

UNITED IN VALUES



DRIVEN BY LEARNING





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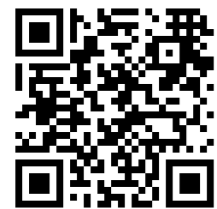
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EDITORIAL MESSAGE

As the year draws to a close, Executive Chairman Mr Thomas Chua delivered his Year End Message to Teckwahers. He highlighted that 2024 had been momentous, particularly with the leadership succession and notable achievements the Group had made across all its business segments. Mr Chua also updated on Teckwah's progress in Sustainability and Digital Transformation and emphasised that training and development will remain a priority as Teckwahers continue to pursue the company's growth objectives.

Teckwah embarked on Phase 2 of its Digital Transformation Journey. Known as DTJ2, the Group-wide initiative, beginning with Teckwah Singapore, will be progressively implemented across the regional entities. To energize and excite Teckwahers to partake in the 3-year roadmap towards a digitalised and paper-free organisation, a launch campaign was held in Singapore at both Pixel Red and Gul. The event also introduced the IT Literacy Awareness Festival, which aims to cultivate

a digitally savvy workforce by enhancing the digital literacy of all staff through a series of upcoming training programmes.

With staff development high on the agenda, training programmes held throughout the quarter are featured in this issue, covering topics from security and forestry responsibility to digitalisation. While we work hard, we play harder too! Do check out the Staff Activities segment on Page 6 for updates on events hosted in Singapore and around the region. These include Teckwah Malacca's "Teckwahlympics", TPPI's teambuilding, SWC's Bullet Strike event, and more!

As we ring in the new year, CaiXun would like to extend our gratitude to all our readers. 2025 promises to be yet another exciting year filled with engaging activities for all staff to partake in. The Editorial team looks forward to sharing the key highlights from these events in our quarterly issues next year.

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2024 YEAR END MESSAGE



My fellow Teckwahers,

2024 has been a momentous year.

In April, I passed on the Group Managing Director role to my appointed successor, Chua Ai Ling, and remained as Executive Chairman. With everyone's strong support, the transition was smooth with no disruption to our day-to-day operations. I continue to steer the Group's strategy and monitor the performance of our businesses and provide guidance to the team.

With that, I am pleased to share the Group's achievements for 2024.

The Packaging Printing segment ended the year strong, with sound operational planning and cost management decisions. Unstable global supply chains, variable material prices, and ongoing labour constraints have underscored the need for careful planning and preparedness during peak periods. Our past strategies of maintaining a diversified customer portfolio and the ability to plan, anticipate and execute, continues to enable us to operate efficiently and remain profitable.

Our Lifestyle segment continued to perform well too. Growth within the retail environment remains fragmented, evident in the varied spending behaviour of our key customers. Persistent efforts to secure the right projects with favourable margins continued to ensure the segment's profitability, as keen competition and rising costs of operation ensue.

Amidst a highly competitive environment, our Logistics segment remained steadfast in defending its regional market share. Overall topline was impacted by our customers' restructuring strategies and reduced demand from existing projects. Rising above these challenges, we continued to rationalise our operations and successfully maintained efficiency and service quality to protect our margins.

We made material progress on our Sustainability roadmap. In addition to outlining key decarbonisation targets and strategies, our Packaging Printing and Logistics segments have each published their respective Sustainability Reports.

Similarly, our Lifestyle segment also deepened their commitment towards environmental stewardship by adopting sustainable practices such as a sorting and recycling programme and actively promoting the use of sustainable printing and fabrication materials.

The Group continues its Digital Transformation initiative, which commenced in 2018. The second phase of our journey presents a 3-year roadmap aimed at digitalising daily work processes and achieving a paper-free organisation by 2027. Beginning with Singapore, where a recent campaign was launched in November, we will gradually phase in our regional entities starting from 2025.

As we pursue these journeys, strengthening and uplifting our workforce remains a key focus. After a long hiatus, Teckwah Singapore finally held its long-anticipated Experiential Learning events. Many of our overseas subsidiaries in Malaysia, Indonesia and China, held their own teambuilding events too. These events sought to reinforce our core values and cultivate a renewed sense of identity among Teckwahers. In addition to teambuilding, there were also programmes aimed at enhancing soft skills like leadership and communication, and workshops focused on improving the digital literacy of our workforce.

2025 is yet another uncertain year for businesses. While the global landscape continues to be marked by tension and volatility, I am confident that our prudent strategies and strong foundation will enable us to weather any challenge. Our strive for excellence shall propel us to pursue new and renewed opportunities and drive the organisation towards sustained growth.

As we head into the new year, I extend my sincere gratitude to each of you for your hard work, dedication, and commitment. Our accomplishments would not have been possible without the contributions of every Teckwaher. Let us achieve our goals for next year, "Together, as One Teckwah"!

Wishing everyone good health, happiness, and a smooth year ahead.

Thomas Chua Kee Seng
Executive Chairman

EMBRACING CULTURAL DIVERSITY FOR SUSTAINED GROWTH

Given the importance of internationalisation in modern business strategy, cross-cultural management has become increasingly relevant and essential. Speaking at the 2024 China Family Business Forum held in Shanghai between 2 and 3 December, Managing Director, Ms Chua Ai Ling, shared her insights with esteemed thought leaders from the business and academic communities, on navigating diverse cultures while growing the business abroad. The Forum, organised by the China European International Business School (“CEIBS”), also officially released the “2024 Family Business Internationalisation” white paper, which featured a case study on Teckwah’s growth story and expansion into China, emphasising the Group’s locally managed, globally focused approach.



Embarking on international expansion has been a strategy that Teckwah has adopted since the 1990s, notably entering the China market in 1993. Discussing how the Group has deepened its presence in China for the past 30 years, Ms Chua noted that today’s leaders must promote mutual understanding and respect among their teams to enable effective collaboration. She highlighted that sustained growth is achieved by recognising cultural differences and aligning corporate values with local contexts, while also considering the impact of leadership decisions on the local business operations.



APPRECIATING OUR CAIXUN READERS

CaiXun would like to extend our gratitude to all our readers. 2024 was an exciting year filled with noteworthy company events and activities aimed at engaging and improving the wellbeing of our staff. We particularly appreciate the article contributions and valuable feedback provided by Teckwahers. Suggestions for improvement on the newsletter, along with each contribution and feedback, have enriched the content and enhanced its readability. The Committee remains committed to delivering high-quality issues of CaiXun in the coming year. Thank you all for your continued support of CaiXun!

