

LatAm SER S&OP 2026 - EXPO

Station 14 - Account Management and Customer Care

Dayyán Argenton
João Requena



MSM and Site Residents

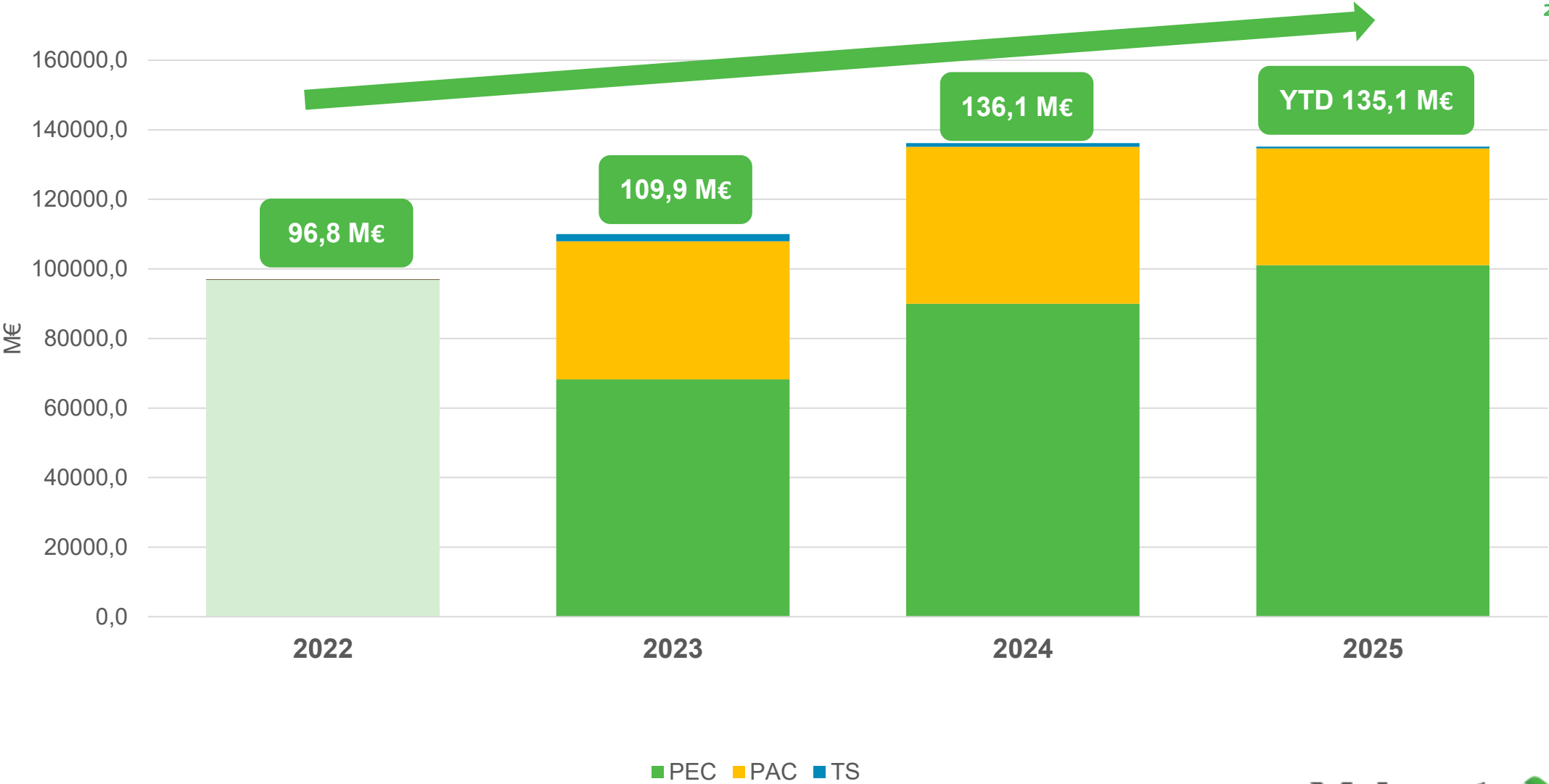
INTERNAL



- **Bruno Engracio** (CMPC Brazil + RS State Mills)
- **Felipe Blau** (Tissue & Paper Mills and Klabin Others)
- **Guilherme Fernandes** (MFU&FBO)
- **Jonatan Melo** (Klabin PR+PR State Mills)
- **Petterson Angelo** (Suzano South + MS State Mills)
- **Guilherme Golfetto** (Suzano North & ES State and related region)
- **TBN 1** (Dissolving Pulp Mills + MG & SP North Mills)
- **João Gabriel** (Site Resident Suzano Imperatriz)
- **Horlan Santana** (Site Resident LDC)

Brazil Region – Growth trough years

INTERNAL





HUB@Region

MILL SALES MANAGER – CMPC GUAIBA						
Bruno Engracio						
PERFORMANCE PARTS - PER	SPARES & CONSUMABLE	FIELD SERVICES	FILTER ELEMENTS	MACHINE CLOTHING	AUTOMATION SALES	ONSITE RESIDENT
PULP & ENERGY SOLUTIONS – PES (PST e RST); RST – Rogerio Duarte (*)	João Requena	Matheus Lixinski	Cristiano Flores	Thiago Mondo	Gustavo Sato	Ellen Santos (AUT, QCS)
BOARD & TISSUE SOLUTIONS	Bruno Conceição					Cesar Paiva (AUT, DCS)
ROLLS & WORKSHOP SERVICES	Cheyenne Petry (AUT)					Amarildo (FC, Valves)
SERVICE CENTERS						
OUTSOURCING & AGREEMENTS - MMO						
INDUSTRIAL INTERNET - VII						
Corporation		CAM		Executive Sponsor		
CMPC S.A.		Carl Mikael Stal		Celso Tacla		

