



sappi

investing in **growth**

2017 Our leadership and executive management

Our leadership and executive management

Non-executive directors

Sir Nigel Rudd (70) (Independent Chairman)

Qualifications: DL, Chartered Accountant

Nationality: British

Appointed: April 2006

Sappi board committee memberships:

- Nomination and Governance Committee (Chairman)
- Attends Audit Committee, Human Resources and Compensation Committee and Social, Ethics, Transformation and Sustainability Committee meetings ex officio

Other board and organisation memberships:

- BBA Aviation plc (Chairman)
- Business Growth Fund (Chairman)
- Meggitt plc (Chairman)

Skills, expertise and experience:

Sir Nigel Rudd has held various senior management and board positions in a career spanning more than 35 years. He founded Williams plc in 1982 and the company went on to become one of the largest industrial holding companies in the United Kingdom. He was knighted by the queen for services to the manufacturing industry in the UK in 1996 and holds honorary doctorates from Loughborough and Derby Universities. In 1995 he was awarded the Founding Societies Centenary Award by the Institute of Chartered Accountants. He is a Deputy Lieutenant of Derbyshire and a Freeman of the City of London.

Godefridus Peter Franciscus Beurskens (Frits)* (70) (Independent)

Qualifications: BSc Mechanical Engineering, MSc Industrial Engineering and Management Science

Nationality: Dutch

Appointed: October 2011

Sappi board committee memberships:

- Audit Committee

Other board and organisation memberships:

- Board director of the Smurfit Kappa Group plc
- Member of the Nominations Committee of the Smurfit Kappa Group
- Chairman of the Supervisory Board of Smurfit Kappa Netherlands

Skills, expertise and experience:

The Smurfit Kappa Group is a listed company and a leader in paper-based packaging with annual sales of more than €8 billion globally. As President and Chief Executive Officer of Kappa Packaging (€3 billion turnover) prior to its late 2005 merger with the Smurfit Group, he oversaw the establishment of Kappa Packaging as a top performer and one of Europe's largest companies operating in the production, development and sale of container board, corrugated board, solid board packaging, graphic board and speciality board. He is a past

Chairman of the Confederation of European Paper Industries (CEPI) and of the International Corrugated Case Association (ICCA). In December 2007, he was appointed by the Dutch queen as officer of the Order of Oranje Nassau and received a knighthood.

* Mr Beurskens retired from the Sappi board at the end of February 2017.

Robert John DeKoch (Bob) (65) (Non-independent)

Qualifications: BA (Chemistry), MBA

Nationality: American

Appointed: March 2013

Sappi board committee memberships:

- Social, Ethics, Transformation and Sustainability Committee

Other board and organisation memberships:

- The Boldt Company (President)
- New North, Inc (Chairman)
- The Building for Kids

Skills, expertise and experience:

Mr DeKoch is the current President and Chief Operating Officer of The Boldt Company in Appleton, Wisconsin, USA. Prior to joining The Boldt Company, Mr DeKoch served as a production manager and mill manager, as well as Vice President of Manufacturing for Appleton Papers (USA). He has co-authored two books on leadership thinking.

Michael Anthony Fallon (Mike) (59) (Independent)

Qualifications: BSc (Hons) (First Class)

Nationality: British

Appointed: September 2011

Sappi board committee memberships:

- Human Resources and Compensation Committee (Chairman)
- Audit Committee

Skills, expertise and experience:

Mr Fallon retired as an executive director of Nippon Sheet Glass Company Limited (NSG Group) at the end of June 2012. Prior to retirement, Mr Fallon was President of NSG's global automotive division, with 17,500 employees, heading up all the glass and glazing operations in the key automotive regions across the world. With annual sales of around €6 billion, the NSG Group is one of the world's largest manufacturers of glass and glazing products for the building, automotive and speciality glass sectors. His management and leadership experience extends across a wide range of functions from plant management, sales and marketing and supply chain to general management, including mergers and acquisition experience. He was president of Pilkington operations in North America and has been director and chairman of companies in the United Kingdom, New Zealand and Finland.

