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# Group Profile

November 2010

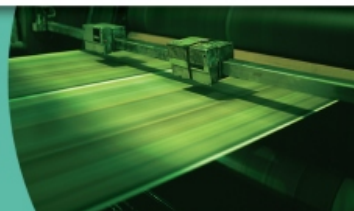
## CONFIDENTIAL DOCUMENT

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**Black Economic Empowerment Rating: Level 3 Contributor**

## **Brand Positioning Statement**

*Uniprint – a world class empowerment supplier - is a technology and market leader in the supply of products and services designed to develop brands and communicate our customers' messages to their consumer mass markets. The Group designs, manufactures and distributes a diverse range of print products and services to blue-chip customers and institutions that have mass markets or branch networks in Africa. Products include point-of-sale items, signage, cartons, magazines, telephone directories, direct mail products, self-adhesive and unsupported labels and a wide range of business forms. We provide supply chain management and outsourcing services to retailers, FMCG manufacturers, telecommunications companies and financial institutions.*



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# **INTRODUCTION TO UNIPRINT**

## **History**

Uniprint (previously trading as Universal Print Group) was founded in 1926 and has an eighty year history of innovation, empowerment and achievement in the print industry. It is today one of the largest, most versatile and technologically advanced print communication companies in southern Africa.

When Virjee Mehta arrived in South Africa from India in 1914, Mahatma Gandhi employed him as a compositor on his newspaper, Indian Opinion. Twelve years later Virjee left to establish Universal Printing Works where he was later succeeded by his sons “NV” and “KV” (Kantilal). The business continued as a small, successful family concern until 1978 when Kantilal’s three sons joined the company.

Harish and Yatish Mehta hold MBA’s from American universities while Bharat is a Chartered Accountant. Aasha Mehta Bobat, with a post graduate degree in industrial sociology, later joined the company to oversee the Human Resources function. Under the leadership of this team – and in 2002 with the inclusion of Financial Director Colin Baxter-Bruce (previous MD of Flexoprint) – the company has enjoyed tremendous growth and is today one of the top three commercial printers in South Africa.

## **Growth Strategy**

A strategy for growth was put in place in the late 1990’s and the investment of private equity partners, together with the Universal empowerment component, allowed for accelerated organic and acquisitive growth. The result has been a ten-fold increase in the Group’s turnover between 1996 and 2002.

Acquisitions over the past ten years include the Belmor Group, Flexoprint (self-adhesive labels and point-of-sale divisions) and the assets of Everton Print in 2003. The Web division, a greenfield startup, also commenced operations during this period.

The growth experienced by the Group has resulted in the establishment of a customer base and infrastructure throughout Africa and a staff compliment of 700.

## **Market Focus**

Positioned at the top-end of the market, the Group is a blue-chip, empowerment, specialist print supplier, providing print solutions to customers that have a mass market customer base and branch networks in southern Africa and African countries.

It is the supplier of choice for many large financial institutions, retailers, FMCG companies, utilities, publishers, government departments and advertising agencies.

## **Black Economic Empowerment rating**

Uniprint has been awarded a Level Three Contributor (AA) rating as a Black Economic Empowerment organisation by EmpowerDex, the country’s leading empowerment rating agency. We are a value-adding company so our customers claim BEE procurement of R137.50 for every R100 spent with us.

One of our major objectives as the Group is to be reflective of and to generate benefits for the South African community in which it operates and this rating demonstrates the degree to which this has been achieved. The Level Three Contributor rating is based on the extent of BEE ownership, BEE management, BEE workforce employment, internal skills development, affirmative procurement from BEE suppliers and the extent to which other BEE enterprises are supported through the provision of management and technical advice and preferential trading terms.

Please refer to the section on **Black Economic Empowerment Initiatives** for more detail.

# **GROUP GOALS AND VISION**

## **Group Vision**

**“Collaboration. Innovation.”**

We embrace this vision through maintaining close contact with our customers and staying up-to-date with developments that impact on their markets and strategies, so that we are able to innovate and develop solutions for their unique needs.

## **Mission Statement**

- To deliver leading-edge, customised print solutions for our customers
- To always exceed customers' expectations, thereby ensuring success
- To provide customers with solutions that meet the needs of their own customers
- To always cater to our customers' needs in a professional manner
- To care for customers at all levels, encouraging their feedback
- To ensure the highest standards of product and service quality in our offerings
- To maintain (the best) superior returns on investment for shareholders - through profit, growth and aggressive asset management

## **Group Values**

- We constantly research products and technology, thereby adding value to our offering
- We provide our internal customers with the best service possible, thereby ensuring excellent output for our customers
- We reward outstanding internal performance
- We focus on personnel development, creating internal capacity through skills-based training
- We treat all our employees with integrity and respect
- We always strive to be the best in our industry

## **Our Promise**

- To focus our products on customers that have mass markets as their customers
- To offer a comprehensive print communication solution
- To identify where an outsourcing or facilities management service will best meet our customers' needs
- To understand all aspects of our customers' business and have a single view of their customer
- To interface with customers at all levels and understand their communication and marketing channels
- To suggest cost-effective and innovative alternatives in print communication

## PRODUCTS AND SERVICES



The product and service range includes the entire spectrum of print requirements:

- Short-run lithographic printing to cost-effective web process printing for large quantities up to four colours. These include a diverse range of promotional products, leaflets, catalogues, hand-outs, competition entries, magazines and creative communication campaign work.
- Point-Of-Sale products including life-size cut-outs, cardboard architecture, signage, cartons, banners, wash lines, posters, scratch cards, display units and the development of custom designed products to meet customers' specific requirements.
- Labelling systems including self-adhesive labels, unsupported labels and wet-glue labels of almost any style and configuration
- Business forms, from conventional computer stationery to large volume mailings and exclusive print envelope packages, which can be customised to accommodate self-reply envelopes, self-contained competition entries and a comprehensive range of applications which are currently used by the industry in creative ways to facilitate single-unit direct mail products.

