

TRI-WALL now!

【October Issue】

10th October, 2019

News from Tri-Wall Limited

The Headquarters of the TW Group



Rengo Management Team Visited Tricor



Serial Report: Safety Always on the Mind

Rengo Management Team Visited Tricor

October 1st and 2nd, Germany - Mr. Kiyoshi Otsubo, Chairman & CEO of Rengo, accompanied by Mr. Kawamoto (Member of the Board, Senior Managing Executive Officer), Mr. Horii (Member of the Board, Managing Executive Officer), Ms. Endo (Deputy General Manager of Overseas Business Department), and Mr. Yoshihara, (Deputy General Manager of Overseas Business Department) visited the TRICOR Group. From Tri-Wall, Mr. Yuji Suzuki (Group CEO), Mr. Kyle Baker (Western Globe COO), and Ms. Keiko Tachibana (CAO) also joined these visits.



The first port of call was in fact ProGroup's Paper Mill in Eisenhüttenstadt on October 1st. Eisenhüttenstadt is a town located in the northeast region of Germany, only a few kilometers from the border with Poland. ProGroup has grown remarkably over the past two decades and continues its trajectory of impressive market expansion exclusively through the opening of new greenfield sites. Currently, a third paper mill is under construction as well as three new corrugated facilities. The ProGroup operates state-of-the-art factories. The paper mill in Eisenhüttenstadt is one of the largest and most

productive paper-producing facilities in the world. Mr. Otsubo, who is a well-versed paper expert, asked probing questions during the plant tour and was extremely impressed with the modernity of the paper mill and its sheer immensity (10.2-meter width machine and 650,000 tons of paper production per annum).

ProGroup operates ten corrugated factories throughout Europe, all dedicated to the manufacture of sheet board. Following the visit of the paper mill in Eisenhüttenstadt, the group flew by private jet to Speyer in Southwestern Germany. After a short drive, the

group of visitors were given a plant tour of TRICOR's fabricator facility in Offenbach an der Queich. This facility receives a substantial portion of its sheet board needs from ProGroup which has a corrugated plant literally next door. The corrugated sheets arrive via an underground tunnel which connects the ProGroup corrugated factory with TRICOR's Offenbach fabricator facility.



From left: Mr. Kawamoto, Mr. Suzuki, Mr. Otsubo, Mr. Martin Müller (CEO of Tricor) and Mr. Hori

Offenbach is a small town located in the state called Rheinland-Pfalz. TRICOR's Offenbach Plant is a fully automated heavy-duty box-making plant. Robots produce a large portion of the plant's output. The robotized production lines were designed and developed by TRICOR and its fully-owned engineering and machine-building company called Gutmann. During the Offenbach visit, Mr. Otsubo noted the ever-growing importance of engineering

in the packaging business and expressed his strong wish that Rengo's engineering people work closely with Gutmann in the months and years to come. After the Offenbach plant visit, the group moved to Bad Wörishofen in Bavaria by private jet.



That evening in Bad Worishofen, everyone enjoyed a wonderful dinner together. TRICOR's management team and their wives joined the fun!

On October 2nd, Mr. Otsubo and his team visited TRICOR's headquarters and production facility in Bad Wörishofen. Mr. Martin Müller, CEO of TRICOR, and Mr. Co Kroon, CBDO (Chief Business Develop Officer) of TRICOR, explained in detail the TRICOR business model and approach as well as the company's operation systems to Mr. Otsubo who was visiting TRICOR for the first time. The visit of the production floor, Customer Service and Proof of Concept Center as well as the automated Logistics Systems in the dispatch area required an extensive physical effort – 4 km of walking and 2 hours of heightened attention!



From left: Mr. Baker, Ms. Tachibana, Mr. Suzuki, Mr. Martin Müller, Mr. Otsubo, Mr. Kawamoto, Mr. Hori, Ms. Endo, Mr. Yoshihara

From TRICOR's headquarters, the group moved to see TRICOR's fully automated wooden pallet production site in Eppishausen, roughly 20 kilometers away from Bad Wörishofen. After the site visit, Mr. Martin Müller and Mr. Co Kroon shared their strategic vision for the next few years as a Rengo/Tri-Wall Group company. Mr. Otsubo listened attentively to the presentation of the strategic plans and encouraged both TRICOR and Tri-Wall management teams to realize those strategies in cooperation with Rengo.

