

# SHAVE& GIBSON

PACKAGING AND SECURITY PRINTING



RECYCLED

SQ displays

TNNOV

PACKAGING AND PRINTING

PACKAGING

CONFECTIONERY STANDS

FMCG RETAIL DISPLAYS

PROMOTIONAL & SEASONAL DISPLAY

SEVERAGE & ALCOHOL POS UNITS

sg displays



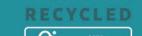
A PERIODIC NEWSLETTER



2025

earthpak

**Building resilience through change** 



# A YEAR IN REVIEW

# A season of lessons, resilience and fresh starts

# SIMON DOWNES, GROUP CHAIRMAN

What a polarised world we live in. Here are some words, names, monikers, and acronyms that are designed and guaranteed to stir up the emotions (one way or another) of any reader:

·Trump - Putin - Netanyahu - Zuma - Gaza - Sudan - Israel - Ukraine - Iran - Hamas - Hezbollah - Uyghur repression - AI - Corruption - Fraud - Thembisa Hospital - Babita Deokaran - Cat Matlala - Crime - AGOA - Tariffs - NHI - EWC - BEE - EE - BELA ACT.

Now those would have created some angst, I'm sure. On the flip side, here are a few local antithetical terms that may elicit feelings of happiness and contentment:

·Springboks - Proteas - Bafana - Ndlovu Youth Choir - Siya - Themba - Rassie - Laura - Cassiem Brothers - Grey List - 3% CPI.

Since World War II, society has not faced such a fractured and uncertain space as we do now. Similarly, democratic South Africa has never been as divided or lacking in social cohesion as she does now. Where and when will it all end? Stress levels are at fever pitch, and fear of the future seems to galvanize too many of us into inactivity. The author, Mandy Hale said "Trust the wait. Embrace the uncertainty. Enjoy the beauty of becoming. When nothing is certain, anything is possible."

The late, great Jim Morrison of The Doors would bid us to live fully for today from this immortal stoic line from 'Roadhouse Blues': "The future is uncertain, but the end is always near."

At its NGC meeting conclusion, the ANC spoke of party renewal, zero tolerance of corruption and focus on service delivery - hackneyed terms that have been recycled from a decade ago. This is an organisation in terminal decline, addicted to self-analysis without solutions, continuously "running blood tests, stepping on the scale and undergoing MRI scans to confirm what everyone else can visibly see." (Qaanitah Hunter)

Nothing concrete has been offered to change the downward trajectory of our economy and our society, as the ruling party appears doomed to forever blunder in a downward spiral towards insignificance. Solutions require courage and definitive measures. They are simply:

- Enforce the findings of the Zondo and Madlanga Commissions.
- Arrest the rampant fraud and corruption in the civil service.
- Reconfigure the security, police, and justice structures into a meaningful and effective framework.
- Fix the broken state procurement system, via the removal of middlemen and women and of tenderpreneurship.

Nothing concrete has been offered to change the downward trajectory of our economy and our society.

- Walk back the NHI; EWC; BEE and EE regulations.
- Ensure that cadre deployment becomes illegal (STOP PRESS: this has now been agreed by all parties to the GNU!!!).
- Denounce slogans of violence.
- Cancel all references to the soviet-era NDR and the antiquated Marxist terms such as "comrade," "lumpen proletariat," "revolutionary" and "a luta continua." These terms are anachronisms and have no relevance in the 21<sup>st</sup> century of AI.
- Accept that socialism has failed everywhere (including in Russia, Vietnam, and China). Embrace a market-capitalist economy that provides jobs and increases the wealth of the nation as a whole. Witness Margaret Thatcher's comment in 1976: "Socialist governments traditionally do make a financial mess. They always run out of other people's money."
- Energise the private sector to lead infrastructure expenditure through enabling regulation and the removal of petty and unnecessary rules.
- Listen to the only adults in the bureaucratic room: Treasury and the SARB.
- Cease believing that we are the moral conscience of the world and define our foreign policy in terms of South African interests. Realism must trump idealism, as in Thucydides' Melian Dialogue. They have succeeded in making a devout enemy of the world's only surviving superpower without extracting any benefit from that endeavour. What good has been achieved for puny South Africa in this?

# S&G Carton Division Review

A true annus horribilis. A perfect storm. A company polycrisis. A convergence of calamities. So may ways to describe what 2025 presented our Carton Division executive team. Richard has covered these in detail in his Ramble elsewhere, and the less said the better.

Suffice it to say though, we have not let this cataclysm of tribulations go to waste (to misquote a phrase often misattributed to Sir Winston). We have used the opportunity to reconfigure our management structures, redefine our quality processes, rejig various production flows and reexamine our standard operating procedures.

In tough market conditions such as these, one should always take advantage of weak demand, and we have done this by investing selectively in plant throughout. For good measure, we have future-proofed our logistic ability through the development of a brand new 22 000 m² high racked warehouse which will secure us well into the 2030's and beyond. Finally, we have acquired our entire factory which will secure us to the much sought after Mobeni basin for the long-term.

Our 44-year existence is secure.

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## S&G Bags Review

Our Bags plant is in fine fettle. Adequate capacity, good productivity and settled management and staff structures. This division is now hungry for additional volume, and its success will be enhanced exponentially as we open up new product lines and attract new customers. A very exciting time for Andrew and his people!

## sg displays Review

I relish saying this to the naysayers amongst us: "I told you so!." Ian and his merry men and women have taken this division to incredible heights in our first year of operation. A runaway success with unbelievable potential. It has not been easy to establish ourselves as a new name on the block with customers who are traditionally loathe to experiment. Ian, Mark and Kyle, with significant support from Richard, Michael and the Carton division have achieved the impossible with some major brands. The future looks terribly positive!

# **S&G Security Printing Review**

For so long a jewel in the crown of the S&G Group, our security printing division looked like it was heading for a slow decline after the demise of cheque usage in the country. New life has been blown into this versatile and productive plant through a diversification into new products. GM, Grant Hubbard, and super-agent Stephen Bekker delivered our first passport order this year, amongst a number of other secure government documents from countries north of us. This is the culmination of a decade of endeavour, and Grant's due hearty congratulations for devising and implementing the production of these complex and important documents.

This is the mere beginning of our foray into this new field, and the market is we believe, wide open to us. It is such a pity that we are totally excluded from undertaking any work for our own government due to job reservation.

