Ocean and with a warm tropical climate throughout the year, this region attracts water sports fans and lovers of beach life, nature, and endless golden sunsets. Inland, there are several picturesque towns renowned for their local cuisine and artisanal crafts, while on the coast, visitors can divide their time between the thriving city of Guayaquil, historical sites and extensive plantations of cocoa, bananas, palm trees, and rice.

Explore the Amazon Rainforest:

Considered a global repository of mega-diversity, the Amazon Rainforest constitutes a world of its own. Still partly inhabited by indigenous people and boasting a magnificent variety of flora and fauna, visiting families can enjoy thrilling activities such as rafting along the fast rivers that descend from the rainforest or paragliding through the skies while taking in the breathtaking views. There are also forest trekking expeditions and camping experiences.

Indulge in culinary delights:

Ecuador offers a universe of land and sea aromas and flavors that is sure to win over many an exacting palate. Ecuador is known as a country of infinite flavors, offering different traditional dishes that vary depending on the region and time of year.



Ecuadorian culinary tradition combines delicious natural produce and draws from the experience and talent of chefs and cooks, who prepare recipes passed down from generation to generation. Some emblematic foods include ceviche, colada morada, and fanesca.

Enjoy heritage festivities:

Ecuador's rich tapestry of history, traditions and customs expresses itself through various cultural manifestations and celebrations observed throughout the country. Deeply rooted in ancestral, indigenous, and traditional mestizo communities, these symbolic and culturally significant events showcase Ecuador's diverse heritage. Among the most notable festivities are the Diablada de Pillareña, Carnivals, Feast of Fruit and Flowers, Corpus Christi, Dancers of Pujilí, and Black Mama, among numerous other dynamic and multicolored celebrations.

Experience the Mindo Cloud Forest:

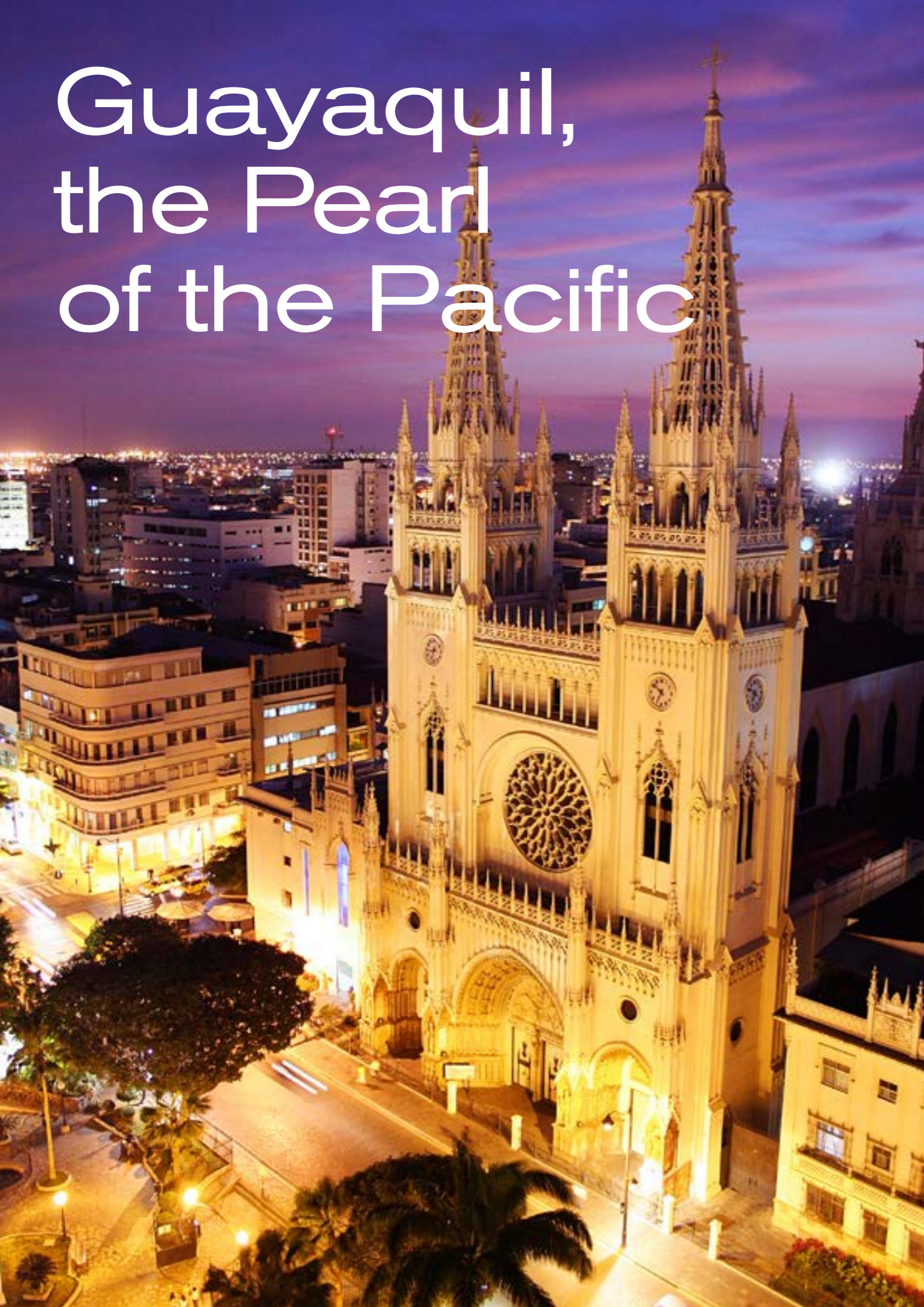
Nestled within the captivating landscape of Ecuador, the Mindo Cloud Forest stands as a natural wonder of immense beauty and ecological significance. Home to many diverse bird species and a variety of unique flora and fauna, it offers a remarkable experience for nature enthusiasts. Visitors can explore its verdant trails, encounter cascading waterfalls, and admire vibrant orchids and bromeliads. Adventure activities like zip-lining and river tubing are available, all while ensuring the preservation of this delicate ecosystem through sustainable tourism practices.