We sincerely hope that, in spite of the very tight and strenuous schedule, Mr. Otsubo had a very fruitful visit of the TRICOR operations.

As the group was ready to leave the Eppishausen facility, we saw a beautiful rainbow in the sky. In Germany, rainbows represent good fortune and prosperity. We are convinced that the addition of TRICOR to the Tri-Wall/Rengo Group will bring great opportunity and success.



About Tricor



Tricor (website: <https://tricor.de/en/>) is one of the leading providers of heavy-duty corrugated packaging in Europe. Headquartering in Bad Wörishofen (about 80 km west of Munich), it currently operates five production facilities: one logistic platform and four service facilities in the Czech Republic, Slovenia and Germany. Tricor Packaging & Logistics AG currently employs 900 FTEs.

Tricor focusses on the design and production of standard and customized industrial and heavy-duty corrugated-board packaging solutions. The Company offers complementary warehousing and specialized logistics solutions through its subsidiary TRANSCOR Logistics GmbH & Co. KG.

Tricor also features a Design & Innovation Centre, a hub of expertise and creativity, for its sales teams and customers. Its dedicated team of experts will work with customers in collaborative workshops to develop and deliver the optimum packaging solution by using a structured development process and the latest technologies.

Tricor's Heavy-duty Academy provides its customers with the opportunity to take part in heavy-duty packaging seminars. With sharing know-how as an important aspect in Tricor's approach of "collaborate, innovate and proof to deliver results", participants can expand their knowledge and bring themselves up to date in these seminars.



With its products and services, Tricor primarily serves industrial customers in the automotive, chemical, engineering and electronics industries throughout Central Europe.



Serial Report: Safety Always on the Mind

In this issue of *Tri-Wall Now!*, let's talk about 5S.

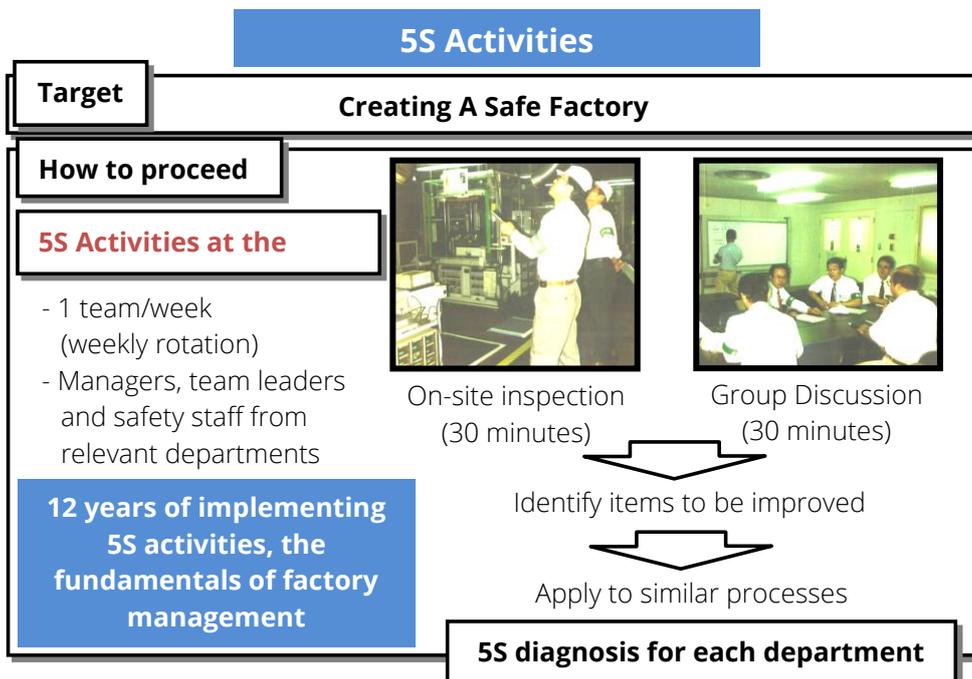
I have often heard the following words: "The customer will visit or the president will be at the factory for inspection - so let's do 5S."

Why we do 5S? For customers, presidents, managers, or workers?

Of course, it is important to create a pleasant experience for customers visiting our factory, but I believe people have different perceptions of 5S and its purpose. Today, I would like to share with you what I observed and learned in my 12 years of experience in implementing 5S activities.