# **S&G Properties**

The Group property division continues to take firm positions in the Mobeni basin, as mentioned above. In addition, we continue to spread our risk beyond industrial properties into retail and commercial investments. These investments reinforce our commitment to South Africa as an investment destination in general, and in KZN specifically.

# Valediction - Alan Hay

Alan started with S&G as an estimator in 1988 from Kohler East London, having begun his career at Hayne & Gibson, the press at Kingsmead, like so many others of his time.

Shortly thereafter, Alan assumed the role of Estimating Manager, a position he held until his retirement in 2015.

Given the huge amount of energy that Alan always brought to everything he did, he stayed on to assist Richard in the S&G Estimating Department, where he continued to train and nurture young estimators in the dark arts of costing and estimating.

Farewell, Alan and thank you for your service; your friendship; your loyalty and for the wonderful sense of humour and timing that kept us all in stitches for so many years.

Alan spent many years as an estimating lecturer for Printing SA, and hundreds of people working in the broader printing industry today learnt their craft at his feet. He also co-authoured the seminal estimating handbook for the industry.

Alan was proudest of the computerised estimating system he designed for S&G and which we relied upon for two decades, a feat made even more fantastic by Alan's dominant creative brain as a frustrated Thespian in his youth!

For years, Alan had suffered from severe diabetes, an affliction he bore with fortitude and a sense of humour that always superseded the discomfort with which he lived. In April this year, he was admitted to hospital and suffered a number of painful procedures, which he bore with the stoicism to be expected of such a brave man.

He was hoping to finally retire from S&G at the end of 2025 at the tender age of 75, and he and Gillian were planning a long, gentle trip down the Garden Route. Alas, this was not to be, and he passed away in hospital on Saturday 14 June 2025.

Farewell, Alan and thank you for your service; your friendship; your loyalty and for the wonderful sense of humour and timing that kept us all in stitches for so many years.

Alan Hay, Estimator, teacher and programmer, 1950 - 2025

# Valediction - Gill Loubser

Gill was a great friend and supporter of Shave & Gibson Group. She authored our historical articles for PPM for our  $20^{\rm th}$ ;  $25^{\rm th}$ ;  $30^{\rm th}$  and  $40^{\rm th}$  anniversaries, and had an encyclopaedic knowledge of our people, our roots, and our business.

When I introduced the "S&G Old Boys' Lunch" where the invitees were senior retirees from our major competitors who had been largely ignored by their own companies, as well as our own retirees, we had to invite Gill as well. These afternoons, which often stretched into the evening, were immense fun and full of legendary stories, some of which may even have been true. Of course, Gill and I had to change the name to the "S&G old Boys' and One Old Girl's Lunch."

Life changed for Gill after her beloved Andre passed away, and when she became constrained in her travelling and could not attend the annual Scottish Highland Dancing Competitions, where she was an accomplished judge. Of course, her positivity never changed even after she suffered some severe health challenges and was confined to a wheelchair.

Ave atque vale, dear friend.

Gillian Loubser, Doyenne of Print Journalism, 1943 – 2025



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# Welcome - Clint Jennings

We bade farewell to our Carton Operations Manager Leon Ward this year, and we welcome Clinton Jennings to this crucial role.

## The return of the Heart Officer - Laetitia Schoeman

How quickly things change! In our 2024 newsletter we bade farewell to our erstwhile long-standing HR Manager, Laetitia Schoeman, as she migrated to join her husband, Martin in Thabazimbi. Well, that place was too small for such a dynamic human, and she decided to split her time between that place and vibrant Durban. After a few months, we welcomed her back as Group Heart Officer, a new role designed to improve the wellbeing of our staff. Her function is to walk about and engage with all and sundry and deal with the soft human issues which can bedevil organisations if left to fester. What a success she has been in this role – welcome back Laetitia!

And just like that, the shutter comes down on this year. 2026 has an optimistic and positive ring to it — is it possible that we will look back in a year's time and wax lyrically about the successes of that year? The optimist in me believes that we as a company are on an upward trajectory, and that South Africa as a country may just be turning the corner, having plumbed depths that few thought possible a decade ago.

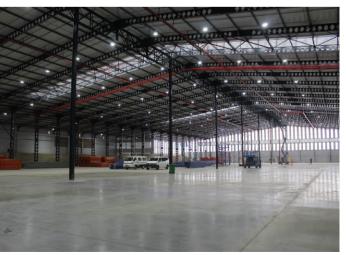
Best wishes for a peaceful and healthy festive season, and a stupendously successful 2026!

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"Trust the wait. Embrace the uncertainty. Enjoy the beauty of becoming. When nothing is certain, anything is possible". Mandy Hale



# Richard's Ramble



# Challenges and triumphs

# RICHARD DOWNES, MANAGING DIRECTOR PACKAGING

What a year. 365 days. 8,760 hours. 525,600 minutes. 31,536,000 seconds. We have used every single one.

It has been one of the most challenging, tumultuous, disruptive, exhausting, and transformative years we have ever experienced. We have ridden sky-high highs and stomach-dropping lows — often in the same week. We have gone through more change in twelve months than most companies manage in five years.

Yet here we stand: stronger, wiser, but more exhausted.

# The Big Moves

- We built a brand-new warehouse from the ground up.
   Municipal delays, permit nightmares, and endless
   unforeseen building issues slowed us down at every
   turn but it is finished. A massive thank you to every
   contractor, supplier, and especially Jason for leading
   the warehousing build. Our logistics team have been
   put through the wringer as they moved from their old
   storage locations to the new high-racked warehouse –
   well done and thank you all.
- We moved and simultaneously revamped our corrugated machines. This caused months of inconsistent supply of double and single-face sheets while we stabilised the upgraded line.
- One of our main die-cutters burnt down last year. A
  new one takes over eight months to build and even
  longer to ship. We have been running one machine
  short for the whole year. The new machine has arrived
  and is in the process of being commissioned.
- We went live on a completely new ERP system a
   baptism by fire that tested every one of us. The change
   and instability of normal operation continue to
   challenge us. Well done to everyone for surviving this
   and figuring out the new way of operating.

# **People Changes**

We said goodbye to our operations manager who moved on to new pastures. At the same time, we welcomed Clinton into the role and into the Shave & Gibson family. We can't wait to see what the future holds with him on hoard.

On the display side we have gone from strength to strength. We have grown our team steadily and the collaborative environment continues to flourish.