Discover the origin of cacao:

Experience the enchanting world of Ecuadorian cacao through captivating tours while exploring the rich history and culture surrounding this exquisite delicacy. Discover the Routes of the Land of the Finest Chocolate and enjoy unique aromas and flavors by visiting the Cacao Museum, where you can delve into the journey of cacao cultivation, from the lush plantations to the artisanal processes that turn it into delectable chocolate.



Guayaquil, the Pearl of the Pacific



Guayaquil offers a wide range of activities and luxurious accommodation to enjoy a vacation like no other. This lavish city is located on the south coast of the Pacific, next to the Guayas River, and it is Ecuador's main port and most populous city. There are multiple cultural venues like museums, parks, shopping centers, bars, and high-end restaurants to give visitors a traditional Ecuadorian experience with, if you are so inclined a luxurious twist.

Some restaurants worth indulging in are:

- Le Gourmet: considered one of the best restaurants in the city. It fuses traditional Ecuadorian meals with French haute cuisine. It has a modern ambiance, excellent service, and an exquisite menu.
- Mikka: this restaurant takes its visitors through Nikkei cuisine, specializing in seafood and Pacific Coast products.
- River Market: located close to the Guayas River, the restaurant brings together tradition and innovation. It is a peaceful and modern place set as a tribute to what was historically the point of entry and departure of Guayaquil's products.

Other activities include the best spa in the country and private chocolate and coffee tours to immerse yourself in the growing and production of these delicacies. There's also the option of hiring a private tour of the animal

sanctuary in the city center, or you can keep it more traditional with a private downtown tour to get a closer look at Ecuador's culture.

After experiencing Guayaquil, finding the perfect place to stay is crucial.

Some of the best options are:

- Hotel del Parque: this 5-star hotel is surrounded by botanical gardens, so each accommodation has a view. Guests have access to a bar and local restaurant within the property. At the hotel, there are masterclasses and chocolate testing sessions for guests.
- Oro Verde Guayaquil: a 5-star hotel with all the services guests can expect. It offers an outdoor pool, spa, gym, and four restaurants.
- Hilton Colon Guayaquil: this hotel offers a pool, five restaurants, two bars, and a wellness center and spa to make the 5-star hotel the most appealing option to its guests.





PRESERVATION OF THE RUIL



RECOVERING THE NATURAL VALUE OF A SPECIES

In 2017, a wildlife fire struck the Maule Region forest, threatening the very existence of the Ruil, a tree that only grows in this area. CMPC, together with a group of researchers and scientists, and the local community, began the work of restoring the Maule coastal forest. Thanks to them, this endemic species has returned to grow in its natural environment.

FIND OUT MORE AT [CMPC.COM](https://cmpc.com)



Thanks to:
Ecuador Tourism Board and the Ministry of Tourism of Ecuador which oversee the direction, regulation, control, planning, management, promotion, and communications to position Ecuador as a preferred tourist destination, given its exceptional cultural, natural, and life diversity.
The tourism board promotes responsible tourism for sustainable social and economic development. For more information, visit <https://ecuador.travel>

100 YEARS OF BMW MOTORRAD

BY ALEXIS CARES



**ARE WE BUILDING
AIRPLANES OR TRACTORS?
BETTER BUILD
MOTORCYCLES...**



"This is crazy, you're going to kill yourself; people die in those cursed creations... But my God!"

