

# TRI-WALL *now!*

【December Issue】

10<sup>th</sup> December, 2018

## News from Tri-Wall Limited

The Headquarters of the TW Group



A Look Back on 2018



TWN Top Contributors in 2018



2018 Tri-Wall Group Management Training

Foreword to Year-End Special Issue:

### *Drawing Notebook on Kitchen Table*



Art is heart, good or poor, it's a matter of what you think. It is my painting style.

I started drawing in a notebook on my dining kitchen table in 2009. Today, I have accumulated 1,820 drawings, 176 of which were added so far this year. Whether I can reach 200 more pieces by the end of this year is a challenge.

Due to frequent traveling to other countries these days, I always carry my drawing notebook when I travel even though I sometimes do not get the chance to draw. During 2012, I drew the most pieces -303 pieces; although, I drew less works in 2009 and 2016. These numbers tell me some historical changes in those years with the Company, Tri-Wall.

Whether I can draw 365 pieces in a year is a big challenge for me.

Keiko Tachibana  
CAO of Tri-Wall Limited

## A Look Back on 2018

The end of the year always provides an opportunity for reflection. It gives us a chance to look back on our accomplishments and failures over the previous 12 months, and provides us an opportunity to look ahead to what we want to get done in the year ahead. As we move into 2019, let's take a look back at the exciting moments we have witnessed together!



### JANUARY

- Tri-Wall Europe Corrugator Dry-End Investment Started Production
- Corporate Training at Indonesia & Malaysia
- TPMS change of name into TW Polska



### MARCH

- 2018 Rengo - Tri-Wall (China) Annual meeting
- Opening of TW R&D Center



### MAY

- Otsubo-san Attending Tri-Wall Japan Fabricators Conference
- 2018 Rengo Safety Audit at TWJS
- Tri-Wall Jiangsu Receiving 2018 Schaeffler Best Delivery Award

### FEBRUARY



- Opening of TWPT Phase II Plant
- Corporate Training at Vietnam
- Tri-Wall China Annual Awarding Ceremony & CNY Party

### APRIL



- Otsubo-san's Visit at Tri-Wall Limited
- 2018 Tri-Wall Corporate Training Program Launched in Bangkok
- 2018 WiLLife Tree Planting Donation Achieving USD 9,330
- Acquisition of Aldez Containers

### JUNE



- 2018 Rengo Safety Audit at TWPF
- 2018 Tri-Wall Corporate Training - UK Session
- Aldez Containers Receiving Awards from Toyota Motor North America

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## JULY

- 2018 Sales Strategy Training in Vietnam
- 2018 Tri-Wall Corporate Training - China Session
- 2018 Rengo Safety Audit at Shanghai Shengyuan Packaging Co., Ltd.
- Tri-Wall (Thailand) Ltd. 29 Years Anniversary
- Tri-Wall China Mid-Year Meeting



## SEPTEMBER

- Tri-Wall Visual Identity Guidelines Released
- Tri-Wall Turkey Winning Renault Tender



## NOVEMBER

- Tri-Wall Austria Co-Hosted AC Styria Event
- 2018 Tri-Wall Group Management Training
- TWJS & TWPF Production & Management Seminar



## AUGUST

- 2018 Rengo Safety Audit at Tri-Wall Europe Limited & Tri-Wall Packaging (Thai) Ltd.
- Opening of TW Japan's Chubu Service Center

## OCTOBER



- Launch of Tri-Wall Group New Website
- 2018 Tri-Wall International Innovation Contest
- Tri-Wall Europe Limited Completing Acquisition of Rosewood Packaging Group

## DECEMBER

- Farewell to 2018!



Thank you for your support to *Tri-Wall Now!* in 2018  
Wishing you a great holiday and Happy New Year!

The Tri-Wall Group is a big family consisting of people from various locations, cultures and backgrounds. They speak different languages, but all share a common goal - the success of the Tri-Wall Group. During the editing of the December issue, we received messages from colleagues around the globe who hold different positions and have different duties, including management, administration, production, sales, marketing, finance and so on. In these messages, they talked about their Tri-Wall stories in 2018 and expectations for 2019. Let's have a look at some of the messages:

Stuart Rose  
Sales Manager  
TW Europe

2018 has been challenging for Tri-Wall Europe in many ways, installation of the new corrugator dry-end, paper supply issues, and customer demands to name only three. In all cases I am proud to say that we handled the challenges professionally. With the acquisition of the Rosewood Packaging Group, I am excited that new enlarged UK region will continue to improve and grow through 2019.