Our leadership and executive management continued

Dr Deenadayalen Konar (Len) (63) (Independent)

Qualifications: BCom, MAS, DCom, CA(SA), CRMA

Nationality: South African

Appointed: March 2002

Sappi board committee memberships:

- Audit Committee (Chairman)
- Nomination and Governance Committee

Other board and organisation memberships:

- Alexander Forbes Group Holdings Limited
- Exxaro Resources Limited (Chairman)
- Lonmin plc
- Steinhoff International Holdings Limited (Deputy Chairman)

Skills, expertise and experience:

Previously Professor and Head of the Department of Accountancy at the University of Durban-Westville, Dr Konar is a member of the King Committee on Corporate Governance in South Africa and the SA Institute of Directors, past member and Chairman of the External Audit Committee of the International Monetary Fund and member of the Safeguards Panel and Implementations Oversight Panel of the World Bank (Co-Chairman). Dr Konar is currently a professional director of companies.

Nkateko Peter Mageza (Peter) (63) (Independent)

Qualifications: FCCA (UK)

Nationality: South African

Appointed: January 2010

Sappi board committee memberships:

- Audit Committee
- Human Resources and Compensation Committee

Other board and organisation memberships:

- Anglo American Platinum Limited
- Ethos Private Equity Proprietary Limited
- RCL Foods Limited (formerly Rainbow Chickens Limited)
- Remgro Limited
- MTN Group Limited

Skills, expertise and experience:

Mr Mageza joined the Sappi board after having held senior executive positions across a wide range of industries. He is a former Group Chief Operating Officer and Executive Director of Absa Group Limited, Assistant General Manager at Nedcor Limited and Chief Executive Officer of Autonet, the Road Passenger and Freight Logistics division of Transnet Limited.

John David McKenzie (Jock) (70) (Lead independent director)

Qualifications: BSc Chemical Engineering (cum laude), MA

Nationality: South African

Appointed: September 2007

Sappi board committee memberships:

- Human Resources and Compensation Committee
- Nomination and Governance Committee

Other board and organisation memberships:

- Capitec Bank
- Carleton Lloyd Education Trust (Chairman)
- Coronation Fund Managers
- Rondebosch Boys Schools Education Trust (Chairman)
- University of Cape Town Foundation (Chairman)
- Zululand Distilling Proprietary Limited (Chairman)

Skills, expertise and experience:

Mr McKenzie joined the Sappi board after having held senior executive positions globally and in South Africa. He is a former President for Asia, Middle East and Africa Downstream of the Chevron Texaco Corporation and also served as the Chairman and Chief Executive Officer of the Caltex Corporation. He was a member of the Singapore Economic Development Board from 2000 to 2003.

Dr Bonakele Mehlomakulu (Boni) (45) (Independent)

Qualifications: PhD (Chemical Engineering), MSc (Organic Chemistry)

Nationality: South African

Appointed: March 2017

Sappi board committee memberships:

- Social, Ethics, Transformation and Sustainability Committee

Other board and organisation memberships:

- Hulamin Limited
- Unisa Council
- Yokogawa South Africa

Skills, expertise and experience:

Dr Boni Mehlomakulu is the Chief Executive Officer of the South African Bureau of Standards (SABS). Under her leadership the institution has undergone a significant transformation, gearing itself towards service relevance within the 21st century. As a pioneer for continuous learning, she holds a BSc (Hons) (Chemistry and Applied Chemistry), MSc (Organic Chemistry) and a PhD (Chemical Engineering) from the University of Cape Town.

