





## INTRODUÇÃO

Você está recebendo o Relatório de Sustentabilidade da Klabin S.A., ano de 2012, em sua versão resumida. Desejamos que esta seja uma leitura prazerosa e possa lhe estimular a acessar nossa versão completa online.

A Klabin reconhece, em seus leitores, parte de seu público de relacionamento e esta produção busca apontar as interações entre a empresa e seus stakeholders.

A Klabin preza por transparência, clareza e objetividade ao apresentar as ações que desenvolveu ao longo do ano e o Relatório de Sustentabilidade é uma maneira de engajar ainda mais colaboradores, parceiros de negócios, atuais e futuros clientes e outros públicos de interesse na trajetória da empresa de crescimento e compromisso com o desenvolvimento do Brasil.

A versão completa deste relatório, publicada de acordo com as diretrizes do Global Reporting Initiative (GRI), está consolidada no Relatório de Sustentabilidade 2012, disponível em <http://rs.klabin.com.br>. Nela você encontrará todas as informações sobre o desempenho econômico, social e ambiental da Klabin em 2012.

Neste relatório, você vai encontrar alguns QR Codes, que levarão diretamente a um conteúdo mais completo e dinâmico na versão online. Para acessar, instale um leitor de QR Code em seu smartphone ou tablet com acesso à internet e aponte a câmera para a imagem pontilhada.



# Message from the management

*The year of 2012 initiated a fresh cycle of strategic reviews and was crucial for us to introduce more mature*

Faced with a less favorable global macroeconomic scenario, the year of 2012 initiated a fresh cycle of strategic reviews and was crucial for us to introduce more mature, enhanced management processes at Klabin. In compensation for this effort, we achieved the best results in the history of the company, with excellent performance in every segment of business in which we operate.

The consolidation of a structured program to reduce costs in every area, together with high-return investments and a commercial attitude aligned with the market segments where we operate, enabled us to achieve a new record in cash generation, with an EBITDA of R\$ 1.4 billion.

Throughout the year we developed industrial improvement processes, in order to boost our efficiency and our productivity. We allocated R\$ 76 million to debottleneck the Monte

Alegre Plant (PR), which will guarantee an additional bleaching capacity of 30 thousand tons a year of pulp, doing away with the need to purchase this raw material from the market. On another front, we went ahead with the investments to bring on stream two new corrugators at the Jundiá (SP) and Goiana (PE) Plants, of which the one at Jundiá is the biggest machine of its kind installed in Brazil and, at 400 meters per minute, is also the fastest.

Thanks to well-defined commercial strategies, we have penetrated new segments of the industrial sack business, which will allow us to increase our sales volume. We have approved investment in a new sack kraft machine with 80 thousand tons of capacity, with startup planned for 2013, making our product more competitive and generating new jobs.

In the forestry area, new harvesting machines and equipment to prepare the soil have come on stream, with significant advances in insourcing our labor. The program to reduce forestry costs, which involved matrix management of expenses, showed results in the second half of the year and was important for the maintenance of nominal cash cost in 2012. We introduced key procedures in logistics and a more efficient system of tracking trucks, which has optimized routes and allowed us to reduce freight costs.

The year of 2012 was also distinguished by the start of new vision with regard to the Human Resources area, which was renamed People & Management. Not only will it enable us to be more dynamic and efficient building a culture of engagement, development and results among all employees, but this new nomenclature emphasizes the respect and importance we dedicate to people, the essence which drives our business.

Based on our management to improve processes, we have made headway developing projects to rationalize the use of natural resources, to mitigate environmental impacts

We allocated  
**R\$ 76 million**  
to debottleneck the Monte Alegre Plant (PR), which will guarantee an additional bleaching capacity of  
**30 thousand tons a year of pulp**



and to establish an increasingly cleaner and more sustainable energy matrix. Among the various improvement actions adopted during the year was the new biofuel boiler in Correia Pinto (SC), which reduced the amount of fuel oil burned in the plant.

We continue to invest in the research, development and innovation of our products and technologies. In 2012, we performed studies in the areas of genetic improvement, nanotechnology, biorefinery and others. Carried out in conjunction with important research institutes in Brazil and overseas, this work was focused on productivity and the development of stronger, more durable and energy-efficient products in a continuous quest for greater added value.

Our management processes matured and so did our commitment to and practices of sustainability. Now, besides the Sustainability Committee, comprised of company directors and one outside member, we can also count on a specific area of Sustainability Management, subordinated to the Director of

In 2012, we performed studies in the areas of genetic improvement, nanotechnology, biorefinery and others.

Strategic Planning and designed to ensure the comprehension and alignment of sustainability issues for the whole company, with a long-term strategic vision.

Our pledge to sustainability is further reflected in a series of external social commitments taken with highly credible national and international bodies, the most important of which was signed in 2000, when we endorsed the United Nations' Global Compact. By way of this important initiative we have sought to demonstrate our engagement with sustainable business development and, above all, with building a more just country of equal opportunity.