### Group Products & Services Listing

#### Products

Annual reports

Books

Brochures

Catalogues

Digitally printed products

Direct Mail (self-mailers and variable imaging)

Inserts (newspaper/pharmaceutical)

Forms (continuous)

Forms (laser)

Forms (snap-apart)

- tax invoices, statements, remittance advices, delivery notes, purchase orders, credit notes, continuous letterheads, bar-coded forms, waybills, unit sets, books, receipts, wage envelopes, security envelopes, stock forms and personal identification number (PIN) envelopes

Labels

- In-mould labels (IML)
- Wet glue labels
- Self-adhesive labels
- Unsupported film labels

- Leaflets (standard and scented)
- Magazines (corporate and consumer)
- Periodical newspapers
- Polyrolls (continuous)
- Signage (indoor and outdoor) on all substrates
- Tags (including tea tags)
- Telephone directories
- Packaging/carton products
  - Blister / skin backing boards
  - Pharmaceutical inserts
  - Cartons
  - Vacuum packs and blister packs
  - Wrappers (chocolates, biscuits, etc)
- Point-of-Sale (Temporary)
  - Display stands
  - Mobiles
  - Standees
  - Posters
  - Shelf defenders
  - Shipper-dispensers
  - Wobblers
  - Wash line banners
- Point-of-Sale (Semi-Permanent)
  - Wire and metal displays
  - Vacuum formed displays and attachments

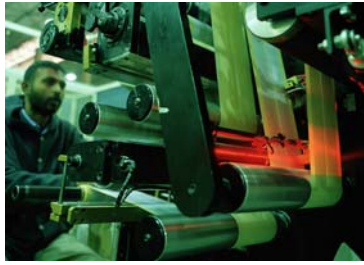
## **Services**

- Supply Chain Management service
- Fulfillment service
- Warehousing facilities
- Technical support and advice
- Cardboard structural engineering design
- Full-size modeling, die-tracing
- Forms design advisory service
- Computer-To-Plate (CTP) technology
- Digital design
- Distribution locally and internationally

## **CUSTOMERS**

- ABI
- Absa
- Alberto Culver
- Amka Products
- Autopage
- Brokers
- Coca Cola (CCSEA)
- Caltex
- Castrol
- CFG
- Clover SA
- Consol Plastics
- Designer Group
- Durban Metro
- Ellerines Group
- Estee Lauder
- First National Bank
- GlaxoSmithKline
- Joshua Doore Group
- Kimberley Clarke
- L'Oreal
- Lever Ponds
- Nestle
- Online Agency
- Proctor & Gamble
- Rapid Phase
- Reckitt Benckiser
- Retail Brands Interafrica
- SARS
- SATOUR
- Sealake
- Soul City
- South African Breweries
- Standard Bank
- TDS Directory Operations
- Telkom SA
- Unilever
- Willowton Oil

## **TECHNOLOGY AND EQUIPMENT**



### **Equipment Technology**

From the start, the philosophy of the Group has always been to acquire the best technology available to provide customers with the best value proposition.

Through critical selection, purchase and installation of some of the most advanced print technology in the world, the Group is now established as a market leader in the printing industry in both product innovation and equipment technology. The acquisition of this equipment has been supported by local and internationally trained production and management staff.

(Refer also to the “Group Production Facilities” document)

### **Information Technology**

Information drives the production processes and we have two large-scale Enterprise Resource Planning (ERP) information system specifically designed for the printing industry. The software controls all aspects of the business from estimating, production, materials management, costing and financials. More than 120 users over 4 locations are connected to the system and on line at any one time.

The production processes and standards are monitored through on-press specialised electronic MIS systems.

## **BUSINESS METHODOLOGY**

Our vision requires us to continually ask the question:

*"How can we, as a single-source print solution provider, add value to your business by supporting your strategic plans to communicate with your mass markets through print?"*

Our business model is based on the premise that customers can achieve efficiencies through outsourcing non-core activities (like print) to value-adding suppliers who bring world class capabilities in supply chain management.

Whilst our Group has four operating divisions that specialise in various product markets, our real strength lies in providing customers with a diverse but customised range of products and services, based on an initial assessment of the customers' total print requirements.

To achieve this and create a single interface with customers for all products and services, the Group has created a **unique** customer-friendly business model that incorporates the following elements:

- Outsourcing and Supply Chain Management Services
- Account Managers and internal Customer Support Representatives
- Project Management
- Service Level Arrangements

The value-added Outsourcing and/or Print Supply Chain Management Service includes

- A detailed audit and needs analysis of all printed items
- Re-design/rationalisation process to reduce SKU's
- Order/transaction management placement
- Production based on economic order quantities
- Warehousing and Stock Management/reporting/forecasting
- Fulfilment
- Distribution

By conducting a personalised evaluation of each customer's requirements, a cost/benefit analysis is presented prior to commencement of a project.

Although the supply chain management service is tailored to each individual customer's requirements, in most cases the project or contractual work involves the entire spectrum of services from strategic concept to problem solving, production, logistics and distribution on a national or international basis.

An account management structure is established for each customer and may include a multi-level transaction interface. This usually comprises a team of hands-on Key Account Managers, skilled Customer Service personnel and Technical Product Specialists. This frontline service is supported by internal management systems, a comprehensive infrastructure and a diverse range of integrated print services within the Group. Strategically, performance review sessions serve to highlight areas of concern with the joint objective of enhancing the partnership through honest objective periodic reviews of performance.