My first 5S activity was the result of a workplace accident the year I was appointed factory manager (a minor accident - bleeding fingers caused while storing jigs on shelves). I examined the situation at the factory afterwards and decided to implement 5S activities thoroughly because it was highly possible that such accidents could occur again. The goal was to build a safe factory through the implementation of 5S.

As the leader of this project, I used to have on-site inspections (30 minutes) and discussions (30 minutes) with a team made up of managers, team leaders and safety staff from relevant departments. Items to be improved were identified and measures were applied to all similar processes. Department managers performed 5S diagnosis regularly. Implementation schedules were made according to the annual plan of the factory.



Through these activities, managers and supervisors worked together to achieve improvement goals, and their 5S knowledge increased as well.

An important part of such activities was seeing the site through various people's eyes. The person in charge was often too familiar with the workplace to spot risks and obtaining varying perspectives allowed them to find out where danger lurks. In addition, it is often workers who get injured if an accident occurs. Therefore, we should always think from the standpoint of workers about how to make work safe, pleasant and easy for them.

5S is the fundamental of factory management and a useful tool for human resource development for managers and supervisors. The 5S activity will help a worker grow into a site leader by training he/she to spot issues and lead the activity on his/her own.

Why is 5S the fundamental of everything?

5S is a **general rule that needs to be followed by all**

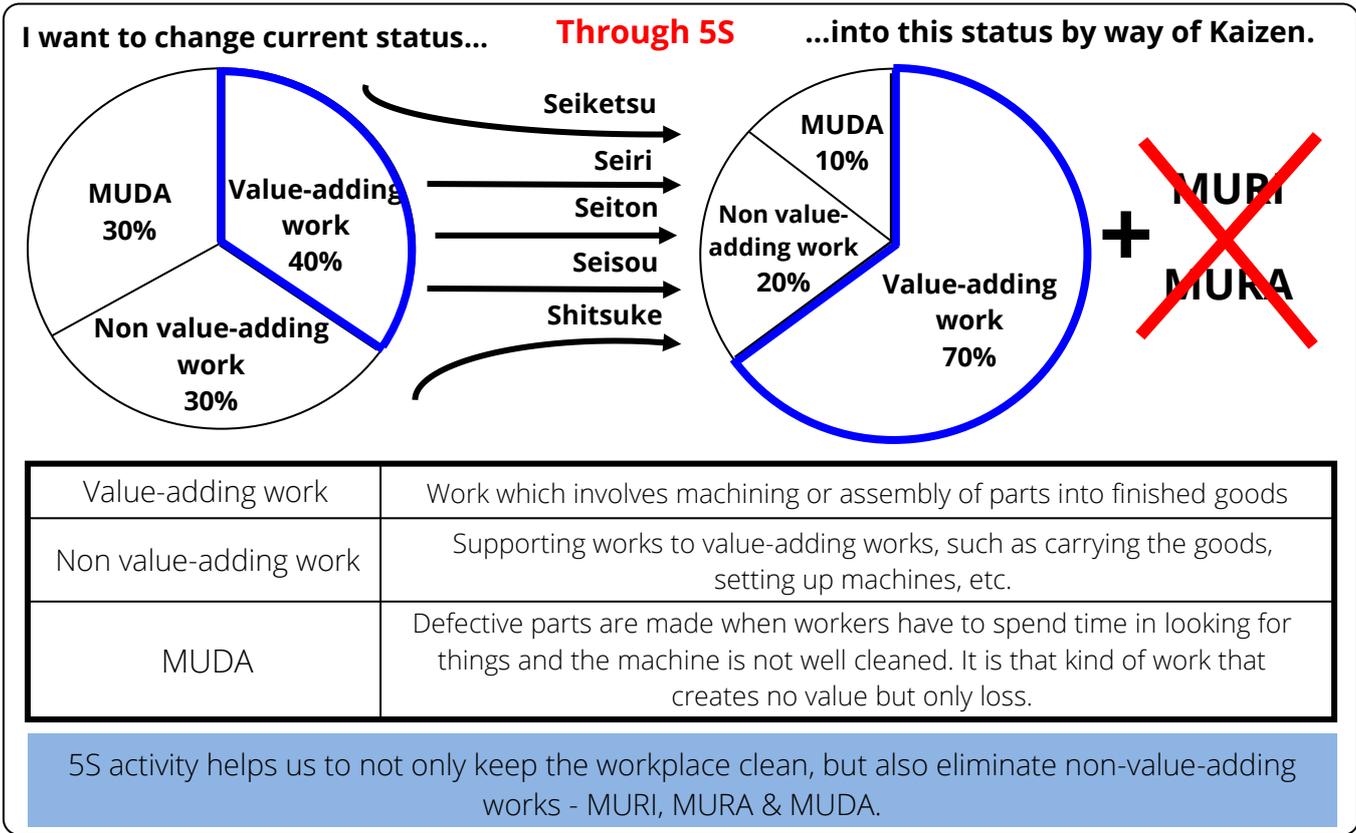
| | | |
|-----------------|--|--|
| Seiri | Dispose unnecessary items | Sorting and disposal |
| Seiton | Keep items in good order for convenient usage | Specified location & quantity Set upper & lower limit |
| Seisou | Check machine & tools to spot abnormality | Check and prevention process |
| Seiketsu | Thoroughly implement Seiri, Seiton, and Seisou | Visual control & Visualization of Problem Everyone can identify defects and solve problems quickly and easily |
| Shitsuke | Make above 4S a habit in your workplace | Follow rules and regulations |