In acknowledgement of these efforts, we have received important awards. Klabin was elected the Best Company from the Pulp and Paper Sector in 2012, by Exame magazine's guide to "The Best and The Biggest" (Melhores e Maiores). In the 15th edition of its annual publication "The Most Admired Companies of Brazil" (As empresas mais admiradas do Brasil) of Carta Capital magazine, we were elected the most admired company from the Pulp and Paper sector. And in the "Best of Dinheiro" ranking by the IstoÉ Dinheiro magazine, the company took first place in the Pulp and Paper category, besides other outstanding awards which we have won.

The combination of these efforts has produced a new dimension of value creation in our production chain. This has made us

even more competitive and flexible to diversify products and logistical alternatives, involving technological resources and people with a tendency to innovate. These aspects, together with exceptional teamwork, are proof that we are on the right road and bolster our conviction of the potential of our differentials. Looking to the future, we believe that in 2013 we will consolidate the foundations for Klabin's sustainable growth.

We wish to thank all our customers, suppliers, investors and business partners and, in particular, our employees who helped us achieve these expressive results in 2012.

The Management

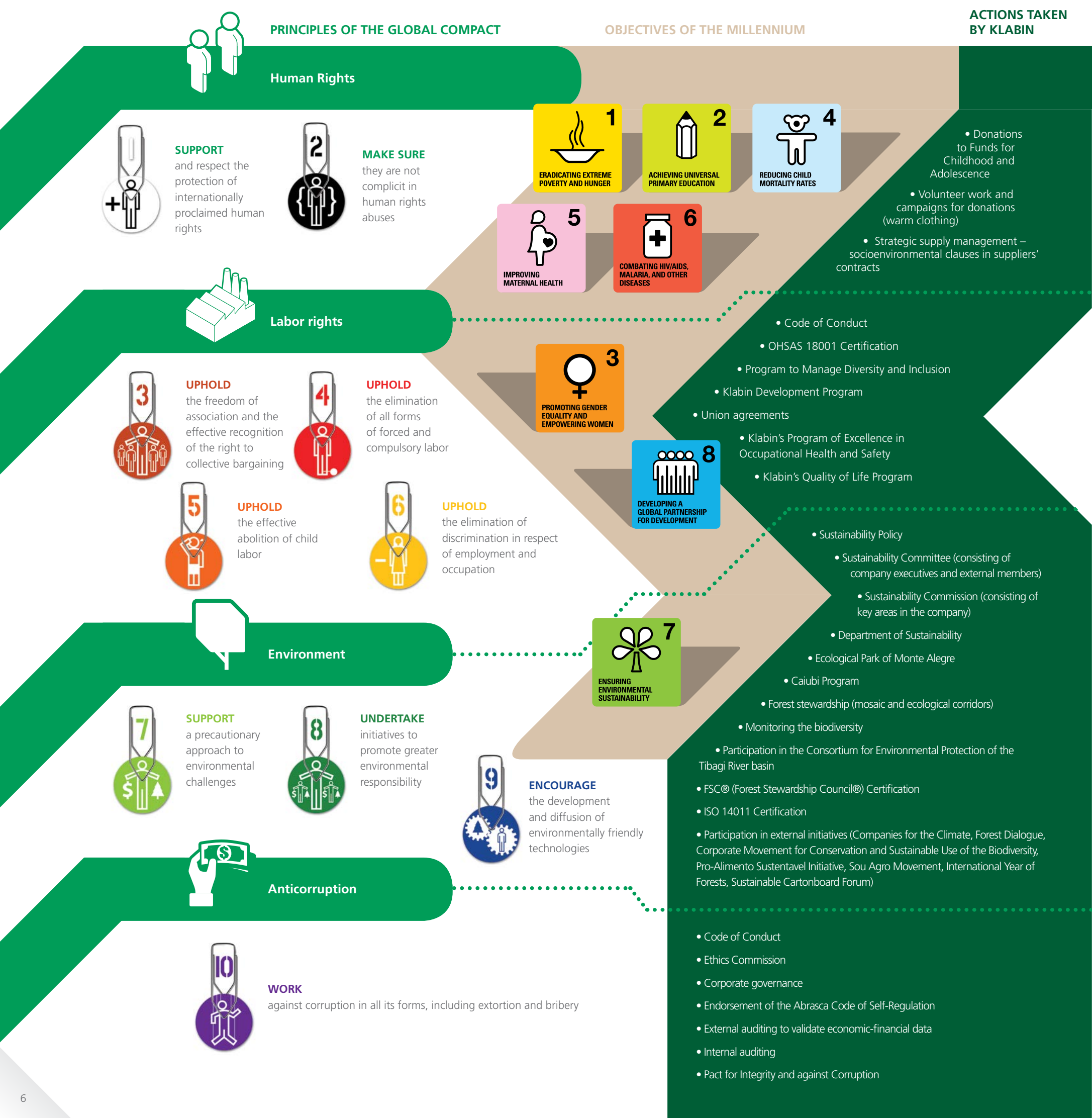


rs.klabin.com.br/pt/mensagem-da-administracao



# Global Compact

Well aware of its power to mobilize society to build a more just and sustainable country, Klabin has been a signatory to the Global Compact since 2003.





**Klabin**

klabin.com.br