**The results** are significant economies of scale and production efficiencies which have the following benefits:

1. Reduced working capital requirements
2. Competitive pricing structures
3. Internal efficiencies (JIT deliveries, reduced shrinkage, wastage, damage, etc)
4. Access to state-of-the-art technology
5. Improved forecasting through trend and usage reports
6. Shorter delivery lead-times
7. Reduced overhead infrastructure
8. Getting to market sooner

# **QUALITY, DISTRIBUTION and SECURITY**

## **1. Quality System**

Elements include:

- Internal Quality Assurance systems are geared towards quality production
- Computerised Estimating and Production planning system
- High specifications and standards in all processes, materials and labour inputs
- State of art equipment
- Highly qualified foremen and factory management supervise skilled operators with many years of experience
- Product quality is inspected at each stage in production and there is a final quality check performed by our quality control department before dispatch
- We have a continuous process of business improvement within all divisions of the Group

## **2. Distribution and Logistics Models**

Apart from local deliveries, the entire function is outsourced to on-site contractors that distribute nationally. Though outsourced, full control vests with the Group ensuring speed to market and cost efficiencies that customers cannot achieve on their own.

Our distribution and logistics models include stocking of finished goods, fulfillment and the supply of added value management reports. This model is used, for example, in national distribution for the JD Group and First National Bank, both of which have approximately 800 branches.

## **3. Security**

All premises are secured with access control, some with swipe card technology. In addition we have surveillance cameras, perimeter fencing and boom gates with security guards on a 24 hour basis.

## **GROUP STRENGTHS**

1. An established, world class A-rated empowerment supplier
2. Continuous striving to achieve global best practice through investment in people, in skills development, in “best-of-breed” equipment and information technology
3. Plant capacity available in all divisions to handle fulfilment contracts and large campaigns in-house and meet tight deadlines - currently more than R200 million of available capacity within the Group
4. Integrated production facilities providing a unique capability to offer a total, single-source solution, supported by a willingness to undertake difficult and challenging work
5. Skills base - technically skilled, experienced and qualified staff in all departments
6. Various problem-solving, technical, creative and structural design services
7. Raw material procurement: long-established raw material supplier relationship/partnerships resulting in preferential pricing and service levels; including direct imports from overseas suppliers, passing on price advantage and providing a wider selection of raw materials
8. I.T. systems to support all logistics and service level requirements
9. Demographic profile of employees is reflective of the South African population
10. Computer to Plate (CTP) technology which reduces production times and ensures quick make ready and low wastage
11. Experience in supply chain management
12. National sales representation
13. Back-office customer and sales support infrastructure
14. Tested national and international distribution to point of use
15. Financially sound
16. Long established – since 1926
17. Centralised location with easy accessibility to raw material suppliers, especially the Mondi and Sappi paper plants
18. Each operating division of the Group is within the top three suppliers in it's sector

## **BUSINESS UNITS**

Uniprint is a tightly focussed printing organisation with all manufacturing units integrated in such a way as to create a single interface with customers for all products and services.

The diverse nature of the group enables it to provide world-class solutions across a range of print requirements for point-of-sale, self-adhesive labels, catalogues, business forms, direct mail and high volume print runs such as magazines and telephone directories. Due to the various technical capabilities of the Group, the services offered are often provided in a combination of print applications that together form a cost-efficient print solution.

The Group consists of four specialist operating divisions and two regional sales offices. The operating divisions are located within a few kilometres from another simplifying management control and campaign management where various elements are manufactured in each of the three environments.

### **Point of Purchase and Commercial Print**



A leader in the printing industry for over 50 years, this division is the largest supplier of temporary Point-of-Sale material in South Africa. With a complete printing facility under one roof in a factory area of 9,800 sq metres, using both lithographic and silkscreen processes, it has the equipment and capacity to produce all types of commercial printing, Point-of-Sale (POS) and “Below-the-Line” advertising products. Services include cardboard engineering; silkscreen printing; litho printing; digital printing; retail POS displays; collation; shrink wrapping, packaging and distribution.

The division specialises in the supply of temporary and semi-permanent in-store POS material to supermarkets and chain stores and offers a pick-and-pack and tablework service for other divisions of the Group. Other products include high gloss brochures, annual reports, magazines, leaflets, catalogues, posters, wet-glue labels, decals, self-mailers, dump bin units and various forms of print and promotional items.

Specific strengths of the division include technical background and qualified/skilled staff; capacity to meet tight deadlines; centralised location and easy accessibility to suppliers; designing of displays to meet client specifications and needs; high safety standards.

Customers of this division include advertising agencies and design companies, FMCG companies, banks and financial services institutions, retailers, publishers and companies in the pharmaceutical, telecommunications and petroleum industry.

## Web Division



Founded in 1997, the division has won major contracts for government work and supplies many large corporate organisations, publishers and the country's top advertising agencies.

The division uses commercial web offset printing (coldset and heatset) and finishing to produce magazines, retail advertising catalogues, brochures, newspaper inserts, leaflets, newspapers and telephone directories and knock-and-drop products.

The division specialises in medium to long runs and telephone directories with the timeous

production of high quality, four colour directories being made possible with the pre-press computer to plate Heidelberg Creo system together with the installation of a 24 Hour Trend binder, the largest in South Africa. The MAN Roland Uniset prints over 8 million telephone directories per year.

The Web division has won numerous medals in the Sappi Printer of the Year awards culminating in winning a Gold Medal for Epic magazine competing against sheet fed printing, proving beyond any doubt a total commitment to quality and delivery.

Strengths of this division include heat set, web offset and cold set printing facilities; Computer to Plate Technology cutting down production times and ensuring quick make ready and low wastage; Technically skilled and qualified staff; capacity to meet tight deadlines; centralised location easy accessibility to raw material suppliers - easy access to both Mondi and Sappi Paper plants.

The Group's advanced security procedures and processes have secured a large number of contracts for the printing of sensitive documentation, including examination papers for the Department of Education, electoral forms for various countries throughout Africa and the five year TDS telephone directory contract.