Among my 16 years at Tri-Wall, 2018 is a year with the most challenges, innovations and breakthroughs. Our Group is growing rapidly, therefore, each Tri-Wall member must enhance their professional skills and knowledge constantly to keep pace with it. The greatest challenge in 2018 was the Innovation Contest held in Xiamen. The success of the event has brought a great sense of achievement to everyone who had engaged in it. There will be more challenges in the road ahead, and I will be glad to face them with smiles. Afterall, never forget why we started!

Elva Zhang  
Admin. Manager  
Tri-Wall China

Tri-Wall Austria joined the Group only three years ago, but the feeling of "being home" is real. Our business was quite successful in 2018: 20% higher than budget! Implementation of lean manufacturing and further effort in 'Industry 4.0 and Digitalization' have brought satisfactory results. Visit to Rengo locations in Japan with the invitation of Otsubo-san at the beginning of 2018 and the AC Styria event in November were the best memories in 2018. The world has entered the new technology revolution - industry 4.0. We need to prepare ourselves to offer "SMART PACKAGING". In 2019, I hope we can become the most preferred packaging provider to customers. TW Group is a conglomerate of outstanding people from different regions and cultures, and I'm very lucky to have you with me. I want to express my deep gratitude to Rengo and Tri-Wall Groups and all colleagues. Wish you all a great holiday and a healthy and prosperous 2019.

Agron Galimuna  
Managing Director  
TW Austria



In 2018, we were able to keep the number of complaints from OEM suppliers less than 5 / month. Every team member has made great effort in implementing new initiatives such as Job rotation and so on. In 2019, we will keep updating the core business system and hope Yamada Cardboard Chiba Factory will start full operation and more talented people will join us. The TW Group as a whole can achieve what individuals cannot do. In the future, we will pass down the "essence of the TW spirit" to younger generation and further improve customer satisfaction. At last, I would like to express my gratitude to everyone who have given warm support to my family when my son Syoma was fighting against the acute lymphocytic leukemia. Thank you very much!

Masakazu Kikuchi  
Customer Soluton  
Manager  
TW Japan

Working with great people is priceless. There are many opportunities to learn new things when you are a part of a rapidly growing company. For our team, 2018 was a great experience. Our visit to China was one of the best memories. Tri-Wall is expanding aggressively both in the globe and in Turkey, which is very exciting. With the opening of our branch in Bursa, our customer portfolio is getting bigger and bigger every day. Globally speaking, there's no company like Tri-Wall who has such a worldwide footprint. I hope we can continue this growth and further expand our customer base in 2019. Wishing everyone a 2019 full of good health, happiness and success!

Esra Gundogdu  
Financial Controller  
TW Turkey

2018 has almost come to an end, and I hope it has treated you good if not better! This year has been fruitful and fulfilling as we worked together in pursuing our P.H.D., setting a solid foundation to keep us growing and progressing both at work and in life! My gratitude towards Mr. Suzuki who believes that people are the assets of the business and continuous training is the best investment. Your future will be amazing with the Tri-Wall Group! Besides, I am thankful to my lovely family who stand with me and let me do what I love! Wishing everyone a Merry Christmas and a Happy New Year! To 2019 -  
THE BEST YEAR YET!

Pearly Ng  
General Manager  
TW Singapore

In 2018, we were offered the opportunity to access various business models and product knowledge of our Group as well as the ability to get in touch with Indonesian market/customers to expand our business. The Sales Strategy meeting in Vietnam in June was one of the best moments because it enlightened me on how to develop business through the history of TW China's development. In 2019, I hope TW Indonesia will have more fabricators in other potential cities to generate more sales with necessary support from the Group. Finally, I would like to say thank you very much to everyone who has supported TW Indonesia. Wish continuous success and happiness to all TW colleagues.

Yusuf Romadhon  
Manager  
TW Indonesia



2018 is the first complete year for TW Michigan and what a year it was. We formed a talented team and are creating solid relationships with many new customers that are laying the foundation for a strong 2019 and beyond. During 2018 I met many talented members within our global organization and became more familiar with the extensive products and services we offer. I confidently speak for TW Michigan and our employees that the Tri-Wall Group is and will continue to be "The Only One" and that we will remain the standard everyone else will be measured against. I wish everyone Happy Holidays and a wonderful 2019.