What will happen if 5S is not properly followed?

MURI (Overburden) → Hidden risk
MURA (Unevenness) → Unstable quality
MUDA (Waste) → Economic loss

- 5S means “visualization of problems” and “obedience of rules”. In other words, problems will not be seen without applying 5S. They remain under the surface. Without knowing what the problem is, improvement is impossible. Mechanisms, rules, and tools can only make sense when they are followed and protected. As a result, when 5S is not well implemented, unreasonableness, waste and inconsistency occur.

What is 5S activity?



-
- 5S activities mean eliminating work and waste that does not add value - that is, unreasonableness and waste. It's not just about keeping the workplace clean. 5S is not an academic discipline. The most important thing is to apply 5S to your own workplace. We must promote 5S activities while obeying the *5-Gen Principle*, which means we must go to the **GEN-ba** (Actual Place) to see the **GEN-butsu** (Actual Thing), to understand the **GEN-jitsu** (Actual Condition) then we can benchmark these against the **GEN-ri** (Principles or Theory) and the **GEN-soku** (Fundamental Rules or Standards) to set our targets for improvement.

In summary, we should always consider what should be done to make work safe, pleasant and easy for workers during the implementation of 5S activities.

Basics for All (Safety, Quality, Productivity)

1. Making work safe, pleasant and easy for workers.
2. Creating awareness among workers to observe and follow rules obediently.
3. Enabling workers to work comfortably (improper implementation of 5S will frustrate motivation and cause actions lacking of due care, thus lead to accidents and quality issues).
4. Allowing managers to inspect on the spot to identify normal and abnormal situations.

News from Tri-Wall China

The Great Wall of China

 **Tri-Wall China and Tri-Wall Japan
Management Visited Tricor**

Tri-Wall China and Tri-Wall Japan Management Visited Tricor

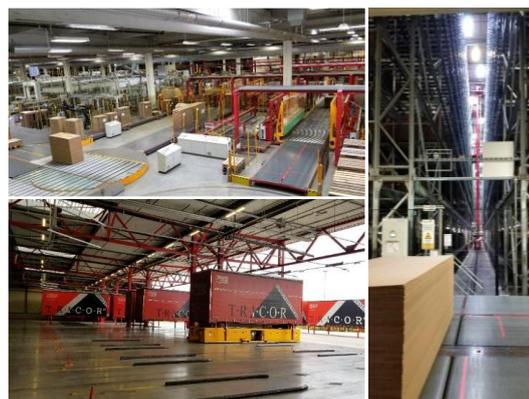


From left: Mr. Gu Jin, Mr. Zhou Chuihuan (Shu-san),
Mr. Miyazaki, Mr. Zhang Min (Jimmi) and Mr. Co. Kroon (Tricor)

Member members from Tri-Wall China and Tri-Wall Japan arrived at Tricor's Bad Wörishofen factory on September 24th. At its customer center, the team received a first impression on Tricor's innovative capabilities. Through collaboration with customers, Tricor is able to build a holistic perspective of the entire supply chain. At the design and innovation center, Tricor's professional and creative design team convert the information into packaging solution for customers.