Customers of this division include publishers, retailers, financial services institutions, IT companies, telecommunication companies, local and national government organisations, utilities, advertising agencies and FMCG companies. The division covers 9,600 sqm of premises.

## Labels and Packaging



The largest producer of self-adhesive and flexible labels in the country, this division specialises in high quality label printing utilising the latest multicolour flexographic, lithographic, silkscreen, foiling and laminating equipment in a state-of-the-art, purpose designed factory. The market leader in South Africa in the introduction of new label printing technology, processes and substrates it is



the only supplier in the country that can produce a label using a combination of silkscreen, UV flexo, in-line foiling, litho printing, varnishing and/or laminating, reel-to-reel.

Products include self-adhesive labels, wrap-around labels, continuous polyroll (bunting) and tags (tea tags).

The high-tech, digital facility, archive system and finished good storage is particularly advantageous for pharmaceutical label production, offering stringent security procedures and comprehensive safe-guarding of intellectual property, patent and licensing information.

Major strengths of this division include: the quality of product due to state-of-the-art equipment and a comprehensive quality system; strategic alliances with major suppliers, giving priority access to any new materials that are introduced into the market; service levels; production facilities supported by state-of-the-art digital and reproduction facilities; desk-top-publishing capabilities to assist customers with design of labels; Prism Management Information System; core staff are all experienced and most have been with the company for many years.

This division has received many awards, including the World Star award by the International Institute of Packaging, which is only awarded to top printers worldwide.

In October 2006, the division was re-assessed and awarded the ISO 9001:2000 Quality Management System.

Labels are produced for a variety of FMCG companies in the high end personal care, food and beverage, petroleum and pharmaceutical industries. In these industries the design and print quality are crucial in attracting their customers at the point of sale.

The Forms division and the Labels division share 10 000 sqm of modern, custom designed premises.

## **Business Forms**



One of the largest suppliers of business forms and continuous stationery in South Africa, this division is a market leader in the production of a diverse range of laser, business forms and direct mail products. The division supplies a large network of corporate customers direct as well as a network of independent agents who distribute products nationally and throughout Africa.

The Forms plant is fully equipped to manufacture a full range of single and multi-part continuous computer forms, cut sheet laser printing forms, multi-part unit sets as well as full colour direct mail documentation and sealed mystery/security vouchers. Examples of these forms include tax invoices, statements, remittance

advices, delivery notes, purchase orders, credit notes, continuous letterheads, waybills, unit sets, books, receipts, wage envelopes, security envelopes, laser sheets, stock forms and personal identification number (PIN) envelopes.

On and off-line ink jet and laser imaging provides a complete "print to post" solution as well as adding value and exclusivity to our forms by printing original consecutive barcodes, check digit numbers, and security features. The Ultra Violet drying facility produces high quality process colour printing on all products. The division also offers an on-line bar-coding service.

Services include a complete forms design, production, stock control and distribution (fulfillment) service; rationalisation model applied to of multiple forms customers.

Customers of this division include banks and financial institutions, retailers, logistic companies, distributors, agents, brokers, NGO's, government organisations at a local level, advertising agencies, utilities and FMCG companies.

## Regional Sales Office



The regional office in Rivonia, Johannesburg, services the **Gauteng region** - by far the biggest market in South Africa with the largest concentration of the Group's customers.

A multi-skilled, technically proficient team of sales consultants, account executives, key account managers, business development managers and support staff service and operate on a value added customer service model. The team develops relationships that are sustainable, mutually beneficial and grounded on this model.

With an ongoing focus on adding value the team cross sells all of the Group's products and services with the ultimate objective of providing a single-source integrated solution.

# **BLACK ECONOMIC EMPOWERMENT INITIATIVES**

**Uniprint BEE Rating: Level Three Contributor (AA)** (by EmpowerDex in August 2010)

(See certificate on page 19)

Procurement factor: 110 x 1.25 (Value-adding supplier) = 137.5

Black ownership = 51% (fully up to date with Net Equity requirement)

Black female Ownership = 20% (fully up to date with Net Equity requirement)

## **BEE defined**

The Group has adopted the following definition of BEE:

The economic empowerment of all black people including women, workers, youth, people with disabilities and people living in rural areas, through diverse but integrated socio-economic strategies that include, but are not limited to:

- increasing the number of black people that manage, own and control enterprises and productive assets
- facilitating ownership and management of enterprises and productive assets by communities, workers, cooperatives and other collective enterprises
- human resource and skills development
- achieving equitable representation in all occupational categories and levels in the workforce
- preferential procurement
- investment in enterprises owned or managed by black people

## **Transformation Role**

The Group has played an instrumental role in the transformation of the printing industry in South Africa and in the 1940's, was one of the first printing companies to take on apprentices as compositors (type-setters) and machine minders. This was at a time when the "job reservation for whites" apartheid legislation prevented these occupation categories being available to people of colour. Through the years the Group has continued to employ and train people within the industry, including the passing on of skills obtained by the founders of the business – the Mehta family - during international study visits.

## **Black Economic Empowerment profile**

The Group is a Black Economic Empowerment organization, totally committed to the development of people who were previously disadvantaged. Over ninety percent of all employees are members of previously disadvantaged communities, as defined in section 61 of the Employment Equity Bill of 1997. Representation is at all levels from the Group Managing Director through all levels of the organisation.

The development of people within the Group over many years - supported by advanced management and work experience and a high, formal qualification average in senior levels - has created the current solid skills base of executives, managers, technicians, artisans and staff.

