

Our leadership and executive management report 2019

+ OUR LEADERSHIP AND EXECUTIVE MANAGEMENT

Non-executive directors

Sir Nigel Rudd (72) 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

- Signature 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, one of the largest industrial holding companies in the United Kingdom (UK). He was knighted by the Queen for services to the manufacturing industry in the UK and holds honorary doctorates from Loughborough and Derby Universities.

Brian Richard Beamish (Brian) (62) Independent Qualifications: BSc (Mech Eng),

Appointed: March 2019

Sappi board committee memberships

- Social, Ethics, Transformation and Sustainability Committee
- Human Resources and Compensation Committee

Other board and organisation memberships

- Nordgold (Member of the Audit and Risk Committee and Remuneration Committee, as well as Chairman of the Safety and Sustainable Development Committee)
- Sita Capital Global Mining Opportunities Fund (Associate Partner)

Skills, expertise and experience

Mr Beamish, is a qualified mechanical engineer with over 40 years of management, business and leadership experience in capital intensive industries. He was appointed to the Lonmin Board in 2013 and served as Chairman from May 2014 until June 2019 when the corporate action with Sibanye-Stillwater completed. He also served as Chair of the Nomination Committee and as member of the Remuneration and Safety, Health and Environment Committees. His senior executive career was spent within Anglo American, where his final role until retirement was that of Group Director Mining and Technology, before which he was the CEO of the Base Metals Division.

Michael Anthony Fallon (Mike) (61) 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 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.

James Michael Lopez (Jim) (59)

Independent Qualifications: BA (Economics) Nationality: American Appointed: March 2019

Sappi board committee memberships

• Social, Ethics, Transformation and Sustainability Committee

Other board and organisation memberships

Bi-National Softwood Lumber Council

Skills, expertise and experience:

Mr Lopez is the former President and CEO of Tembec Inc (2006 to 2017) having progressed through management, senior management and executive positions within Tembec since 1989. In 2017 Mr Lopez successfully negotiated the sale of Tembec Inc, a manufacturer of lumber, pulp, paper/paperboard and speciality cellulose and a global leader in sustainable forest management practices.

Mr Lopez is currently the Co-Chairman of the Bi-National Softwood Lumber Council. Previous chairmanships included the Softwood Lumber Board, Forest products Innovation and Ontario Forest Products Association.

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 (Pty) Limited (Chairman)
- RCL Foods 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.

Zola Nwabisa Malinga (41)

Independent Qualifications: BCom, CA(SA) Nationality: South African Appointed: October 2018

Sappi board committee memberships

• Audit and Risk Committee

Other board and organisation memberships

- Black Industrialists Group Properties
- Black Industrialists Group Property Management (Pty)
 Limited
- Grindrod Bank Limited
- Grindrod Financial Holdings Limited
- Grindrod Limited
- Jade Capital Partners
- Jade Equity Investments
- Jade Industrial Holdings
- Jade MNC
- Jade Property Investments
- JCP Distributors
- Maya Property
- Remote Metering Solutions
- RMS Empower
- South African Property Owners Association
- Weldamax

Skills, expertise and experience

Mrs Malinga has over 10 years' experience in investment banking and corporate finance. She is the founder and Executive Director of Jade Capital Partners, a womenowned investment holding company which invests in the property and industrial sectors. She was previously a director in the Real Estate Finance Division of Standard Bank where she was also a member of the Executive and Deal Approval Committees. Prior to this, she was an Investment Banker at Standard Bank and a Corporate Finance Consultant at Investec Bank Limited. Mrs Malinga previously served as a non-executive director on Sasol Inzalo Limited and Hospitality Property Fund Limited. 2

John David McKenzie (Jock) (72)

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
- Coronation Fund Managers
- Rondebosch Schools Education Trust (Chairperson)
- Carleton Lloyd Educational Trust (Chairperson)
- Zululand Distilling (Pty) 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 Inquiry 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-chairman 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 eight and a half 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 Chairman 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.

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

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Other board and organisation memberships

- Hulamin Limited
- Yokogawa South Africa
- Ububanzi Investments (Pty) Limited
- Renewable Energy Systems (Pty) Limited
- The Imp (Pty) Limited

Skills, expertise and experience

Dr Boni started at Sasol before joining the Department of Science and Technology occupying various management roles. Her recent executive role was a Chief Executive Officer of the South African Bureau of Standards (SABS), the position she held for nine years. Her past directorships include PBMR (Pty) Limited, Nuclear Energy Corporation of South Africa (NECSA), Eskom Holdings SOC Limited and the Technology Innovation Agency (TIA), as well as having served as the Deputy Chair of Unisa Council and a country representative on the Council of International Standards Organisation (ISO, Geneva).

