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**MATSU**  
Inspiring Office Lifestyle

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# SHU 术

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20 2021 MATSU十大最美办公空间项目  
MATSU 2021 Top Ten Beautiful Office Space Project

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# 卷首语

Editor's Voice

## 混合办公 & 生育率

疫情的一次次反复与逼近让远程办公成为常态,而4月被迫空城的上海让MATSU收获了一份混合办公调研报告:MATSU以被居家办公的上海员工为调研主体,结果显示:如非疫情,仅有8%的人选择了5天居家办公,人们渴望回到真实的协作空间。而近60%参与调研的人选择混合办公:2-3天在企业办公空间,剩下工作日远程(居家)。究其原因则是因为:混合模式可以让职场人拥有居家与在企业空间两者的不同优势:远程办公的自由性(可相对解决家庭与工作的冲突),以及可避免早晚高峰的拥堵,同时也可以享受办公空间当面沟通的协作默契与团队氛围感。

- 而混合办公优势不仅仅之于个人与企业层面,之于社会:
- 避免交通拥堵等问题,并节能减排;
  - 有利于城市群构建与发展,推动优秀人才跨区域,共享用工。人们可以住在A市,生活在B市;
  - 均衡城市各区域房价,均衡市中心和郊区价差
  - 在时空维度上更加灵活地安排自己的家庭和工作,提升家庭生育意愿。

2021年,中国生育率出现历史新低。而混合办公在推动城市群发展的同时,有利于城市各区域房价均衡,一定程度上抑制市中心房价飙升,提升郊区房需求,减轻年轻人的经济压力。让年轻人真正可以拥有“远方”,有闲有钱的享受与体验养育的乐趣!

然而,混合办公是且仅是解决家庭与工作冲突的重要一环。如何提倡和培育男女平权文化,构建完善的产假体系,拥有法律政策的支持,以及优质且工薪阶层消费得起的日托班.....这些才是生育率保障闭环。

—本刊编辑部

## Mixed Office & Fertility

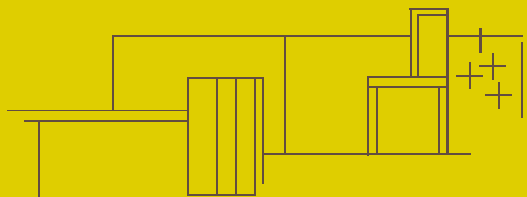
The repeated and approaching of the epidemic has made remote office normal. In April, Shanghai, which was forced to be locked down, allowed MATSU to reap a mixed office research report: MATSU took Shanghai employees who were forced to work at home as the research subjects. The results showed that, if it was not for the epidemic, only 8% chose to work at home for 5 days, and people were eager to return to the real collaborative space. Nearly 60% of the respondents choose mixed office: 2-3 days in the enterprise office space, and working remotely for the rest of the working days (from home). The reason for this is that the mixed mode can enable workers to have the different advantages of home and enterprise space: the freedom of remote office (which can relatively solve the conflict between family and work), and can avoid the congestion in the morning and evening rush hours. At the same time, it also allows them to enjoy the tacit cooperation and team atmosphere of face-to-face communication in the office space.

- The advantages of mixed office are not only for individuals and enterprises, but also for society:
- Avoiding traffic congestion and other problems, saving energy and reducing emissions;
  - Conducive to the construction and development of urban agglomerations, promoting the cross-regional sharing of talents, and allowing people to live in City A and have a life in City B;
  - Balancing the price difference between the city center and the suburb;
  - In the space-time dimension, we are able to more flexibly arrange our family and work, and enhance the family's willingness to bear children.

In 2021, China's fertility rate reached a new low. While promoting the development of urban agglomerations, mixed office was conducive to the balance of housing prices in various regions of the city, to a certain extent, restraining the soaring of housing prices in the center of the city, increasing the demand for housing in the suburbs, and alleviating the economic pressure of young people, so that young people can really have a "distant place for going away", have leisure and money to enjoy and experience the fun of parenting!

However, mixed office is and is only an important part of solving the conflict between family and work. How to promote and cultivate the culture of equal rights between men and women, build a perfect maternity leave system, have the support of laws and policies, and high-quality and affordable day care... These are the closed-loop of fertility protection. Children are the future of society!

