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sappi

2018 Our leadership and executive management

Our leadership and executive review

Non-executive directors

Sir Nigel Rudd (71)

(Independent Chairman)

Qualifications: DL, Chartered Accountant

Nationality: British

Appointed: April 2006

Sappi board committee memberships:

- Nomination and Governance Committee (Chairman)
- Attends Audit and Risk 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.

Robert John DeKoch (Bob) (66)

(Non-independent)

Qualifications: BA (Chemistry), MBA

Nationality: American

Appointed: March 2013

Retired: August 2018

Sappi board committee memberships:

- Social, Ethics, Transformation and Sustainability Committee (until August 2018)

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.

Retired during the current reporting period.

Michael Anthony Fallon (Mike) (60)

(Independent)

Qualifications: BSc Hons (First Class)

Nationality: British

Appointed: September 2011

Sappi board committee memberships:

- Human Resources and Compensation Committee (Chairman)
- Audit and Risk 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 extend across a wide range of functions from plant management, sales and marketing and supply chain to general management, including mergers and acquisition experience.

During his 30-year career in a highly competitive industry he held a wide range of roles, including President of Pilkington operations in North America and has been director and chairman of companies in the United Kingdom, New Zealand and Finland. In his last four years at NSG he was both a main board director and leader of their Global Automotive Division. He was responsible for leading and developing the strategic direction and ultimately the performance and governance of this business. His leadership and experience covered all aspects of the business, from its research and development, sales and marketing, 30 manufacturing sites, supply chain, including 150 warehouses and distribution centres, purchasing, human resources and finance.

Dr Deenadayalen Konar (Len) (64)

(Independent)

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

Nationality: South African

Appointed: March 2002

Retired: January 2018

Sappi board committee memberships:

- Audit and Risk Committee (Chairman) (until January 2018)
- Nomination and Governance Committee (until January 2018)

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, and a part-time academic at several universities locally and internationally.

Retired during the current reporting period.

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Nkateko Peter Mageza (Peter) (64)

(Independent)

Qualifications: FCCA (UK)

Nationality: South African

Appointed: January 2010

Sappi board committee memberships:

- Audit and Risk Committee (Chairman)
- 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) (71)

(Lead independent director)

Qualifications: BSc (Chemical Engineering) (cum laude), MA, PMD

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

Skills, expertise and experience:

Mr McKenzie joined the Sappi board after having held senior executive positions globally and in South Africa. He was the Chairman and Chief Executive Officer of the Caltex Petroleum Corporation and, after the merger of Chevron, Texaco and Caltex, President for Asia, Middle East and Africa Downstream of the Chevron Texaco Corporation. He was a member of the Singapore Economic Development Board from 2000 to 2003 and chaired the Singapore Governments Commission of Enquiry into the electricity supply system. From 1988 to 1994 he served as Chairman and CEO at Caltex South Africa. During this time, he served, inter alia, on the boards of the Small Business Development Corporation, Urban Foundation, SA Nature Foundation, and was Co-chair of the Consultative Business Movement in the Western Cape.

His international experience spans 20 years living and working in the United Kingdom, United States of America, Australia and Singapore. During his 8½ years in Singapore he acted as Chair or Director of Caltex JVs in India, Thailand, Singapore, Malaysia, Cambodia, Vietnam, Japan, China, Korea, New Zealand, and Australia. He was a member of the Society of International Business Fellows in Atlanta, Georgia. While in Singapore, in addition to being on the Economic Development Board, he was a Founder Chair of South Africa – Singapore Business Association and a director of the American Chamber of Commerce. Thereafter he returned to South Africa having retired from Chevron after the merger when he headed up the Chevron, Texaco, Caltex global downstream restructuring team. Since returning to South Africa he has been active at various times in consulting, company directorships and chairing trusts at the University of Cape Town and at Rondebosch Boys High School, as well as having been on the board of WESGRO and chairing Accelerate Cape Town.

Mr McKenzie holds a BSc Chemical Engineering (cum laude) from the University of Cape Town, an MA from Lancaster University, a PMD from the University of Cape Town, a Petroleum Economics and Management Diploma from Northwestern University (Illinois) and various Aspen Institute courses.

Dr Bonakele Mehlomakulu (Boni) (46)

(Independent)

Qualifications: PhD (Chemical Engineering)

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 holds a PhD in Chemical Engineering from the University of Cape Town. Her career started at Sasol before joining the Department of Science and Technology occupying various management roles. Dr Mehlomakulu has recently exited the role of Chief Executive Officer of the South African Bureau of Standards (SABS) after nine years in the position. In addition to her non-executive directorship at Sappi Limited, her portfolio includes being the Deputy Chair of Unisa Council, non-executive director of Hulamin Limited and Yokogawa South Africa. Her past directorships include PBMR Proprietary Limited, Nuclear Energy Corporation of South Africa (NECSA), Eskom Holdings SOC Limited and the Technology Innovation Agency (TIA), as well as council membership of the International Standards Organisation (ISO, Geneva).