The following table demonstrates the BEE profile of the Group:

Entity	P.D.I.	African	Indian	Coloured	White	Female	Institution
Employee Profile	93%	25%	66%	2%	7%	14%	
Group Board	86%	14%	72%		14%	29%	
Group Executive Committee	80%		80%		20%	20%	
Management Structure	62%		62%		38%	30%	
Shareholder Profile	51% Black owned; 20% Female ownership						

## **Group Ownership**

The Group is defined as a Black-owned enterprise in that BEE Effective Ownership, Control and Management exceeds 50.01%. The shareholding of the Group is 51% Black including an interest of 10% acquired by Kagiso Trust with effect 1<sup>st</sup> July 2005. There is also a 20% female ownership.

## **Group Management**

The BEE profile of the Group Board is 92% PDI and 8% White. The management of divisions across the Group comprises 62% PDI, 38% White and 14% female.

## **Employment Equity**

The group institutes a comprehensive Employment Equity Programme in order to provide a fair platform for development and in recognition of previously disadvantaged individuals.

Being one of the larger long established businesses controlled by previously disadvantaged persons, the Group has always been a vehicle for the provision of employment to such persons. Under the restrictive conditions laid down by the previous Group Areas Act the Group was physically confined to areas previously designated as Asian areas and Asians made up a large proportion of the work force.

The Group has not only provided a livelihood for these individuals but also training, a career path and social upliftment and continues with this philosophy by having an Employment Equity Policy in place.

The Group staff compliment of 755 is detailed in the following table, made up of 618 permanent staff (as at 30<sup>th</sup> June 2009) and an average of 150 non-permanent staff.

Occupation Level	Male				Female				Total
	African	Col	Indian	White	African	Col	Indian	White	
Top Management			3	1			1		5
Senior Management			20	9			4	3	36
Professionals			24	20			1	3	48
Skilled	3	3	129	11	1	1	6		154
Semi-skilled	70	2	164	3	10	7	27	1	284
Unskilled	50	1	22		13	2	3		91
<b>Total Permanent</b>	<b>123</b>	<b>6</b>	<b>362</b>	<b>44</b>	<b>24</b>	<b>10</b>	<b>42</b>	<b>7</b>	<b>618</b>
<b>Non Permanent</b>									<b>150</b>
<b>TOTAL</b>	<b>123</b>	<b>6</b>	<b>362</b>	<b>44</b>	<b>24</b>	<b>10</b>	<b>42</b>	<b>7</b>	<b>768</b>

## **Skills Development**

The Group human resources mission is to ensure a strong and sustainable competitive advantage through the competence, creativity and initiative of all employees.

The Group's commitment to empowerment is matched by its commitment to employment equity targets and the ongoing development of its entire staff through Training and Development. Transformation in the workplace has become an inherent part of employment equity and skills development plans and there is an ongoing effort to create an environment that furthers diversity and instills a culture of equality.

In order to maintain global standards of operation, a comprehensive Skills Development Programme is implemented to provide a progressive platform for the recognition, development and advancement of previously disadvantaged individuals. As part of this process, the group has implemented mentorship programmes and is one of the first printing companies in SA to introduce apprentices for the specific

development of “black” people. Also, skilled personnel developed locally are trained overseas on equipment purchased internationally.

In addition, the Group is accredited with a statutory training and development body such as the Media, Advertising Printing, Publishing and Packaging Sectoral Education and Training Authority (MAPPP SETA) in the creation of industry-wide strategies to enhance skills development with the various designated trades of the Group. Full time accredited trainers are employed by the Group and in terms of career development at a management level, there have been a substantial number of internal promotions of employees into supervisory and management positions within the Group.

## **Preferential Procurement**

Recognising the inequities of the past and the importance of giving preference to previously disadvantaged suppliers, the Group is committed to affirmative procurement as a valuable tool to establish and support a competitive, sustainable and viable base of Black owned businesses that will contribute to the mainstream economy.

In line with existing Group procurement practices and with a view to aligning the Group with current government policy, the Preferential Procurement Policy (copy available on request) defines and formalise these practices while recognising the need not to compromise the quality and efficiency of goods and services supplied to the Group.

The affirmative procurement policy governs all purchasing and subcontracting of goods and services required by the Group, with preference will be given to Black Business Enterprises (BBEs) that reflect a combination of the following factors/activities; Black equity ownership; Black management at executive level (decision making control); Black women equity ownership; Proven commitment to Black economic empowerment; Purchases from BBEs; Subcontracting to BBEs; Transfer of skills to BBEs; Joint ventures with enterprises owned or managed by Black people

Specific objectives of the policy include:

1. To ensure that wherever possible the Group will procure products and services through companies and organisations partially or wholly owned by PDIs, while not compromising standards of service
2. To ensure that goods and services are increasingly purchased from Target Groups (PDIs, with preference given to Black suppliers) and from suppliers who have a clear and proven commitment to PDI economic empowerment; this means that economic empowerment criteria will be taken into account in the appointment of suppliers, including consultants, contractors and vendors, etc
3. To creating an environment to make it easier for Target Groups to do business with the Group
4. To encourage the development of entrepreneurship and business skills within PDI communities
5. To create awareness and support of economic empowerment objectives among key stakeholders
6. To encourage established businesses to contribute to PDI economic empowerment
7. To encourage employment creation by providing business opportunities to PDIs
8. Ultimately, to contribute to the process of structural change that will ensure participation in the economy that is in line with the demographic profile of South Africa’s population

The procurement target for June 2010 is to achieve Affirmative Procurement of at least 50% of total discretionary spending from Black-owned companies and to continue to broaden the supplier base, currently in excess of 60 black suppliers.

## **Enterprise Development**

The Enterprise Development policy has the objective of using the Group's economic muscle to support the growth of HDSA companies and to assist in the emergence of small, medium and micro enterprises (SMMEs). Wherever possible the Group ensures that HDSAs and SMMEs are accorded preferred supplier status.