## Corrugated Displays - The Bright Spot

On the display side we have gone from strength to strength. We have grown our team steadily and the collaborative environment continues to flourish. We have won many new customers and a lot of new businesses that hadn't dealt with the team for years, and our reputation continues to grow. The excitement in this division is palpable. A huge thank you to lan and his entire team for driving this extremely positive era in corrugated display.

## **Bags Division**

The bags division has continued to mature and expand into exciting new markets. We have gained serious traction in charcoal, flour, and broader industrial segments. The momentum is building, and we are genuinely excited about what lies ahead. We have much more capacity available and we continue searching for new markets.

## Carton Division - The Tough Fight

The carton side has faced some of our heaviest challenges:

- Shipping lines rerouted vessels for their own profitability, stretching lead times from 35 days to 82 days. We could never anticipate that scale of disruption.
- Raw material quality took a nosedive so much board looked fine on initial inspection but proved to be substandard once it had gone through printing. Suppliers are collaborating with us to analyse the root-cause of these issues. This hampered us in delivering the Shave & Gibson quality and in-full quantities that our customers expect.
- We strengthened and restructured the Quality Department, introduced tighter incoming inspections, and are working closely with suppliers on fixes and corrective actions.
- And yes we "scored some own goals." We repeated avoidable mistakes. We have since put guardrails in place to prevent recurrences.

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# Richard's Ramble



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# **Our Customers and Suppliers**

Through all the challenges that we faced, I would like to thank all our customers and suppliers for their patience and understanding. I know it has been massively challenging — especially as we navigated months not knowing what stock we had or where the stock actually was located. Your support, flexibility, and belief in us have kept us going. We are truly grateful, and we are determined to repay that trust in 2026 with the consistency and quality you expect and deserve from us.

## The Bottom Line

This year has been bruising, but the fixes are in motion. Every delay, every breakdown, every rejected batch, every last-minute crisis has tested and pushed us. The synergies between divisions are finally starting to click. Teams are talking, ideas are flowing, and we are gaining traction on real improvements.

2025 tested us like never before. 2026 is when we start winning again — bigger, better, and together.

Thank you for every second you gave this year. Here's to making the next 31,536,000 count even more.

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"Hardships often prepare ordinary people for an extraordinary destiny." – C.S. Lewis







# Strengthening our Foundations

# ANDREW FORD, S&G BAGS COO

It is a privilege to be busy in a depressed market. I hear it all the time from suppliers telling me of so many businesses on short time whilst we are running flat out and even into overtime. This makes you sit back and contemplate. What are we doing right or differently from our competitors?

Great leadership (ED: Even if you say so yourself, Andrew), committed staff, world class systems, efficient machinery, full accreditation. We take these for granted but they are the key attributes that attract the best customers and that demand creates the loyalty and commitment from the best suppliers. This recipe allows for expansion and reinvestment, and I am pleased to say we have now made decent inroads into the charcoal bag and industrial sugar and flour bag markets in order to spread our risk of being over exposed in one area.



We faced many challenges in 2025. Most notably due to the implementation of our new ERP system and space constraints but we have prevailed. Every member of our team has made a huge contribution in keeping the factory running despite all the frustrations, and for that we are eternally grateful.

We welcome Ralph who has made a massive contribution to our technical team from day one and at the same time we are very sad to say farewell to Shelley who has been a key member of our team for many years.

I am excited for 2026. Onward and upward!

Every member of our team has made a huge contribution in keeping the factory running despite all the frustrations, and for that we are eternally grateful.





"Most of us spend too much time on what is urgent and not enough time on what is important." — Stephen Covey





# Locking into gear

# IAN HICKMAN, SG DISPLAYS GENERAL MANAGER

What an incredible first year the Displays business has had under the S&G umbrella. It has been a year of growth, of pushing boundaries, and of valuable learning across multiple departments. One of our key strategies when acquiring the Displays business was to identify and leverage synergies across our business units. I'm proud to say that we achieved this through two major projects, both requiring print on the inner and outer surfaces of fluted board.

The first of these projects was for Wedgewood. The Carton division completed the print, with the first layer of board laminated to the SFK. The Displays team then hand-laminated the inner layer. Cutting and gluing were handled by the Carton division. It was certainly stressful, but we pulled it off with great success

This paved the way for the next opportunity: AB InBev's launch of the new Corona 600 ml bottle, again requiring print on both surfaces. This time, the Displays team printed the inner layer while the Carton team completed the outer. To put this into perspective, Displays typically considers 1,000 units a large job. This project began at 137,000 units. The immediate questions were: How? When? Where? Who? The plan was for the Carton division to print, and for Displays to complete all cutting, gluing, and packing. Then along came Don Naidoo and his team: "lan, bring the job, we'll figure it out." And yes, they did.

Some of our standout successes in 2025 include:

- 1. Our largest client, POINT, has worked closely with Mark Harris, resulting in over 20% growth above their 2025 commitment. Henriette Thomas, Point International Chief Operating Officer, even flew in from Dubai to meet S&G to understand why the business is held in such high regard.
- Displays has been awarded Platinum Supplier status by POINT.





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- 3. We are collaborating with POINT on a new revenue stream involving the production and kitting of gifting boxes, an ideal opportunity for our studio to showcase its capabilities.
- 4. Early in the year, BIC held a workshop with our team at the S&G boardroom, an initiative that strengthened our partnership moving forward.
- 5. Red Bull Global contacted the team regarding an Advent Calendar project, exploring the production of 125,000 units with full kitting for 2026. Production is planned for mid-2026 watch this space.
- 6. We have also been working closely with Thirsti, who awarded us a new project this year. To support their onboarding, a workshop was arranged. With a brief from Kyle, Max Maunier and Nerisha Gopi developed a powerful presentation that truly impressed the client. This session solidified our relationship, and we anticipate strong growth and learning together in 2026.
- 7.A significant milestone: Kyle Chettleburgh was in Johannesburg to meet with clients, including AB InBev. In just 20 minutes, he secured our position as an approved supplier, an extraordinary achievement and an exciting new chapter for 2026.

I would also like to extend a heartfelt thank-you to Richard, Lovania, Yougashree, and the entire warehouse team. We've been navigating a challenging kitting project for Colgate, and with their support, and the help of Ahnand and his team we successfully delivered in 2025.

With the strong foundation laid in our first year, the Displays team is energized and excited for what 2026 will bring.

We wish you and your loved ones a safe and joyous holiday season.