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Mohammed Valli Moosa (Valli) (61)

(Independent)

Qualifications: BSc (Mathematics and Physics)

Nationality: South African

Appointed: August 2010

Sappi board committee memberships:

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

Other board and organisation memberships:

- Anglo Platinum Limited (Chairman)
- Sun International Limited (Chairman)

Skills, expertise and experience:

Mr Moosa has held numerous leadership positions across business, government, politics and civil society in South Africa and internationally. 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. Mr Moosa has expertise in finance, general business and mining. He has extensive leadership experience in the public and private sector. He is also an international expert on sustainable development and climate change.

He founded two Johannesburg-based private equities, and also established Lereko Investments (a black-owned investment house). He served on the boards of the financial services group, Sanlam Limited, which has operations in South Africa, India, the United Kingdom and in most African countries. He also served on the board of transport and logistics company, Imperial Holdings. Imperial operates in Sub-Saharan Africa, Brazil, the Netherlands, Germany and the United Kingdom. He has served as Chairman of the UN Commission on Sustainable Development, the China Council for International Co-operation on Environment and Development, as facilitator in the negotiations which resulted in the 2015 Paris Climate Agreement, Chairman of WWF South Africa and currently serves on the steering committee of the Tokyo-based Innovation for a Cool Earth Forum.

Karen Rohn Osar (69)

(Independent)

Qualifications: MBA (Finance)

Nationality: American

Appointed: May 2007

Sappi board committee memberships:

- Audit and Risk 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:

Mrs Osar 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. During her tenure at JP Morgan, Mrs Osar provided advice to Fortune 100 companies on financial management in Brazil and other high-inflation countries, advised Fortune 50 companies on financing their major foreign investments, including foreign currency and US Dollar bond financings, cross-border leases, long-term currency hedges and long-term interest-rated and currency swaps.

At Tenneco, then a US\$12 billion conglomerate, she oversaw the financing of eight spin-off companies, in packaging, chemical, shipping, auto parts, gas pipeline systems, farm equipment and other industries, in each case arranging new debt financing, handling rating agency and bank financings and managing the efforts of the various banks involved, including overseeing financial projections for the new standalone entities. At Westvaco, then a US\$4 billion paper and packaging company, she managed all financial aspects of its 2002 merger of equals with Mead Corporation, also a US\$4 billion paper and packaging company, and, as Chief Financial Officer of the merged entity, handled all aspects of the financial integration of the companies. She oversaw the delivery of tens of millions of merger savings and a US\$100 million reduction in inventory.

At Chemtura, then a US\$4 billion specialty chemical company, Mrs Osar oversaw the refinancing of the balance sheet and financial recovery of a company beset by troubled earnings and lawsuits arising from anti-trust actions and managed the subsequent merger of equals with Great Lakes Chemical Company, and as Chief Financial Officer of the combined companies handled all financial aspects of the integration. As a director, Mrs Osar has chaired the Audit Committee of numerous New York Stock Exchange and NASDAQ companies, including Allergan, a major global pharmaceutical company, a mutual fund company, a medical device company, a specialty chemical company, and a major regional bank in the United States of America.

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Robertus Johannes Antonius Maria Renders (Rob Jan) (65)

(Independent)

Qualifications: MSc (Mechanical Engineering), MDP

Nationality: Dutch

Appointed: October 2015

Sappi board committee memberships:

- Human Resources and Compensation Committee
- Audit and Risk Committee

Other board and organisation memberships:

- Walki Group Oy (Chairman)

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. From 2006 to 2010, he served as Chairman 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 and is also the Chairman of the Supervisory Board of Walki Group Oy based in Espoo (Finland), a company specialising in extrusion coating.

Dr Rudolf Thummer (71)

(Independent)

Qualifications: Dr Techn (Polymer Science), Dipl-Ing

Nationality: Austrian

Appointed: February 2010

Retired: December 2017

Sappi board committee memberships:

- Social, Ethics, Transformation and Sustainability Committee

Skills, expertise and experience:

Dr Thummer graduated from the Technical University of Graz (Austria) and received his Dr Techn degree in Polymer Science. In 1975 he started his business career in the paper industry at Borregaard Industries in Austria, a subsidiary of the Borregaard group (Norway). 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.

During his tenure as an executive board member of the Hannover Papier group he had been a board member of the German Paper Association (VdP) too. In 1998, he moved to Sappi Fine Paper Europe (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.

Retired during the current reporting period.

Executive directors

Stephen Robert Binnie (Steve) (51)

(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 (55)

(Chief Financial Officer)

Qualifications: BCom, BCom Hons, CA(SA)

Nationality: South African

Appointed: July 2014

Sappi board committee memberships:

- Attends Audit and Risk 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

Gary Bowles (58)

(Group Head Technology)

Qualifications: BSc (Electrical Engineering), GCC, PR Eng, PMD, EDP

Appointed: November 1990

Mr Bowles joined Saiccor Mill in 1990. He served in various engineering and production positions at the mill until he was appointed as General Manager of Saiccor Mill in 2004. In January 2011, he was appointed as Managing Director of Sappi Specialised Cellulose and in July 2011, Mr Bowles joined the Group Management Team with responsibility for the increased need to coordinate the global marketing, sales and customer technical engagement responsibilities of the Sappi Specialised Cellulose business, while continuing to be responsible for dissolving wood pulp production at the Saiccor Mill (South Africa).

