



Our strategy
is uniquely Sappi,
but influenced by
global forces.

Thrive25

Moving towards our Thrive25 strategy

At the heart of all we do – as individuals, as an organisation and a society – is the essential need to not only survive, but to thrive. This principle gave rise to Thrive25. However, just like us, our business is a living organism – growing, adapting and evolving in a continually shifting context.

Global forces

To continue thriving as a global business, we must understand the forces that heavily impact our lives and work. These are listed below, along with how Sappi responds.

Moving towards our Thrive25 strategy

While we're proud of all we've achieved and learnt over the past 80 years, we know that a proud history doesn't necessarily mean a bright future. To thrive as a business, we need to embrace the future and respond to the megatrends that continue to shape our world with a view to be more resilient and adaptive. That's why we're proud to launch our new strategy – Thrive25 – designed to deliver value for our stakeholders in a constantly evolving world.

Global forces	Our response
The move towards a circular economy	Pursuing circular ecosystems and economies – including utilising 100% of each tree we harvest
Climate change continuing to impact businesses and reshape societies	Creating responsibly sourced and sustainable solutions as viable alternatives to fossil-based products
Coronavirus pandemic and the impact of Covid-19	Ensuring employees' safety, supporting our customers and communities and adjusting our business priorities
Resource scarcity and growing concern for natural capital	Promoting the responsible management of natural resources and leading by example
Rising social inequality	Helping local communities prosper, and promoting a diverse and inclusive workforce
Continued erosion of trust in business, coupled with increasing social activism	Partnering with all stakeholders, including non-governmental organisations (NGOs) and our communities, to ensure we are creating solutions for our collective needs
Changing consumer and employee profiles	Evaluating our product mix to align with evolving needs and demand
Globalisation and high levels of connectivity	Collaborating with our partners and providing an integrated OneSappi approach
The rapid pace of technological innovation, including artificial intelligence (AI)	Capitalising on emerging technologies with corresponding internal systems
Growing populations with increasing rates of urbanisation	Addressing the changing needs of these populations while managing our environmental footprint

Our purpose

Why we exist

Sappi exists to build a thriving world by **unlocking the power of renewable resources** to benefit **people, communities, and the planet**

Context

A purpose is so much more than words on a page – it's why we exist. It is our definition, our inspiration, our call to create a brighter future for the world and our business

Our vision

What we're striving to achieve

We will be a sustainable business with an **exciting future in woodfibre** that provides **relevant solutions**, delivers **enhanced value**, and is a **trusted partner** to all our stakeholders

Context

Our vision keeps us clearly focused – bolstering our commitment to reaching our organisational goals over the next five years

Our values

How we do business

As OneSappi, we do business **safely**, with **integrity and courage**, making **smart decisions** that we **execute with speed**

Context

At Sappi, our values are the backbone of our everyday attitude, conduct, and operations

Our business strategy

How we'll get there

Through **collaboration and innovation**, we will **grow profitably**, using our strength as a **sustainable and diversified** global woodfibre group, focused on **dissolving pulp, graphic, packaging and speciality papers, and biomaterials**

Context

Thrive25, our new business strategy, builds upon the hard work we began with our 2020Vision - leveraging the power of OneSappi to drive real and sustained value creation

Our strategy demands a clear focus on four key fundamentals:



Grow our business

Committing to core business segments while investing in innovation, growth opportunities, and ongoing customer relationships



Sustain our financial health

Reducing and managing our debt, growing EBITDA, maximising product value, optimising processes globally, and strategically disposing of our non-core assets



Drive operational excellence

Strengthening our safety-first culture and reducing resource use while enhancing efficiency and making smart data investments



Enhance trust

Improving our understanding of – and proactively partnering with – clients and communities, driving sustainability solutions, and meeting the changing needs of every employee at Sappi

How it will be applied to each business segment



Dissolving pulp

Focusing on the completion of projects – all while reducing costs and driving sustainability. This happens by optimising product mix, managing South African forestry risks, and carefully tracking timber usage



Graphic papers

Strengthening our competitive position in these contracting markets, realising their strategic importance to the group, and maximising their significant cash flow generation



Packaging and speciality papers

Capitalising on existing strengths and commercialising new products. We will continue to advance paperboard in North America and Europe, cautiously expand paperboard in South Africa, and create new solutions to address global forces



Biomaterials

Responding to a world looking for more sustainable chemical and material solutions. We will extract value from our biorefinery stream


Our sustainability strategy

How sustainability will drive value

Our **commitment to sustainability** is based on being a **trusted, transparent, and innovative partner** in building a **biobased circular economy**

Context

We will create long-term value for all stakeholders from relevant sustainable woodfibre products and through ongoing improvement in key areas.



The strategy we've unfolded
marks a pivotal moment in
Sappi's history. Harnessing this
momentum will ensure that our
business - and our world - thrives
for years to come.