# Legacy, growth, and future directions

# GRANT HUBBARD , GENERAL MANAGER S&G SECURITY PRINTING

## The Start of a Renaissance

If last year was about laying foundations, 2025 has marked the start of a true renaissance for Shave & Gibson Security Printing — though, to be fair, it's a renaissance in its early days, sparked largely by our entry into the full-scale production of passports.

Over the past years, we faced the challenge of reducing volumes and overcapacity — where uncertainty became a reality. This year, the pendulum has swung. With a new passport contract in hand, and other new business secured, we've gone from searching for work to being pressed to get work out the door. For the first time in a long while, we've seen full utilization of our team, new team members added, and even overtime. It's a good kind of busy: not busy fools, but a productive, value-adding team that understands that efficiency is key, waste is the enemy, and that tough times have made us sharper and stronger.

## Passports: A Catalyst for Change

Our entry into passport manufacture and supply has been the catalyst for this new chapter that has changed the tempo of our business and set us on a new path one where we aim to become a serious player in the specialist, short-run passport space.

## Building Capability: New Equipment, New Skills

This shift has prompted further investment in equipment, some new, some used, and some transferred in from other group divisions. Each machine has brought new skills to master and nuances to learn, often through trial and error. The amount of change and the magnitude of the challenge this has posed is not to be underestimated.

Here's a snapshot of our evolving toolkit:

- 2024: Last year we moved the Billhoefer Laminator into our facility, expanded our inkjet numbering capability and acquired a full-colour digital toner press.
- 2025: This year we acquired no less than 11 new pieces of equipment, demonstrating the Group's positive view and support for what Security Printing is doing.







- Booklet Finishing: we acquired equipment (mostly semi-automatic) for the glueing of covers; casingin, cutting; pressing; sewing (to register); laser perforating; secure crash-numbering; and digital QC inspection
- Decoration: Spot UV and Cold foil machine for provision of high-end decorating services to the S&G Cartons Division
- Printing: A new, state of the art, 6-colour digital press to focus on digital security print, and shortrun packaging
- o Other: Banding machine for pharma leaflets

# Expanding Horizons: Identity Cards and Package Inserts

We've also secured a new contract to supply Identity Cards and are actively tendering for similar work - driver's licence cards, ID Cards, student IDs, and more. Our first pharmaceutical package insert jobs, though small at this stage, mark our entry into a new market segment that we believe will grow.

# Emerging Opportunities: Short-Run Certificates and TrueCert

Another area to watch is short-run certificates. Our "TrueCert" digital certificate platform is still under development, but it holds real promise. Watch this space - 2026 could be the year something truly exciting emerges.

## A Team Transformed

Perhaps the most rewarding change has been in our people. The challenges of the past have forged a team that is resilient, efficient, and laser-focused on value. We know what tough times look- and feel like, and we're stronger for it. We are determined to build this industry-leading business into an African powerhouse.

# Looking Ahead

This is just the start of our renaissance. Passports have given us renewed momentum, but it's the Security Printing team's hunger for change, its adaptability, the new skills we're building, and the opportunities on the horizon that will define our future as we diversify vertically (more of that which we know); laterally (more new stuff, like identity solutions) and into the provision of specialised, value added services to our group.

Here's to a busy, productive, and promising 2026!







# A field of dreams realised

# JASON STAATS, GROUP FINANCIAL DIRECTOR



## Shave & Gibson's new warehouse at 1 Lerwick Road

After months of hard work, long hours, and a fair share of logistical hurdles, Shave & Gibson Group is proud to announce the completion of our brand-new 22,000 m² warehouse at 1 Lerwick Road, Jacobs. What began as a 'paint it and clean it' project quickly morphed into 'knock it down and rebuild it'. But with a bolder plan under our arm, this has now become a state-of-the-art logistics hub, complete with high-reach in-rack sprinklered racking and cutting-edge infrastructure, designed to streamline operations and support our growing businesses.

Much like the classic film Field of Dreams, where the mantra was "If you build it, they will come," our team built more than just a warehouse — we built the foundation for future growth. The road wasn't always smooth; from supply chain delays to long slogs through red tape, this project tested our resolve. But the payoff has been worth every challenge.

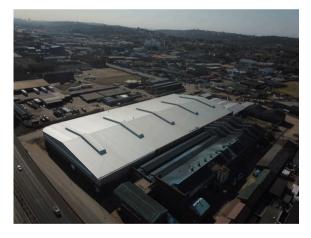
This new facility not only enhances our storage and distribution capabilities but also represents a strong return on investment — improving efficiency, reducing turnaround times, and positioning Shave & Gibson for continued expansion.

Here's to the dreamers, the doers, and everyone who believed that if we built it, success would come — and it has.

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# Resilience through change

**MICHAEL DOWNES, INNOVATION MANAGER** 

As we close out 2025, one theme has defined our journey more than any other: change. Not simple change, but deep, structural, transformative change that has reshaped how we work, how we communicate, and how we deliver for our customers. It has been a year that tested our systems, our patience, and our resilience but also revealed our capacity to adapt and grow.

Darwin said it best: "It's not the strongest or the most intelligent who survive, but those most responsive to change." This truth has echoed through every challenge and every achievement of our year.

## Dealing with disruption

Disruption became a constant companion in 2025, from shifting timelines to operational upheavals. What mattered most wasn't avoiding disruption, but how we responded to it. We learned to stay calm under pressure, to adapt quickly, and to make decisions even when the ground was shifting beneath us. These moments strengthened our resilience, sharpened our communication, and taught us the importance of staying aligned even when nothing else feels certain.

We adapted, and we kept moving forward.

## **Transformative Improvements**

A lot of the changes have been mentioned throughout this newsletter, but it's the improvements they unlock that truly set us up for the future. Our Security Printing division has taken a major step forward with new machinery investments, expanded into passport production and added offline UV and cold-foiling capabilities, along with digital printing to support short-run and multi-variant carton work. The Carton division will benefit significantly from the corrugator being moved from the old warehouse to the main factory, improving quality oversight and production efficiencies.

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Across all these improvements, what stands out most is the collaborative effort between our divisions.

The addition of our new die shop brings this critical function in-house, while our new world-class die cutter will strengthen performance, accuracy, and throughput on the finishing side. Both our Carton and Bag divisions are positioned for remarkable progress through the implementation of the Shopware ERP system, enabling better planning, traceability, and operational control. And finally, our new state-of-the-art warehouse will deliver significant long-term value across all divisions, enhancing operational flow, increasing storage capacity, and strengthening overall resilience.

