

By Patrícia Capó

## A NEW STARTING POINT

FIBRIA DISCLOSURE



*A life dedicated to pulp and paper mills. For almost 44 years, mechanical engineer Francisco Fernandes Campos Valério – a more than special and loyal ABTCP member – has built a solid career in the sector. At this new starting point, after concluding his executive cycle as Fibria Director, he feels professionally and personally realized and is ready to begin working as a consultant for the company.*

For any professional, retirement can be grounds for happiness or worry. According to mechanical engineer Francisco Fernandes Campos Valério – an ABTCP member more loyal than soccer team Corinthians fans –, this depends on how the career was built.

At this moment, two factors are at play: financial education, capable of providing peace of mind when it comes to slowing down professionally, and the way each person, on the inside, deals with the fact of leaving an intense routine to spend time doing other things besides work.

It's a matter of wisdom, achieved through the experience of a person who spends life caring more about the people around him, giving his best day-in day-out for company results, evolving with each experience to become a better human being, beyond the professional level. Those who know Valério, as his close friends call him, know that he is like that.

"I prefer being happy than being right," is one of the life lessons he carries in the relationship between heart and mind in his personal reflections. Additionally, Valério is a person who chooses to work to live and does not share the opinion of those who prefer to die working. This he made point of reinforcing in his last meeting as Industrial, Engineering and Procurement Director at Fibria.

"I prefer to stop and enjoy life. It's not like I'm not going to work anymore; it was established that I would continue at Fibria as a consultant for another two years, but working at a less intense pace." In the text below, he talks about the soundness of how he built his career and the financial education that allowed him to reach retirement happy and with perspectives of dedicating more time to his family. **(See a summary of his career in the "Career Summary" box)**

// have thought about my retirement since the day I entered the pulp and paper sector as a trainee at Olinkraft Celulose e Papel Ltda., in July 1969, that is, almost 44 years ago. Like few trainees in the company, I had the opportunity to work with an American boss, who taught me everything about financial education. The fact that I came from a humble family, where everything was counted down to the last penny, is what led me to think so early about how my life would be and my family's when I left the executive career. But the financial part is not everything: there exists a more complex side, which is internal. I thought about that too.

I perceive life as a cycle – and cycles need to end in order for new ones to begin. It is not good to leave cycles open, since there's always that bad feeling that we didn't finish things. This compromises our progress. In my career, I see these cycles very clearly when I look back at everything I experienced. I never made big leaps in my career; everything occurred step-by-step, and this made me feel more at ease.

Olinkraft was the entry door into the pulp and paper sector and also how I entered the job market. If somebody asked me how I got my first job, I would have to say I never had to look for it. I could say I'm gifted in this sense. From Olinkraft I went to Braskraft Florestal e Industrial – a project that ended up not happening for various reasons. While doubts remained about leveraging this project, I received an offer to work at Aracruz Celulose S.A.

These professional experiences were very interesting and enriching for me, since I came into contact with different cultures – American (Olinkraft) and then Scandinavian (Aracruz). All this without counting the opportunities I had of getting to know pulp and paper production processes and also witness the transition of using softwood pulp to hardwood pulp with Brazilian technology.

After 12 years at Aracruz, my challenge became the Bahia Sul Project. I have a lot of stories and memories to tell about this period, since I went to a place where there was nothing – nothing at all! So, I fulfilled the mission of participating in the construction of the mill and then managing it. It became a great success in the end, and that's what's important. After that, I arrived at the final destination of my executive career. At the time, I did not know that this would be the place where I would conclude my executive cycle and begin a consultancy phase – at Fibria (ex-VCP).

When I joined the company almost 16 years ago, it was to take over activities that were divided between the shareholders and the president. So, it was a new position at a model company. The HR area already worked with directors about a career plan designed to retire at the age of 62 – nothing obligatory, but a guideline that I also followed over time.

Today, my moment has arrived, and it is a special moment in view that it represents an opportunity for another professional who has undergone Fibria's entire selection process until being approved by the Board of Directors. I am passing the baton to Paulo Silveira (current General Manager of the Aracruz Unit), who will give continuity to my work as leader. As of now, I will be an advisor, a consultant who will work in a different space here in the company, accompanying and participating in the transition process. Changes are fundamental, because company talents need to see that there exists opportunities and you need to understand that nobody is eternal. If there isn't this opening, how is everyone going to grow? A company itself also needs to grow, with new professionals at the helm. Therefore, in addition to concluding my cycle as one of Fibria's directors, this moment represents a new time for the company.

Parallel to my work as consultant for Fibria – a phase in which I will tell the company how many hours I will want to work – I'm going to dedicate more time to my family. I had little chance to do this due to the commitments of an executive career. My wife was practically the mother and father of my children; I am aware of this. I want to pay back everything that is within my reach.

## Career Summary

**Name:** Francisco Fernandes Campos Valério

**Age:** 65

### Academic Background:

- Bachelor's Degree in Mechanical Engineering – Centro Tecnológico da Universidade Federal de Santa Catarina (1970)

### Professional Experience:

- Industrial, Engineering and Procurement Director – Fibria Celulose S.A. (September 2009 - present)
- Technical and Industrial Director – Votorantim Celulose e Papel (November 1997 - September 2009)
- Industrial Director – Bahia Sul Celulose S.A. (September 1991 - November 1997)
- Operations General Manager – Aracruz Celulose S.A. (April 1985 - September 1991)
- Pulp Mill Manager – Companhia Suzano de Papel e Celulose (June 1984 - April 1985)
- Production Manager – Aracruz Celulose S.A. (June 1981 - June 1984)
- Utilities/Recovery Manager – Aracruz Celulose S.A. (January 1979 - June 1981)
- Utilities/Recovery Superintendent – Braskraft Florestal e Industrial (December 1976 - January 1979)
- Utilities/Recovery Superintendent – Olinkraft Celulose e Papel Ltda.– Igaras (December 1970 - December 1976)
- Trainee - Olinkraft Celulose e Papel Ltda. (July 1969 - July 1970)

*In very difficult decision moments of my career, for having to be far away, among other issues, my family was my greatest supporter. I once received a lesson of life from my oldest son. I believed that bringing the entire family to live near the mill was a way of being closer to them. Work was so hectic that I left early, when they were still sleeping, and returned late, when they had already gone to bed. At a certain moment of my career, I was reluctant to be far away from them. So, my oldest son told me: "Dad, you think that living with us means being close to us, but in reality things aren't really like that. So, follow your career, but when you are with us, the time we spend together, make them the most valuable hours possible." After realizing this, I followed my path since that moment, in a much more conscientious manner thanks to my son.*

*In addition to dedicating more time to my family, in the future, when my cycle as consultant comes to an end, I intend to do some sort of philanthropic activity to repay for all the godsend I received in my life.*

*I know that this will be a new challenge to find something I can do without so much commitment, in order to be closer to my children, grandchildren and wife, but I know that, at the right time, I'll get there.*

*The message I would like to leave here for all my friends and acquaintances is that we do not grow alone; it's the others who help us grow. I have no doubt that I got to where I am because I had support from a lot of people – above all, from my family. This is what helped me grow. I also always had support from my group with whom I worked and work with in various places, where we spent good times and difficult times – that ultimately transform into opportunities. I would like to thank all of them for me to be participating and working up till now with their support!" ■*