Mohammed Valli Moosa (Valli) (62) 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

Skills, expertise and experience

Mr Moosa has held numerous leadership positions across business, government, politics and civil society in South Africa and internationally. 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.

Mr Moosa previously served as Chairman of the world's biggest platinum producer, Anglo Platinum Limited and as Chairman of Sun International Limited. He served on the boards of the financial services group, Sanlam Limited, which has operations in South Africa, India, the United Kingdom and in a number of 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 also participated in establishing two Johannesburg-based private equity funds and the investment house, Lereko Investments.

He was South African Minister of Constitutional Development; the President of the International Union for the Conservation of Nature; Chairman of the UN Commission for Sustainable Development; Chairman of WWF(SA) and he served as a member of the National Executive Committee of the African National Congress until 2009 and currently serves on the steering committee of the Tokyo-based Innovation for a Cool Earth Forum.

Karen Rohn Osar (70) 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 financing, 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 financing 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 speciality 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 speciality chemical company, and a major US regional bank.

Robertus Johannes Antonius Maria Renders (Rob Jan) (66)

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.

Janice Elaine Stipp (Janice) (60)

Independent

Qualifications: BA (Accounting); MBA Nationality: American Appointed: June 2019

Sappi board committee memberships • Audit and Risk Committee

Other board and organisation memberships

- ArcBest Corp (Chairperson of the Audit Committee)
- Commercial vehicle Group Inc
- NN Inc

Skills, expertise and experience

Ms Stipp retired from Rogers Corporation in 2018 where she served as Senior Vice-President (2017 to 2018), Chief Financial Officer and Treasurer from 2015. Prior to that, Ms Stipp was employed at several companies in senior financial positions, including Tecumseh Products, Acument Global Technologies, GDX Automotive and TI Group Automotive Systems. Ms Stipp holds a Bachelor's degree in Accounting from Michigan State University and a Master of Business Administration from Wayne State University. She is a Certified Public Accountant and a Chartered Global Management Accountant.

Ms Stipp is currently non-executive director and Chair of the Audit Committee of ArcBest Corporation.

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Executive directors

Stephen Robert Binnie (Steve) (52)

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 (Pty) Limited for 10 years after having been in a senior finance role at Investec Bank Limited for four years.

Glen Thomas Pearce (56)

Chief Financial Officer Qualifications: BCom, BCom Hons, CA(SA) Nationality: South African Appointed: July 2014

Sappi board committee memberships

• Expected to attend 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 Roy Bowles (59) Group Head Technology

Group rieau rechnology

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). 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. 5

Mark Gardner (64)

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-graduate 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.

Michael George Haws (Mike) (56)

President and Chief Executive Officer of Sappi North America

Qualifications: BSc Paper Science and Engineering **Appointed:** October 2019

Skills, expertise and experience

Mike Haws joined Sappi in 2012 as Managing Director of the Somerset Mill before being promoted to Vice-President Manufacturing in October 2015 with responsibility for the Somerset, Westbrook and Cloquet Mills, the Allentown sheeting facility, Safety, Research and Development and Customer Care. Prior to joining Sappi, he had extensive experience in the industry and held numerous leadership roles with St Regis, Champion International, International Paper and Verso Paper. While leading the Somerset Mill, Mike received the Pulp and Paper International (PPI) Mill Manager of the Year award in 2014.

Mike is an experienced industry leader who has been integral to the development and execution of Sappi's 2020Vision and the investments Sappi made in North America to grow the dissolving wood pulp and packaging and speciality papers businesses.

Mike Haws holds a Bachelor of Science degree in Paper Science and Engineering from the College of Environmental Science and Forestry, Syracuse, New York and has undertaken an executive education programme at Harvard Business School.

Mohamed Mansoor (52)

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, guality 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 Conan Salvador Marupen (Fergus) (54)

Group Head Human Resources Qualifications: BA (Hons) (Psychology), BEd (Education Management), MBA, LCOR (Stanford University) Appointed: March 2015

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 Group Limited and executive management positions with Kumba Resources, Kumba Iron Ore and BHP Billiton (Energy Coal).

Alexander van Coller Thiel (Alex) (58)

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-tomarket' strategy in Europe from October 2009. Mr Thiel was appointed Chief Executive Officer of Sappi Southern Africa with effect from 01 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. 6

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Maarten van Hoven (46)

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 some 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).