## **Group Collaborative Effort**

Across all these improvements, what stands out most is the collaborative effort between our divisions. Whether it was Security Printing, Cartons, Bags, or sg displays, each division supported the other, shared expertise, and worked together to overcome challenges that none of us could have solved alone. This collaboration has become one of our greatest strengths, proving that when we unite our capabilities, we deliver smarter, faster, and with far more impact.

As we reflect on the year, it's clear that our resilience through change wasn't just about surviving disruption, it was about transforming through it. Every challenge pushed us to adapt, to rethink, and to rebuild stronger foundations. And because of this, we enter 2026 better positioned than ever: with new modernised equipment, streamlined operations, integrated systems, closer teamwork, and a business that is more agile, capable, and future-ready.

The year tested us, but it also prepared us. And now, we look ahead with confidence, alignment, and the momentum to turn these improvements into lasting success.



It's not the strongest or the most intelligent who survive, but those most responsive to change ~ Charles Darwin





# Stepping into tomorrow

# **CLINT JENNINGS, OPERATIONS MANAGER**

As the brand-new Operations Manager for S&G Cartons, I have experienced a broad diversity of exciting challenges and opportunities. The precision required over a large range of SKUs make the manufacturing processes demanding of attention to detail and strong teamwork. We have multiple inputs that we are improving such as board quality, ink quality, and supplier readiness. Our processes are entrenched yet need some refinement in that we can sharpen our skill and application of procedures. This will result in better consistency in quality of product.

The implementation of our new Shopware system is moving us to review our processes so that we are streamlined and ensuring transformation to automated value-add results in a more efficient and effective operation overall. The team has been doing a phenomenal job of getting the system up and running as well as manually managing gap areas that are not fully developed as yet. It has been an experience to witness the determination, resilience and grit of the team during this challenging time of transformation, which is not over yet, but we look forward to reaching the completion of the implementation stage.



We are also focusing on reducing customer complaints, more especially root causes and effective preventive actions. We are increasing both the frequency and intensity of training across all departments to further develop our machine minders, assistants, and managers. This will take us to a new level of teamwork and sustained work ethic and work procedural effectiveness. Within this training we are including talks around disruptions and flexibility, so that we are able to start developing a culture of high-speed adaptability and constant change, which will give us the edge over our competitors.

I look forward to a long and successful working relationship with Shave & Gibson, and to reaching new operational heights and opportunities, especially as I continue meeting and engaging with the various stakeholders.

We are increasing both the frequency and intensity of training across all departments to further develop our machine minders, assistants, and managers.





Consistent improvement builds excellence by strengthening our processes, our people, and our performance over time.





# Navigating new heights

## PAUL REYNOLDS. NATIONAL SALES MANAGER

Where has the time gone? Another year has flown by. How do I stop the clock? "Maybe I should take the batteries out".

It's been a busy year with lots of colour-passes for artwork changes, new customers, as well as new SKUs for existing customers. The saying goes: "divorce, death and moving house are highly stressful life events". Try doing the following two things: we implemented a new ERP system in September and a month later moved into our new warehouse.

## Two highlights for the sales team:

- We on-boarded a new customer who launched a cartonboard sandwich skillet which is heat-sealed and is the first of its kind in SA.
- We have partnered with a customer to transition their packaging from polyboard to virgin kraft with a barrier coating.

Our annual sales conference was held at Mount Edgecombe Country Club in June 2025. It was a valuable opportunity for us to come together, celebrate our successes, and more importantly collaborate on how we can continue improving year after year. Of course, with hard work also comes a bit of fun. We wrapped up the day with a private harbour cruise aboard the Hakuna Matata. It was great to see that the KAMs are just as passionate about enjoying a few cold beverages as they are about driving S&G!

We held our annual awards ceremony for the 2024/25 financial year. Congratulations to all the winners:

## Cartons:

Budget Buster – Dennis Mpofana Going the Extra Mile – Anne Potgieter The Biggest Catch – Dennis Mpofana and Barry Golan

## Bags:

Above and Beyond - Nick Downes



# To our amazing customers: thank you for trusting us, supporting us, and growing with us. We couldn't do this without you.

To our amazing customers: thank you for trusting us, supporting us, and growing with us. We couldn't do this without you. We would like to thank you for your understanding during our recent ERP implementation and warehouse relocation. This transition brought challenges on both sides, and we genuinely appreciate your patience as we worked through them.

I want to thank my team for your ongoing commitment and dedication. It has not been an easy year, with significant changes that have placed added pressure on you and our customers. Your efforts have not gone unnoticed, and I'm grateful for all that you do.

We welcomed a new team member this year. Josh Redman joined our team in June 2025. Josh was previously with The Litterboom Project.

Josh is big-wave surfer known for riding massive waves at spots like Jaws in Hawaii and Dungeons in South Africa. He completed his first comrades this year in a fantastic time of 9 hours 3 minutes. Josh is married to Dominique, and they have 2 children Saxon and Amaya

We lost a friend and team member this year.

Amanda Rees-Jones had been on the kidney transplant list, and her husband, Alexis, was found to be a suitable donor. Amanda underwent surgery to have her kidney removed, but complications arose, and she sadly passed away on 28 July 2025. She is survived by her husband, Alexis, and their sons, Wade and Troy. Amanda is deeply missed by all who knew and loved her.

"May you be proud of the work you do, the person you are and the difference you make".



Growth happens when you step beyond comfort and choose progress over perfection.





# Twas the Shift Before Deadline

# AI, CHAT GPT

'Twas the shift before deadline, and all through the

Not a forklift was silent, they made beeping sounds. The die-cutters clattered, the gluer lines roared, For demanding customers kept sending more!

Simon the Chairman surveyed the whole scene, With the calm of a man sipping earl grey... with caffeine. He nodded and said, "Yes, production looks tight," While secretly praying they'd survive through the night.

Richard the Boss strode in with his stance— Like a general prepared for a cardboard advance. He barked, "Team, keep pushing! No slowing, no slack!" (While keeping an eagle eye on every pack.)

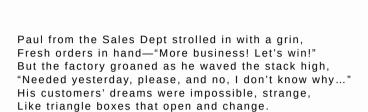
Jason our Finance Chief stood firm in the fray, Keeping numbers tight so we'd fight one more day. Consumed by the warehouse build, stress high and sleep

Yet he pushed through the chaos with grit locked in. World-class is the outcome, the shine of his role, He keeps us moving each month with a CFO's control.

