

Open Innovation

Ideation program

For yet another year, the COPAG Ideas program fostered innovation and the sharing of knowledge within the organization. Open to all employees, regardless of area or location, and covering the São Paulo and Manaus units, the action encourages continuous improvement by rewarding ideas that bring benefits to the company, respecting the diversity of thoughts and experiences that each person can bring.

The ideas were submitted in both physical and digital form. After submission, the ideas went through a defense phase, where participants presented their proposals to an evaluation panel made up of members from different areas of the company. This approach seeks to ensure a broad assessment, reflecting the plurality of the team's points of view. The winning ideas are announced during the Town Hall event, held in Manaus and broadcast to employees in São Paulo.

In addition to COPAG Ideas, the organizing committee also held dynamic events, film screenings and awards ceremonies during SIPAMAQ week. Said events have encouraged the exchange of ideas and the construction of a more innovative and inclusive environment.

The program takes place every six months, with cycles that guarantee continuous opportunities for everyone to contribute their ideas, regardless of their position or location, ensuring that everyone has an active voice in building the company's future.



Operational Excellence

The year 2024 was marked by a cycle of significant achievements at COPAG, as a result of the dedication and joint work of our employees, who played a key role in the delivery of 22 strategic projects. This milestone illustrates the growing maturity of our performance on several fronts, operational, tactical and, above all, in strengthening our culture of innovation and excellence.

One of the highlights was the cost mapping, a strategic project that strengthened the accuracy and efficiency of pricing processes. The collaborative and practical approach of this work contributed to greater assertiveness in decision-making and increased visibility over the organization's costs. This initiative has resulted in more efficient management and concrete improvements, such as the review of processes, the adoption of more advanced technologies and the dissemination of good practices.

COPAG is committed to the development of people and the continuous improvement of its work environment, always focusing on results and sustainability. The commitment of our employees is essential so that, together, we can continue moving forward and building a more prosperous future.



Participants in the costing process: Gelber Abe, Shirlene Souza, Aline Vieira, Dulcilene Guimarães, Douglas Goiana, Bárbara Ramos, Wallison Silva, Alexander Jotta, Sadma Suallem, Isadora Pereira, David Medina, José Machado, Marcos Cavalcante.



Amazonas Quality Award (PQA): Recognition for Excellence

In 2024, COPAG was recognized with the Silver Trophy at the 32nd Amazonas Quality Award (PQA), one of the major recognitions of excellence in the state.

The award celebrates organizations that stand out for innovation and continuous improvement, and COPAG was awarded in the process improvement category with the project “Cell Line:: Maximizing COPAG’s Efficiency.” This achievement symbolizes significant progress in the company’s operating model, bringing greater fluidity, productivity and efficiency to our production lines.

This recognition reflects the collective efforts of our teams, who are constantly working towards innovative and sustainable solutions. Every step taken towards continuous improvement has a direct impact on both the business and the community in which we operate.



COPAG at the Qualishow 2024 Event. From left to right: Aaron Souza, Socorro Serrão, José Machado, Bárbara Ramos, Jackeline Abreu, Isadora Pereira, Giuliana Campos, Glauce Correa, André Silva.



Bárbara Ramos receiving the award and representing COPAG



COPAG Silver Trophy in the process category and Bárbara Ramos, the project's presenter.



Operational Excellence Team: From left to right: José Machado, Bárbara Ramos, Isadora Pereira and Giuliana Campos.

CSW Week 2024: Engagement and Learning

In December 2024, COPAG held another edition of CSW Week – COPAG Smart Way, which has established itself as an essential event for promoting a culture of continuous improvement within the company. During the week, employees took part in practical and dynamic activities based on the Lean Manufacturing and TPM (Total Productive Maintenance) principles, aiming to reinforce operational excellence and foster engagement across all sectors.

Among the activities carried out were the LEGO Challenge, which encouraged cooperation and creativity in the search for improvements in production processes, and the 5S Game, which reinforced the importance of organization and standardization in the workplace. Furthermore, we had the participation of suppliers who brought innovative solutions aimed at Industry 4.0 and sustainability, connecting COPAG with the trends of the future.

The week was also marked by the awarding of the most engaged employees in the 5S program, highlighting those who have contributed with dedication and commitment to the organization and improvement of the company's processes.



