

Group Technology and Innovation Policy

Sappi's purpose is to build a thriving world by unlocking the power of renewable resources to benefit people, communities, and the planet. Our strategy is aimed at creating long-term value for all stakeholders from relevant sustainable woodfibre products and through ongoing improvement in key areas.

Our commitment to technology and R&D is based on being a trusted, transparent, and innovative partner in building a bio-based circular economy. This approach comprises four pillars: being the custodian of our operations; always acting as a trusted partner; continually enhancing our employee value proposition; and leveraging innovation to deliver value to all our stakeholders. This approach is underpinned by our values: *As OneSappi, we do business safely with integrity and courage, making smart decisions that we execute with speed.*

We respond to evolving customer needs by offering creative, relevant, sustainable, value adding and customer-focused practical solutions, products, and services. In doing so, we recognise that while our operations have impact, we work to minimise and mitigate these, applying the precautionary approach and striving to achieve the highest effective standards of performance across all our operations. Our overarching aim is to extract the full potential of trees and woodfibre in a sustainable and resource-efficient manner.

To achieve this, we commit to:

- Ensuring environmental, health and safety workplace protocols are adhered to.
- Applying a risk-based approach to asset assessment, maintenance and longevity.
- Working as OneSappi by committing to a collaborative, integrated and matrix management reporting and management philosophy, leveraging our competency, knowledge and intellectual property using the appropriate knowledge-sharing platforms and methods.
- Establishing the appropriate governance and project or programme structures where we allocate resources and manage trade-offs.
- Creating the platform for differentiated and innovative product development initiatives or capabilities, enhancing existing product portfolios to deliver increasingly sustainable customer solutions and services whilst also capturing value for Sappi.
- Using structured planning and communication platforms.
- Continually improving our procedures, practices and processes considering the advances in technology, the changing market and legislative demands.
- Benchmarking our performance against our own best practice and known industry standards.
- Implementing cost-effective best available technology (BAT) for all new projects.
- Providing technical support to our operations to achieve continuous improvement objectives in all facets of efficiency and productivity optimisation by improving resource consumption through the development and use of artificial intelligence, advanced analytics and leveraging data to re-enforce standards.
- Reviewing projects in the regional R&D and innovation portfolios for relevance and progress in meeting defined and agreed objectives.

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Group Technology and Innovation Policy continued

- Undertaking regular audits and management reviews to ensure consistent, measurable progress is made throughout our worldwide operations.
- Supporting the various R&D Centres of Excellence, Competency Centres, Technical Clusters, end-to-end value chain partners, business and market teams based on defined objectives with development roadmaps, stage-gate decision discipline, determining future value and balancing resources based on priorities.
- Collaborating and developing structured agreements with appropriate external partners, research institutes, original equipment manufacturers, industrial bodies and consortiums.
- Setting and transparently reporting on quantitative performance objectives, time-specific targets to steer our actions in keeping with our focus on continuous improvement monitoring.
- Managing practices and performance and their impact as a key duty of Sappi line management, from the most senior executive to the first line supervisor.
- Establishing and maintaining a collaborative culture, where each team or individual takes responsibility for decisions.
- Ensuring that employees receive the appropriate training and development aligned with business needs.
- Conducting assessments of potential new technologies, operations or projects.
- Continuing to provide the required resources and support to achieve these objectives.
- Including performance metrics when measuring managerial performance and reporting publicly and transparently on our performance, even where it falls short of our expectations.

This policy aligns with our holistic view of sustainability as integral to a thriving world, embedded in **Prosperity, People and Planet** (the 3Ps).

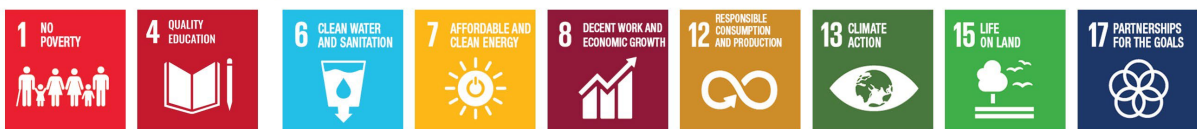
This policy will be reviewed from time to time to ensure its relevance.

Steve Binnie
Chief Executive Officer
Sappi Limited

Priority SDGs* for:

Sappi Southern Africa

Sappi group (Global)



* United Nations Sustainable Development Goals.

Related policies:

- [Sappi Group Sustainability Charter](#)
- [Sappi Group Environmental Policy](#)
- [Sappi Group Occupational Health & Safety and Product Safety Policy](#)
- [Sappi Group Woodfibre Procurement Policy](#)
- [Sappi Group Human Resources Policy](#)