Clint in the Box Office dashed round like a sprite, Organizing chaos with managerial might. "Keep the lines running smoothly!" he shouted with cheer, As he put out more fires than a firefighter here.

Then Mike in Innovations burst through the door, With prototypes, sketches, and ideas galore. "Let's redesign EVERYTHING!" he said with zeal, "Make it pop! Make it smart! Make it new-age appeal!" The team simply stared... because change means ordeal.

Next came the other Mike—Technical by name, Who keeps all the machines from bursting in flame. He spoke fluent machinery, bolts, belts and gears, And could fix any unit with duct tape and sheer tears. "Stop pressing that button!" he yelled in alarm, As someone attempted to "help" with their charm.



DEADLINE

TWAS THE

Yet still the team hustled, assembling displays, Packing bags, folding cartons in cardboard ballets. The customers kept tweaking, as customers do: "Make it smaller! No bigger! And rainbow, not blue!" "And while you're at it, add sparkle and wings-We need the boxes to look like enchanted things."

But through all the madness, they worked without quit, Though one or two might've had a small fit. For Shave & Gibson's magic was truly profound— Turning chaos to packaging, round after round.

As dawn gently broke on that cardboardy sight, The backlog was cleared, much to everyone's delight. Simon clapped proudly, and Richard said "Grand! Though next time, please warn me before things hit the fan.'

Clint wiped his brow, Mike Innovator beamed, Mike Technical tightened something that steamed. Paul said, "Great job, now about next month's run..." And everyone groaned... but laughed, 'cause that's fun. So here's to the factory, its glorious friction, Its boxes, its bags, its display unit mission.

Merry printing to all, may your deadlines stay light, May the presses run smoothly from morning till night. May the curl stay down, and the colours stay bright, May the gluer behave and the die-cuts line right. And may insistent customers (with changes in sight) for once in their lives treat you almost right!









# BREAKING NEWS



# S&G SHINES AT THE 2025 GOLD PACK AWARDS

Shave & Gibson proudly received top honours at this year's Gold Pack Awards, taking home two Gold medals and one Silver for outstanding achievements in packaging innovation. The Famous Brands Fishaways Sushi Pack earned Gold in Perishable Food Packaging, while the Heineken Beverages Amarula Gift Pack won both Silver in Promotional Packaging and Gold in the Afristar Awards. These accolades highlight Shave & Gibson's commitment to excellence, creativity, and sustainable packaging solutions that set new standards in the South African packaging industry.

# GOLD IN PERISHABLE FOOD PACKAGING

For Famous Brands' Fishaways Sushi carton.



Locally made with dual water-based coatings, it's food-safe, fridge-ready and fully recyclable - smart, sustainable and striking, elevating fast food with purpose and presence.

# SILVER IN PROMOTIONAL PACKAGING

For Heineken Beverages' Amarula Gift Pack



The pack replaces imported foil board with locally printed, recyclable board, proving that luxury and sustainability can coexist.





# **WELCOME TO THE FAMILY**



# **NEW STAFF**

# S&G BAGS

Kanesen Moodley **Louis Engelbrecht Shafraaz Francis Gary Lange** Nkanyiso Majozi

Melvyn Naidoo Ralph Naidoo Joanna Pillay

Callus Mkansi

Thembelihle Dhlamini

**Greg Tembo** Zanele Sosibo Mirashne Singh Shift Supervisor

Fitter

Shift Supervispr

Operator Operator

Assistant Technician

Operator

Maintenance Manager

Receptionist

**Quality Supervisor** 

Fitter

Quality Technician SHERQ Manager



# **S&G CARTONS**

**Abongile Mchutshenge** Mark O'Brien Ayanda Nhleko Chonelle Sansucie **Clifford Barnes Clinton Jennings Darshan Pillay** Joshua Redman **Kevin Pillay** Khulekani Bhengu Noloyiso Lukhozi Scelo Nciki Silindile Msomi

**Nicole Meth** 

Internal Sales Assistant Finishing Manager Quality Control Technician Quality Control Assistant Quality Assurance Controller **Operations Manager** Operator Key Accounts Manager Operator Operator Quality Control Assistant Shift Supervisor Quality Control Assistant Quality Control Assistant





# **WELCOME TO THE FAMILY**



# **NEW STAFF**

# SG DISPLAYS

Dezlin Deonarain Nerisha Gopi Max Maunier Slindile Mnyawe Keevan Samuel **Candice Samuels** Vishal Roopram

**Product Designer** Design Corrugate Engineer Design Corrugate Engineer **Purchasing Clerk** Senior Graphic Designer Junior Pre-Production Engineer Sales Project Co-ordinator

# **S&G GROUP**

**Anneline Padayachee** Sandhia Methraj Tylan Cohen Mark Schwarz

Creditors Clerk Group Buyer Systems Engineer Continuous Improvement Officer

S&G SECURITY PRINTING

Naren Elliah

Operator

# Welcome

We are thrilled to have you join our team. We wish you all the best as you embark on this new journey with us.



# LONG SERVICE AWARDS

# 30 years

Philemon NyandeniAnnie

Athimulam

Sibusiso Ngubane

# 20 years

Shaun Barath

Brian Padayachee

Munganiswa Shozi

# 10 years

Chesslin Kingdom

Ashton Gopalsamy

Rogers Kandasami

Dinesh Mangalram

Anand Marimuthu

Sam Moodley

Leon Naidoo

Justin Naidu

Zamokwakhe Shebi

Dhevraj Tirruwongodam

30 years

Mike Van Der Westhuizen

20 years

Jason Staats

20 years

Goodgirl Mbokazi

# 30 years

Shaun Singh

Dayalan Pillay

# 20 years

Deon Harichunder

Sitha Ngidi

# 30 years

Thamsanga Khanyile

# 25 years

Mervin Nair

Mervyn Nadarajan

# 10 years

Sanele Cele

Ayanda Dlamini

Stanton Govender

Busangelakhe Majola

Lancelot Makhubu

Malcolm Naidoo

Mandlakhe Ndlovu

S'Phiwe Ndimande

Skhumbuzo Ngcobo

Ngobani Mcanyana

Menzi Mkhungo

Nathi Mthethwa

Phumulani Mthembu

Nkosinathi Mthembu

Malusi Mthiyane

Strinivasan Pillay

Thabiso Sithole

Rajesh Singh

Sipho Thusi

Zandile Zwane

Your years of service are a testament to your commitment, and we are grateful for the positive impact you have made. Congratulations on these remarkable milestones!