Dr Mehlomakulu's career started at Sasol before joining the Department of Science and Technology in various management roles. In addition to her non-executive directorship at Sappi Limited, her external industry portfolios include being the Deputy Chair of Unisa Council, non-executive director of Hulamin Limited and Yokogawa South Africa, as well as a council member of the International Standards Organisation (ISO, Geneva). Past boards and directorships include PBMR Proprietary Limited, Nuclear Energy Corporation of South Africa (NECSA), Eskom Holdings SOC Limited and the Technology Innovation Agency (TIA).

Mohammed Valli Moosa (Valli) (60) (Non-independent)

Qualifications: BSc (Mathematics)

Nationality: South African

Appointed: August 2010

Sappi board committee memberships:

- Social, Ethics, Transformation and Sustainability Committee (Chairman)

Our leadership and executive management continued

Other board and organisation memberships:

- Anglo Platinum Limited (Chairman)
- Imperial Holdings Limited
- Sanlam Limited
- Sun International Limited (Chairman)
- WWF-SA (Chairman)

Skills, expertise and experience:

Mr Moosa has held numerous leadership positions across business, government, politics and civil society in South Africa. He was South African Minister of Constitutional Development, the President of the International Union for the Conservation of Nature, and Chairman of the UN Commission for Sustainable Development, and he served as a member of the National Executive Committee of the African National Congress until 2009.

Robertus Johannes Antonius Maria Renders (Rob Jan) (64) (Independent)

Qualifications: MSc (Mechanical Engineering), MDP

Nationality: Dutch

Appointed: October 2015

Sappi board committee memberships:

- Human Resources and Compensation Committee
- Audit Committee

Skills, expertise and experience:

Currently a business consultant, Mr Renders was a member of the board of Duropack GmbH from 2012 until the end of May 2015, as well as Chief Executive Officer of Duropack from May 2013 until May 2015. He has also served (from 2006 to 2010) as Chairman of the board of OTOR Société Anonyme, a leading packaging provider in France. Between 1989 and 2006 he held various positions at Svenska Cellulosa Aktiebolaget (SCA), a leading global producer of hygiene products and packaging solutions, including Mill Manager at SCA Packaging De Hoop, Managing Director of SCA Packaging De Hoop, President of SCA Packaging Containerboard, President of SCA Packaging Europe and Senior Vice President Special Project Global Packaging for SCA Group. He has various consulting positions.

Dr Rudolf Thummer* (70) (Independent)

Qualifications: Dr Techn, Dipl-Ing

Nationality: Austrian

Appointed: February 2010

Sappi board committee memberships:

- Social, Ethics, Transformation and Sustainability Committee

Skills, expertise and experience:

Dr Thummer joined the Sappi board after having served many years in the pulp and paper industry. He joined Hannover Papier in 1979 (later purchased by Sappi) as Manager of Research and Development. In 1982, he became the Paper Mill Manager at Alfeld Mill. In 1990, he was appointed Technical Director of Alfeld Mill. In 1992, Dr Thummer became an executive board member of the Hannover Papier Group, responsible for manufacturing at the Alfeld and EHINGEN Mills.

In 1998, he moved to Sappi Fine Paper Europe based in Brussels, as Technical Director and executive board member. He served as Group Head Technology of Sappi Limited from 01 January 2006 up to his retirement at the end of December 2007.

** Dr Thummer will retire from the Sappi board in December 2017.*

Karen Rohn Osar (68) (Independent)

Qualifications: MBA, Finance

Nationality: American

Appointed: May 2007

Sappi board committee memberships:

- Audit Committee

Other board and organisation memberships:

- Innophos Holdings Inc (Audit Committee and Nominating and Governance Committee)
- Webster Financial Corporation (Chairperson of the Audit Committee, and also serves on the Risk and Executive Committees)

Skills, expertise and experience:

She was Executive Vice President and Chief Financial Officer of speciality chemicals company, Chemtura Corporation, until her retirement in March 2007. Prior to that, she held various senior management and board positions in her career. She was Vice President and Treasurer for Tenneco, Inc and also served as Chief Financial Officer of Westvaco Corporation and as senior Vice President and Chief Financial Officer of the merged MeadWestvaco Corporation. Prior to those appointments she spent 19 years at JP Morgan and Company, becoming a Managing Director of the Investment Banking Group. She has chaired several external board audit committees.