A number of initiatives are in place within the Group that support black-owned SMMEs, involving: management time; skills transfer and knowledge sharing; preferential pricing; premium prices paid for certain products and services; special payment/trading terms; technical aid and advice and entrepreneurial development.

## **Socio-Economic Development**

Since inception, the Group has been committed to playing an ongoing active role in the improvement and upliftment of the environment and quality of life within the community in which it operates.

Socio-Economic Development programmes demonstrates a strong ethic around social responsibility and a commitment to supporting worthy projects and organisations including literacy programmes, health and rehabilitation, crime prevention, youth development, arts and culture and areas of social welfare.

Our Adopt-A-School programme is designed to give local, needy schools assistance in the form of cash, computers, printing supplies and other literacy-related resources.



# EMPOWERDEX

Economic Empowerment Rating Agency

## Generic B-BBEE Verification Certificate

### Universal Print Group (Pty) Ltd


t/a

### Uniprint

Registration Number: 1959/001011/07  
Address: 6 Cedarfield Close, Springfield Park, 4091

### Level Three Contributor

Scorecard Information	Actual Score	Target Score	Analysis	Results
Ownership	22.00	20.00	Procurement Recognition Level	110.00%
Management	9.81	10.00	Black Ownership	51.00%
Employment Equity	11.16	15.00	Black Women Ownership	19.88%
Skills Development	3.90	15.00	VAT Number	4610111330
Preferential Procurement	15.30	20.00	Value Adding Enterprise	Yes
Enterprise Development	15.00	15.00	Issue Date	01 September 2010
Socio-Economic Development	1.33	5.00	Expiry Date	31 August 2011
Total Score	78.50	100.00	Re-issue Date	N/A

  
For EMPOWERDEX (Pty) Ltd

01 September 2010  
Date

This verification certificate and the verification report are based on information provided to Empowerdex and represent an independent opinion based on the verification and analysis completed by Empowerdex. The calculation of the scores has been determined in accordance with the Department of Trade and Industry's Codes of Good Practice on Broad Based Black Economic Empowerment as Gazetted on 9 February 2007.

Empowerdex (Pty) Ltd Reg. 2001/027963/07  
Directors: C Wu, V Jack, L Ratsoma, J Stumbles

G10D00030

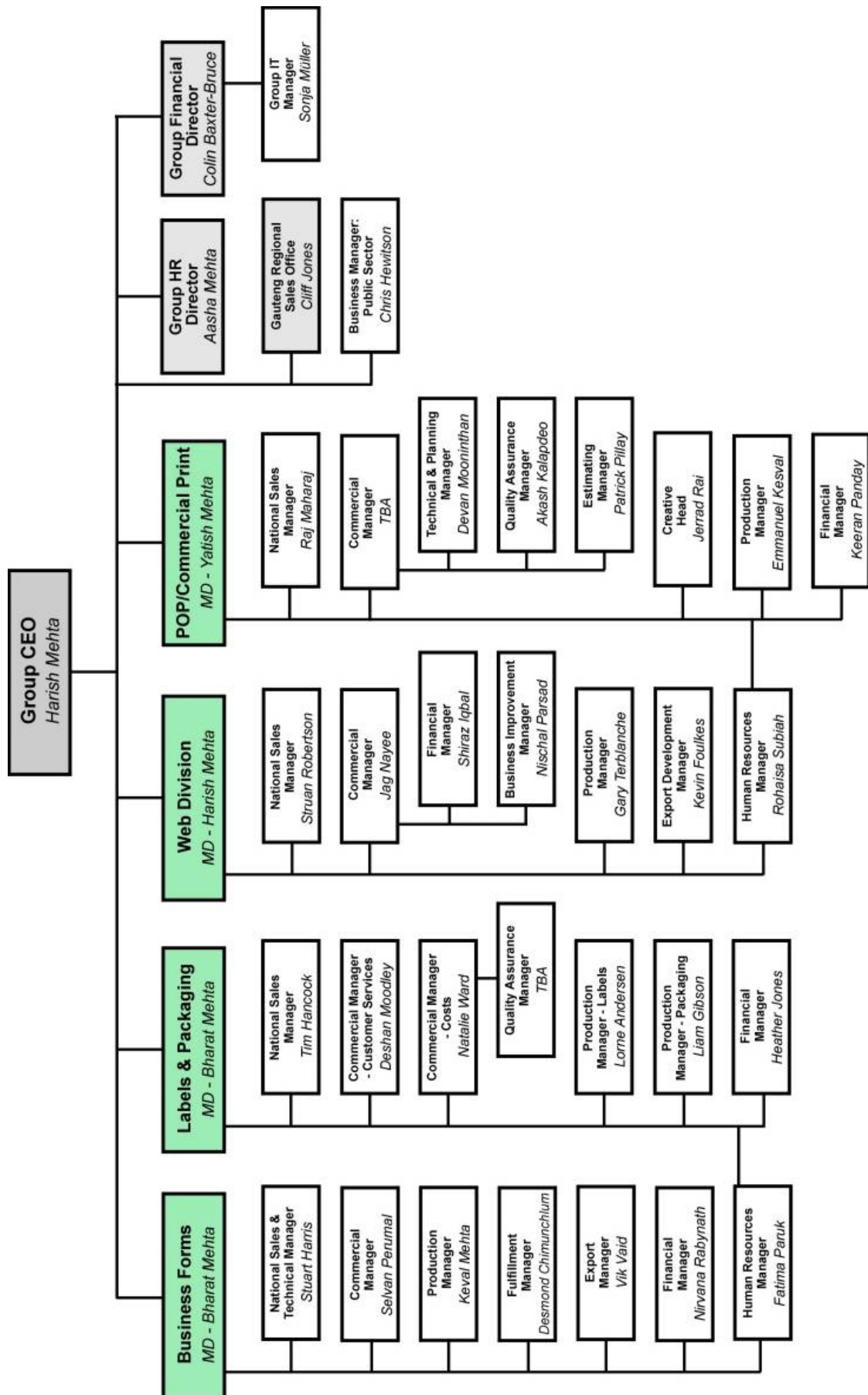


BVA 030



# C e r t i f i c a t e

# GROUP STRUCTURES – Organisational Structure



## **Other Structures**

### **Group Board**

Responsible for corporate governance and policy setting.