# 春



www.matsu.cn

The MATSU Group has been dedicated to providing customers with personalized, high-quality and exquisitely-designed office space solutions. Our wide range of products includes:  
**high quality office furniture,**  
*public space furniture,*  
**LED lighting,**  
office partition systems  
**and carpet**  
in an ultimate design,  
aiming to create an inspiring office lifestyle for our customers.

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Consistent with our magazine's title and theme, each section is named using a Chinese character that uses the character "木" ( pinyin: mu, chinese meaning: wood ) as a component, or radical, of itself. The following list gives the sound of each character and the content of each section.

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Mingyuanyun Shenzhen Headquarters & Wuhan Office Space

广州中轴线 + 城市会客厅 = 承租率破新高的联合办公空间  
Guangzhou Central Axis + Urban Reception Hall =  
Co-Working Space with a New Recording-Breaking Occupancy Rate

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# 定风波 期未来

玛祖铭立26周年庆典

## 玛祖铭立26周年 焕新品牌生命力 MATSU Renewed Its Brand Vitality on Its 26<sup>th</sup> Anniversary

编辑：彭茜 图片由 MATSU 提供 Editor: Qian Peng Photo provided by MATSU

苏轼借旅途风雨喻仕途坎坷，以“一蓑烟雨任平生”之旷达胸襟，诠释其在困境中的持守与定力，不畏打击与摧伤、迎难而上的精神追求。过往或许钦慕于此篇华丽的词藻及超凡的气度，而今更折服于其深邃的意境与哲思。

连续三年，随着疫情的起伏，全球企业遭遇着巨大的冲击，而今年从广深开始，至魔都、至北京的这场四个多月一线城市城市的停摆，令多少企业甚至行业熬不过至暗时刻，即使能挺过来的，也将在很长的一段时期内艰辛困顿、如履薄冰。

Shi SU used the journey to describe the ups and downs of his official career. With the broad mind of "wearing a coir raincoat and living his life despite the wind and rain", he interpreted his persistence and perseverance in difficulties, and his spiritual pursuit of not fearing blows and injuries, and facing difficulties. In the past, I may have admired the magnificent words and extraordinary bearing of this article, but now I am more convinced by its profound artistic conception and philosophy.

For three consecutive years, with the ups and downs of the epidemic, global enterprises have suffered a huge hit. This year, starting from Guangzhou and Shenzhen, to Shanghai and to Beijing, the standstill of first-tier cities for more than four months has made many enterprises and even industries unable to endure the darkest moment. Even if they can survive, they will be struggling and exhausted for a long period of time.

莫听穿林打叶声  
何妨吟啸且徐行  
竹杖芒鞋轻胜马  
谁怕？一蓑烟雨任平生  
料峭春风吹酒醒，微冷，山头斜照却相迎  
回首向来萧瑟处，归去，也无风雨也无晴

——定风波 苏轼【北宋】



纵然如此，疫情虽然延缓了前行进程，但绝不会改变前行的方向。这几年，玛祖铭立通过形象再塑、产品再生、合作再构、文化再建等多元创新，焕新品牌生命力，并于今年获得了“上海市品牌引领示范企业”的荣誉。

2022年6月28日，MATSU 开展了疫情控制常态下的首次线上线下聚会，上海、北京、广州、深圳、中山、成都、苏州、杭州、武汉、长沙的小伙伴们云端相聚，庆贺为 MATSU 获此殊荣，也为玛祖铭立二十六周岁庆生！



Even so, although the epidemic has slowed down the progress, it will never change the direction of progress. In recent years, MATSU has renewed the vitality of its brand through multiple innovations such as image reshaping, product regeneration, cooperation reconstruction, and cultural reconstruction, and won the honorable title of "Shanghai Brand Leading Demonstration Enterprise" this year.

On June 28, 2022, MATSU held its first online and offline gathering under the normal situation of epidemic control. Partners from Shanghai, Beijing, Guangzhou, Shenzhen, Zhongshan, Chengdu, Suzhou, Hangzhou, Wuhan and Changsha gathered online to celebrate this honor of MATSU and MATSU's 26th birthday!