Bernhard Reumuller  
President  
TW Michigan



Namaste to All! Tri-Wall India is about to complete another year with the support of TW Management & all other TW members. In 2018, we had the chance to meet many colleagues worldwide, which has been a great experience for us. In 2019, we hope there will be more business opportunities from customers as well as professional training and support from the Group. With enhanced skills, we can be more efficient and competent. Great thanks to all members of Rengo and the Tri-Wall Group & wish you and your families good health, success & prosperity in 2019!

Vijay Kumar  
Managing Director  
TW India

Our success in 2018 was created by all the dedicated and hard-working colleagues. The continuous growth of our company was based on the good development of knowledge and technologies which has been supported by the Group. Besides, the cooperation from all affiliates is another crucial factor of success. Working is like engaging in your favorite sport, the important thing is to be happy and healthy. Victory will come when it is time. Wish you all a happy 2019 and enjoy your work & life.

Prasert Boonthiam  
Manager  
TWPT



Elżbieta Sobczak  
Admin. Manager  
TW Polska

For TW Polska, 2018 was special. We had some new employees, a new department and a lot of new clients. There were a lot of valuable experiences, such as company trainings. This year was marked by hard work and great creativity. All my team mates are committed to their duties and working with them made me so proud. Thanks to the numerous trainings, talks and meetings, we came up with a lot of ideas that made our work even more effective. I'm glad to see that the company is giving us more and more interesting challenges. In 2019, there will be new projects which require a lot of work, but I am sure that our team can handle everything perfectly.

2018 has been a year full of colorful memories and valuable experiences. What we learned yesterday is the bridge that leads us to the promising 2019. The road ahead may not be easy due to the changing international situation; thus, we should get prepared for another year of challenges!

Bobbie Bao  
Vice Manager/  
QA team member  
TW Jiangsu

What is your Tri-Wall story in 2018? You are welcome to share your thoughts and stories with the Tri-Wall family. Please send your contributions to [cecilia@tri-wall.com.hk](mailto:cecilia@tri-wall.com.hk) or [joan@tri-wall.com](mailto:joan@tri-wall.com). We are looking forward to hearing from you!

## Top Contributors to *Tri-Wall Now!* Newsletter in 2018

In 2018, we have received 61 contributions in total from 9 countries across Asia, Europe and the United States. The top 3 contributors were:

TW Singapore (12 contributions)

TW Japan (10 contributions)

TW China / Malaysia / Vietnam / Europe (7 contributions each)

The *Tri-Wall Now!* editorial team would like to express our heartfelt gratitude to all the contributors for their constant support and encouragement. We are looking forward to more wonderful contributions in 2019!



## 2018 Tri-Wall Group Management Training

**November 17<sup>th</sup>, Kamakura, Japan -**

Key management members of the Tri-Wall Group attended a management training session, conducted by Mr. Yuji Suzuki, in order to achieve a comprehensive understanding of Rengo's philosophy and mission. During the training session, participants had an in-depth discussion on Rengo's philosophy and how they incorporate Rengo's philosophy into their daily work. Here we would like to share the guiding principles of Rengo's philosophy with everyone to assist you in achieving your goals as well as the company's.

1. Realize prosperity and ambitions for the future through dynamic business activities by earning the trust and satisfaction of customers.
2. Act always with integrity, maintaining high ethical standards and ensuring strict legal compliance.
3. Engage in communication with a broad section of society through proactive and accurate information disclosure.
4. Respect the value of individual employees and strive to create safe and congenial work environments providing comfort and fulfillment.
5. Take the initiative on environmental conservation efforts.
6. Contribute to society as a good corporate citizen.
7. Globalize by ensuring compliance with laws in each country or region and by contributing to economic and social development in those areas through business activities reflecting the different cultures and practices.