Mill Sales Manager Governance

Customer Annual clock

INTERNAL



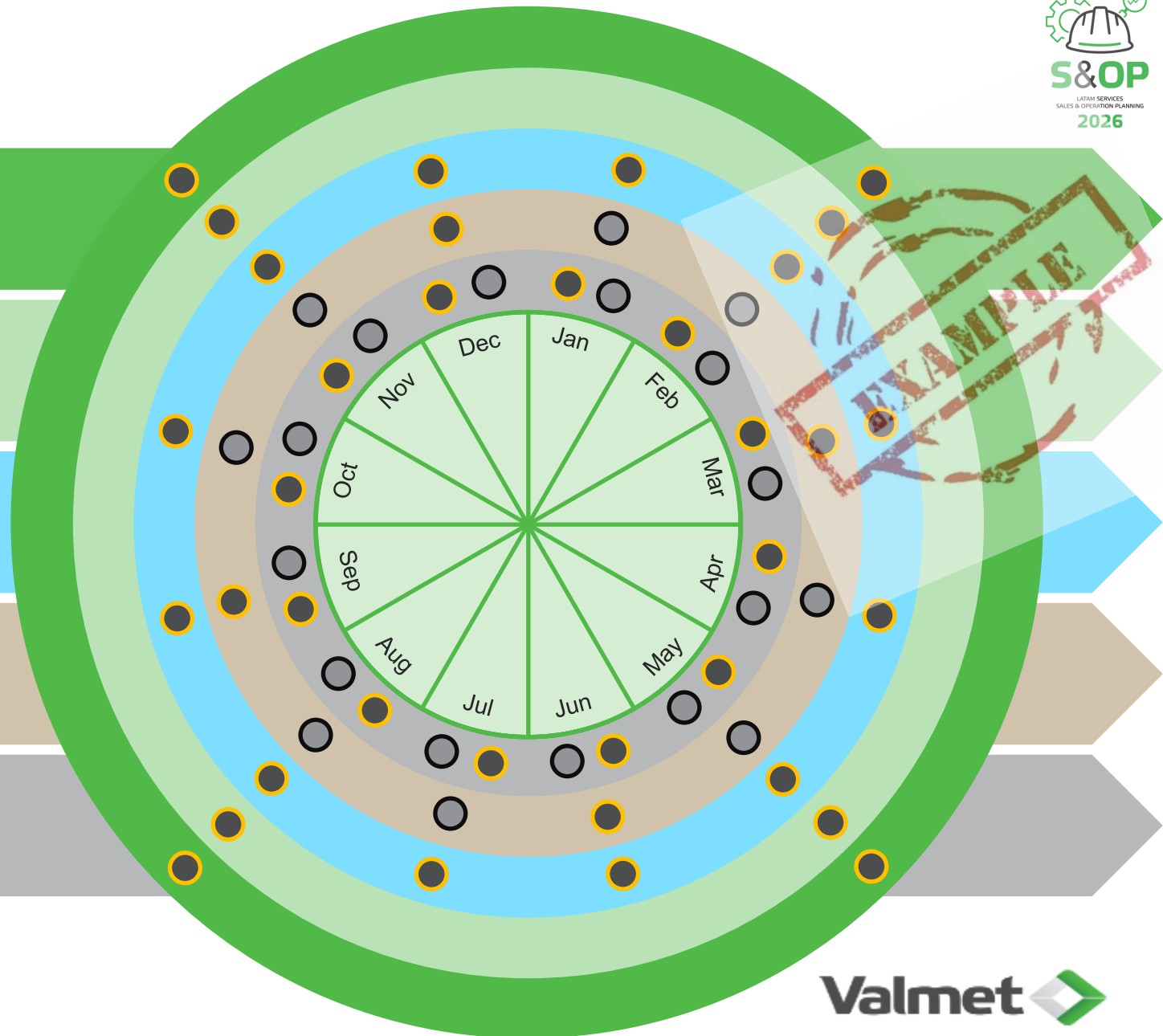
Corporate projects/Top Management Team (tri-monthly)

Industrial Director & Legal Department (Half year)

Executive Managers
Maintenance, Process, Engineering and Production
(monthly)