Tricor and Tri-Wall share quite a similar customer base which is dominated by automotive customers. During the visit, both sides exchanged their customer base information and discussed many opportunities which we could develop through our global network. The Tri-Wall team was impressed by Tricor's standardized signature packages such as **Quick Bin and Quick Box**, which are manufactured by automation solutions like assembly robots and stored in a hole-in-the-wall (fabricator) warehouse. Tricor also provides logistics services with more than one hundred trucks. Beyond packaging solutions, they offer a fully integrated project in which they install machines, train employees and monitor the customer's packaging processes. One thing worth learning is their *smart factory* concept. With all data being acquired and visualized, capacity and quality will be improved significantly.

We really appreciate the Tricor team's time for showing us around and introducing the synergies we could create together. It was a very fruitful trip which gave us confidence that Tricor and Tri-Wall will surely generate good strategic value in the global market.



News provided by Joan Zhu from Tri-Wall Limited

News from Tri-Wall SEA

Tri-Wall Asia: Providing Tri-Wall Solutions to Asia's Tiny Giant

- 🔧 Extra Miles to M.A.D.
- 🔧 Internal Training on Personal Data Protection Act
- 🔧 Tri-Wall Asia at Singapore Innovation Talks
- 🔧 Creative Works Made of Tri-Wall Cardboard

Extra Miles to M.A.D. (Make A Difference)

One of our TOP 10 customers, SATAIR, the South East Asia distribution center for Airbus parts, had a challenge in keeping barcode labels in order over the course of two shifts. They had a problem keeping the labels in place and ensuring the 2nd shift packer got the right labels.

Our Sales & Marketing Manager, Nelson, went the extra mile by coming up with a customized tray with flexible slots for SATAIR using our own TW premium single wall. The customer was very impressed by this design and the effort our team put in to develop a solution so quickly.

With this, we believe our relationship with SATAIR will be closer. In life, people don't care about how much you know until they know how much you care!



Internal Training on Personal Data Protection Act (PDPA)

This training was conducted by Ms. Sally Chua, Head of HR/General Administration of Tri-Wall Singapore. Before this, she attended a 2-day course on PDPA. With Singapore moving towards a smart nation, all companies are requested to have a Data Protection Officer (DPO) to ensure all confidential data is properly collected and disposed. Systems and checklists need to be set up for this purpose.





EXAMPLES WHEN NRIC OR OTHER NATIONAL IDENTIFICATION NUMBERS CAN BE COLLECTED

ALLOWED BY LAW

- 01 Joining an organisation as a new employee
- 02 Checking into a hotel
- 03 Seeking treatment at a medical clinic
- 04 Subscribing to a mobile phone line
- 05 Enrolling into a private education institution

NECESSARY TO ESTABLISH / VERIFY ID

- 01 Visitor entry to preschools
- 02 Disbursements of financial aid
- 03 Insurance claims
- 04 Property transactions

NOT ALLOWED

- 01 Redemption of free parking
- 02 Signing up for retail membership
- 03 Submitting feedback or registering interest in a product or service
- 04 Online purchase of movie tickets
- 05 Participating in a lucky draw
- 06 Visitor entry to condominiums



Tri-Wall Asia at Singapore Innovation Talks



Left: Mr. Chee Hong Tat
Senior Minister of States
(Ministry of Trade and Industry &
Ministry of Education)
Right: Mr. Yeo Guat Kwang
NTUC Assistant Director General

Recently, Tri-Wall Singapore attended a dialogue session on Innovation with Senior Minister of States, Mr. Chee Hong Tat. This event was organized by NTUC (National Trade Union Congress) to support local companies.

The topic of the talks was *Innovation, AI and Sustainability - Key Words for This Era*. A message to local small and medium enterprises (SME) in Singapore was that “To survive is to Innovate”. Innovation takes courage, collaboration and continuity. Today’s companies should no longer conform to existing business norms, but instead, transform to the next level.