Ernst Henne was born in 1904, a German with the precise touch of madness to render him immortal. In fact, he defied all predictions of an early demise and passed away in the twenty-first century at the ripe-old age of 101. And from natural causes, no less. Even if the BMW motorcycles he loved and raced like a refined madman were innocent regarding his passing, they were the perfect vehicle to carry the legend that Ernst created for himself: against the backdrop of the great European wars, he made a name for himself as the fastest motorcycle pilot on the planet.

Ernst became an apprentice in the renowned family saddlery at a very young age. Alas, leather bored him quickly and by the age of 15, he had already trained and registered as a motorcycle mechanic. A decade later, in 1929, he made history by accelerating to 216 km/h on a BMW with a 750-cc engine, an impressive feat but still short of the spine-tingling 279.5 km/h he reached atop another machine from the same house, sealing an incredible world record for the time.

It all began in 1923 when BMW introduced its first model, the R 32, which caused a sensation with its transversely flat engine in a double-tube frame, designed to improve air cooling. Its design twist was quite a milestone for the industry: the power was delivered directly to the wheel through a driveshaft. This principle continues to be used in BMW motorcycles today, despite the initial criticism that labeled it as "an extremely expensive beauty."

From then onwards, BMW's story of glory, innovation and advancement repeated itself time and time again. That's why its first century is celebrated with grand events, mass gatherings, and even solo journeys taken by adventurers like Álvaro Rojas Calderón, who gave up love and his career as a pilot to embark on a round-the-world trip on his BMW 1200 GS. He spent four

years and drove for 190,000 kilometers traversing the most feared favelas of Rio de Janeiro, the bloodiest territory of Mexican Narcos, and even the harsh Siberian conditions, all to reaffirm that the 1200 is the most acclaimed, sold, loved, and revered adventure motorcycle for distance enthusiasts.

Well, Rojas Calderón's 1200 expanded to 1250, and just in time for the centenary, BMW Motorrad's catalog went even further to reach its 1300 model (denoting its displacement). There's more displacement and less compression, but the truth is that even a hundred years later, the boxer engine is still powering the manufacturer's best-selling creations in their GS and GS Adventure ranges. For over four decades, the GS models with boxer engines have continued to be the ultimate adventure machines due to their reliability, performance, and equipment.

Maybe something to be expected from a brand that, in 1988, became the first motorcycle manufacturer to introduce the anti-lock braking system (ABS) in its K 100 models.

Chilean motorbike enthusiast Juan Pablo Silva and his wife Ghislaine Schmidt are the proud founders of the unique tourist company Mototravel, which organizes, leads, and designs incredible journeys through places like Patagonia and the Atacama Desert, all on the powerful and versatile 1200 (now 1250 and 1300...) motorcycles. Clients from Europe or the United States travel to Chile exclusively to participate in Mototravel tours, where they ride through breathtaking landscapes and then stop to savor fine roasted meats and celebrated Chilean wines. The motorcycles then remain parked for the night, when the break of dawn announces yet another gorgeous and unique ride.

Ernst Henne's love of speed, Álvaro Rojas's relentless flair for taking risks and the passion-driven business of Ghislaine and Juan Pablo are all snapshots that pay homage to the creative wonder that began in 1923 with that sleek R 32.





Throughout ten decades, the BMW brand has played a pivotal role in developing personal mobility on two wheels. Over this time, the Company has displayed talent for innovation, outstanding quality standards, a distinctive design approach and multiple successes in motorsports, all of which have carved the fame and status that BMW Motorrad enjoys to this day.

But after all these decades, new challenges have emerged, particularly in the realm of sustainable urban mobility. By 2030, all urban models from BMW Motorrad will be fully electric, an evolution of the current BMW CE 04, a futuristic, 100% electric machine capable of accelerating to 122 kilometers per hour, but if you persist at that speed, the range won't go beyond 70 kilometers.

Nevertheless, the Bavarian brand will continue to focus on reducing emissions and making more efficient use of space in traffic. Electrification has opened a window to the pleasure of driving powered by sustainable technology and provides another

example of how BMW Motorrad has channeled its passion for innovation and dynamics into personal mobility. All thanks to the BMW R 32, the birthplace of it all.

And to think that the original idea of the Bayerische Motoren Werke project, which started by making airplanes, was to manufacture and focus exclusively on tractors, a decision that lasted until an enlightened director and motorcycle enthusiast convinced them otherwise. "After the war, a product with two wheels and an engine like this will sell very well," said the visionary Martin Stolle, who, along with Max Friz, is considered the father of the boxer twin-cylinder engine that continues to turn and seduce millions of fans around the world.

For those fortunate enough to be in Germany and pass through Munich, don't even think about not scheduling a visit to the BMW Museum, where these hundred years will captivate you with their legend of technology, excitement, and wonder.