## News from Tri-Wall China

The Great Wall of China

👉 Tri-Wall Team at 2018 Volvo Suppliers Seminar

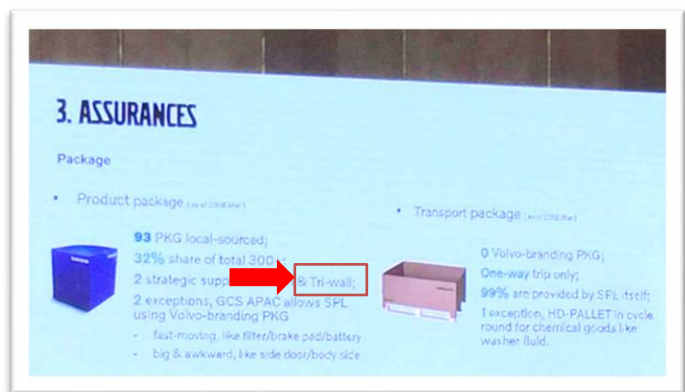
👉 TWJS & TWPf Management & Production

### Tri-Wall Team at 2018 Volvo Suppliers Seminar



November 16th, Shanghai - The 2018 Volvo Suppliers Seminar was held in Shanghai, China. Mr. Zang Aijun from Tri-Wall Beijing and Mr. Xia Liangliang from Tri-Wall Shanghai Trading were invited to attend the meeting. The Seminar provided a platform for domestic suppliers to develop a better sense of what it means to be a Volvo supplier.

In the morning session, representatives from Volvo introduced the business and strategy of Volvo and their criteria in selecting suppliers. We were proud to see Tri-Wall's name in their presentation (see photo on the right). In the afternoon session, suppliers were separated into 4 groups for sales scenario exercise. At the begging of the afternoon session, packaging engineers from Volvo introduced the background information of this sales scenario. Packaging suppliers need to look for material suppliers and submit their proposals. After the proposal is approved by Volvo, packaging and material suppliers can get together to negotiate further cooperation.



As one of Volvo's existing suppliers, Tri-Wall China took this opportunity to approach different packaging and material suppliers, which will be very helpful for us to further improve our product and service.

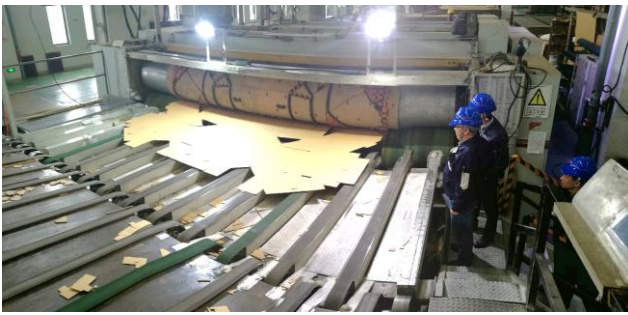
**News provided by Elva Zhang from Tri-Wall Shanghai**



## TWJS & TWPF Management & Production Seminar



November 20<sup>th</sup> to 22<sup>nd</sup>, Jiangsu - As 2018 comes to an end, members from TW Packaging Fuzhou and TW Packaging Jiangsu had a management seminar in Taizhou, Jiangsu Province to review their performance in 2018 and to discuss their strategy for 2019. In face of the severe influences caused by the complexity of domestic and global circumstances, such as the China - US trade war and stricter environmental policies in China, the two corrugators should work hand in hand to develop viable countermeasures. It is foreseeable that 2019 will be full of challenges, but with the powerful backing of Rengo and the Tri-Wall Group along with the strong mindset of all employees, the future is still bright!



**News provided by Bobbie Bao from Tri-Wall Jiangsu**

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## News from Tri-Wall Japan

### The Birth of Tri-Wall in Asia

- 🔥 WiLLiFE at BAMBOO EXPO 10
- 🔥 Shinagawa Season Terrace Office Tenant Network Meeting
- 🔥 WiLLiFE Tree Planting: Make Earth Green Again

## WiLLiFE at BAMBOO EXPO 10

November 14<sup>th</sup> to 16<sup>th</sup>, Japan - The 3-day BAMBOO EXPO 10 was held at TABLOID in Hamamatsu-cho.

BAMBOO EXPO is an exhibition where the building materials and various elements for commercial space are gathered together. WiLLiFE has participated in it with Danbaul × Style since last year.

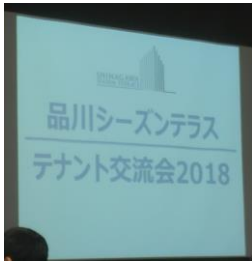
This event used to be once a year. However, due to its popularity among relevant industries, it will be held twice a year starting from 2019.