Mr. Yeo Guat Kwang, NTUC Assistant Director General, shared his insight on the **4 DOORS** in business:

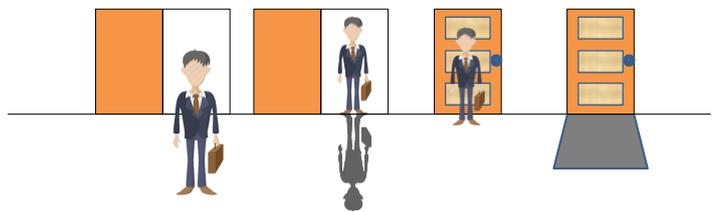
- First Door – Door of **OPENING** where there are opportunities to set up business.
- Second Door – Door of **EXPANDING** where many start-ups look for overseas opportunities when their local markets get competitive.

Third Door – Door of **DEFENSE** where many may be “contented” and not doing anything
Fourth Door – Door of **CLOSURE** where many no longer find the spirit of “flight” or change and they close their business.

He hopes that SMEs in Singapore will never enter the third and fourth Door. SMEs in Singapore need to find innovative ways to sustain local business, especially the family business, and to have a global standard in doing business with a triplicate relationship with government bodies, trade union and employers.

Four doors in local business -

1. Open the **door** (Set up business)
2. Go out the **door** (Overseas opportunities)
3. Protect the **door** (Sustain business)
4. Close **door** (Close down)



SMEs need to -

1. Transform the business through **innovation**
2. Transform people through **training and preparation**
3. Strengthen industrial **relationships/partnerships**

Any idea which door is shown in each picture?

Creative Works Made of Tri-Wall Cardboard

Be Creative with “limited resources” - limited edition Mobile Meeting Table

We needed a bigger table to sit the eight of us and we wanted it to be mobile and easily assembled and knocked down. See what we found - 2 paper pallets with transparent film from our suppliers in Malaysia.



So, making full use of what we have in the office, we compiled:

- 2 pieces of 2300 x 1400 x 700mm sheet
- 8 pieces of multiple partitions by customer after testing





HAPPY USERS!!!!

Now we have a unique meeting table for our monthly meeting and training.



Tanglin Trust International School project



Harry Potter theme for the semester: the basilisk of the House Slytherins - works done by Year 4 students. Material: 5mm single wall cardboard.

Photo credit: Bartholomew

News from Tri-Wall SEA

Tri-Wall Thailand: Strengthening
Thailand's Central Role in the SE Asia

-  **Tri-Wall Thailand Safety Week Campaign**
-  **TWPK Provided Training for Crane Operators**
-  **Tri-Wall Thailand Employees Obtained
Factory Electrical Technician License**
-  **Medical Check-Up at Tri-Wall Thailand**
-  **Tri-Wall Thailand CSR: Care for HIV Patients**

Tri-Wall Thailand Safety Week Campaign

At Tri-Wall Thailand, safety is always the first priority. This August, the company had launched a safety week campaign at all three plants in Thailand. During the campaign, the campaign team paraded to each department every morning to play prize quizzes with department members. Other safety-themed activities during the week included Bingo (safety signage version), a labelling game, safety reels and so on.

Billboards featuring safety-related content were placed in the production sites. Employees gained rich knowledge along with the fun through participating in these fun-filled activities. On the last day of the event, the results of a competition on properly wearing PPE (personal protective equipment) among all departments were announced. As of the end of August, TWTH had successfully achieved a record of 331 days without any lost-time accidents. There were zero accidents last year.

With the honor from Mr. John (Director of Tri-Wall SEA Group) and Mr. Prasert (Managing Director of Tri-Wall Thailand), a prize was awarded to the department which had outstanding practice in wearing PPE during working hours. There was also a prize for best safety slogan: *Productivity is the goal of job; safety is the goal of life*. This was also the goal of this year's safety week campaign. Having all employees work safely and happily is always in the mind of the management team.



TW Packaging Co., Ltd. Provided Training for Crane Operators



The Department of Human Resources and Administration (Safety Division) of TW Packaging Co., Ltd. (TWPK) held a training session on “Crane Operation and Signaling” for crane operators and bundling workers. The session covered the operation of overhead cranes, high-rise cranes and other stationary cranes. Crane operators at TWTH, TWPK, TWPT joined the classroom study and site practice to better understand the maintenance of cranes and how to prevent accidents during operation.



In Thailand, it is required by law that crane operators must obtain training and a professional license to establish safety awareness on the use of cranes in the workplace.