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In October 2013, he joined the Group Executive Committee as Executive Vice President Sappi Specialised Cellulose and joined the Sappi North America board releasing his manufacturing role at Saiccor Mill. Mr Bowles is a board member of the LignoTech SA JV. In January 2018, Mr Bowles assumed the position of Group Head Technology and is accountable for group research and development, risk management, including governance and assurance, support to major capital projects and leadership of the Group Technical Management Team. Mr Bowles has experience in engineering, manufacturing, project execution, operational and risk management. He joined the European regional board in 2018. He has held various leadership positions in his career dealing with a wide range of functional disciplines.

Mark Gardner (63)

(President and Chief Executive Officer of Sappi North America)

Qualifications: BSc (Industrial Technology)

Appointed: September 1981

Mr Gardner graduated with a BSc in Industrial Technology along with a State of Maine Teaching K-12 Certificate from the University of Southern Maine in 1978. He also completed post-graduation studies in Statistical Process Control, Lean Six Sigma and Management Effectiveness training from various schools and programmes from 1979 through to 1990. From 1978 to 1981, he taught various Science, Technology and Engineering classes at Brunswick Middle School in Brunswick Maine, Auburn High School in Auburn Maine and University of Southern Maine. Mr Gardner has expertise in statistical process control, management effectiveness design and implementation, change management and business optimisations and effectiveness.

Mr Gardner joined SD Warren/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 of 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.

Mohamed Mansoor (51)

(Executive Vice President of Sappi Dissolving Wood Pulp)

Qualifications: BSc (Chemistry and Mathematics), BSc Hons (Chemistry), MBA

Appointed: August 1991

Skills, expertise and experience:

Mr Mansoor joined Sappi at Saiccor Mill in 1991 where he was responsible for process investigations, customer

complaints, quality control, manufacturing cost reduction initiatives and technical application support for dissolving wood pulp customers in Europe and the USA. In January 1999, he was appointed as Product Manager Dissolving Wood Pulp and relocated to Hong Kong. In January 2001, Mr Mansoor was appointed Commercial Manager Pulp responsible for dissolving wood pulp sales in Southeast Asia. In June 2007 he was appointed General Manager Pulp in Hong Kong with responsibility for the global sales of dissolving wood pulp after spending three years as Vice President Pulp Sales in Sappi's New York office and in January 2018, he joined the Group Executive Committee as Executive Vice President Sappi Dissolving Wood Pulp. He has a solid sales and technical background and customer relationships, together with a strong track record of delivering sales results. His expertise includes contract negotiation and management, supply chain management, strategic planning, sales management, key account management, dissolving wood pulp, international logistics and technical application support.

Fergus Marupen (53)

(Group Head Human Resources)

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

Appointed: March 2015

Mr Marupen joined Sappi on 1 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 Group Limited and executive management positions with Kumba Resources, Kumba Iron Ore and BHP Billiton (Energy Coal).

Alexander van Coller Thiel (Alex) (57)

(Chief Executive Officer of Sappi Southern Africa)

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

Appointed: December 1989

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. He led the project to implement the sales, marketing and distribution modules of SAP across the European business. In January 2003, he became the Director Logistics, reporting to the Chief Executive Officer of Sappi Europe. He was appointed as Group Head Procurement of 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 1 December 2010. In this role he has supported Sappi Southern Africa's management to streamline the South African kraft, fine paper and dissolving wood pulp divisions into a single business unit, close the Adamas Mill, sell the Enstra and Cape Kraft Mills and the Sappi Usutu operations in Swaziland. He has helped management to establish a second dissolving wood pulp operation at the Ngodwana Mill.

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Maarten van Hoven (45)

(Group Head Strategy and Legal)

Qualifications: BProc, LLM (International Business Law)

Appointed: December 2011

Mr Van Hoven joined Sappi in December 2011. Mr Van Hoven, is an admitted attorney of the High Court in South Africa. Prior to joining Sappi, he was employed at the Competition Commission of South Africa, managing the Mergers and Acquisitions Department. He has 20 years' practical legal experience in the areas of Corporate, Commercial and Competition Law, both in private and public sectors and often leading teams of professionals. During his career at Sappi, Mr Van Hoven has been responsible for coordinating and creating Sappi's 2020Vision and has been leading certain of the major asset disposals and/or acquisitions in which Sappi had been involved during the last few years. As well as being a member of the Group Executive Committee, he has joined the boards of Sappi Europe, Sappi North America and Sappi Southern Africa as an executive director. Mr Van Hoven is also the custodian of the Sappi Code of Ethics and Group Legal Compliance Programme.

Berend John Wiersum (Berry) (63)

(Chief Executive Officer of Sappi Europe)

Qualifications: MA (Medieval and Modern History)

Appointed: January 2007

Mr Wiersum joined Sappi in January 2007 as Chief Executive Officer of 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 remained Chairman of the board of directors of the European Association of Graphic Paper Producers (Euro-Graph).