# A YEAR OF RUBBLE...



but we rebuilt without a grumble.



# **NEW DREAMS ARE BUILDING**







My heart is truly pumping with joy to be back at S&G, surrounded once again by such incredible and amazing employees.

I am honestly bedazzled every single day by your passion, your drive and the energy you put into everything you do. I know that this year hasn't always been easy.

You've faced challenges, changes and moments that stretched you like a rubber band and hoping it doesn't snap. But like a Wilson toffee, you worked through the hard part, kept pushing, stayed resilient and came out alive on the other side – stronger and better.

Your determination is truly inspiring.

The year may be wrapped up, but my journey with you is only just beginning. I can't wait to reconnect, laugh, be inspired and share even more time with you next year.

Always remember: my door is always open and hugs are free.

I wish you a well-deserved break.

Take the time to rest, recharge and truly enjoy every moment spent with the people you love.

Big hugs,
Your HEART Officer

Laetitia Schoeman

Do not judge me by my success, judge me by how many times I fell down and got back up again.

— Nelson Mandela

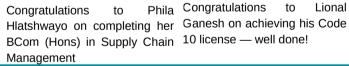


# **CONGRATULATIONS**



A huge congratulations to Jemis Munsami, Nompilo Ngubane, and Bancamile Mqhoko for successfully passing their TT3 exams and moving one step closer to their final trade test in 2026. A special shout-out to Bancamile Mghoko, who received the Top Achiever Award, achieving an impressive average score of 82% across her modules. An outstanding accomplishment and welldeserved recognition!





Phila Congratulations Lional to

Sade van der Merwe engaged to Jose Andrews on her birthday 09/11/025



got Simon is warmly commended for his honorable service to Printing SA as he steps down from his position as Chairman.



Congratulations to Richard and Anna on the birth of their baby boy, Theodore, born on 24 April 2025.



Engelbrecht Louis got engaged to Natalie Griffin on 21/09/2025



Paucia Dumakude gave birth Sle Khanyile to twin boys, Ayabonga birth to her Xavier and Asante on 29/01/2025



gave son, Bonginkoai Hlelolwenkosi 10/05/2025



Congratulations Sane to Hlengwa on the arrival of her baby, Akhanya Hlengwa, born on 17 June 2025



# **CONDOLENCES**

It is with deep sadness that we acknowledge the passing of some of our valued colleagues. Their dedication, warmth, and positive spirits left lasting impressions on all of us at Shave & Gibson. Each of them contributed in unique ways to our company, shaping our culture and inspiring those around them.

Our heartfelt condolences go out to their families and friends during this difficult time. We honour their contributions, celebrate their lives, and their memories will always remain with us.



Alan Hay

**Amanda Jones** 

**Jabulile Mchunu** 

We are saddened to remember Alan Hay, who passed away on 13 June 2025. Alan joined S&G in 1988 and was known for his dedication, loyalty, and wonderful sense of humor. He leaves behind fond memories and a lasting legacy at S&G. He will be deeply missed by all who had the privilege of knowing and working with him.

It is with deep sadness that we remember Amanda Rees-Jones, who passed away on 28 July 2025. She is survived by her husband, Alexis, and their sons, Wade and Troy.

Amanda's warmth, kindness, and positive spirit left a lasting impact on all who knew her. She is deeply missed, and her memory will always remain with us.

The Bags Team is deeply saddened by the loss of their colleague, Jabulile Mchunu (02/09/1981 – 12/04/2025). We extend our heartfelt condolences to her family and friends and are here to support anyone who needs it during this difficult time.

# **SOME OF THE TEAM**



Packaging Team 2025



Bags Team 2025





# **SOME OF THE TEAM**



**Security Printing Team 2025** 



SG Displays Team 2025



# **SOME OF THE TEAM**



**S&G Packaging Gauteng Branch 2025** 











Shave & Gibson Foundation - 2025 Year in Review

The Shave & Gibson Foundation continues to support a range of meaningful community and development initiatives.

Some of the key projects supported during 2025 include:

- S.M.I.L.E. (St. Mary's Interactive Learning Experience): Ongoing support for this
  programme, which provides educational resources for children with learning
  challenges.
- The Litterboom Boom Project: Support for environmental clean-up and awareness initiatives.
- Greater Together Foundation: Continued support for community-focused programmes.
- Scramblers Golf School: Support for their fundraising efforts benefiting various charitable causes.
- S&G Bursaries: Ongoing bursary support for Shave & Gibson staff to encourage personal and professional development.

In addition, SG Displays works closely with the Do More Foundation through their Early Childhood Development (ECD) programme. Where space allows on production setups, A3 and A4 educational images and games are included. These materials are designed by occupational therapists and teachers to support the development of underprivileged children aged 3 to 6.

During 2025, over 91,000 pieces of educational material were produced and distributed — an achievement we are extremely proud of. Well done to everyone involved in making this impactful project a success.

The Shave & Gibson Foundation remains committed to creating positive change in the communities we serve.

The Shave & Gibson Foundation Trustees















# **AROUND AND ABOUT**







National Slipper Day

Josh's first comrades

Celebrating woman's day







Annual Sales conference followed by a sunset cruise in Durban's harbour







Corrugators move to SCR

New Die Shop equipment installation

Sales admin superheroes







Farewell Vis and Dilip



Happy retirement Anthony







We spiced up the branding for sg displays new truck

Taking ownership of our new electric forklift







'Mixed matched' madness

Annual Darling Cellars potjie competition



S&G took part in The Litterboom's beach cleanup day







S&G Soccer team in the league final, accompanied by Team Manager - Charlene









Breast cancer awareness day



Our wonderful volunteers spent the day preparing sandwiches for Nelson Mandela Day — a heartfelt effort that brought nourishment and kindness to schools in need.





Mpilo doing his part to help fill up the blood banks .









In the spirit of Movember, haircuts were donated to drive awareness and support men's health.