For the first 2 days of the exhibition, it was held in a casual environment by providing a Bar Time. Many companies from different industries organized various style of displays with full of ideas at the event. There were also many customers visiting WiLLiFE booth.

On the first day of the exhibition, Mr. Mihara, an architect who has been designing for Danbaul × Style, also participated in the event and exhibited his new works.



## Shinagawa Season Terrace Office Tenant Network Meeting



November 15<sup>th</sup>, Tokyo - A Network Meeting was held for the tenants at the Shinagawa Season Terrace where the Head Office of Tri-Wall Japan resides. The Network Meeting included two parts: the exhibition in the afternoon and the exchange meeting in the evening. The exchange meeting provided an opportunity for tenants to interact.



The exhibition in the afternoon was participated by 19 companies / tenants in the Season Terrace, and it was very energetic. Tri-Wall Japan also exhibited models of Uni-Pak and cut samples. The display of Danbaul × Style which is installed in front of the booth has attracted many people and we even ran out of catalogs.

In the exchange meeting, participants from 39 companies exchanged business cards and interacted with people from different business areas. A lottery was also held and Mr. Inamoto and Mr. Deguchi won a draw.



## WiLLiFE Tree Planting: Make Earth Green Again



2018 Tree Planting



Trees planted in 2008 are big now




It has been over 10 years since WiLLiFE planted the first tree in Mongolia. From saplings to a forest, we are one step closer to our ultimate goal: making earth green again!

**News provided by Rika Takahashi from Tri-Wall Japan**



## News from Tri-Wall SEA

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

-  **Tri-Wall Singapore Activity Day**
-  **Limited Resources, Unlimited Possibilities**
-  **Creative Works Made of Tri-Wall Cardboard**

### Tri-Wall Singapore Activity Day



Tri-Wall Singapore team had a mini-team get together on a public holiday – Deepavali. We spent 2 days and 1 night at Batam, Indonesia, which is a 45 minutes' ferry ride from Singapore. Activity day means quality seafood with quality people. No Rush! Just catch up from the past busy months and reflect! We are so thankful for who we are and what we have!

Note: Deepavali is the Hindu festival of lights, which is celebrated every autumn. It is one of the most popular festivals of Hinduism and symbolizes the spiritual "victory of light over darkness, good over evil and knowledge over ignorance."



Young visitors!  
Nelson and his wife Vanessa brought their nephew and niece to our office to get to know all the aunts and uncles who work like a family.

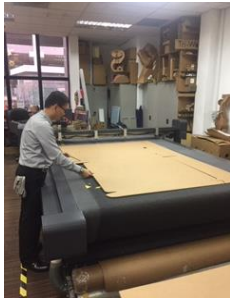


### We are ready for the Year of the Boar!

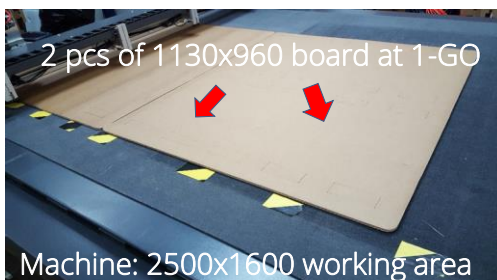
Pictured above is our 2018 corporate gift to our customers and suppliers to show our appreciation for their continuous support and trust! We even personalized the gifts with their names printed on it! The memo pad holder is handmade by our staff using single wall board, elastic string and a button.

## Limited Resources, Unlimited Possibilities

Our workshop was turned into a mini-production floor with our AOKE DCZ762516 digital flatbed cutting machine.



JIG to push out  
the die-cut holes



2 pcs of 1130x960 board at 1-GO

Machine: 2500x1600 working area

Due to some urgent order from Sanden International, a car motor manufacturer, our mini-workshop turn into a production floor to cut out 120pcs of 1130 x 960mm Bi-Wall 850G Corrugated Board. Removing die-cut holes from the board can be a very time consuming and tedious job. A simple JIG can speed up productivity.

This is true - when you have limited resources, creativity and innovation will take its place. Make your workplace a place to explore possibilities! We are so thankful to have Mr. Choo, who within 1 day after returning from annual leave, was able to fulfil the customer's needs.