### 品牌焕新四大步 FOUR MAJOR STEPS FOR BRAND RENEWAL

#### STEP 1

形象再塑  
Image Reconstruction

#### STEP 2

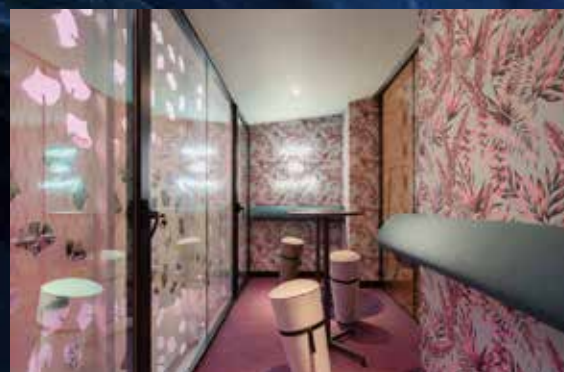
产品再生  
Product Regeneration

#### STEP 3

合作再构  
Reconstructing Cooperation

#### STEP 4

文化再建  
Rebuilding Culture



### STEP 01 形象再塑 IMAGE RECONSTRUCTION

以多元艺术美学，打造时尚炫彩办公生活体验中心

Creating a fashionable and colorful office-life experience center with diversified artistic aesthetics

十数年来，玛祖铭立一直以相对冷峻的工业风来体现高端品牌的精纯气质。如今，对于新一代追求鲜明生活的职场人来说，难免会感到单调并产生一定的疏离感。

For more than ten years, MATSU has been reflecting the purity of high-end brands with a relatively cold industrial style. Nowadays, for the new generation of working adults who pursue a distinctive life, this style will inevitably feel monotonous and have a certain sense of alienation.

于是，近几年，我们对各地办公生活体验中心进行形象重塑，应用新型的材质、工艺、色彩及光电，营造戏剧性的趣味与新锐感，体现充满冲撞又相互制衡的多元艺术之美：几何壁纸与线条丰盈的家具、炫酷魔彩的软装与黑、白、灰硬装，丰富的饰面材质与变化的光电效应。将每个空间都打造成能与心灵对话的场所：热情开放的接待、偶遇即时的交流、大气沉稳的商务、无物的协同、随心所欲的脑暴、轻松一刻的健身……进一步实现激发新一代职场人灵感的办公生活方式。

Therefore, in recent years, we have reshaped the image of office and life experience centers around the world, applying new materials, processes, colors and optoelectronics, creating a dramatic sense of interest and cutting-edge, reflecting the beauty of multiple arts full of collision and mutual checks and balances: Geometric wallpaper and furniture with rich lines, cool magic color soft clothing and black, white, gray hard clothing, rich decorative materials and changing optoelectronic effects. Build every space into a place that can talk with the soul: warm and open reception, real-time communication when encountering, atmospheric and calm business, unimpeded collaboration, brain violence at will, fitness for a relaxed moment... Further realize the office life style that inspires the inspiration of the new generation of workplace people.





## STEP 02 产品重生 PRODUCT REGENERATION

以多元的产品矩阵, 营造灵动鲜活的空间  
Creating a flexible and fresh space with a diversified product matrix

为了打破产品矩阵上单一的德式风格, 更多不同空间的产品加入, 形成模组化、智能化及艺术化的多元风格, 大大提升了玛祖铭立在各个功能布局配置上的先进性与独树一帜。2020 年我们导入艺术雕塑感极强的金属意大利户外家具品牌 da a 与以创意家具系统为主的 Westermann 合作。至此, MATSU 拥有了超 180 个产品系列。

### 模组化家具X-BRICK&FLOMO

颠覆传统培训与分享模式的超轻产品

Modular Furniture X-BRICK&FLOMO  
Ultralight Products that Subvert the Traditional Training and Sharing Mode

轻量化培训系统 X-BRICK & FLOMO 便是满足灵活性办公需求的创意家具典范, 街头感的外观突破传统德式家具优雅简约质感。模块化的家具系统让空间随时态与员工需求当下变换, 实现同一物理空间的多功能化布局。

Xbrick 仅有 1.4kg 的重量, 却可载重 200 kg, 并且环保性及阻燃性卓越, 超强的安全性能、实用价值及与极致模块化的特性, 使 Xbrick 如“魔盒”一般可排组成百变造型, 能适应 3 种不同领域, 即办公、教育、运动以及营造出至少 8 种工作形态, 即分享培训、讨论洽谈、会务商议、头脑风暴、小组学习、团建活动、休闲生活、专注静土。其颠覆了传统办公室的空间布局, 也因此荣获了 German design award 与 Focus Open 金奖等国际奖项

In order to break through the monotonous German style on the product matrix, more diversified space products are added to form a modular, intelligent and artistic multi style, which greatly improves the progressiveness and uniqueness of MATSU in the layout and configuration of various functions. In 2020, we introduced a metal Italian outdoor furniture brand, da a, with a strong sense of artistic sculpture, to cooperate with Westermann, which focuses on creative furniture systems. So far, MATSU has more than 180 product lines.

