

Innovation Strategy

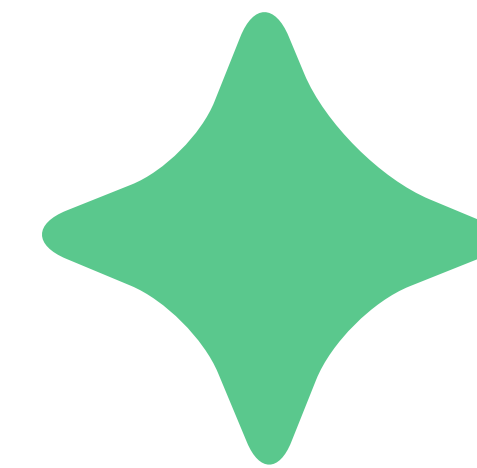
PQA - Amazonas Quality Award

We participated in the Amazonas Quality Program - PQA, with the project Unification of forms on a card and reduction of machine inputs, focused on continuous improvement, and we won the SILVER award in the Process modality.

The PQA takes place annually and, in 2022, held the 29th edition of the event, which recognized and awarded efforts by companies that seek to continuously improve their production processes and operational management.



Silver Award in the Process modality



PQA Award. From left to right: Ester Brito, Layza Barroso, Larissa Trevisan; Isadora Pereira, Cintia Trindade, Marcos Cavalcante; Jeferson Paoleschi, Willian Santos, Nilton Maklouf, Eric Costa and Tercyo Vieira

Copag Smart Way Week - CSW

We ended 2022 with the Copag Smart Way (CSW) Week, a Copag program based on the concepts of the Lean Philosophy, aiming to:

- ◆ Implement techniques and principles common to all Copag processes;
- ◆ Allow a Harmonized Operation, adding value to our customers and accelerating learning;
- ◆ Ensure our Operational Excellence.



Fechamento da semana CSW



Dynamic Two Truths and One Lie. From left to right: Douglas Uchoa, Isadora Pereira, Jeferson Pereira

The initiative, organized by the Operational Excellence team, focused on engagement and immersion in the concept through dynamics and awareness to reduce waste, focus on the customer and process efficiency.

We had the participation of over 200 employees in the Lean Pong dynamics; ISHIKAWA CSW; and 2 Truths and 1 Lie, in the CSW Hackathon and Battle of Rhymes competitions, in the Just Dance game, and in the exhibition 'Telão Prática 5S em casa'.



CSW Week winners. From left to right, top: Fabio Martins, Antônio Filho, Isadora Pereira, Michele Lopes, Jorge Gabriel Bentes, Eric Costa, Alexander Jotta, Helena Braga, Raiana Coelho. From left to right, bottom: Adbiel Svira, Marcos Cavalcante, Larissa Trevisan, Layza Barroso, Tercyo Vieira, Melquizedeque Filho

Dynamics of ISHIKAWA CSW

The activity, carried out at the Copag plant in Manaus, demonstrated the use of the ISHIKAWA tool, which analyzes losses in the process, through the classification of problems. Employees received training in the form of a competition to better assimilate the content.



Employees participate in the ISHIKAWA CSW dynamic at the plant in Manaus



From left to right: Marcos Cavalcante, Larissa Trevisan, Layza Barroso and Wallison Campos

Dynamic 2 Truths and 1 Lie

We encourage our employees with a dynamic where they should identify which was the correct answer, through logical reasoning challenges using the Lean philosophy. This was an integration and teamwork activity, which showed how much our mission is aligned with our employees.

CSW Hackathon Competition

Hackathon is a competition to find innovative solutions to problems. In this dynamic, we launched three issues in our processes area, with the intention of fostering the development of innovative solutions for such challenges and, thus, encouraging employees to apply Lean tools from the CSW program, such as One Page Report, which was used to structure ideas and promote a feasible outcome for the topics.

We launched a form for registration in the 3 challenges, and had 8 employees who challenged themselves and defended their ideas to a panel of judges. In the end, the employee with the idea for “Challenge 3 - Reusing and sorting bags”, won the CSW Hackathon.