## Creative Works Made of Tri-Wall Cardboard

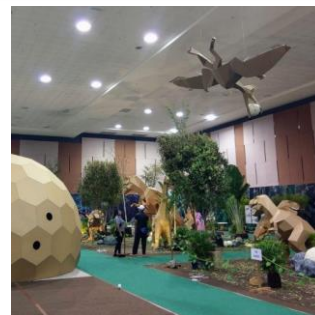
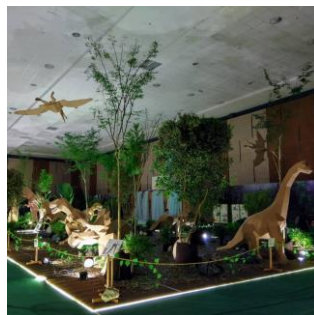


Photo credit:  
Bartholomew

Venue: Seri Omega Private & International School  
It is the first time for us to do such an intensive workshop (within 4 days) to build 500sqm DinoLand.  
*"Every night I slept with the feeling that my arms were detached,"* said Bartholomew.



Real snakes and reptiles for display

**News provided by Pearly Ng and Choo Chinghai from Tri-Wall (Asia) Pte Ltd**



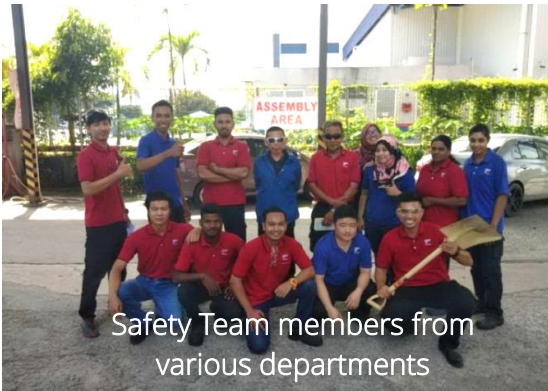
## News from Malaysia

**Meeting High-Tech Industry Demands  
with Innovative Packaging Solutions**

 **Emergency Response Training at Tri-Wall  
Malaysia**

 **Tri-Wall Malaysia Internal Futsal Tournament**

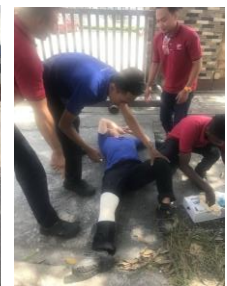
### Emergency Response Training at Tri-Wall Malaysia



Safety Team members from  
various departments

**Safety First** – Since Emergency Response Training is an important requirement of ISO, the management of TW Malaysia prepared an awareness program for all employees. Through the fire drill practice, all employees learned the importance of safety and tips to keep in mind during an emergency. Hands-on first aid training was given by qualified trainers.

Mock training on evacuation during an emergency and the handling of chemical spillage, which are a couple of the most critical areas, were also included in the training programs.



### Tri-Wall Malaysia Internal Futsal Tournament



All Day Work with no fun is not a good practice for a productive employee. In line with the above message, TWM organized futsal games for its employees from various departments (Office Team, Production Team A, Production Team B and Production Team C) after work one day.