The lightweight training system X-BRICK & FLOMO is a model of creative furniture that meets the needs of flexible office. The appearance of street sense breaks through the elegant and simple texture of traditional German furniture. The modular furniture system allows the space to change with the current tense and employee needs, and realizes the multifunctional layout of the same physical space.

Xbrick weighs only 1.4kg, but it can carry 200 kg. It has excellent environmental protection and flame retardancy. Its super safety performance, practical value and extreme modularity make Xbrick, like a "magic box", can be arranged into a variety of shapes, and can adapt to three different fields, namely office, education, sports, and create at least eight working forms, namely sharing training, discussion and negotiation, conference negotiation, brainstorming, group learning, group building activities, leisure life and focus quiet land. It has overturned the spatial layout of traditional offices, and therefore won international awards such as the German design award and the Focus Open Gold Award.



### 智能化家具MOTU

实现站坐交替、自由移动的“液态办公”

Intelligent Furniture MOTU  
Realize "Liquid Office" with Alternating Standing and Sitting and Free Movement



带滚轮的 MOTU 电动升降桌组推出“液态办公”理念, 促进职场人站坐交替、自由移动, 在办公空间里动起来, 让人成为空间使用者的同时更能成为空间的主宰, 促进“创意横溢”及“信息互联”。

独特的 A 形桌脚, 赋予 MOTU 个性工业化风格, 在行业单调的升降桌外观设计中脱颖而出。凭借着出色的外观与功能, MOTU 也荣获了 Open focus 以及 German design Award 等奖项。

MOTU electric lift table set with rollers introduces the concept of "liquid office", which promotes working people to stand and sit alternately, move freely, and move in the office space, so that people can become space users and become masters of the space, promoting "creative overflow" and "information interconnection".

The unique A-shaped table feet endow MOTU with a personalized industrial style, going viral among the monotonous appearance design of the lifting table in the industry. With its excellent appearance and function, MOTU has also won awards such as Open focus and German design Award.

### 艺术化家具Da a

雕塑感极强的金属意大利品牌

Artistic Furniture Da a  
Italian Metal Brand with A Strong Sculptural Sense

2010 年后, MATSU 玛祖铭立与意大利合作伙伴“Daa”合作。其产品艺术雕塑感极强的造型完全颠覆了原有传统德式办公家具严谨线条的冷峻之感。张扬的线条, 风格鲜明的造型, 让 Da a 的产品在空间中永远散发出主角的光芒; 甚至可以说, 堪比艺术收藏品!

After 2010, MATSU cooperated with Italian partner "Daa". The extremely artistic sculptural shape of their products has completely subverted the original cold sense of the rigorous lines of traditional German office furniture. Da a's products always radiate the light of the protagonist in the space because of its bold lines and distinctive shapes; It can even be said that it is comparable to art collections!



## STEP 03 合作再构 RECONSTRUCTING COOPERATION

以多元跨界合作, 共创立体化“办公健训”理念  
Creating a Three-Dimensional Concept of "Office Healthy Training" through Diversified Cross-Border Cooperation



故此, 2020~2021 年深圳设计周, 玛祖铭立开创性跨界与 ZWYN (健身美学领域的关键意见领袖) 携手, 结合新品轻量化模块家具 X-BRICK 展现了一个具有城市生命力, 适用于团队协作的灵动多变的健康办公训场。这种与健身行业的跨界合作方式, 突破了办公领域的内在视野, 将办公环境的整体解决方案从静态转向动态, 从平面变得更加生动立体, 率先以“健康”元素追求跨界合作, 引导后疫情时代企业新的办公生活理念。

Therefore, during the 2020-2021 Shenzhen Design Week, MATSU worked together with ZWYN (the key opinion leader in the field of fitness aesthetics) in a pioneering cross-border way and cooperated with the new lightweight module furniture brand, X-BRICK, to show a smart and changeable public training ground with urban vitality and suitable for teamwork. This way of cross-border cooperation with the fitness industry has broken through the internal vision of the office field, changed the overall solution of the office environment from static to dynamic, from a plane to a more vivid and three-dimensional method, taken the lead in pursuing cross-border cooperation with "health" elements, and guided enterprises to adopt new office and life concepts in the post-epidemic era.

