

DIVULGAÇÃO BRACELPA

A very gratifying job

I've always believed that elected managers should present a plan of goals at the beginning and render accounts in the end of their term. This strengthens the individual, the entity or organization and representative democracy itself.

Upon concluding a four-year term at the helm of Bracelpa's Decision Making Board, I am happy about the work carried out with my peers and team. The Association underwent important transformations, especially in its professionalization and redefinition of its sense of purpose, translated in the perception of its usefulness and consolidation of its external image.

We all know that there is still a lot to be done to promote the sector and ensure our competitiveness, but we are aware of our responsibility in leading one of the most valuable productive complexes of planted forests, pulp and paper in the world, having obtained major achievements, fruit of the commitment to pursue economic, social and sustainable results in a balanced manner.

Among the actions carried out, I'd like to mention what to me seems the most representative. The entity's modernization through a new management model defined in the Plan of Goals, in 2008, was a decisive step. It renewed talents, improved ties with members, promoted a restructuring of Thematic Committees. The new headquarters, inaugurated that year, in addition to offering modern resources, become an even more welcoming space and oriented to the business. To give the sector more visibility, we all knew of the need to improve communication and, for such, various products were introduced, broadening relations with the press and reformatting Bracelpa's website entirely.

The Plan of Goals also showed how important it was to intensify actions with the federal government. The permanent flow of entity representatives to Brasília – many times with executives from member companies – and the opening up of an office in the federal capital resulted in greater presence in Congress, improving various bills of law that impacted the sector. Periodic meetings were held at the Civil House, strategic ministries – Finance, Development, Foreign Relations and Environment–, the BNDES and Internal Revenue Office.

This work, in addition to favoring the debate of key themes for the sector – such as the unbundling of investments, tax-exempt paper, legislation on land for foreigners, among others –, it led Bracelpa to be invited to be part of the Competitiveness Fostering Group (GAC) – coordinated by the Finance Minister and stemming from the Crisis Monitoring Group, of which the entity also participated in 2009. The Association also joined the Private Sector Consultative Council (CONEX), which is part of the Ministry of Development.

If, on one hand it was important to work with the government, on the other it was also a top priority to broaden and consolidate relations with business entities. As such, Bracelpa participated in joint projects with the National Confederation of Industry (CNI) and the National Confederation of Agriculture (CNA), having also developed actions in partnership with other sectorial entities, such as the Sugarcane Industry Union (Única), Brazil Steel Institute and the Brazilian Agribusiness Association (ABAG). I include in this scope the meetings with sister entities and state unions of the sector.

It is important to also highlight the work done in the international front,



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reinforcing actions with the United Nations' Food and Agriculture Organization (FAO) and the International Council of Forest and Paper Associations (ICFPA), as well as inclusion in practically all Brazilian bilateral and multilateral negotiations.

In a mature and composed manner, and with new and very clear goals, succession now takes place into the experienced hands of José Luciano Penido, chairman of the Board of Administration of Fibria, who took over the Decision Making Council on February 1st. Bracelpa's focus will be to make Brazil the main specialist in planted forest base in the world, for the production of pulp as well as for other forest uses.

This expertise will lead the sector to expand over the next ten years the area of planted forests by 45% and boost pulp production by 57% and paper 30%, totaling 22 million tons and 12.7 million tons, respectively. With this, the sector is headed towards overcoming China and making Brazil the world's third biggest producer of pulp. It's an instigating task – as was preparing for it!