PROFOTO MALAYSIA EXPANDS WAREHOUSE FACILITY



In August, Profoto Malaysia Sdn Bhd (“Profoto Malaysia”) expanded its warehouse facility in a bid to better serve its global clientele while improving the overall experience.

Driven by the need for a more functional and versatile environment, the new space provides a more professional setting for client visits as it features a dedicated area for event and window display pre-installation mock-ups and setups. This new development marks a significant milestone in the company’s growth journey and aligns with Profoto Malaysia’s focus on continuous improvement and commitment to enhancing its service offerings.

CORPORATE SOCIAL RESPONSIBILITY

A PROGRESS REPORT ON OUR SUSTAINABILITY JOURNEY



Teckwah achieved considerable progress in our Sustainability Roadmap in 2024. Deepening its commitment to achieving carbon neutrality by 2030, the Group identified its decarbonisation targets and strategies. In addition, the Packaging Printing and Logistics business segments have individually published their Sustainability Reports. Each report outlines how the segment complies with governance-related metrics, identifies and incorporates sustainable practices into operational processes, and sets targets to create a more favourable working environment for Teckwahers.

Our Lifestyle segment enhanced their sustainability management system by implementing green practices such as recycling initiatives and promoting the use of sustainable materials in their design and build projects. Looking ahead, the Group will continue to pursue its ESG and decarbonisation objectives while enhancing its competencies and service offerings. In a time where sustainability increasingly impacts business outcomes, our achieved progress reflects the collective dedication towards Environmental stewardship and sustainable business practices that create positive impact to our stakeholders and the Community.

Scan to learn more about our sustainability efforts



TVC THAILAND ADOPTS A GREENER WAY TO DELIVER

In November, Teckwah Value Chain (Thailand) rolled out its first electric motorcycle fleet which offers a cleaner mode of delivery for customers' service parts within the Bangkok Metropolitan Area. The emission-free initiative aligns with the nation's shift towards cleaner energy solutions while contributing to the Group's goal of reducing its carbon footprint to achieve carbon neutrality. The team also benefits from cost savings due to lower fuel consumption and maintenance expenses, making the transition to electric vehicles an efficient and sustainable logistics solution.



STAFF ACTIVITIES

TECKWAH'S INAUGURAL TABLE TENNIS COMPETITION



REGIONAL SUBSIDIARIES' ANNIVERSARY CELEBRATIONS

Congratulations to the following subsidiaries which celebrated their anniversaries in the fourth quarter!



TECKWAH TRADING (SHANGHAI) CO. LTD

"Thank you for your congratulations and encouragement. We are deeply honoured and excited. We extend our gratitude to the Management for their continued care and concern towards the Shanghai team. We will work diligently and conscientiously for the company's continued success!"

LILY FU
OPERATIONS MANAGER



PT. TECKWAH PAPER PRODUCTS INDONESIA

"Thank you, Management and staff of the Group. TPPI will keep up the hard work, dedication and contribution to the Group's success."

ROBIN POH
PLANT MANAGER



SHANGHAI JOINTAC INTERNATIONAL LOGISTICS CO. LTD

"Thank you for the wishes."

KEVIN FENG
GENERAL MANAGER

WUXI TECKWAH PRINTING & PACKAGING CO. LTD



Teckwah Singapore held its first-ever Table Tennis Singles Competition this year, attracting eager contestants from various departments. Organised by the Staff Wellbeing Committee ("SWC"), the competition kicked off on 2 September with a random draw to allocate contestants into 4 groups. The group stage comprised of knock-out rounds where the top 8 players advanced to the quarterfinals, and 4 players made it to the final stages of the competition.

The semi-finals and finals were held at Pixel Red's Multi-purpose Hall ("MPH") on 14 October and drew crowds of fervent supporters cheering their favourite players on. It was an impressive showcase as experienced players and promising rookies vied for the top spot. In the end, it was Hu Xing Wang from TVC who emerged victorious and took the title of champion! Although the competition was intense, what truly mattered was the camaraderie and sportsmanship displayed throughout that made the inaugural event a true success. A round of applause to all our contestants!

"It was my first time competing in table tennis and it was a great experience. Winning or losing didn't matter to me; what mattered was overcoming my nervousness."

EDWIN NG,
REGIONAL BUSINESS DEVELOPMENT DIRECTOR

"I'm thrilled to win the championship against so many great players. I made steady progress and seized every opportunity on competition day. Thanks to my colleagues for their support and training guidance."

HU XING WANG,
POST-PRESS ASSISTANT



CELEBRATING THE FESTIVAL OF LIGHT

This year, Deepavali (or “Diwali”) was celebrated on 31 October. Teckwah Singapore and Teckwah Malacca marked the occasion with a goodie giveaway and an appreciation lunch, respectively. We hope all Hindu Teckwahers enjoyed a joyful and prosperous Deepavali!



SINGAPORE

Deepavali (or “Diwali”) is a significant Hindu festival that celebrates the triumph of light over darkness, good over evil and knowledge over ignorance. It holds great cultural and spiritual importance for the Hindu community. In showing our appreciation for our Hindu colleagues, their respective supervisors presented them with Deepavali goodies prepared by the Staff Wellbeing Committee (“SWC”).



MALAYSIA

Teckwah Paper Products Sdn Bhd (“TPPSB”) and Tompac Industrial Sdn Bhd (“Tompac”) jointly marked Deepavali on 12 November with a special lunch, celebrating unity and joy in a diverse workforce. The event featured a carefully curated menu, complemented by cakes and fresh fruits, offering a festive treat for all. To accommodate colleagues on shift work, the lunch was held in 2 sessions, ensuring everyone could enjoy freshly prepared, hot meals. The festive ambience, paired with the delectable spread, made the celebration a memorable one, as staff relished the food and appreciated the thoughtful planning behind the occasion.



BONDING THROUGH GAMES: TECKWAH MALACCA’S “TECKWAHLYMPICS”

Teckwah Paper Products Sdn Bhd (“TPPSB”) and Tompac Industrial Sdn Bhd (“Tompac”) recently hosted a joint teambuilding event inspired by the Olympics, aptly named “Teckwahlympics”. Designed to address the daily work challenges, the games were thoughtfully designed to reflect the core values of teamwork and commitment. The games promoted effective collaboration and communication, while also enhancing understanding and compassion, strengthening the bond among colleagues.