THE BEST LATIN ALBUM OF ALL TIME

BY OSVALDO LIZAMA

After listing the best singers, movies, or the most relevant songs in history, the influential Rolling Stone magazine turned its focus to Latin America and selected the 50 most important rock albums from this region. An eclectic journey that spans from corridos to salsa, Andean huayno to electronic music, Caribbean funk to the lush jungles of Brazil. A list that reflects the blend coursing through the veins of Latin America.

THE BEST BY COUNTRY

Venezuela: 14. Los Amigos Invisibles, "The New Sound of the Venezuelan Gozadera"
 Chile: 23. "Corazones" - Los Prisioneros
 Uruguay: 27. Totem, "Totem"
 Peru: 38. Traffic Sound, "Virgin"
 Puerto Rico: 39. Puya, "Fundamental"
 Cuba: 46. Los Van Van, "Los Van Van"

FIGURES

Argentina and Mexico have the highest number of albums in this ranking, with 11 each, although the South American country has four representatives in the top 10. Following them are Brazil (9), Colombia (6), Chile (5), Uruguay (4), and Venezuela, Peru, Puerto Rico, and Cuba, each with one album. The oldest album in this ranking is "Em Ritmo de Aventura" by Rober-to Carlos, released in 1967, while the most recent is "Mira Lo Que Me

Hiciste Hacer" by the Colombian group Diamante Eléctrico (2021). Another notable name in this ranking is the Argentine producer Gustavo Santaolalla ("The Last of Us," "Brokeback Mountain), who produced seven of the albums on this list, including the number one, "Ré."

ICONIC ALBUMS

Rolling Stone's list also includes other iconic albums that have left a mark on the memory of Latin America. Among them are the classics "Aratud" (13), the second album by the Argentine Luis Alberto Spinetta with his project Pescado Rabioso, and "El amor después del amor" (22) by Fito Páez.

Chilean group Los Jaivas and their influential "Alturas de Machu Picchu" (47), a work with verses written by the Nobel Prize Pablo Neruda; Mon Laferte with her popular "Vol.1" (28), as well as the Colombian Juanes with "Un día Normal," were also featured in the ranking.

1

CAFÉ TACUBA,
"RE",
 MEXICO, 1994.

Duration: 59:53

Standout Tracks:

"Las flores"
 "Esa noche"
 "El baile y el salón"
 "El metro"

Critics, musicians, and fans all agree that "Re" is the most important Latin rock album. Despite being released in the mid-'90s, this LP influenced several generations of artists, showing them how to make rock and roll without forgetting their roots. From the first chords, Café Tacvba demonstrates their revolutionary and sensitive character in this album, blending instruments like charangos and violins with ska and punk. With "Re" – considered the Latin version of The Beatles "White Album" for its sonic diversity – Café Tacvba not only established themselves in the scene but also penned some of the most recognized songs of their career, such as "La ingrata" and "Las flores."



2

GUSTAVO CERATI,
"BOCANADA",
 ARGENTINA, 1999.

Duration: 69:23

Standout Tracks:

"Puente"
 "Tabú"
 "Raíz"

After conquering the continent with Soda Stereo, Gustavo Cerati was ready for a solo career. Although he had already released his album "Amor Amarillo," it was only in 1999 that the Argentine artist solidified his industry presence with the debut of "Bocanada." Drawing inspiration from bands like Portishead or Massive Attack, Cerati created a work that blends electronic music, tango, and folk with his ethereal lyrics about love break-ups and the fears that torment the mind. Thanks to "Bocanada," Gustavo Cerati was able to break free from Soda Stereo and become one of the most important Latin musicians of all time.



3

ATERCIOPELADOS,
"LA PIPA DE LA PAZ",
 COLOMBIA, 1996

Duration: 52:12

Standout Tracks:

"Cosita seria"
 "Baracunatana"
 "La culpable"

After achieving success with "El Dorado," the Colombian group Aterciopelados solidified their place in Latin music with their third album, "La Pipa de la Paz." This work showcased their maturity and reaffirmed Andrea Echeverri's breakaway spirit, who sings, "I don't want to settle down with a man" in "La Culpable." In this album, Aterciopelados had the luxury of exploring sounds like bolero, Colombian cumbia, and even an early precursor of what would become the popular reggaeton in "Baracunatana."



4

MILTON NASCIMENTO,
"CLUBE DA ESQUINA",
 BRAZIL, 1972

Duration: 64:22

Standout Tracks:

"Tudo que você podia ser"
 "O trem azul"
 "Um girassol da cor de seu cabelo"

This double album by Milton Nascimento and Lô Borges, both Brazilian music prodigies, was one of the first blends of native music with psychedelic rock from the UK. Across its 21 songs, "Clube da Esquina" offers a variety of sounds, from samba and bossa nova to folk and progressive rock, with lyrics about love, nature, and social issues in the giant of South America.



