

# 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**