Mock medals were also awarded to the top 3 teams, adding a sense of achievement and excitement to the Olympic-themed event. “Teckwahlympics” served as a meaningful and engaging platform for staff to connect, making it a memorable and rewarding experience for all. It highlighted the commitment and passion of the team behind the event, showcasing the collaborative spirit that defines Teckwah’s culture.

“Participating in this event taught me the importance of clear communication, teamwork, and responsibility. I realised that even minor errors in sharing information can cause major misunderstandings. Therefore, it is crucial for us to listen carefully and ensure that we disseminate information accurately.”

YU DER JIAN, PLANNING AND SUPPORT EXECUTIVE



A NIGHT OF THRILLS: THE BULLET STRIKE CHALLENGE

The much-anticipated Bullet-Strike Challenge took place on 28 November evening. Organised by the Staff Wellbeing Committee (“SWC”), the event offered employees a well-deserved break, combining excitement with camaraderie in a thrilling setting decorated in neon lights. The game zones were alive with cheers and laughter as 14 teams strategised and competed, blending precision and teamwork.

For some, it was their first taste of Bullet Strike, while seasoned participants showcased their skills. Regardless of experience, the evening was filled with joy, celebration and lasting memories. The Bullet Strike challenge underscored the value of teamwork and shared experiences, strengthening our supportive workplace culture. Congratulations to Teams 7 and 13 who emerged victorious, and to all participants for making the event a night to remember!



“It was an amazing experience, I had so much fun competing, and it was great seeing everyone’s skills and teamwork in action. I’m glad I could be a part of it, and I’m looking forward to more challenges in the future! A big thanks to all the behind-the-scenes staff, including our SWC members who worked hard to make this event a success.”

JOVIN THAN, ASSISTANT HUMAN RESOURCE EXECUTIVE

“The Bullet Strike Challenge was an incredibly enjoyable experience. The activity perfectly blended physical engagement with strategic thinking, requiring extensive teamwork and collaboration. The games could be made even more exciting by providing more than the current limit of five foam bullets per player, which would add an extra layer of enjoyment to the overall experience. A big thank you to the committee members for organising and making this possible!”

JASON TAN, ASSISTANT PROGRAM MANAGER

ONE TECKWAH, ONE TEAM



PT. Teckwah Paper Products Indonesia (“TPPI”) held 2 meaningful days of learning events for staff. A total of 54 TPPI staff, along with 3 invited participants from Teckwah Singapore, attended the events between 29 and 30 November. Day 1 was the Experiential Learning event, themed “One Teckwah One Team”, had participants in teams and putting TICC on display as they played games. Rainy weather certainly did not dampen the spirits of the participants as the teams finally came together as One Teckwah for the closing game, “Giant Tangram”, solving a large puzzle.

Day 2 started off with morning stretches and a CSR activity where participants took to the beach, where the learning events were held, to clean-up the area that they were assigned to. To further echo the theme, the entire event ended with a brief session of “Teckwah & I” shared by Senior Regional Business Operations Director, James Chua. It was a great way to end off 2024 with strengthened bonds and togetherness, readying the team for what’s ahead in the coming year.

“This event helps us bond not only as colleagues, but as friends, improving collaboration across all departments. We are One Teckwah, One Team.”

CITRA CUMALA DEWI, HR EXECUTIVE

“Despite the rain, EL 2024 on the beach was unforgettable. The rain brought us closer, making every moment more meaningful. We played games, laughed, and sang, proving that togetherness overcomes bad weather. Cleaning the beach was especially rewarding, filling us with pride. This experience taught us that rain can’t dampen our enthusiasm! I went home feeling grateful for these moments.”

DIAN MEYLISA, ASSISTANT PROCESS ENGINEER



“The team building activity brought together colleagues from different departments to strengthen unity under a shared vision and mission. While the physical challenges were more demanding than anticipated, we gained skills such as adaptability, communication, teamwork, creativity, initiative, and fostering healthy competition. We hope to apply these values in our work to enhance efficiency, effectiveness, and teamwork as we face future challenges together, aligning with the Company’s goals.”

MUASSYAH PULUNGAN, ASSISTANT LEADER



TECKWAH MALACCA’S FIRST I&I DAY



Teckwah’s Innovation & Ideation (“I&I”) Day emphasises the importance of continuous improvement driven by creative and innovative thinking. On 24 October, Teckwah Malacca hosted its inaugural I&I Day with the aim of cultivating a culture of continuous improvement and innovation. Under the theme “Innovation begins with Ideation”, a total of 7 teams showcased their creativity and problem-solving skills, presenting projects focused on cost optimisation and operational efficiency.

It was Team 3’s proposal to modify a gluing machine to enable small carton production, that won them top prize. The improved process was practical and impactful and reduced the need for manual labour. With employees encouraged to generate ideas and innovations, Teckwah Malacca is poised for continued success with an elevated workforce to support it.



“This was my first I&I project. Thanks to the training sessions, my team and I performed well and gained clarity in our thinking. The speakers’ clear explanations helped us prepare and improve our presentation.”

MELODY CHONG, CUSTOMER SERVICE EXECUTIVE

“After 36 years at Teckwah, I’m pleased to be part of an I&I project with teammates from other departments. I was able to share my expertise in machine specifications and structure, which helped the team develop cost saving ideas.”

LOW YEON MENG, PRINTING SUPERVISOR

TECKWAH SINGAPORE KICKS OFF IT LITERACY AWARENESS FESTIVAL

Teckwah Singapore commenced its IT Literacy Awareness Festival with the first in a series of Learning Chapters aimed at enhancing digital skills. Held on 28 November at Pixel Red and 29 November at Gul, Chapter 1 explored ways to unlock the full potential of Microsoft Office and OneDrive tools to boost daily work productivity. Facilitated by IT Manager, Low Ming Kun, the session provided a deep dive into the available tools on Microsoft Office and OneDrive, emphasising practical tips for effective usage in daily work tasks. The festival is part of Teckwah's ongoing commitment to empowering Teckwahers to elevate their digital proficiency and problem-solving skills, as the Group progresses on its Digital Transformation Journey 2 ("DTJ2") roadmap. This issue's feature spread has more details on the launch of the festival and DTJ2.



