

Verso Paper Foundation

CORE VALUES

People
 Customers
 Manufacturing Efficiency
 Citizenship and Stewardship
 Financial Responsibility
 Ethics and Integrity

MISSION

We create value for our stakeholders by providing business solutions and developing innovative products and services that exceed expectations.

VISION

A company with passion that is respected and trusted by all...

3000 as One!

PRINCIPLES

- Safe from the start.
- Accountability, truth and transparency.
- Engaged and enthusiastic people.
- Initiative and resourcefulness.
- Anticipate change.
- Understand customer needs.
- Use teamwork to deliver superior results.
- Do the right things for the company as a whole.
- Respect a sustainable balance between economic, social and environmental needs.
- Act with speed, simplicity and decisiveness.

STRATEGIES

- Utilize our integrated business management process to optimize our business.
- Grow, develop and retain core business while improving margins and channel management.
- Gain manufacturing superiority by benchmarking and reducing operating gaps vs. competition.
- Enhance cash flow by operating our business platforms to balance our stakeholder needs.
- Grow our organizational capability.
- Integrate our sustainability principles into business decisions.

KEY PERFORMANCE MEASURES

- TIR/LWIR
- EBITDA
- Working capital improvement
- Managed capital spend
- Purchase price variance
- Margin improvement
- Product share CFS CGW SC
- Demand forecast accuracy
- Supply forecast accuracy
- Subtotal OP's variance to budget
- OME
- Sustainability strategy milestones completed

Words To Lead By

- **Listen – always listen – then follow up – always**
- **Laugh – why else were we given that capability**
- **Give credit to others – always**
- **It's not the title – it's the person**
- **Do not protect your turf for the sake of protection – it should be for the good of the whole**
- **Believe in yourself**
- **Trust your instincts in others' honesty and integrity**
- **Never lose your identity – be yourself – when you feel compromised in your belief, you must question why you are there**
- **Ask yourself and others to come with a proposed solution to a complaint – we need fixers, not complainers**

Words To Lead By

- **Don't be afraid to respectfully offer an opinion – no matter what the setting – in other word, never walk away from a meeting without agreement**
- **Treat people (always) with respect**
- **Dare to be bold**
- **Have high expectations of yourself – it will have natural consequences for all that are with you**
- **Insist on respectful straight talk – no water cooler talk allowed**
- **In the end, it is your family that will be with you – always, always keep that in perspective**
- **Be inquisitive about all areas of the business – ask questions, with the purpose being not to seek the guilty, but to improve the process**