### **Executive Directors**

#### *Chairman/Group Managing Director/Divisional Managing Director - Web*

Harish Mehta (57) – Diploma in Printing Technology (UK), Bachelor Science Industrial Engineering, Master of Business Administration; 27 years experience in the printing industry

#### *Divisional Managing Director - Labels/Forms*

Bharat Mehta (56) – Bachelor of Commerce, Chartered Accountant (SA); 24 years in the printing industry

#### *Divisional Managing Director – Point-of-Sale*

Yatish Mehta (52) – Bachelor in Business Administration, Master of Business Administration; 22 years in the printing industry

#### *Group Human Resource Director*

Aasha Mehta Bobat (48) – Bachelor of Science Industrial Sociology, Masters in Industrial Relations

#### *Group Financial Director*

Colin Baxter-Bruce (56) – Chartered Accountant (SA); 15 years in professional practice; 12 years in the printing industry (previously Managing Director of Flexoprint)

### **Non-Executive Directors**

Mr A Patel - representing Kagiso Trust

Ms F Roji - representing Kagiso Trust

#### *Group Secretary*

Bharat Mehta (56) – Bachelor of Commerce, Chartered Accountant (SA); 24 years in the printing industry

### **Group Executive Committee - ExCo**

Responsible for developing policy and formulating future strategic objectives

### **Divisional Management Structure - DivCo**

Responsible for divisional operations

### **Group Production & Technical Committee**

Considers and investigates issues relating to production, product technology and new product developments.

### **Group Sales & Marketing Committee**

Considers sales and marketing initiatives, cross selling implementation, new business developments, promotion and sales support initiatives and customer service levels.

### **Group Audit Committee**

Responsible for: identifying all areas for auditing; planning and co-ordination of the annual audit; reviewing any system weaknesses identified by the auditors and to consider whether action is necessary.

### **Group Remuneration Committee**

To ensure that remuneration packages are aligned to that of the market place.

### **Group Risk Committee**

To identify and profile areas of potential risk and to recommend possible remedies

## **POLICY DOCUMENTS**

### **Ethics Policy**

Uniprint is committed to a policy of fair dealing and integrity in the conduct of its business. This policy is based on the fundamental belief that business should be conducted honestly, fairly and legally at all times.

The Group expects all employees, suppliers, consultants and contractors (associated business partners) to share in its commitments to fair dealing, integrity and legality as set out in this policy.

The purpose of the policy is to commit the Group to a policy of fair dealing, integrity and legality in the conduct of its business; to document the Group's ethics policy; to require the highest standards of ethical business conduct by employees and associated business partners of the Group

This policy applies to all employees and associated business partners including but not limited to supplementary labour, contractors, suppliers and consultants.

### **Sustainability Statement**

As a participant in the printing industry where paper is a major input and is produced from wood, the Group ensures that as far as possible raw materials originate from renewable resources. Major suppliers locally are Sappi and Mondi, both world leaders in reforestation projects and recycling.

When sourcing paper internationally, the Group only deals with ecologically responsible mills, including suppliers of carbonless paper that have been awarded the Nordic Swan, the highest award for environmentally friendly paper manufacture.

Manufacturing plants strive to reduce paper waste, all pre and post press waste is recycled and the Group is involved in a project to introduce environmentally friendly chemicals and inks wherever possible.

## **CUSTOMER REFERRALS**

### **Trudon (previously TDS Directory Operations)**

Contact Person	Franco Berluti
Position	General Manager: Operations
Telephone number	011 677 6098 / 082 376 5000
Years established as a customer	11 years
Dates of commencement / expiry	1997 / on-going
Description of services	Telephone directories

### **JD Group**

Contact Person	Louise Henning
Telephone number	011 865 6447
Years established as a customer	7 years
Dates of commencement / expiry	2002 / on-going
Description of services	Books, Stationery - Print, Warehouse & Distribute

### **Kimberly Clark**

Contact Person	Joanne Sidley
Position	Marketing Director
Telephone number	011 456 5700
Years established as a customer	3 years
Dates of commencement / expiry	2006 / on-going
Description of services	Point of sale and advertising material

### **Unilever**

Contact Person	Walter Vose
Position	Senior Purchasing Manager
Telephone number	031 570 2186 / 082 462 2224
Years established as a customer	20 years
Dates of commencement / expiry	1974 / on-going
Description of services	Wide range of label applications

## **TRADE REFERENCES**

Corruseal Packing Products	- Alison Maclean 031 9109400
Finwood Papers	- Mike Reed 031 7008550
Mondi Shandukar	- Isah Thabethe 031 4512031 or 0828093311
Mondi Business Paper	- Paul van Vuuren 031 4512364 or 0829094047
Continental Printing Inks	- John Sheard 031 70042222 / 4211
Avery Dennison	- Craig Zeelie 011 2495700
Sappi Fine Papers	- Roop Ramdhani 031 2796000
Millstream	- Richard Stanton 021 5550833
Peters Papers	- Craig Hughes 031 7005980
Heidelberg	- Earl Huston 031 2632950
Paperlink	- Gary Craze 031 7017395
Sun Couriers / UTI	- George van der Merwe 031 7927500

## **ACCREDITATION / REGISTRATION**

The Group has accreditation from or is registered with the following professional bodies:

- PIFSA (Printing Industries Federation of South Africa)
- Durban Chamber of Commerce & Industry
- MAPSETA
- POPAI (Point Of Purchase Advertising International)
- SASPA (South African Silkscreen Printers Association)