DRIVING OPERATIONAL EXCELLENCE THROUGH LEARNING

Teckwah Logistics Pte Ltd ("TWL") has always consistently strived for operational excellence by empowering its people to harness the right data and leverage on appropriate technologies to optimise processes. In October, selected staff underwent a series of training programmes held at the Gul Learning Centre. These sessions were aimed at deepening staff's knowledge and understanding of digitalisation and Generative AI ("GenAI") in warehouse and supply chain management.

The first programme is a half-day workshop on GenAI. Facilitated by innovation consultancy firm, PebbleRoad, it was an eye-opening session where participants saw how GenAI technologies can potentially revolutionise daily operations. The second programme is a 6-part series focused on Supply Chain Digitalisation. Facilitated by a team of IT-savvy experts from Republic Polytechnic, the sessions spanned over 4 days to conduct and offered valuable insights into leveraging digital tools in enabling supply chain optimisation. Through hands-on analysis of current workflows, participants were able to pinpoint opportunities for process improvement using digitalisation and automation solutions.

STRENGTHENING SECURITY AWARENESS IN TECKWAH

In Teckwah Singapore, training programmes focused on strengthening staff's awareness in security management were held in Q4, promoting a culture of security awareness, strengthen its internal auditing capabilities while ensuring compliance with the latest ISO standards.

ANNUAL SECURITY AWARENESS TRAINING

The annual ISO 28000 Security Awareness Training is designed to equip staff with essential knowledge to recognise and handle various security-related scenarios and risks they may encounter. The training covers a comprehensive range of threats, including IT, physical and general security vulnerabilities. In October, the content was delivered through an e-learning module. Physical sessions were also held in November across Teckwah Singapore's sites in Pixel Red, Gul, and Toh Guan sites for colleagues, ensuring that all staff, regardless of their access to digital platforms, were equally informed and well-prepared.



ISO 28000:2022 INTERNAL AUDITOR AWARENESS WORKSHOP

Teckwah Singapore conducted an Internal Auditor Awareness Training Workshop for ISO 28000:2002 on 25 October, reinforcing its commitment to supply chain security. Involving 19 local and regional colleagues, this workshop was organised to equip colleagues appointed as internal auditors, with the knowledge and skills necessary to assess and maintain compliance with ISO 28000 standard. The workshop covered key areas of the standard, including the identification of security threats, the implementation roadmap, and the auditing process. It concluded with a practical assessment using mock audit scenarios, and a quiz.

"The trainer delivered an engaging and informative session. I now possess a deeper understanding of the threats and the Supply Chain Security programme, key initiatives, and standards."

**CLEMENCE YONG,
ASSISTANT ASSET PROTECTION MANAGER**

ANNUAL FINANCIAL REPORTING STANDARDS WORKSHOP



On 14 October, Teckwah Singapore's Finance team attended the Annual Financial Reporting Standards ("FRS") workshop conducted at the Pixel Red Learning Centre. Facilitated by audit firm, Deloitte, the session covered topics on latest amendments to International FRS that will be effective beginning 1 January next year. It also covered topics on professional ethics which including unethical behaviour, financial reporting fraud and NOCLAR (Non-compliance with Laws and Regulations). During the session, participants were able to learn about ethical breaches and how to make ethical decisions at the workplace.

"The training was comprehensive and well-structured, providing practical insights into the upcoming amendments. The course content was engaging, with interactive elements that make complex topics easier to understand."

ZHILIN ZENG, ATTACHMENT TRAINEE

ANNUAL FSC COC AWARENESS TRAINING

Adopting sustainable business practices has always been key to the Group's Packaging Printing business segment. Particularly, the segment utilises Forest Stewardship Council ("FSC") certified paper in its operations to support responsible forest management. On 18 October, Teckwah Value Chain Pte Ltd ("TVC") conducted its annual FSC Chain of Custody (CoC) Awareness Training for all stakeholders in Singapore.

The training, held at the Pixel Red Learning Centre, was led by colleagues from various departments, including Quality

"The FSC CoC Awareness training highlighted the importance of preserving forest resources for future generations. I learned about the roles and responsibilities of each supply chain stage in maintaining product integrity. I am glad to have attended this training as the knowledge will assist me in my future work."

SAMANTHA SIM, SENIOR QUALITY SYSTEMS EXECUTIVE

Systems, Quality Assurance, Purchasing, and Production. Their collective expertise ensured that the training was comprehensive, covering critical aspects of the FSC system to ensure strict adherence to the requirements. By embedding these principles into our operations, TVC aims to deliver quality products and lasting value to all stakeholders while keeping sustainability in mind.

The group reflect on the staff activities they have participated in 2024 and look forward to another great year together in Teckwah.



LAUNCHING A ROADMAP TO A DIGITALISED AND PAPER-FREE TECKWAH

启动迈向数码化与无纸化的 德华路线图

Teckwah launched the second phase of its Digital Transformation Journey (or "DTJ2") over an invigorating and engaging 2-day event. Held at the Learning Centres of Pixel Red (on 21 November) and Gul (on 22 November), Teckwahers donned a specially designed DTJ2 campaign t-shirt to attend the event. Both launch events were kicked off by our Managing Director, Ms Chua Ai Ling. In her opening speech, Ms Chua highlighted the rapid integration of digital technology into daily life and operations and recounted how Teckwah first embarked on this journey back in 2018. After unveiling the Group's plan to achieve a digitalised and paperless workplace enabled by a digitally savvy workforce by 2027, Ms. Chua demonstrated an engaging "conversation" with Open AI's ChatGPT, highlighting the future of interaction and communication.

ICT Director, Ng Chee Mun, and a member of the DTJ2 Steering Committee, briefly outlined the main objectives of DTJ2 and explained the roadmap of



initiatives that will happen between 2025 and 2027. He also introduced the IT Literacy Awareness Festival, which consists of 3 Learning Chapters for Teckwahers to attend to learn and apply relevant digital tools to enhance their know-how and improve productivity.

Details on Chapter 1's sessions at Pixel Red and Gul in November are on page 12 of this issue.