From left to right: Eric Costa, Larissa Trevisan, Layza Barroso, Tercyo Vieira (CSW Hackathon winner), Jeferson Paoleschi and Isadora Pereira



Battle of Rhymes CSW

New for CSW 2022 week was the Battle of Rhymes, which aimed to create verses that encourage the implementation of Lean concepts or tools within the organization.

The winner was João Gabriel Bentes, from the Green Line sector.

The rhyme content focused on the usability of CSW as an improvement tool, in addition to mentioning that COPAG is an excellent industry to work in.

CSW Battle of Rhymes winner, João Gabriel Bentes

5S Program

Copag's 5S program is supported by a full team of auditors from different areas, with complementary views, so we managed to capture opportunities in the areas and make progress in the management of 5S at Copag.

Each S represents an objective that is verified in our audits: Use, Organization, Cleanness, Standardization and Discipline.

In 2022, we were able to automate the control of our program and started using the Checklist Fácil and Power BI platforms to manage the audits of each productive and administrative area at Copag da Amazônia.

The integration with the Power BI tool allows all audits to be performed and controlled via the web, thus facilitating the management and implementation of the 5S Program.



From left to right: Stefano Castro, Michele Lopes, Layza Barroso, Isadora Pereira and Ana Gabriela Mendes, 5S auditors

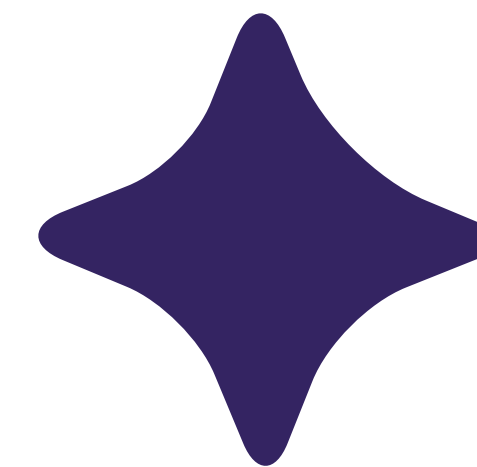
5S Program Winners

Annually, we hold the “Race for the 5S Award” competition, where we award the area that obtained the best results in the 5S audits.

In 2022, the sector that showed significant results in the audits; that is, that complied with all the 5S criteria (use, organization, standardization, cleanliness and discipline) was the Warehouse. It is the third consecutive year that the area wins the 5S Award.

We make the results of the audits available on the “Race for the 5S Award” chart monthly through the 5S Program dashboard, in Power BI - a data consolidation tool, for Copag employees. With the information recorded, we evaluate the sectors and award the one with the highest positive index in the 5S audits.

The award took place at the end of CSW Week, in the last half of December. The event was very important to engage employees to understand and apply the Lean philosophy even more in their work.



5S Program Award. From left to right: Marcos Cavalcante, Willy Santos, Helena Braga, Eric Sullivan, Michele Lopes, Rodiney da Silva, Melquizedeque Filho, Raiana Coelho, Eric Costa



Special lunch for the winner of the 5S Program. From left to right: Alcivaldo da Ora, Eric Sullivan, Rodiney da Silva, Melquizedeque Filho, Eduardo Ramos, Willy Santos, Carlos Teixeira, Aldair do Santos. From left to right, bottom: David Costa, Michele Lopes and Raiana Coelho

Project Dashboard

In 2022, we delivered over 27 projects that improved processes, reduced losses and increased efficiency.

We list the main projects delivered this year:

- ◆ **New printing plate - Reduction of stoppages and rework due to retouching;**
- ◆ **Printing of 2 product models on the same sheet;**
- ◆ **Line balancing in the cutting and assembly process 139 (Mirus);**
- ◆ **Improvement in the purchase request flow in the TOTVS system;**
- ◆ **Reduction of nonconforming product and increased productivity at Silk.**

All projects were implemented during the year, and started being used by all employees in our structures in Manaus and São Paulo.