

# Message from Leadership

Dear Sir,

We end the year 2021 with a heart full of hope and open arms to receive all the learning that this coming year will bring us. The future is now, and the cards are on the table for a 2022 full of new moves. We are still in a scenario where the decisions taken have uncertain results. Thus, we remain with our culture team performing an incessant work to ensure the safety of our team and the operation of our company.

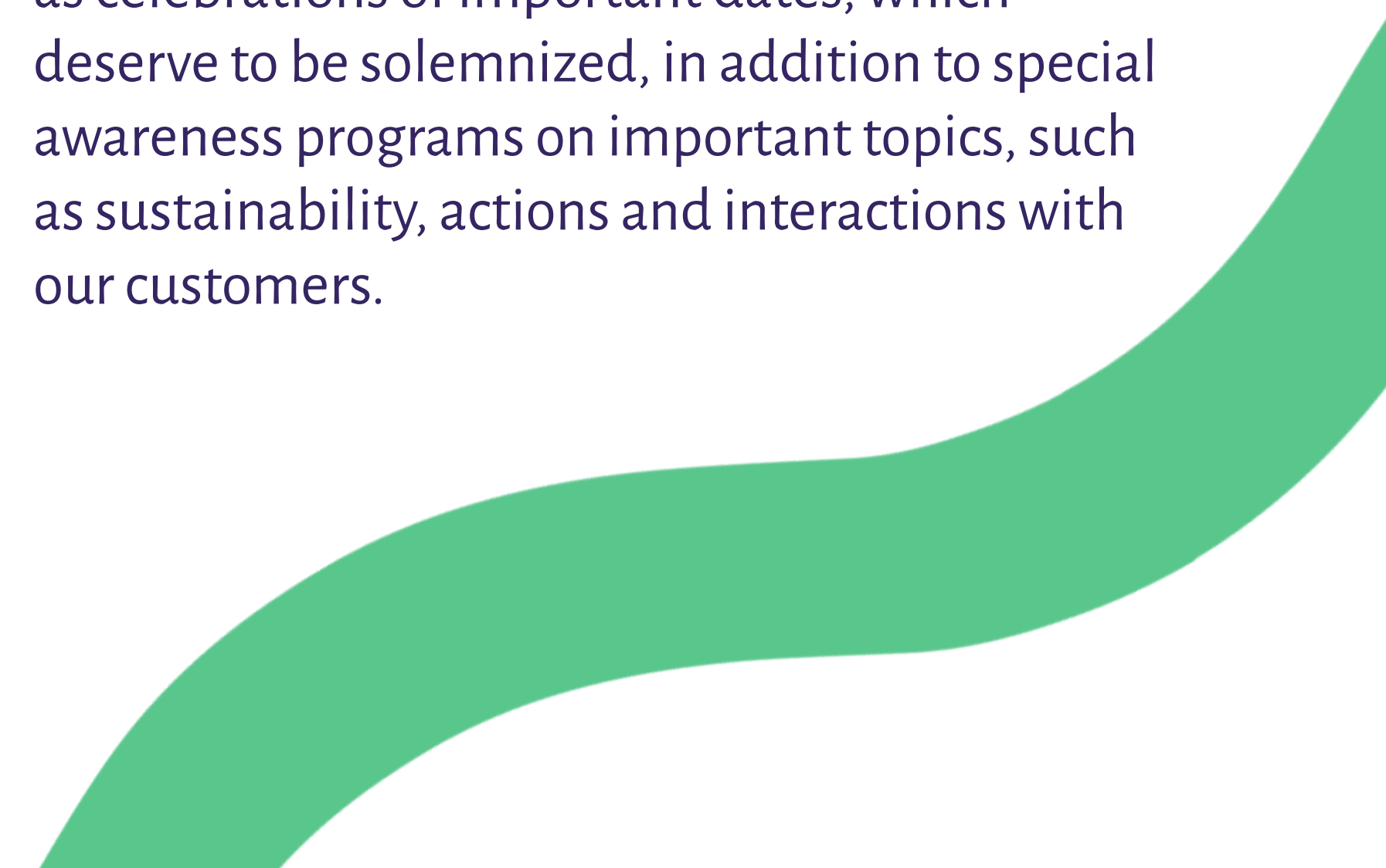
Like 2020, the year 2021 was full of challenges, as the transition to a new work arrangement and routine remained very uncertain and all the learning acquired in the previous year made us stronger

and more strategic to maintain Copag's productivity. During the pandemic, we spared no effort to preserve the health of our employees, striving to work on behalf of the communities surrounding the organization, providing actions that could positively impact this period we are facing.

We started 2021 with many new ideas, continuing the projects started during the pandemic and becoming essential for the good development of the company. We created care alternatives so that our employees were always safe, ensuring that our services and products continued with the same quality and excellence. The pandemic showed how important our work is, as entertainment has become important for mental health and, in the face of so many cases of isolation, we managed to promote fun on a large scale, ensuring good family times.

In the last year, we implemented the new operating model with the purpose of reaching new business fronts and further strengthening our relationship with customers, suppliers and employees. Moreover, we remain committed to combating COVID-19, encouraging our employees to be immunized and assisting in the guidelines for preventing the flu outbreak with the new H3N2 variant.

We adapted to the 'new normal' more efficiently on our virtual channels that allowed training and development of our employees remotely. Furthermore, we continued the actions of encouragement and guidance, such as celebrations of important dates, which deserve to be solemnized, in addition to special awareness programs on important topics, such as sustainability, actions and interactions with our customers.





Copag Executive Board Team

Even working in a hybrid manner, we do not fail to measure the impacts of our work on the environment, seeking to increasingly understand the issue of optimizing expenses, products and costs so that this operational cycle causes increasingly smaller impacts on the environment in which we live.

Our team remained engaged in the actions developed during 2021 to remain united in another challenging year, increasingly strengthening our values in the face of the difficulties imposed by the conditions in which we currently live. The Copag team demonstrated to be united and active in the effort to bring the expected result for 2021.

We would like to thank all employees for another positive year that we faced with courage and determination, reinforcing that people are our DNA for success in the construction of our history.

**Ana Carolina Corte Real Gonçalves**  
CEO