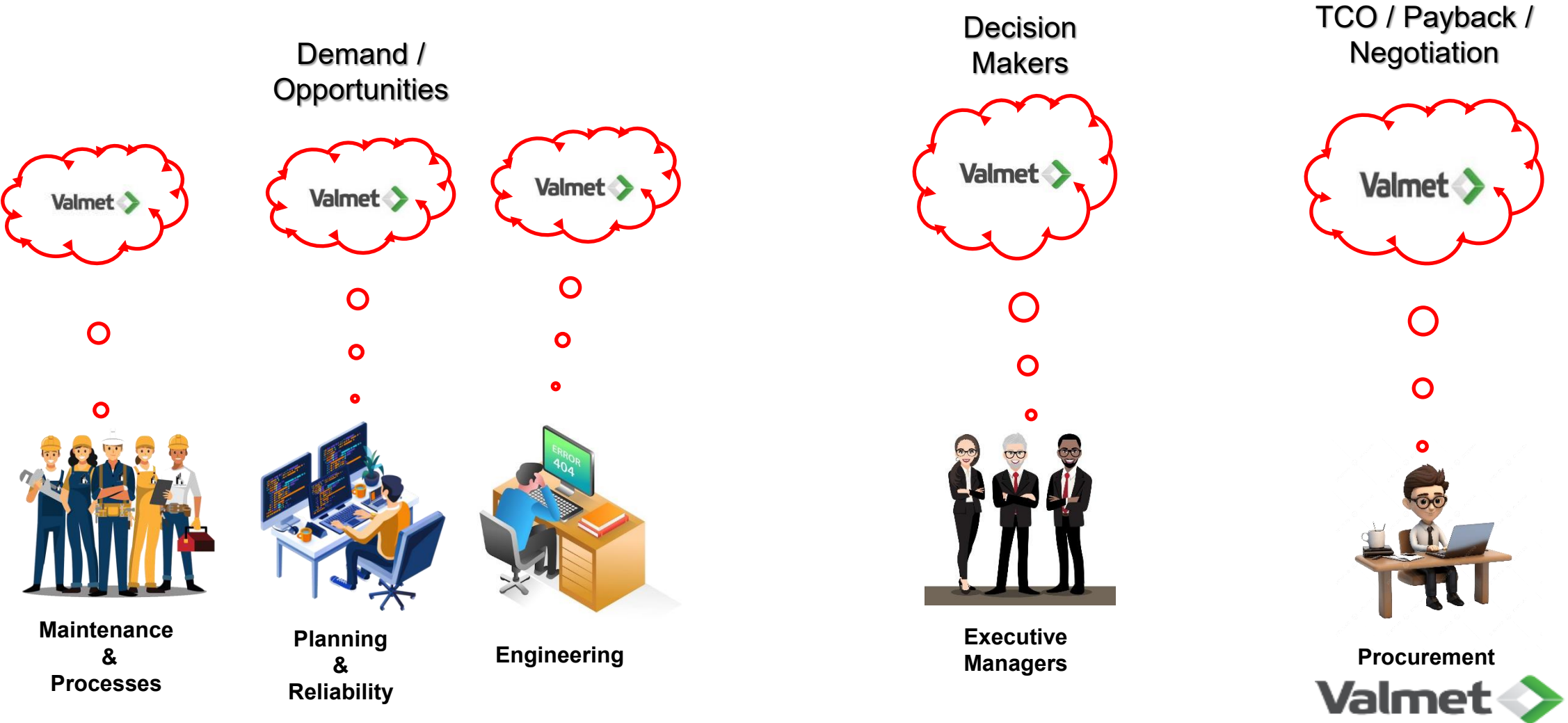
Procurement and Tax Department (monthly)

Coordinators, Supervisors and Operators
Planning & Reliability - Maintenance & Production
(1 week for each area)



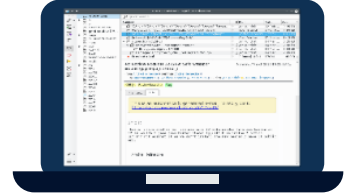
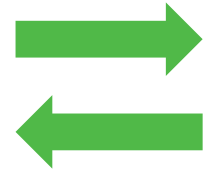
- Teams (Hybrid meeting)
- F2F

Mill Sales Manager



First Contact with Customer

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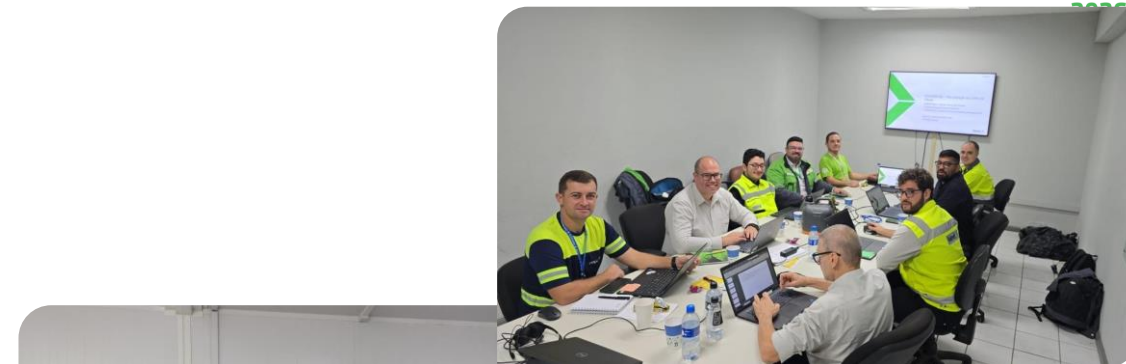