1st – Production Team A  
2nd – Office Team  
3rd – Production Team C

**News provided by Lily from Tri-Wall Malaysia**

## News from Tri-Wall Europe

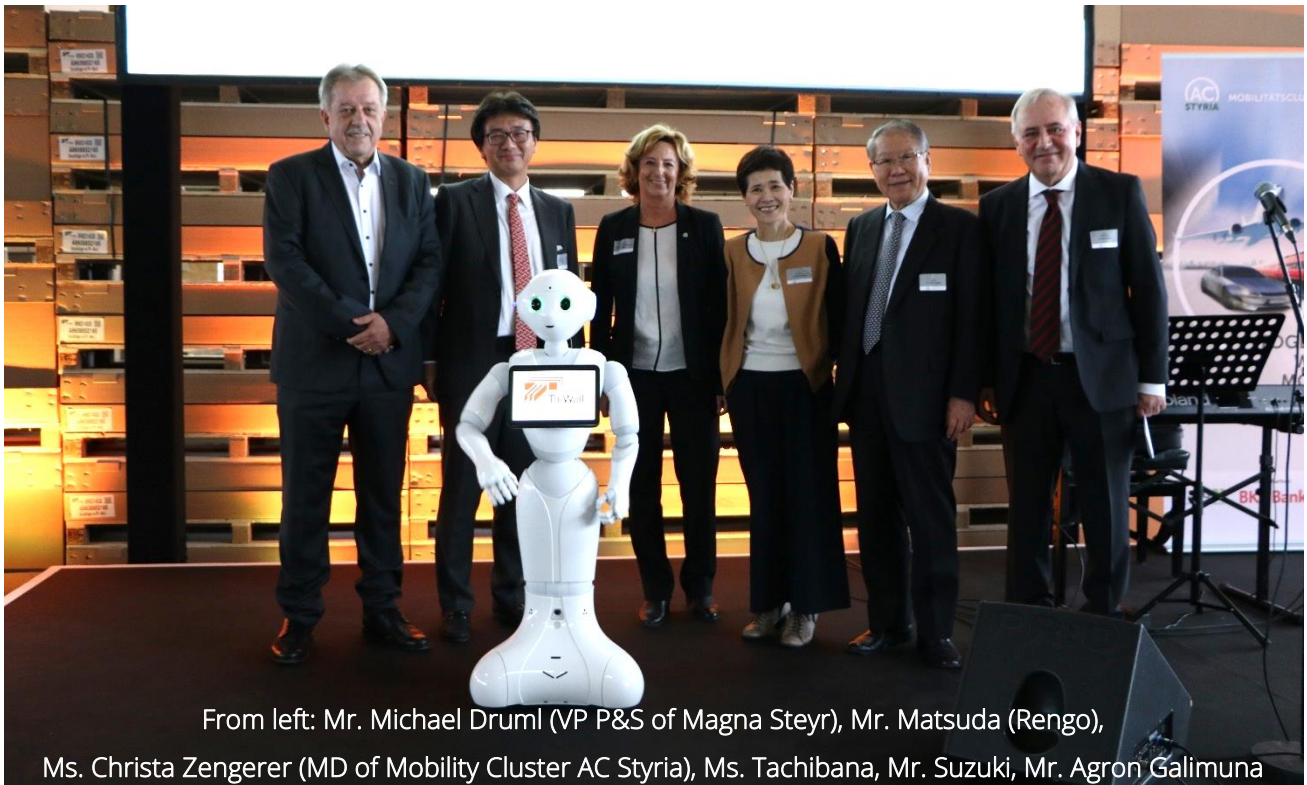
**Tri-Wall Europe: Offering Tri-Wall  
Across Many Nations, Many Cultures**

 **Packing FF4Y Event at Tri-Wall Austria**

 **Tri-Wall Europe: Commemorating the  
End of WW1**

### Packing FF4Y Event at Tri-Wall Austria

November 8<sup>th</sup>, Graz - Packing is an art. This was fully interpreted at the Fast Forward factory visit organized by ACStyria and Tri-Wall Austria in this November. The event was participated by Mr. Matsuda from Rengo's Overseas Business Group, key management members of the Tri-Wall Group including Mr. Suzuki, Mr. Kyle Baker, Mr. Zhou Chuihuan, Ms. Tachibana, Mr. Gu Jin and Mr. Miyazaki, as well as more than 60 guests from countries such as Japan, China, Poland and the US and major vehicle manufactures such as Magna, Benz and so on.



At the beginning of the event, Mr. Suzuki (left) made a presentation to introduce the general information of the Tri-Wall Group. After that, Mr. Hans Harrer (right), Economy Senate of Austria, gave a speech to welcome all overseas guests.





As the host of the event, Agron Galimuna, Managing Director of Tri-Wall Austria presented on-site multi-material packaging concepts for the automotive and airspace industries. Through a world of paper, such as chairs and tables made of cardboard, Tri-Wall Austria showed its innovative spirit at the event. The focus was also placed on Tri-Wall's additional special sales and packaging services, such as repack, procurement management, and packaging and delivery with all relevant components.



Mr. Matsuda, Mr. Zhou Chuihuan and Mr. Miyazaki at the event



B2B desk for different countries – a window to new business

## Tri-Wall Europe: Commemorating the End of WW1



To commemorate the end of WW1, Tri Wall made some silhouette soldiers in memory of all who were involved. Our silhouettes were liked by so many, we had lovely compliments via social media and was acknowledged in the local newspaper.