Interactive game booths were also set up at the Learning Centres to complement the launch. The games in each booth, which included creating festive cards and vacation itineraries using AI, spotting phishing emails and creating strong passphrases, were carefully designed to demonstrate the ease-of-use of digital tools while creating cybersecurity awareness. Staff who participated and completed each game were also eligible to join the lucky draw where they had a chance to win one of 15 prizes. Everyone enjoyed a sumptuous morning tea spread while actively participating in the games. Finally, we extend our congratulations to the lucky draw winners and express our gratitude to everyone for making the launch of DTJ2 a successful one!



德华为启动数码化转型之旅的第2阶段(或称“DTJ2”)而主办为期两天的互动式活动。这两场活动分别于11月21日和22日于Pixel Red及卡尔的学习中心举行。德华的员工们身穿特别设计的DTJ2活动T恤出席了此次活动。集团董事经理蔡艾玲女士主持了两场启动活动的开幕式。蔡女士在开幕词中强调了数码科技快速融合在我们的日常生活和营运中。她也回顾了德华于2018年首次踏上数码转型之旅的历程。在公布了公司到2027年实现数码化和无纸化工作场所的计划后，她也通过与Open AI的ChatGPT进行“对话”，生动展示了这些技术进步和未来的数码互动潜力。

资讯通讯科技总监兼指导委员会成员伍志民，简要介绍了DTJ2的主要目标，并解释了2025年至2027年间将要进行的各项计划。他还介绍了资讯科技意识普及活动，活动包括3个学习章节供德华的员工参加，以学习和应用相关的数码工具来提升他们的知识并提高生产力。关于11月在Pixel Red和卡尔的第一章活动的详细报道，请参见本期第10页。



为配合启动活动，现场也设置了互动游戏展台。每个展台的游戏包括使用人工智能创建节日卡片和度假行程、识别钓鱼邮件和创建强密码。这些游戏经过精心设计，以展示数码工具的易用性并提高网络安全意识。完成每项游戏的员工还会获得额外的抽奖资格，有机会赢得15个奖品之一。大家在积极参与游戏的同时享受了丰盛的茶点。最后，我们向抽奖获奖者表示祝贺，并感谢所有人为DTJ2启动活动的成功所做的努力！



Ms Chua's live demo of "conversing" with Open AI's ChatGPT
蔡女士生动展现与Open AI的ChatGPT的“对话”

彩訊

2024年第4期

以价值观凝聚人心



以再学习推动进步





2024年第4期
十月 - 十二月

德华集团内部刊物
印刷—德华价值链
私人有限公司

顾问

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陈曼姝 (马来西亚)

Santhat Maksaph (泰国)



《彩讯》也刊登在
德华集团网站
www.teckwah.com.sg

请电邮您的反馈到
info@teckwah.com.sg

编委的话

年尾将至，集团执行主席蔡其生向全体德华同仁发表了岁末致辞。他强调，2024年是重要的一年，尤其是集团领导层的更替和集团在所有业务部门取得的显著成就。蔡主席还介绍了集团在可持续发展与数码化转型方面取得的进展。他强调，随着德华同仁不断追求公司的增长目标，培训和发展仍将是重中之重。

德华集团开启了数码转型之旅的第2阶段。该计划简称 DTJ2，将从新加坡德华开始，逐步在区域各子公司实施。为了鼓励德华员工积极参与实现数码化和无纸化企业的3年路线图，在总部 Pixel Red 和卡尔举办了发布活动，并且推出了资讯科技意识普及活动，旨在通过一系列即将推出的培训计划提高全体员工的数码意识，培养一支精通数码技术的员工队伍。

鉴于员工发展议程的重要性，本期将介绍整个季度举办的培训计划，涵盖从安全和林业责任到数码化等主题。我们努力工作，也尽情娱乐！请查阅本期第7页的员工活动部分，了解新加坡和区域公司举办的各类活动最新动态，包括马六甲德华的“德华奥运会”，TPPI 的团队建设，员工福利委员会的狙击精英战赛等等！

《彩讯》编委籍此新年伊始之际，向所有读者致以至诚感谢。2025年将是又一个令人兴奋的年度，所有员工都将参与各种有趣的活动。我们将更多地分享这些活动的亮点。

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2024年岁末致辞



各位德华同仁：

2024年是至关重要的一年。

今年4月，蔡艾玲接替我出任集团董事经理，我则继续担任执行主席。在各位同仁的支持下，过渡期各项工作顺利完成，日常运营没有受到任何影响。今后，我将继续引领集团的战略方向，监督各业务的经营情况，并为团队提供指导。

在此，我很高兴与各位分享集团在2024年取得的成就。

包装印刷部全年表现强劲，运营规划和成本管理保持稳健。在全球供应链不稳定、原材料价格剧烈波动和劳动力持续受限的情况下，业务高峰期更加需要完善的规划和协调。我们一直奉行的策略是坚守多元化的客户结构，并积极规划、提前准备和严格执行，这让我们能够保持高效的运营，并继续实现盈利。

生活与时尚部也延续了良好表现。零售业务的增长依然呈现分散化趋势，主要客户群的消费行为日益多样化。通过坚持不懈地争取利润率较高的项目，该部门在竞争加剧和成本上扬的情况下依然保持盈利。

在竞争激烈的环境下，物流部坚定地捍卫了区域市场份额。客户的重组战略和现有项目的需求减少对我们的总营收产生了影响。但我们克服了这些挑战，继续优化运营，维持高效率和服务品质，从而保护了我们的利润率。

在落实可持续发展规划方面，我们取得了重大进展。包装印刷部和物流部不仅制定了关键的去碳化目标和策略，还发布了各自的可持续发展报告。生活与时尚部也加大了环境保护力度，实施了分类回收计划等可持续发展措施，还积极推广使用可持续的印刷和制造材料。

集团继续推进数码转型计划。该计划于2018年启动，目前已经进入第2阶段。在现阶段，我们制定了为期3年的规划，旨在推动日常工作流程的数码化，在2027年之前实现无纸化办公。这项工作从新加坡开始，新加坡办公室已经于11月开启了无纸化运动。预计2025年将逐步推广到其他地区。

在追求这些目标的过程中，加强提升我们的员工队伍依然是重中之重。期待已久的德华新加坡体验学习活动在中断很长一段时间后，终于正式恢复。马来西亚、印尼和中国等海外子公司也纷纷举办自己的团队建设活动。这些活动致力于强化我们的核心价值，培养德华员工新的认同感。除了团队建设，我们还开展了旨在提升领导力和沟通能力等软技能的各项项目，以及专注于提升员工数码应用能力的研讨会。