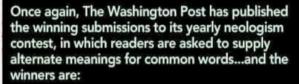


# The back page....

# 50 Years of Interest Rate Facts You Didn't Know

- Prime/Repo was adjusted 166 times since 1975
- Adjustments down 80, adjustments up 75, holds 11
- Highest single adjustment up 3% August 1984
- Highest single adjustment down 2% March 1983 and November 1984
- · Highest rate 25.5% August 1998
- Lowest rate 7% July 2020
- Average rate 15%
- Most adjustments in a year 1983 (10 times)
- Years without any adjustments 1977, 1980, 1990, 2011 and 2013





- 1. Coffee (n.), the person upon whom one coughs.
- Flabbergasted (adj.), appalled over how much weight you have gained.
- 3. Abdicate (v.), to give up all hope of ever having a flat stomach.
- Esplanade (v.), to attempt an explanation while drunk.
- 5. Willy-nilly (adj.), impotent.
- Negligent (adj.), describes a condition in which you absentmindedly answer the door in your nightgown.
- 7. Lymph (v.), to walk with a lisp.
- 8. Gargoyle (n.), gross olive-flavored mouthwash.
- Flatulance (n.) emergency vehicle that picks you up after you are run over by a steamroller.
- 10. Balderdash (n.), a rapidly receding hairline.
- Rectitude (n.), the formal, dignified bearing adopted by proctologists.
- 12. Pokemon (n), a Rastafarian proctologist.
- Circumvent (n.), an opening in the front of boxer shorts worn by Jewish men..
- 14. Frisbeetarianism (n.), (back by popular demand): The belief that when you die, your Soul flies up and angift the roof and gets stuck there.

"Lexophile" describes those that have a love for sentences such as, "You can tune a piano, but you can't tuna fish," and, "To write with a broken pencil is pointless."

"Your habits vote for your future long before you do." — Daily Discipline Journal



# Last gasp...

Old age comes at a bad time." (Ed Sullivan)

- "Inside every older person is a younger person wondering what happened." (Stevie Wonder)
- "Old age is like a plane flying through a storm. Once you are aboard, there is nothing you can do about it." (Golda Meir)
- "The older I get, the more clearly I remember things that never happened. (Mark Twain)
- "I'm at that age where my back goes out more than I do." (Phyllis Diller)
- "Nice to be here? At my age, it's nice to be anywhere." (George Burns)
- "First you forget names, then you forget faces, then you forget to pull your zipper up; then, you forget to pull your zipper down." (Rob Reiner)
- "You spend 90 percent of your adult life hoping for a long rest and the last 10 percent trying to convince the Lord that you're actually not THAT tired." (Princess Grace)
- "Old people shouldn't eat healthy foods. They need all the preservatives they can get." (Bob Hope)
- "At my age, flowers scare me." (George Burns)
- "The years between 55 and 75 are the hardest. You are always being asked to do things, and yet you are not decrepit enough to turn them down." (T.S Elliot)
- "At age 20, we worry about what others think of us.. at age 40, we don't care what they think of us... at age 60, we discover they haven't been thinking of us at all." (Ann Landers)
- "The important thing to remember is that I'm probably going to forget." (Martin Scorsese)
- "We don't grow older, we grow riper." (Pablo Picasso)
- "It's paradoxical that the idea of living a long life appeals to everyone, but the idea of getting old doesn't appeal to anyone." (Andy Rooney)
- "The older I get, the better I used to be." (Lee Trevino)
- "I was thinking about how people seem to read the Bible a lot more as they get older, and then it dawned on me they're cramming for their final exam." (George Carlin)
- "Everything seems to slow down with age, except the time it takes cake and ice cream to reach your hips." (Elizabeth Taylor)

"Time may be a great Healer, but it's a lousy Beautician." (Zsa Zsa Gabor)

# **WEIRD ENGLISH FACTS**

- 1. There's no English word that rhymes perfectly with "month, orange, silver and purple.
- 2. "Dreamt" is the only English word that ends with -mt.
- 3. The word "facetious" has all vowels (a e i o u) in order.
- "Bookkeeper" has three consecutive double letters.
- 5. The word "girl" originally meant any young person, not female.

## 50 ENGLISH WORDS YOU NEVER THOUGHT EXISTED F

- 1. Hornswoggle to deceive or cheat
- 2. Flummox to bewilder; confuse
- 3. Psithurism the sound of wind in trees
- 4. Borborygmus a rumbling stomach noise 5. Petrichor — the earthy smell after rain
- 6. Defenestration throwing someone out of a window
- 7. Limerence intense romantic infatuation 8. Weltschmerz — deep sadness about the world
- 9. Mondegreen a misheard lyric or phrase
- 10. Spoonerism swapping the first sounds of words
- 11. Tmesis inserting a word inside another word
- 12. Zugzwang being forced to make a bad move (chess)
- 13. Schadenfreude pleasure from someone else's misfortune
- 14. Pareidolia seeing patterns (like faces) in random things 15. Agelast — a person who never laughs
- 16. Clinomania a strong desire to stay in bed
- 17. Apricity warmth of the winter sun
- 18. Nudiustertian relating to the day before vesterday 19. Erinaceous — resembling a hedgehog
- 20. Callipygian having well-shaped buttocks
- 21. Kakistocracy rule by the worst people
- 22. Quire a set of 24 sheets of paper
- 23. Floccinaucinihilipilification judging something as worthless
- 24. Hullabaloo loud noise and confusion
- 25. Logorrhea excessive talkativeness

- 26. Sesquipedalian fond of long words
- 27. Blatherskite a person who talks nonsense
- 28. Skedaddle run away quickly
- 29. Kerfuffle a fuss or commotion
- 30. Brouhaha a noisy, excited reaction
- 31. Lollygag waste time; dawdle
- 32. Cattywampus crooked; askew
- 33. Discombobulate to confuse 34. Tintinnabulation — the ringing of bells
- 35. Susurrus a soft, whispering sound
- 36. Nincompoop a foolish person
- 37. Ragamuffin a ragged, dirty child
- 38. Shenanigans secret or dishonest tricks 39. Bamboozle — to trick or fool
- 40. Taradiddle a petty lie; nonsense
- 41. Thingamajig a thing whose name you forgot 42. Doohickey a small gadget or device
- 43. Whippersnapper an overly confident young person
- 44. Flibbertigibbet a silly, flighty person 45. Gubbins — small things; odds and ends
- 46. Snollygoster a clever, unprincipled person
- 47. Malarkey nonsense; meaningless talk
- 48. Codswallop complete nonsense
- 49. Crapulence sickness from overeating or overdrinking
- 50. Hootenanny an informal folk-music party

A bicycle can't stand alone; it's just two tired

He had a photographic memory but it was never fully developed.

# I'm reading a book about anti-gravity. I just can't put it down.

I don't procrastinate—I wait strategically for optimal panic.





# PACKAGING THAT POWERS YOUR BRAND

LET'S BUILD THE FUTURE OF YOUR PACKAGING.