Bridgette Radebe* (57) (Independent)

Qualifications: BA (Pol Sc and Socio)

Nationality: South African

Appointed: May 2004

Sappi board committee memberships:

- Social, Ethics, Transformation and Sustainability Committee

Other board and organisation memberships:

- Mmakau Mining Proprietary Limited (Executive Chairperson)
- South African Mining Development Association (President)

Skills, expertise and experience:

Mrs Radebe was the first black South African deep-level hard rock mining entrepreneur in the 1980s. She has more than a decade of experience in contract mining, mining construction and mining mergers and acquisitions. She is founder of Mmakau Mining which has investments in platinum, coal, chrome and gold mines. She participated in the design of the South African Mining Charter and present mining legislation.

** Mrs Radebe retired from the Sappi board at the end of February 2017.*

Our leadership and executive management continued

Executive directors

Stephen Robert Binnie (Steve) (50) *(Chief Executive Officer)*

Qualifications: BCom, BAcc, CA(SA), MBA

Nationality: British

Appointed: September 2012

Sappi board committee memberships:

- Social, Ethics, Transformation and Sustainability Committee
- Attends meetings of all other board committees by invitation

Skills, expertise and experience:

Mr Binnie was appointed Chief Executive Officer of Sappi Limited in July 2014. He joined Sappi in July 2012 as Chief Financial Officer designate and was appointed Chief Financial Officer and Executive Director from 01 September 2012. Prior to joining Sappi, he held various senior finance roles and was previously Chief Financial Officer of Edcon Proprietary Limited for 10 years after having been in a senior finance role at Investec Bank Limited for four years.

Glen Thomas Pearce (54) *(Chief Financial Officer)*

Qualifications: BCom, BCom (Hons), CA(SA)

Nationality: South African

Appointed: July 2014

Sappi board committee memberships:

- Expected to attend Audit Committee meetings by invitation

Skills, expertise and experience:

Mr Pearce joined Sappi Limited in June 1997 as Financial Manager and subsequently held various senior finance roles in South Africa and in Belgium before being promoted to Chief Financial Officer and Executive Director of Sappi Limited in July 2014. Prior to joining Sappi, he worked at Murray & Roberts Limited from 1992 to 1996.

Executive management

Mark Gardner (62) *(President and Chief Executive Officer of Sappi North America)*

Qualifications: BSc (Industrial Technology)

Mr Gardner joined Sappi in 1981 and his experience includes serving as the Vice President of Manufacturing and Vice President of Supply Chain, prior to which he worked in a variety of production management roles at Sappi, including Production Manager at the Westbrook Mill, Paper Mill Manager at the Somerset Mill, Managing Director at the Muskegon Mill and Director of Engineering and Manufacturing Technology at the regional head office in Boston. Mr Gardner was named President and Chief Executive Officer of Sappi North America in 2007 responsible for leading all Sappi operations in the region and was also appointed to the Sappi North America board. In 2009, Mr Gardner received the Technical

Association of the Pulp and Paper Industry (TAPPI)/Paper Industry Management Association (PIMA) Executive of the Year Award. The award is the highest recognition for leadership and management given by PIMA. Mr Gardner recently completed his term as Chairman on the board of directors of the American Forest & Paper Association. In September 2012, he was appointed to the Board of Trustees for the University of Maine System.