5

LOS FABULOSOS CADILLACS,
"FABULOSOS CALAVERA",
 ARGENTINA, 1997

Duration: 54:58

Standout Tracks:

"Calaveras y diablitos"
 "El muerto"
 "Hoy lloré canción"

It took more than ten years and seven albums for Los Fabulosos Cadillacs to create one of their most remarkable works: a concept album with death as the central theme, merging heavy guitars with unforgettable brass arrangements, as if The Clash and Black Sabbath had merged with Spanish lyrics. Yet the Argentine group also pays tribute to figures like Ernesto Sábato, Rubén Blades, and Astor Piazzolla.



THE BEST SERIES OF 2023

BY OSVALDO LIZAMA



This year is turning out to be a treasure trove of outstanding, must-watch television series, with something for every TV taste. These are the series that are most likely to transcend.

TOP 3 DRAMA

1 THE LAST OF US

Based on the popular PlayStation video game franchise, this series, starring Chilean actor Pedro Pascal and Bella Ramsey, proved that zombie stories can have an emotional and well-constructed narrative. The story is set in a post-apocalyptic world where a strange virus caused by the climate crisis is slowly wiping out humanity. Among the survivors is "Joel" (Pascal), a man who lost his daughter during the early days of the pandemic and must embark on a journey with "Ellie" (Ramsey), a 14-year-old girl who could hold the key to eradicating the virus threatening the planet. Thus, a broken man and a girl without hope embark on a journey through territories that are not only riddled with zombies, but also harbor surviving traces of humanity. With its first season aired and a second on the way, "The Last of Us" could easily stake a claim to best series of the year thanks to its brilliant cast, impeccable script, and perfect technical execution.



Where to watch: HBO Max
Seasons: 1

2 THE BEAR

Even if the Emmys and the Golden Globes categorize it as a comedy, "The Bear" is a series that delves into the deepest pains and sorrows of the human condition. "Carmy Berzatto," portrayed by the brilliant Jeremy Allen White, is a professional chef who, after his brother's suicide, decides to take over a decaying restaurant in Chicago. While dealing with the travails of saving the place, he also confronts his own frustrations and nightmares.

In addition to its excellent first season, "The Bear" released a second season that delved deeper into "Carmy's" story and the road that led him to opening his long-delayed restaurant. The extended episode featuring a star-studded cast including Bob Odenkirk, Jamie Lee Curtis, and Sarah Paulson, among others, deserves a special mention.



Where to watch: Star+ (Latam)
- Hulu (USA)
Seasons: 2

3 SUCCESSION

This year, "Succession" bid farewell with its fourth and final season, concluding the story of the wealthy Roy family and producing an ending worthy of this series' proven track-record. In this award-winning drama, starring Brian Cox and Jeremy Strong, the story builds on even more episodes of family betrayals and the crazed pursuit of power that engulfs all characters.



Where to watch: HBO Max
Seasons: 4

TOP 3 COMEDY

1 BARRY

For several years, "Barry" has been considered one of the best series of the last decade. With the release of its final season, Barry solidified even further its fame. The show follows Barry Berkman, a peculiar hitman portrayed by comedian Bill Hader, a former U.S. soldier turned contract killer. Overwhelmed by the weight of his work, he decides to join an acting workshop, where he meets and falls in love with Sally Reed (Sarah Goldberg), an obsessive actress, and Gene Cousineau (Henry Winkler), an experienced yet decadent actor who teaches the class. Barry delivers a tragicomic story that is a unique gem on television.



Where to watch: HBO Max
Seasons: 4

2 TED LASSO

For a third consecutive year, this Apple TV+ series is one of the best of the season. Even if it has not been confirmed as the final, this season did have a farewell atmosphere. A successful American football coach is hired to take charge of AFC Richmond, a football team playing in the competitive English Premier League. Despite his lack of experience in the sport, "Ted Lasso" (Jason Sudeikis) manages to uplift his players with his boundless positivity and a plethora of profound life lessons. Besides being a highly comedic series, "Ted Lasso" manages to evoke emotions through empathy and understanding.



Where to watch: Apple TV+
Seasons: 3

3 JURY DUTY

This series is one of the most interesting experiments in television in recent years: a man is part of a jury that must deliver a verdict on an absurd case. However, he doesn't know that the trial is a sham and that all the court members are actors. With nods to "The Office," "Jury Duty" has become one of the most solid comedies in recent years.



Where to watch: Amazon Prime Video
Seasons: 1



TOP 3 MINISERIES

1 BEEF

"Beef" is by far one of the most pleasant surprises of the year. The series follows two strangers who have an argument while driving, triggering a dispute that will escalate into their personal lives with irreversible consequences. This dark comedy with thriller elements stars Oscar-nominated Steve Yeun, who plays a contractor with not only anger issues but also difficulties in keeping his clients. On the other side is Ali Wong as a wealthy businesswoman living in a frustrated marriage, pushing her patience to the limit. Throughout 10 episodes, "Beef" explores various emotions, from uncontrollable rage to idyllic calmness, or from uncontrollable laughter to inconsolable tears.