CAM Meeting – HUB@Region

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- **Dedicated CAM C1** and part time **CAM C2**
- Integration with others BA's
- **Quarterly Top Management Meeting**
- **Strategic targets** and their progress;
- Review of **customer** related **information**
- **Review** progress of **corporate plan** and ongoing **actions**
- Share **Best practices** in the mill
- Next HUB Meeting and Activities at Site



CAM Meeting – Actions and Ongoing

INTERNAL



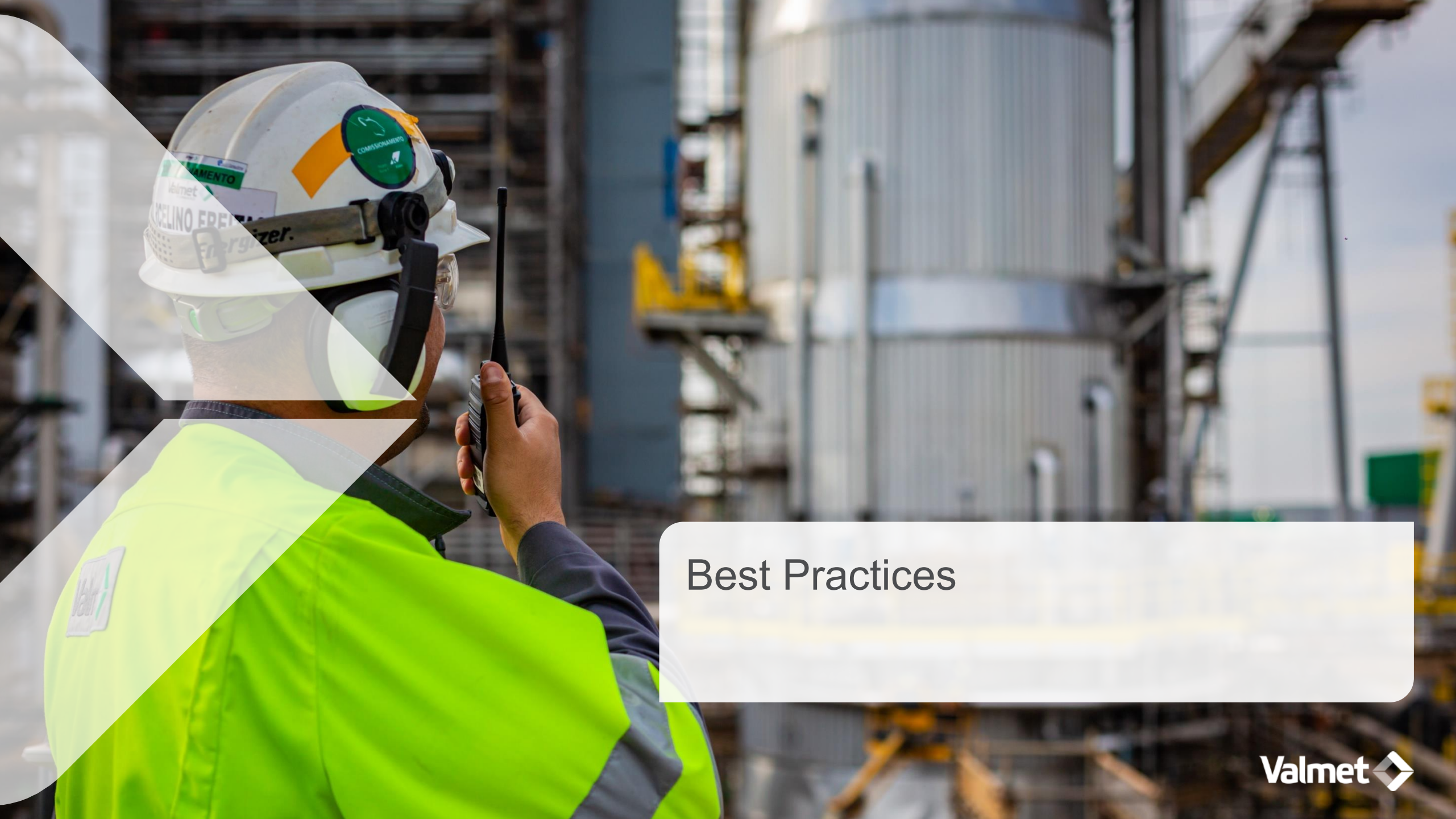
Review progress of corporate plan and ongoing actions