## **GROUP HIGHLIGHTS**

- 1926 Establishment of Universal Printing Works
- 1978 Harish Mehta and Bharat Mehta join the company
- 1979 Purchase of multicolour Litho printing press
- 1980 Yatish Mehta joined the business; "Universal Business Forms" launched
- 1980 Establishment of "Universal Calendars"
- 1981 Moved from Rossburgh to Stanhope Place
- 1987 Aasha Mehta joined the business
- 1987 First acquisition – Lithotone and formed "Universal Printing"
- 1987 Entry into the Point-of-Sale market
- 1987 Cyclone Demoina and the Stanhope factory six feet under water
- 1993 Acquired Belmor Group and formed "Universal Calendars & Diaries"
- 1995 Rugby World Cup programme printing contract
- 1996 Universal Web formed
- 1997 October - first commercial sales for Web division
- 1998 Sappi Magazine Printer of the Year - Gold Award
- 1998 October - awarded R500 million Telkom Directory Services contract
- 1999 Contract for election ballot papers
- 1999 Advanced CAD system installed
- 1999 Installed Drent Gazelle 6-colour Web Press installed
- 1999 Komori lithrone 5-colour sheet-fed offset press installed
- 1999 Contract to print SARS tax forms
- 1999 Wins "Report to the Nation" largest, R6 million government tender of the year
- 1999 Uniset installed for 5 year Telkom directory contract
- 1999 Gold award in the magazine category for the Printer of the Year
- 1999 Creo Trendsetter computer-to-plate system installed
- 1999 Formation of Uniprint
- 2001 Ugandan election ballot papers
- 2001 Acquired Flexoprint and formed Labels division
- 2001 Installed Nilpeter flexographic press
- 2001 Mauritian telephone directory contract
- 2002 Sappi Printer of the Year - Bronze and Silver
- 2002 Lesotho election ballot papers
- 2002 Exceeded R500m budget turnover - growth from R39m in 1996
- 2002 Nigerian election registration forms
- 2002 World Star packaging excellence award for Timotei labels
- 2002 3 year contract for Namibian telephone directories
- 2003 Established the Cartons Division
- 2003 Acquired assets of Everton Print
- 2004 Acquired Drent Vision 8-colour UV direct mail press
- 2004 Sappi Printer of the Year – Silver Award
- 2004 Standard Bank KZN Business Growth Award – Large Corporate category
- 2004 KPMG / BusinessDay South African Non Listed Company Award – top 10 finalist
- 2005 20% shareholding in the Group acquired by Kagiso Trust
- 2006 Achieved Level Two Contributor (AAA) rating as a Black Economic Empowerment organisation
- 2007 R50 million equipment installation – Hunkeler, Comco and Drent Vision 8-colour presses
- 2007 Established Creative Design department – POP division
- 2008 Installation of Uniset 75 semi-commercial press at Web division
- 2008 Installation of Nipson variable imaging equipment
- 2008 Installation of HP Indigo digital press at Labels & Packaging division
- 2008 Uniprint merger with Hirt & Carter

## **GROUP INFORMATION AND CONTACT DETAILS**

**Universal Print Group (Pty) Ltd – trading as Uniprint**  
Registration No 1959/001011/07

**General email enquiries:** [info@uniprint.co.za](mailto:info@uniprint.co.za)

### **HEAD OFFICE & WEB DIVISION**

6 Cedarfield Close Springfield Park 4091 KwaZulu-Natal	PO Box 1993 DURBAN 4000
Telephone: 031 560 2200	Fax: 031 560 2290

### **POINT-OF-SALE DIVISION**

72 Stanhope Place Briardene 4051 KwaZulu-Natal	PO Box 1327 DURBAN 4000
Telephone: 031 560 2100	Fax: 031 560 2280

### **FORMS DIVISION**

59 Intersite Avenue Umgeni Business Park Durban 4001	PO Box 74002 ROCHDALE PARK 4034
Telephone: 031 560 2300	Fax: 031 570 0745

### **LABELS DIVISION**

59 Intersite Avenue Umgeni Business Park Durban 4001	PO Box 74002 ROCHDALE PARK 4034
Telephone: 031 560 2300	Fax: 031 570 0745

### **GAUTENG REGIONAL SALES OFFICE**

1 <sup>st</sup> Floor, Building 9 Tuscany Office Park Coombe Place, Rivonia 2128	PO Box 2735 RIVONIA 2128
Telephone: 011 806 9600	Fax: 011 806 9690

### **BANKERS**

Standard Bank of SA Limited  
Durban Corporate Branch  
Various accounts are operated for the operating divisions

**AUDITORS:** Grant Thornton Incorporated

**TAX No:** 918203820P

**VAT REGISTRATION No:** 4610111330 (Forms & Label divisions); 4210101327 (Point-of-Sale division)

**PAYE REGISTRATION No:** 7160708964 (Forms & Label divisions); 7370708937 (Point-of-Sale division)

## **OTHER SOURCES OF INFORMATION ON THE GROUP**

**The following sources of information about the Group are available on request:**

1. This Group Profile in PDF file format
2. Group Brochure
3. Group Production Facilities as a PDF file
4. Web Site: [www.uniprint.co.za](http://www.uniprint.co.za)
5. Personal presentations of the Group's capabilities can be arranged, including a tour of the premises.

### **Contact details for additional information**

Chris Hewitson

Business Manager: Public Sector

Tel: 031-5602240

Email: [chris.hewitson@uniprint.co.za](mailto:chris.hewitson@uniprint.co.za)

**Any queries regarding the availability or content of this document  
should be addressed to  
[chris.hewitson@uniprint.co.za](mailto:chris.hewitson@uniprint.co.za) or call 031 560 2240.**