Over the summer, the Scout, Cubs & Beavers of Monmouthshire comprising 811 young people and 276 adult volunteers, made at least one ceramic poppy each in remembrance and thanks to the 1332 members of our Monmouthshire communities that have paid the ultimate price on our behalf. These will be displayed as a cascade of over 2500 poppies around the Castle Keep. Our silhouettes looked very distinctive with their display.



We made the large poppy for the Monmouthshire Beacon office.



We were also approached by Monmouthshire Scouting Association to ask if they could use our Silhouettes for their Centenary Commemoration at Raglan Castle.





## News from Tri-Wall U.S.

**TW America: Returning to the Birthplace of  
Tri-Wall**



**Thanksgiving Donation by Aldez**

### Thanksgiving Donation by Aldez

**November 22<sup>nd</sup>, San Antonio** - During the fourth Thursday of each November, families and friends in the United States get together to give thanks to their fortunes over the past year. This national holiday, which dates back to the early 1600s, is known as Thanksgiving. Friends and families traditionally join around a large meal table with a turkey being the center point of the meal.

Unfortunately, not everyone in the U.S. is able to have such a meal due to misfortunes they have faced. To assist those in need and to support the local community, Aldez donated almost 100 Thanksgiving meals to local organizations so that less fortunate families could have an enjoyable Thanksgiving.



90 turkeys being donated to the Almont Vineyard Church's food pantry, Manna Food Pantry. These were combined with donations from area farmers, church members, and local grocery stores to provide 90 complete Thanksgiving meals to local families in need.



Meal items being donated to the Raul Jimenez 39th Thanksgiving Dinner in San Antonio.



Complete Thanksgiving meals being donated to the 17th "O'GIVE THANKS" to Needy Families in San Antonio.

**News provided by Matt Ryan from Tri-Wall Limited**



## 2018 December Public Holiday Calendars

| 2018<br>December        |                           |                           |                             |          |        |                         |
|-------------------------|---------------------------|---------------------------|-----------------------------|----------|--------|-------------------------|
| Sunday                  | Monday                    | Tuesday                   | Wednesday                   | Thursday | Friday | Saturday                |
|                         |                           |                           |                             |          |        | 1                       |
|                         |                           |                           |                             |          |        |                         |
|                         |                           |                           |                             |          |        |                         |
| 2                       | 3                         | 4                         | 5                           | 6        | 7      | 8                       |
|                         |                           |                           | Thailand-King Bhumibol's    |          |        |                         |
|                         |                           |                           |                             |          |        |                         |
| 9                       | 10                        | 11                        | 12                          | 13       | 14     | 15                      |
|                         | Thailand-Constitution Day |                           |                             |          |        |                         |
|                         |                           |                           |                             |          |        |                         |
| 16                      | 17                        | 18                        | 19                          | 20       | 21     | 22                      |
|                         |                           |                           |                             |          |        |                         |
|                         |                           |                           |                             |          |        |                         |
| 23                      | 24                        | 25                        | 26                          | 27       | 28     | 29                      |
|                         | Japan-Emperor's Birthday  | Hong Kong-Christmas Day   | Hong Kong-Boxing Day        |          |        |                         |
|                         |                           | UK-Christmas Day          | UK-Boxing Day               |          |        |                         |
|                         |                           | Malaysia-Christmas Day    |                             |          |        |                         |
|                         |                           | Singapore -Christmas Day  |                             |          |        |                         |
|                         |                           | Indonesia-Christmas Day   |                             |          |        |                         |
|                         |                           | India-Christmas Day       |                             |          |        |                         |
|                         |                           | Korea-Christmas Day       |                             |          |        |                         |
|                         |                           | Netherlands-Christmas Day | Netherlands-St Stephens Day |          |        |                         |
|                         |                           | United States-Christmas   |                             |          |        | Vietnam-Company Holiday |
| 30                      | 31                        |                           |                             |          |        |                         |
|                         | Japan-Bank Holiday        |                           |                             |          |        |                         |
|                         | Thailand-New Year's Eve   |                           |                             |          |        |                         |
|                         | Taiwan-Republic Day       |                           |                             |          |        |                         |
|                         | Holiday                   |                           |                             |          |        |                         |
| Vietnam-Company Holiday | Vietnam-Company Holiday   |                           |                             |          |        |                         |

The above office holidays are subject to change.

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Proof-reader: Matt Ryan

For last year's words belong to last year's language and next year's words await another voice. - T. S. Eliot

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