2025年对企业而言仍是充满不确定性的一年。尽管全球局势依然紧张动荡，但我坚信，凭借审慎的战略和坚实的基础，我们必能应对一切挑战。未来，我们将不断追求卓越，积极把握新机遇，推动集团实现可持续增长。

在新年即将到来之际，我诚挚感谢各位的辛勤付出和鼎力支持。我们的成功离不开每一位德华同仁的贡献。让我们携手努力，一起实现明年的目标。心系德华，共创辉煌！

祝大家身体健康，阖家幸福，新年万事如意。

蔡其生
执行主席

拥抱多元化文化，促进可持续增长



考虑到国际化在现代商业战略中的重要性，跨文化管理已经变得越来越重要。董事经理蔡爱玲女士在12月2日至3日于上海举行的中国家族传承论坛上发言，与在座的工商界和学术界领袖分享了关于如何在发展海外业务过程中驾驭多元文化的见解。该论坛由中欧国际商学院主办，在活动期间还正式发布了“2024年家族企业国际化”白皮书，其中对德华的发展历程及其中国业务的扩张进程进行了案例研究，剖析了德华集团的管理本土化、视野国际化的理念。

自1990年代起，尤其在1993年进军中国以来，国际化扩张一直是德华的重要战略。蔡女士谈及集团过去30年如何持续深耕中国市场，同时提出如今的企业领导人必须促进团队之间的相互理解和尊重，才能实现有效的协作。她强调，可持续增长的前提是认知文化差异，确保企业价值观与本土情况相匹配，同时认真评估领导层的决策对本土业务运营的影响。



感谢《彩讯》读者

《彩讯》向所有的读者表示诚挚感谢。2024年是精彩纷呈的一年，公司将继续举办各种有意义的活动，增强了员工的参与感，提升了大家的福祉。我们尤其感谢德华员工的投稿和宝贵的反馈意见。大家对《彩讯》的改进建议以及每份投稿和反馈意见都丰富了《彩讯》的内容，提升了本刊的可读性。编委会在新的一年里，将继续致力于发布优质的《彩讯》期刊。感谢大家对《彩讯》一如既往的鼎力支持！



PROFOTO 马来西亚 扩建仓库



在8月份，Profoto马来西亚扩建了仓库，以便更好地服务全球客户，同时提升客户的整体体验。新仓库设有专门的活动区，还有橱窗展示预安装模拟和设置空间，为接待客户到访提供了专业的环境，满足了客户对更具功能



仓库预安装橱窗展示设置

现场橱窗展示设置

性和灵活性的空间需求。此次扩建是公司发展道路上的一次重要里程碑，与Profoto马来西亚精益求精、不断提升服务质量的观念相契合。

企业社会责任

可持续发展进度报告



2024年，德华的可持续发展路线图取得了较大进展。集团深化了在2030年之前实现碳中和的承诺，提出了去碳化目标和战略。此外，印刷包装部和物流部各自发布了可持续发展报告。报告中阐述了该部门如何遵守治理相关指标，将可持续实践融入到运营流程中，同时制定目标，为德华员工创造更好的工作环境。

生活与时尚部门通过实施回收再利用及促进在设计和建设项目中使用可持续材料等环保措施，提升了可持续发展管理体系。展望未来，集团将继续追求环境、社会、治理和去碳化目标，同时加强竞争力和服务质量。如今，可持续发展对业绩的影响越来越大，我们所取得的进展反映了我们对环境保护和可持续业务实践的重视，为我们的利益相关方和所在社群带来了有益影响。

扫描以了解更多关于我们在可持续发展方面的努力



德华价值链 (泰国) 采取绿色配送方式

11月，德华价值链（泰国）的首个全电动摩托车队正式投入使用，提供了在曼谷大都市区内配送客户备件的绿色方式。此举实现了零排放，与泰国转向清洁能源解决方案的目标相契合，同时有助于集团达成减少碳足迹以最终实现碳中和的目标。随着燃料消耗和维护费用减少，团队还能减少运营成本，使得向电动车转型成为一种高效且可持续的物流解决方案。



员工活动

区域子公司的周年庆典

祝贺以下子公司在2024年第4季度举办周年庆典！



德华商贸（上海）

“感谢集团的祝贺和鼓励。我们深感荣幸和兴奋。感谢管理层一直以来对上海团队的重视和关爱。我们将继续勤勉努力地工作，让公司再创佳绩！”

符丽莉
业务运营经理

无锡德华



德华纸制品（印尼）

“感谢集团的管理层和员工。德华纸制品（印尼）将继续全力以赴，为集团的成功做出贡献。”

傅宾汉
厂长



上海展通

“感谢您的祝贺。”

冯成
总经理

德华首届乒乓球比赛



德华新加坡今年举办了首届乒乓球单打比赛，吸引了来自各个部门热情的参赛者。由员工福祉委员会主办的比赛于9月2日拉开帷幕，通过抽签将参赛者分为4个小组。小组赛实行淘汰制，前8名球员晋级到四分之一决赛，随后4强进入总决赛。

半决赛和决赛于10月14日在 Pixel Red 的多功能厅举行，吸引了大批热情支持者为自己喜欢的球员加油。当天比赛十分精彩，经验丰富的选手和有潜力的新人争夺冠军宝座。最终来自德华价值链的胡兴旺夺得了冠军头衔！比赛虽然激烈，但更重要的是选手们展现出的友谊和体育精神，这使得首届活动取得了圆满成功。向所有参赛者致以热烈的掌声！

“这对我来说是一次很棒的经历，因为这是我第一次在公司参加乒乓球比赛。输赢对我来说并不重要；重要的是克服比赛的紧张感。”

吴汉忠，
区域业务拓展总监

“我很高兴能击败众多高手赢得冠军。我在比赛当天稳中求进、抓住每一个机会。我还要感谢同事们的支持和培训指导。”

胡兴旺，
印刷后工序助理



庆祝屠妖节

今年的屠妖节 (Deepavali) 是10月31日。德华新加坡和德华马六甲分别向印度同事发放了节日礼品及举办了感谢午餐会。我们祝愿所有信奉印度教的德华员工过一个欢乐精彩的屠妖节!