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#	Area	Detail	Responsible	Deadline	Status
1	Wood Handling	Peeled calendar plates – Proposal sent. Include installation scope (FSE).	Tiago Souza e Adriano Berlitz	17/10/25	Ongoing!
2	Wood Handling	New roller hood – Prepare and submit proposal for supply and installation (FSE).	Tiago Souza e Adriano Berlitz	17/10/25	Ongoing!
3	Wood Handling	Chopper outlet chute wear plate – Prepare and submit proposal for supply and installation (FSE).	Tiago Souza e Adriano Berlitz	17/10/25	Ongoing!
4	Wood Handling	Replacement of peeler roller teeth during PG-2026 – EPC proposal submitted; prepare and submit EPS proposal.	Adriano Berlitz	17/10/25	Ongoing!
5	Wood Handling	Horizontal and Clown Shoe knives (DPDH) – Prepare and submit proposal.	Lucas Martins	17/10/25	Ongoing!
11	Wood Handling	DDR Rotors – Review proposal and send to LD.	Tiago Souza	17/10/25	Ongoing!

#	Area	Detail	
1	Recovery	Liquor Spray Station – Proposal sent to the customer.	Vinicius
2	Recovery	Compax cooler cassettes – Proposal sent to the customer.	Bruno Conceicao e Jeferson Neves
3	Recovery	Addition of discs to white liquor and mud filters – Proposal submitted; LD feedback expected by 31/10.	Jeferson Neves
4	Recovery	Follow-up meeting with LD regarding the Liquor Spray Station project to review technical details and commercial progress – 31/07/25.	Horlan, Vinicius, Dayyan Enzo, Marcos.
5	Recovery	Meeting with LD regarding maintenance activities on the Lime Kiln – 06/07/25.	Horlan, Jeferson Neves e Tarcisio.

#	Action	Detail	Responsible	Deadline	Status
1	Industrial Internet	Implement first reference – Data Discovery	Dayyan Pedro	Q2/2023	Started new approach in 2023
2	Climate program	- Customer's targets for CO2 emission reduction and related investment plans. - Present Valmet's climate program and customer relevant CO2 offering to the customer.	Richard Dayyan	Q1/2023	Done, waiting next steps from Cenibra
3	Identify key CIO / CDO people in Cenibra	Organize meeting with CIO / CDO to discuss about customer's digital strategy and pain points, Valmet Industrial Internet offering and need for data sharing agreement.	Richard Dayyan	Q3/2023	Started new approach in 2023
4	Implement shutdown planning	Support with current backlog and turn from reactive to proactive the parts management	Jorge Leite Luiz Polachini	Started Q3/2022	Done and Ongoing!
5	Focus on strategic targets and their progress	Quarterly meeting at the mill to follow the progress and get feedback	Richard Dayyan	Full Year	Partially done
6	Annual shutdown services	Digestor top separator rebuild, OD scraper arm guarantee, TRP services (L1 & L2) and supervision, etc. - Closing meeting and main tasks/actions - Final report shared with PER, PES, ROL to push for more business	PES FSE ROL	Q3/2023	Improved in 2023 ASD. Continue the path to expand
7	Full Mill Team Quarterly Visits	Ensure the Mill Team will set quarterly meeting in Cenibra, taking advantage for development	July – Q2 Q3/Q4 to plan	Full Year	2023 activities to be kicked off in June 23
8	Life Cycle Services Agreement	To continue with the offering for added value, SPP L2 Kick-off, Price List, agreement, spare rolls, services and VII agreement, etc	Daniel Mendes Carolina Costa	Q3/2022	Ongoing
9	Business development	LK, CAU, WHL, PMC, CLC, SCP, AS & FC - focus on opportunities where we have no business or can grow further the business!	Richard Dayyan	Full Year	Keep bringing specialists