Alexander van Coller Thiel (Alex) (56) *(Chief Executive Officer of Sappi Southern Africa)*

Qualifications: BSc Mechanical Engineering, MBA (Financial Management and IT)

Mr Thiel joined Sappi in December 1989 as the Executive Assistant to the Executive Chairman in Johannesburg. In April 1993, as part of Sappi's expansion into Europe, he moved to Brussels as the Administration Manager reporting to the Managing Director of Sappi Europe. With the creation of Sappi Europe he was appointed in February 1998 as Manager Marketing Intelligence, reporting to the Sales and Marketing Director. In January 2003, he became the Director Logistics, reporting to the Chief Executive Officer of Sappi Europe. He was appointed as Group Head Procurement, Sappi Limited in January 2008 and Integration Executive, in charge of the integration of the acquired M-real business into Sappi's operations in September 2008. He led a project to redefine and implement Sappi's 'go-to-market' strategy in Europe from October 2009. Mr Thiel was appointed Chief Executive Officer of Sappi Southern Africa with effect from 01 December 2010.

Berend John Wiersum (Berry) (62) *(Chief Executive Officer of Sappi Europe)*

Qualifications: MA (Medieval and Modern History)

Mr Wiersum joined Sappi in January 2007 as Chief Executive Officer Sappi Europe. Prior to joining Sappi, Mr Wiersum was a freelance mergers and acquisitions consultant for one year. He previously was Managing Director of Kappa Packaging and member of the management board in Eindhoven (The Netherlands) where he was responsible for overseeing over 90 packaging plants across Europe, Russia, the Middle East and North Africa. Mr Wiersum was Chairman of the Confederation of European Paper Industries (CEPI) from 2011 to 2012. Until 31 December 2016 he remains Chairman of the Board of Directors of Euro-Graph (European Association of Graphic Paper Producers). In January 2017, Mr Wiersum received the European CEO of the Year Award by RISI.

Gary Bowles (57) *(Executive Vice President Specialised Cellulose) (Group Head Technology from January 2018)*

Qualifications: BSc Electrical Eng, GCC, PR Eng, PMD, EDP

Mr Bowles was appointed as General Manager of Sappi Saiccor Mill in 2004. In January 2011, he was appointed as Managing Director of Sappi Specialised Cellulose. In July 2011, Mr Bowles joined the Group Management Team. In October 2013, he joined the Group Executive Committee as Executive Vice President Sappi Specialised Cellulose and joined the Sappi North American board. Mr Bowles is a board member of the LignoTech SA JV.

Our leadership and executive management continued

Andrea Rossi* (63) *(Group Head Technology)*

Qualifications: BSc Eng (Hons), C Eng, FCMI

Mr Rossi joined Sappi in 1989. Prior to becoming Group Head Technology, Mr Rossi held numerous roles in the company including Project Director Sappi Saiccor 'Amakhulu' Expansion Project, Sappi Kraft Manufacturing Director, Managing Director Sappi Forests, General Manager Enstra Mill, and Engineering Services Manager for Sappi Management Services.

** Mr Rossi relinquishes the role of group Head Technology in December 2017.*

Fergus Marupen (52) *(Group Head Human Resources)*

Qualifications: BA Hons (Psychology), BEd (Education Management), MBA

Mr Marupen joined Sappi on 01 March 2015. Prior to Sappi, Mr Marupen held various positions at Business Unity South Africa (BUSA) where he was the Acting Chief Operating Officer, Group Executive Human Resources for Absa and executive management positions with Kumba Resources, Kumba Iron Ore and BHP Billiton (Energy Coal).

Maarten van Hoven (44) *(Group Head Strategy and Legal)*

Qualifications: BProc, LLM (International Business Law)

Mr Van Hoven joined Sappi in December 2011. Mr Van Hoven, an admitted attorney of the High Court in South Africa, has held various positions at the South African Competition Commission, most recently as Divisional Manager: Mergers and Acquisitions. As well as being on the Group Executive Committee, he has joined the boards of Sappi Europe, Sappi North America and Sappi Southern Africa. Mr Van Hoven is a board member of the LignoTech SA JV.