新加坡

屠妖节是印度教重要的节日，旨在庆祝光明战胜黑暗，善良战胜邪恶，知识战胜无知。它对印度教社群有着重大的文化和精神意义。员工福祉委员会为公司的印度同事准备了屠妖节礼品，由他们的主管发放，以示感激。



马来西亚

德华纸制品厂 (马) 和德明纸制品厂 (马) 在11月12日共同庆祝屠妖节，举行了一次特别午餐会，体现了多元化员工队伍的团结和乐趣。午餐会的菜单经过精心设计，还提供蛋糕和新鲜水果，让所有人都能享受节日的美味。为了照顾轮班的同事，午餐会分两轮举行，确保每个人都能享受到新鲜烹制的热餐。热闹的节日氛围和美味的节日大餐，让这次庆祝活动成为了难忘的回忆。员工在享用美食之余，也非常感谢活动策划团队的精心安排。



在运动中增进情谊：德华马六甲的“德华奥运会”

德华纸制品厂 (马) 和德明纸制品厂 (马) 最近联合举行了一场以奥运会为灵感的团队建设活动，命名为“德华奥运会”。此次运动会安排巧妙，致力于帮助参与者应对日常工作中的挑战，强化群策群力和承担许诺的核心价值。运动会促进了有效的团队协作和沟通交流，同时有助于增进理解和体谅，加强了同事之间的情谊。

排名前3的团队还获得了模拟奖牌，为这场以奥运会为灵感的活动带来了更大的成就感和振奋。“德华奥运会”是员工互动交流的有益平台，给所有人留下了难忘而宝贵的美好回忆。这次活动的成功离不开主办团队的热忱和付出，彰显了德华文化中最重要的协作精神。

“参加这次活动教会了我清晰的沟通、团队协作和责任感的重要性。我意识到，在共享信息时，即使是微小的错误，也有可能造成重大误解。因此，我们必须认真倾听，确保信息传播的准确性。”

余德健，
策划执行员



惊险之夜：狙击精英挑战赛

备受期待的狙击精英挑战赛 (Bullet-Strike Challenge) 在11月28日晚上举行。此次活动由员工福祉委员会主办，为员工提供了一个在繁忙工作中放松片刻的机会，这场活动既充满刺激，又增强了同事之间的互助情谊，而且布景非常精美，四处闪烁着绚烂的霓虹灯。在游戏区，14个团队制定策略，彼此竞争，融合了精准射击和团队合作，整个过程充满了欢声笑语。

有些同事是第一次参加狙击精英挑战赛，而经验丰富的参与者则迫不及待地展示自己的射击技巧。无论新手或老手，这个夜晚充满着欢笑和美好回忆。这次狙击精英挑战赛凸显了群策群力和共同分享的重要性，加强了互帮互助的职场文化。衷心祝贺7号和13号团队赢得最终的胜利，同时感谢所有参与者让这次活动成为一次美好而难忘的体验!



“这是一次美妙的经历，我非常开心，而且很高兴能看到每个人发挥自己的技能，并与其他人积极合作。我很高兴能够成为其中的一员，期待在未来迎接更多的挑战！特别感谢所有幕后的员工，包括员工福祉委员会的成员，他们为了这次活动的圆满成功付出了巨大努力。”

谭嘉茵，
人力资源助理执行员

“这次狙击精英挑战赛非常有趣，完美融合了体育运动和策略规划，需要密切的团队合作。但每个玩家只有五粒泡沫弹，如果能提供更多子弹，我觉得会更有乐趣，让整场活动更上一层楼。特别感谢员工福祉委员会的成员举办这次活动。”

陈加胜，
项目助理经理



同心协力，共创德华



德华纸制品（印尼）举办了为期两年的员工学习活动。这次活动于11月29日至30日举行，共有54名来自德华纸制品（印尼）的员工和3名受邀的德华新加坡员工参与。第一天是体验学习活动，主题是“同心协力，共创德华”，参与者分为不同的小队，在玩游戏的过程中，展现了群策群力、精益求精、自动自发和承担许诺的精神。虽然当天下着雨，但丝毫没有影响参与者的热情。在最后游戏即“巨型七巧板”中，所有小队汇聚成一个德华团队，联手解决了七巧板谜题。

第2天上午，做了晨练伸展运动后，开展了一次企业社会责任活动，参与者来到举办学习活动的海滩，开始清理所负责的区域。为了进一步深化主题，在活动的尾声，区域营运高级总监蔡其兴发表了关于“德华与我”的简短讲话。通过这次活动，增进了同事之间的情谊和团结精神，让团队为接下来一年的挑战做好准备，给2024年画下了圆满的句号。

“这次活动不仅增进了同事之间的情谊，还让我们彼此成为了朋友，也加强了所有部门之间的协作。我们将同心协力，共创德华。”

CITRA CUMALA DEWI,
人力资源执行官

“虽然当天下雨了，但在海滩上举行的2024年体验学习活动令人难忘。这场雨让我们更加亲近，让每一个时刻都更有意义。我们一起玩游戏、一起放声大笑，一起高声歌唱，证明只要团结一心，就无惧坏天气。清理海滩的过程，尤其让我们充满成就感和自豪感。这次经历告诉我们，雨并不能浇灭我们的热情。回到家之后，我的心中仍对这次经历充满了感激。”

DIAN MEYLISA,
助理工艺工程师



“这次团队建设活动汇聚了来自不同部门的同事，让所有人为了一个共同的愿景和使命而团结一心。对体力的挑战比我们预期的更大，但我们学会了各种技能，如适应、沟通、团队协作、发挥创意、自动自发和促进良性竞争。我们希望在未来的工作中能够充分运用这些价值，提升效率、效果和团队协作，从而共同应对未来的挑战，协助公司实现目标。”

MUASSYAH PULUNGAN,
助理主管



德华马六甲的首个“创意与构思日”



德华的“创意与构思日”强调通过创意和构思实现精益求精的重要性。10月24日，德华马六甲举行了首个“创意与构思日”，旨在培养精益求精和创新文化。主题是“创意从构思开始”，共有7个团队展现了他们的创意思维和问题解决能力，介绍了专注于成本优化和运营效率的项目。

3号团队提出的改造涂胶机以生产小纸箱的方案，最终获得了一等奖。改进后的流程既实用又有显著的效果，还减少了对人工的需求。德华马六甲鼓励员工继续提出各种创意和构思，期待在员工的支持下，未来再创佳绩。