Best Practices

Customer Visit

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- **Valmet at Site**
- **Scheduled Meeting** with Customer
- **Connect** with another Specialist remotely
- **Pain Point and Bottlenecks Analysis**
- Meeting with **Several Department**
- **High volume of activities** with the customers bringing new opportunities and distribute with Mill Team.
- **Main customer contact**



Spare Parts Management – Key Actions for Customer Care

INTERNAL



Review of Recommendations Reports

- Analyze reports from the previous Annual Shutdown
- Identify lessons learned and improvement areas



Equipment Scope Definition Analysis

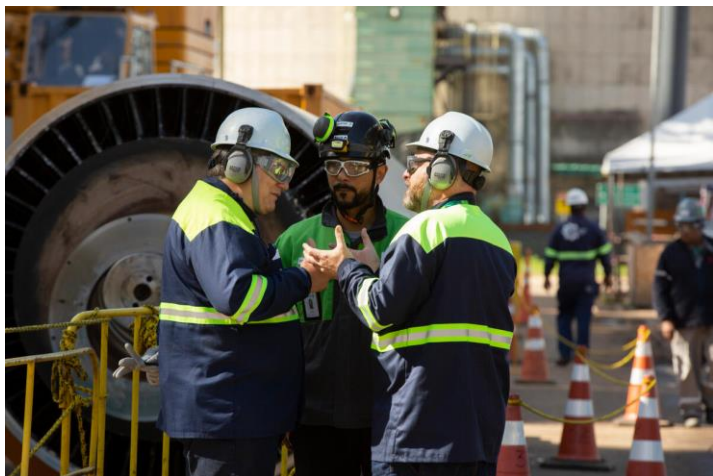
- Determine which equipment will require services to optimize the spare parts actions.
- Align spare parts scope by equipment for accurate planning

Critical Points and Opportunities

- Highlight risk areas and potential cost-saving actions
- Suggest preventive measures to avoid unplanned shutdown

Spare Parts Management – Key Actions for Customer Care

INTERNAL



Transactional to Consultative Sales

- Move beyond simple parts supply
- Offer technical recommendations and value-added solutions



Spare Parts Planning

- Prepare shutdown spare parts list in advance
- Ensure availability of critical components



Customer Interaction

- Address questions, suggestions, and feedback proactively
- Maintain open communication channels

Spare Parts Management – Key Actions for Customer Care

INTERNAL



- Review of Recommendations Reports
- Equipment Scope Definition Analysis
- Critical Points and Opportunities
- Spare Parts Planning
- Customer Interaction
- Transactional to Consultative Sales

LEAD THE WAY

Transforming industries towards a regenerative tomorrow

BIOMATERIAL SOLUTIONS & SERVICES

ADVANCING CIRCULARITY

- Seamless lifecycle approach to grow in services and technology
- Continuous innovation with customers, leading the way towards circularity
- Relentless drive for product cost competitiveness



PROCESS PERFORMANCE SOLUTIONS

UNLOCKING RESOURCE EFFICIENCY

- Leading lifecycle value, reliability and customer experience
- Customer-focused innovation and strategic portfolio expansion
- Growth in high-quality technologies and digital capabilities in mission-critical solutions

STRATEGY FUNDAMENTALS

Customer success Lifecycle commitment Global competitiveness Accountability

VALUES

Customers Excellence Renewal People

Valmet ➤



Valmet ➤

Technical Seminars

INTERNAL



Feeders Seminar
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Valmet Day
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