Tri-Wall Thailand Employees Obtained Factory Electrical Technician License

With the planning of the Human Resources Department of Tri-Wall Thailand, employees from TWTH, TWPK and TWPT joined a professional examination for Factory Electrical Technician License at the Department of Skill Development in Rayong Province. According to the regulations made by the Department of Labor Protection and Welfare, all employees who need to perform electrical work must obtain training and license on rules, procedures and conditions for safe operation.



Medical Check-Up at Tri-Wall Thailand

Tri-Wall Thailand conducted a medical check-up for employees at all three factories (TWTH, TWPK and TWPT) to comply with the law that requires annual health check-ups for employees at all levels at least once a year. Check-up items included registration for the medical check-up program; weighing, height and blood pressure measurement; eyesight;

puncture and blood collection; urine test; fat checking; X-ray; hearing; lungs performance; and doctor advice on overall health care.

The medical check-up provided employees with a sense of care and attention from the company. With health guaranteed, they are in full spirit and dedicated to achieving company goals.



Tri-Wall Thailand CSR Program: Care for HIV Patients



On September 21st, a group of Tri-Wall Thailand employees led by Mr. Prasert Bunthiam (Managing Director) brought money and living necessities (rice, dried food, diapers, tissues, medicine and other necessary items), which were donated by all employees to Wat Phrabat Nampu in Lop Buri Province, to help patients

with end-stage HIV and orphans whose parents died of HIV. The total donation amount was THB 15,852.

Although it was not a large amount, it showed great encouragement to the underprivileged. As a part of our CSR (Corporate Social Responsibility) initiatives, it was another good deed that Tri-Wall Thailand conducted for society and our friends.



News provided by Mr. Phutthaphong K. and Mr. Chaowalit S. from Tri-Wall Thailand

News from Tri-Wall Europe

Tri-Wall Europe: Offering Tri-Wall
Across Many Nations, Many Cultures



Tri-Wall Austria Event and Artistic Design

Tri-Wall Austria Event and Artistic Design

Built2Fly and AutoContact19 – Recently, Tri-Wall Austria's Design & Project team in cooperation with AC Styria, an external design agency, the University of Aeronautics, and the University of Industrial Design, provided designs and products that impressed not only mentioned cooperating partners, but also the visitors of these big events.

Built2Fly was an event hosted by ACstyria in Austria for the young and young at heart to assemble their own aircraft from various components and then test it in the long-distance competition! The cardboard parts of the aircraft were manufactured by Tri-Wall Europe Limited.



AutoContact19 was an exhibition held in this September in Graz for the automotive industry with the subjects of digitalization and start-ups. Tri-Wall Austria joined the event as an exhibitor but also supplied customized booths and reception desks for other exhibitors. Many visitors came to Tri-Wall's stand to enquire about the readiness to design and provide similar products.

These activities connected Tri-Wall with a market segment that is worth exploring. Next, Tri-Wall Austria's design works will be displayed at a large conference for the rail industry in Berlin. Please stay tuned for more information!

News provided by Agron Galimuna from Tri-Wall Austria

2019 October Public Holidays

| 2019 October | | | | | | |
|--|--|------------------------------------|----------------------------|-------------------------------------|--------------------------|--------------------------|
| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
| | | 1 Hong Kong-National Day | 2 | 3 | 4 | 5 |
| | | PRC-National Day | PRC-National Day Holiday | PRC-National Day Holiday | PRC-National Day Holiday | PRC-National Day Holiday |
| | | | India-Gandi's Birthday | Korea-National Foundation | | |
| 6 | 7 Hong Kong-Chung Yeung | 8 | 9 | 10 | 11 | 12 |
| PRC-National Day Holiday | PRC-National Day Holiday | | | Taiwan-ROC National Celebration Day | | |
| | | | Korea-Hangeul Day | | | |
| 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| | Japan-Health-Sports Day | | | | | |
| Thailand-The passing of King Bhumibol | Thailand-The passing of King Bhumibol | | | | | |
| | United States-Columbus Day | | | | | |
| 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| | | | | | | |
| | | | Thailand-Chulalongkorn Day | | | |
| 27 | 28 | 29 | 30 | 31 | | |
| Malaysia-Deepavali Singapore -Deepavali | Malaysia-Deepavali Holiday Singapore -Deepavali Holiday | | | | | |
| | | Turkey-Republic Day | | | | |

The above office holidays are subject to change.

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A good plan violently executed now is better than a perfect plan executed next week. - George S. Patton
(General of the United States Army)

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