“这是我第一个创意与构思项目。在培训课程的帮助下，我和团队取得了好成绩，也让自己的思维更完善。培训师清晰的解释协助我们更好地筹备了项目汇报。”

张锐钧,
客户服务管理员

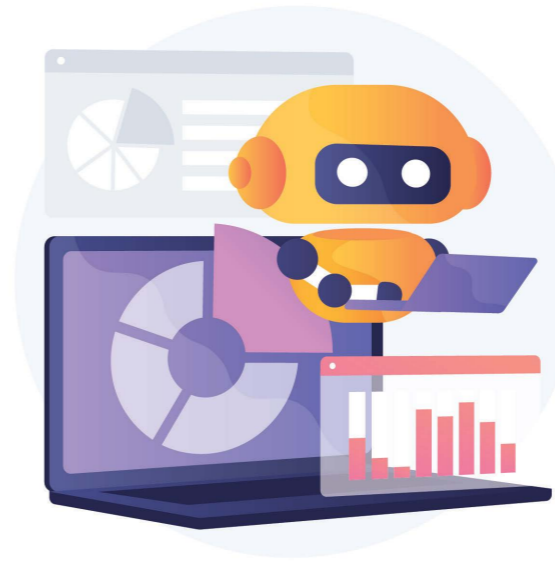
“在德华工作36年后，我很开心能够和来自其他部门的队友一起参加创意与构思项目。我分享了机器参数和结构方面的专业知识，帮助团队提出了节省成本的办法。”

罗闰明,
印刷主管

德华新加坡启动 “资讯科技意识普及活动”



德华新加坡推出了“资讯科技意识普及活动”，这是旨在提升数码技能的一系列学习课程中的第一章。第一章课程分别于11月28日在Pixel Red、11月29日在卡尔举行，我们探索了如何充分发挥微软Office和OneDrive工具的潜力来提升日常工作效率。课程由资讯通讯科技经理刘明坤主讲，学员们深入了解了微软Office和OneDrive的现有工具，强调了实用技巧，以便在日常工作中有效运用。“资讯科技意识普及活动”是德华在实施“数码化转型历程2”路线图的过程中，为赋能德华员工、提升员工数码素养和问题解决技能而推出的举措之一。本期的特刊更详细地介绍了该活动的启动和数码化转型旅程2的相关内容。



通过学习 推动卓越运营

德华加强安全意识

德华新加坡在第4季度举行了关于加强员工安全管理意识的培训课程，旨在普及安全意识文化，加强内部稽核能力，同时确保符合最新的ISO标准。



年度安全意识培训

此次年度ISO 28000安全意识培训旨在帮助员工学习基本知识，以应对他们可能遇到的各种安全相关的场景和风险。培训内容涵盖各种安全威胁，包括资讯科技（IT）、实体和一般安全漏洞。10月，我们通过电子学习模块发布了相关培训内容。11月，我们还在德华新加坡的Pixel Red、卡尔和卓源路的办公场地举办了线下课程，确保所有员工无论能否登录数码平台，都能学习到相关知识，做好充分准备。

ISO 28000:2022内部审计员意识培训课程

德华新加坡在10月25日举行了ISO 28000:2022内部审计员意识培训课程。这次课程共有19名本地和区域同事参与，旨在帮助担任内部审计员的同事学习必要的知识和技能，以便评估ISO 28000标准的执行情况，确保遵守相关标准。这次培训涵盖了相关标准的重点内容、实施路线图和内审流程等。在课程的最后，通过模拟审核场景和测验，评估了学员的培训成果。

“培训课程内容丰富，形式生动有趣。现在，我对相关威胁、供应链安全计划、主要举措和标准有了更深入的了解。”

杨仁森，
资产维护助理经理



德华后勤服务一直致力于通过赋能员工，运用适当的数据和技术来优化流程，从而实现卓越运营。选定员工在10月份参加了在卡尔学习中心举办的一系列培训课程。这些课程加深了员工对数码化和生成式人工智能（“GenAI”）在仓储和供应链管理中的知识和理解。

首个课程是一个关于生成式人工智能的半天研讨会，由创新咨询公司PebbleRoad主持。这是一场开拓眼界的活动，参与者亲身见证了生成式人工智能技术如何有可能革新日常运营。第2个课程是以供应链数码化为主题的6部分系列培训，由共和理工学院的IT专家团队主持。这些课程持续4天，为参与者提供了利用数码工具优化供应链的宝贵见解。通过对现有工作流程的实践分析，参与者能够识别出利用数码化和自动化解决方案改善流程的机会。



年度财务报告准则研讨会



10月14日，德华新加坡的财务团队参加了在 Pixel Red 学习中心举办的年度财务报告准则（“FRS”）研讨会。由德勤审计合伙人主持的研讨会涵盖了有关国际财务报告准则最新修订的主题，这些准则将于明年1月1日起生效。此研讨会还涵盖了职业道德的主题，包括不道德行为、财务报告欺诈和NOCLAR（不遵守法律法规）。在会议期间，参与者能够了解违反道德的行为以及如何在工作场所做出道德决策。

“研讨会材料十分全面并提供了实用的见解。课程内容引人入胜，让复杂的主题更容易理解。”

曾芷霖，
实习生



FSC COC认知培训

“我很感激有机会参加 FSC CoC 认知培训。了解到保护森林资源以惠及后代的重要性，令我深受启发。我也更清楚地认识到供应链各个环节在维护产品完整性方面的角色和责任。我相信这些知识将会对我的工作有所帮助。”

沈桂芬，
品质系统高级执行员

可持续发展一直是德华的核心关注点。在我们的包装印刷业务，我们使用森林管理委员会（FSC）认证的纸张，以支持可持续林业并促进环境保护。

2024年10月18日，德华价值链召集相关业务人员开展了年度 FSC产销监管链（CoC）认知培训。此次培训由品质体系与保障、采购、运营等部门的负责人共同主持，他们的专业知识确保了培训内容的全面性，涵盖了FSC CoC的各项要求。

培训旨在确保流程高效运行，同时严格遵守FSC CoC管理体系。这一举措不仅彰显了我们为各利益相关方和环境创造持久价值的承诺，也为可持续的未来作出贡献。

几名员工回顾了了在2024年参加过的员工活动，并期待在德华继续共度美好的一年。