Where to watch: Netflix

2 THE FALL OF THE HOUSE OF USHER

This is another work by the talented Mike Flanagan ("The Haunting of Hill House," "Midnight Mass") for Netflix. Based on various works by the legendary Edgar Allan Poe, this series follows a pharmaceutical magnate whose empire is crumbling because of decisions he made in the past. At the same time his seven children die one by one.



Where to watch: Netflix

3 LOVE AND DEATH

Elizabeth Olsen brilliantly stars in this series based on the true story of Candy Montgomery; a Texas housewife involved in a violent murder that evolves from a hidden love affair with her friend.



Where to watch: HBO Max

TOP 3 LATINAS

1 NADA

Robert De Niro's debut in a television series could not go unnoticed. Nada, an Argentine series, features the Hollywood legend as one of its stars. The story follows Manuel Tamayo (Luis Brandoni), a prominent food critic from Buenos Aires who relies on Celsa, his housekeeper, for his life and daily affairs. When Celsa dies, Manuel attempts to fend for himself and to this end enlists the help of his friend Vincent Parisi, played by Robert De Niro.



Where to watch: Star+

2 THE BURNING BODY

This Spanish series, based on a true story that shook Spain in 2020, combines sensuality and mystery in a plot riddled with toxic relationships and violence, all set in motion by the discovery of the burnt body of a police officer. The Burning Body features Úrsula Corberó (Money Heist) in the leading role.



Where to watch: Netflix

3 FAKE PROFILE

This Colombian work, created by Chilean screenwriter Pablo Illanes, addresses the dangers of being part of a dating app: a girl meets an online match, but he is not who he claims to be, and everything turns into a nightmare.



Where to watch: Netflix

CMPC

FRANCISCO RUIZ-TAGLE RECEIVES CEO OF THE YEAR IN SUSTAINABILITY BRAVO BUSINESS AWARD



The Council of the Americas recognized Francisco Ruiz-Tagle, CMPC's CEO since 2018, with the 2023 Bravo Sustainability CEO of the Year award, marking the first time that a Chilean executive receives this distinction. Ruiz-Tagle was honored for his remarkable achievements in sustainability in his 3 decades working at CMPC. The award giving ceremony was held in Miami as part of the **2023 Council of the Americas Symposium & 28th Annual BRAVO Business Awards**, with over 500 business leaders and authorities in attendance.

Under Ruiz-Tagle's leadership, CMPC has gone beyond being one of the largest forestry companies in the Americas, it is also an organization with over 95% of its assets managed as sustainable forests, and over 90% of the energy it consumes coming from renewable sources.

The Council of the Americas emphasized the company's commitment, over its 103-year history, to pursue ever more demanding environmental standards, aiming to establish a new conservation benchmark both locally and on a more global scale. Another aspect considered for the nomination is the issuance

of green bonds, which is a Company priority since 2017 and currently amount to US \$3.4 billion, 58% of its financing. But the defining criteria was the recent presentation of the Nature, Conservation, and Biodiversity Strategy, which the Council of the Americas considers an "unprecedented milestone for a pulp, paper, and wood-producing company".

Additionally, CMPC is committed to reducing its targets for Scope 1, 2, and 3 emissions as certified by Science Based Targets (SBTi), and therefore, to become a zero-waste multinational, and to expand its conservation areas from 350,000 to 450,000 hectares.

This year, the BRAVO Business Awards celebrated its 28th award giving ceremony. These recognitions aim to shine a light on the excellent work, dedication, and leadership of Latin American businesspeople at the helm of their companies, and to celebrate their success in aligning their work with a broader effort to advance local economies and build a better future for the region."



Reviving an ancestral tree, bringing back the river routes of southern Chile, saving the Araucaria and generating sustainable packaging options. Along with the communities, we are working on all this, and much more.

TOGETHER WE CREATE NATURAL VALUE

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C M P C N E W S

CMPC Initiates Photovoltaic Network Installation Project to Consolidate Sustainable Self-Sufficiency

After recognizing the need to generate clean and renewable energy, especially in times when the global climate crisis exacerbates scarcity, CMPC has kicked off the installation of a photovoltaic generation network at various operational sites. The project begins with the solar power plant at the Carlos Douglas nursery in Cabrero, spanning 165 hectares, considered one of the largest and most modern forest nurseries in South America.

With 648 installed bifacial solar panels, the project will generate approximately 560 MWh/year, aiming for the self-generation of over 50% of the electrical energy consumed on-site. The network will also include installations in Buin, Chillán, and Tiltil, adding to the self-sufficiency of its pulp plants through biomass, which even contributes energy to the National Electric Coordinator.