Visual Identity



Monday: Waste Target Shooting



Tuesday: True or False about TPM



Wednesday: TPM Exposure: Collaborators who helped making the exhibition happen. From left to right: Giuliana Campos, Rayanne Canto, Laura Ribeiro, Stefano Castro, Adriana Barbare, Greyce Santana, Sônia Campos, Wallison Campos, Heraldo Assunção, Isadora Pereira, Nilton Soares, José Machado.



From left to right, starting at the top: Bárbara Ramos, Ionara Silva, Irlanda Silva, Everlan Ribeiro, Lediane Santos, Dulcilene Guimarães, José Machado, José Gato, Antônio Filho, Kenneth Viana and Cayo Leão.



Game carried out by the Health, Safety and Environment pillar.



Thursday: LEGO Challenge



Friday: 5S Game - From left to right: Jaddy Ramos, Maria Helena Oliveira, Lee Sandra Oliveira.

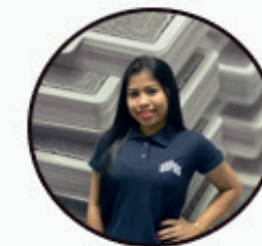


5S Award: 2nd place in the process category: Storeroom
- From left to right at the bottom: José Machado, Reginaldo Ferreira, Aldair Monteiro, Jeyzo Souza, Alcivaldo Lima, Isadora Pereira. From left to right above: Rodynei Silva, Zerino Pimentel, Carlos Teixeira, Helena Braga, Ana Ester, Raimundo Ariramba.

OBRIGADA AUDITORES 5S!



Aaron Bentes



Adria Prestes



Gabriela Mendes



André Lucas



André da Silva



André Santana



Arão de Oliveira



Bárbara Ramos



Dulce Darlyn



Henrique Amorim



Hildebrando Lopes



Isadora Pereira



Joabe Nascimento



João Paulo Serrão



Júlio César



Laura Calyne



Marcos Dutra



Melquizeque da Silva



Nicolas Ribeiro



Niliane Bentes



Quezia Cavalcante



Sarah Raquel



Thiago de Souza



5S Award: 1st place in the Support category: Outpatient clinic. From left to right: Grazielle Azevedo, Francinira Costa and Isadora Pereira

Transition to ACE: New Identity, Same Purpose

COPAG started a new phase of its continuous improvement journey by aligning the name of its operational excellence program with the Cartamundi group, renamed ACE – Accelerate Cartamundi Excellence. The change is not just symbolic, but reflects the global group integration, maintaining unity between all the plants and strengthening the commitment to operational excellence worldwide.

The ACE program continues to be guided by the principles of Lean Thinking, but currently brings a stronger symbolism, referring to the “ace” of the deck, an icon of strength and leadership. This change reinforces our goal of continuing to strive for constant improvement and excellence in all our operations.



Implementation of TPM at COPAG Manaus: Progress and Consolidation

The TPM implementation journey at our Manaus plant also made significant progress in 2024. Following the successful results in the 2023 pilot phase, the program was expanded to new areas of production, with a focus on increasing efficiency, reliability and team engagement.

We continually invest in training for all shifts, with specific training for operators and leaders, strengthening team autonomy and ensuring strategic alignment at all levels. Moreover, the visual management of the TPM areas has been improved, allowing for greater transparency and autonomy in decision-making.

COPAG Manaus continues to consolidate its culture of continuous improvement, with everyone's collaboration, and is preparing the ground for further progress in 2025.



One of the groups trained to expand TPM



Certificate delivery and acknowledgments to the pillar of autonomous maintenance



Celebration of the program's progress



Certificate delivery and recognition of TPM participants. From left to right: Antônio Filho, Adriana Barbare, Greyce Santana, Karine Freitas and José Machado.



Certificate delivery and badge presentation representing the pillar each employee is part of. Employee: Isadora Pereira

The 2024 journey has been one of transformation, learning and growth, with concrete results and direct impacts on operational efficiency, people engagement and our contribution to a more sustainable future.

The joint efforts of our employees, partners and stakeholders were essential for us to reach these milestones. Moreover, with the same spirit of collaboration, we continue to build a path of continuous improvement and innovation for the coming years.