The project anticipates an annual saving of approximately USD \$57,000, with over 50% of energy consumed on-site, providing relief to the National Electric Coordinator and encouraging the generation of Non-Conventional Renewable Energies (NCRE).

Francisco Ruiz-Tagle emphasized that these projects reflect the company's commitment to the environment. "We have defined very specific sustainability goals, one of which is to reduce CO2 emissions. To achieve this, we have goals to meet by 2030. We will use the new necessary technologies to achieve this objective in order to generate clean energy, which is what we are currently seeking," stated CMPC's CEO.



"Rebuilds and Restores" Program Protects Endangered Species in Southern Chile

CMPC launched the "Rebuilds and Restores" Program as an initiative aimed at restoring the ecosystem destroyed by forest fires that affected more than 450,000 hectares in Southern Chile, which also seeks to promote the conservation and recovery of various species, such as the Pitao (*Pitavia Punctata*).

Thanks to this initiative, more than 11,000 dikes and containment dissipators have already been built; spring and watercourse protection zones have been expanded, and firebreaks and continuity breaks in forests have been increased in the Ñuble, Biobío, and La Araucanía regions.

The creation of biological and biodiversity corridors stands out over the actions mentioned above. These corridors allow native species to adapt to changes in the environment and perpetuate themselves over time amidst human activity, land use fragmentation, and, of course, climate change. Among them, the Pitao Biological Corridor, located in areas severely damaged by fires in Biobío and La Araucanía, extends over 140 km in length and 100 meters in width.

The route will connect CMPC's High Conservation Value Areas (HCVAs) and will serve as an actual "green highway" of native flora species for the transit of local fauna. In total, 818 hectares of the corridor will be established, with 350 hectares being converted into native forest. In the first stage of vegetation cover restoration this year, around 14,000 species, such as Pitao, Canelo, Lingue, and Hazelnut, were successfully planted.



C M P C N E W S

Water Challenge for Chile: Over 2,000 Families in Rural Areas of Biobío and La Araucanía Gain Access to Water

Desafío Levantemos Chile and CMPC have succeeded in fulfilling the dream of two thousand families from rural areas of the Biobío and La Araucanía regions, providing them with access to water for human consumption and productive development.

As part of the Water Challenge for Chile project, led by Desafío Levantemos Chile and CMPC since 2020, over 8,000 people have benefited from 59 projects and actions implemented in 17 communes across both regions. The total investment in these initiatives amounts to \$2,826,929,869.

CMPC and Desafío Levantemos Chile inaugurated a new project for drinking water, benefiting 15 families in the community of Pedro Colipi in the Collipulli commune. This initiative aims to continue addressing the water crisis and eliminating the gap in access to water in rural communities throughout the country.

"For the community, this is undoubtedly a very important occasion, a very significant joy. Also, for us, having the opportunity to change the life of a community in the territories where we operate is a unique opportunity to demonstrate that companies like CMPC

can contribute beyond our usual role of providing employment. We can also be part of the development in the communities neighboring our operations," emphasized Luis Felipe Gazitúa, President of Empresas CMPC.

According to the 2017 national census, 47% of the rural population in Chile (approximately 300,000 families) lacks formal water supply. The only solution in such cases is to source water from wells, rivers, springs, estuaries, or water trucks. Faced with this scenario, the "Water Challenge for Chile" focused on providing water for various purposes, including human consumption, irrigation, improvement, and repair of wells and Rural Potable Water Systems (APR).

For 2024, there is a budget of around \$2.1 billion allocated to consumption and irrigation projects expected to benefit around 2,000 more people. The challenge is to incorporate innovation and technology projects to generate initiatives aligned with current times and encourage communities to obtain this vital resource autonomously.



Foundation CMPC Presents at Harvard Center for Child Development, Study on "Raising and Growing Program"

Carolina Andueza, Executive Director of the CMPC Foundation and selected among the 100 leading women in Chile by Mujeres Empresarias and El Mercurio, presented the results of the first experimental impact assessment study conducted on the Raising and Growing program led by the Foundation CMPC. The program has reached over 2,500 families in 13 communes across seven regions of Chile.

The study, with the guidance of academic Marigen Narea from the Pontifical Catholic University of Chile, revealed that 86% of the families benefited by the program showed improvements in their formative competencies, and 83% of them experienced a reduction in parental stress. In terms of satisfaction, the program has a Net Promoter Score (NPS) of 93.3%. The results show that within seven weeks, the program makes a positive impact on families.

The Raising and Growing initiative is also being implemented in Peru and has been translated into Portuguese in order to launch it in Brazil from 2022 with the collaboration of CMPC partners.

"We wanted to share these great achievements with them, inspired by their work, and also explore future partnerships," commented Carolina Andueza about her visit to Boston.

The presentation took place at the Harvard Center for Child Development in Boston, United States, the model on which the Raising and Growing program is based."



CMPC NEW S

CMPC EXTREME: OUTDOOR ATHLETES SUPPORT CONNECTING WITH NATURE

Seven high-performance cross country, climbing, mountaineering, trail running, and triathlon competitors will be the ambassadors of the new CMPC Extreme Team. By endorsing it, the company aims to bring sports closer to people, as well as to promote outdoor activities and a healthier lifestyle that is more connected to nature. This initiative is an integral part of Bosque Vivo, a CMPC program that strives to make forests more available to communities as spaces for recreation and sports.

At the Pablo Neruda amphitheater located on Cerro San Cristóbal, one of the iconic places in Santiago for outdoor sports, around 200 people accepted CMPC's invitation to Live Nature and participated in the event Your nature is to be active. On the occasion, the company introduced the new CMPC Extreme team, a group of elite athletes in outdoor disciplines. In addition to receiving support and sponsorship from the company to advance their sports careers and personal dreams, the team named Champions by Nature will engage with various communities all throughout Chile with events, talks, and sports clinics which aim to promote outdoor activities.

The members of the team are mountaineer and trail runner Francisco Pino, who became South American champion in the K42 Adventure Marathon held in Argentina in 2017 and holds records for ascents on three Chilean volcanoes. Sportswoman Sofia Cofré is a pioneer in female high mountain ascents in Chile and has already achieved record times. Sofia is now following her schedule to ascend the country's 16 highest peaks in 2023. Another female team member is Paula Nazal, the current national champion of Trail Run Sprint 17km 2023 and a national team member representing Chile at the Trail Running World Championships in Austria.

Francisco Pino expressed his joy at "being part of the group of athletes that CMPC is supporting so that we can also, in turn, support people who want to learn these sports and build a greater connection with nature. I would tell people to give it a try, to go beyond frustration and fear of not being able to tackle, for example, a mountain route. Just getting there will give them a different perspective, and every training session will make it easier and more enjoyable."

Another team member is young triathlete Rafaela Capó, who came out third in the junior category and 18th in the elite category at the Americas Triathlon Cup held this year in Pucón. The lineup also includes cross-country runner Nicolás Martín, who was crowned champion of the Chilean Cup U23 in 2021 and won bronze medals four times in national XCO competitions.

In the climbing category, José Tomás Ledesma, a 19-year-old climber with four world championships under his belt, is also

part of the group. Ledesma was crowned champion at the South American Youth Games Rosario 2022 and represented Chile in the Pan American Games 2023. Finally, the team also includes climber Ángel Garrido, who has won various competitions organized by the National Federation. His goal is to keep moving forward and upwards in the world of climbing.

Seventeen-year-old Ángel Garrido expressed much excitement, saying, "This is my first sponsorship; I began climbing as a hobby, and now I'm competing on a national level. For me it's amazing to be able to train fulltime and to have the support of a company that truly cares about nature, which is literally the only gym that counts in my discipline." CMPC's Corporate Affairs Manager, Guillermo Turner, explained that supporting athletes is one of the many ways in which CMPC seeks to connect with society and nature. "Faced with environmental problems and single-use plastics, we, as CMPC, work to offer paper and cardboard alternatives and take responsibility for their recycling. To us, that is at the core of our quest to live naturally. Of course, making our natural spaces available to the community at large is also part and parcel of the same effort."

Towards the goal of opening and sharing our forestlands, The Bosque Vivo project is a network of parks located in Temuco -Parque CMPC Pumalal-, Angol -Parque CMPC Junquillar-, and Loncoche -Parque CMPC Lastarria-. Turner explains that "soon we will add a fourth location to this initiative, when we open our latest park near the Cerro Castillo Reserve in Coyhaique. Bosque Vivo means living forest and that's what we want to create, a forest that is alive in the service of the community and, of course, of our CMPC Extreme Team."

Nicolás Martín, one of the team members, lives in the Junquillar Bosque Vivo park in Angol. Looking at it from the perspective of the community, he thinks that "this project is a tremendous contribution to people in that it gives them the opportunity to get to know these beautiful forests. I started doing cross country there, and just like me, I'm sure there will be many more people in the community who will get motivated to start training."

Francisco Urrejola, the president of Club Deportivo Universidad Católica, announced that the seven athletes will have access to all the facilities of San Carlos de Apoquindo to do their physical preparation routines. "After meeting the motivated and accomplished athletes that are part of CMPC Extreme Team, we decided to make our entire complex at Club Deportivo Universidad Católica available to them. Our training labs, facilities and experience will all be made available to the team," concluded Urrejola.





OUR FIBER