近几年, 新冠的意外突击让人们更关注健康办公, 枸杞青年演化成白领常态, 办公生活化、办公健身化成为优质办公空间的趋势, 因此营造健康动态的工作模式与办公环境也成了玛祖铭立研究的课题。

In recent years, the unexpected attack of COVID-19 has made people pay more attention to healthy office work. Young people that drink water soaking Chinese wolfberries have evolved into white-collar normality, and office lifestyle and office fitness have become the trend of high-quality office space. Therefore, creating a healthy and dynamic working mode and office environment has also become the research topic of MATSU.



## STEP 04 文化再建 REBUILDING CULTURE

以多元企业角色, 深入环保事业, 推动企业及生态的可持续性发展  
Taking the Role of Diversified Enterprises, Going Deep into the Cause of Environmental Protection, and Promoting the Sustainable Development of Enterprises and Ecology

玛祖铭立一直是行为中的环保先锋, 各系列产品率先于 2010 年就通过 GREENGUARD 室内空气质量认证; 上海办公体验中心于 2010 年作为中国本土优先获得 LEED 绿色建筑评估体系金级认证的办公家具品牌展厅。近年来, 玛祖铭立更是投入到 WELL 认证的实践中, 2020 年, 玛祖铭立被授予 IWBI (国际 WELL 建筑研究所) 全球基石级会员, 公司内部也已经培养出数名 WELL 专业顾问, 以产品及专业助力我们的客户获得 WELL 认证 (2020 年, 助力保时捷中国总部荣获 WELL 金级认证)。

不仅如此, 玛祖铭立进一步关注到全球生态问题。与社会性企业拉雅克的深入合作, 以尊重人、尊重生态、尊重文化为基准, 双方从藏区牧民手中以高于市场价十倍的标准收购生态养殖的牦牛皮, 对牦牛皮进行加工后用于家具产品上, 通过融合产业链的模式带动牧区经济共同富裕, 让牧民得以留在草原, 用当地的生活方式守护大自然 (散养放牧时, 牦牛带着草种播撒, 踏入入土, 以避免高原风沙吹走与紫外线的灼伤), 以信仰的方式去做环保, 保护草原, 避免荒漠化, 从而保护青藏高原这一亚洲水塔, 可持续性的维护生态。

MATSU has always been a pioneer in environmental protection. All series of products passed the GREENGUARD Indoor Air Quality Certification in 2010; Shanghai Office Experience Center was established in 2010 as an office furniture brand exhibition hall in China, which was the first to obtain the gold certification of LEED Green Building Evaluation System. In recent years, MATSU has been more involved in the practice of well certification. In 2020, MATSU was awarded the Global Cornerstone Membership of IWBI (International WELL Building Institute). The company has also trained several WELL professional consultants to help our customers obtain the WELL certification with products and expertise. In 2020, they helped Porsche China Headquarters win the WELL Gold Certification.

Moreover, MATSU paid more attention to global ecological issues. The in-depth cooperation with social enterprise, LHAYAK, is based on respect for people, ecology and culture. The two sides purchased ecologically-bred yak skins from Tibetan herdsmen at a standard ten times higher than the market price, processed yak skin and used them for furniture products, promoted the common prosperity of the pastoral economy through the integration of industrial chains, so that herdsmen could stay on the grassland, protecting nature with the way of life on the land (when free range grazing, yaks sow with grass seeds and step into the soil to avoid the wind and sand blowing away on the plateau and the burning of ultraviolet rays), and doing environmental protection in the way of faith, protecting the grassland and avoiding desertification, so as to protect the Qinghai Tibet Plateau, an Asian water tower, and sustainably maintain the ecology.



我们何其有幸彼此相遇, 与 MATSU, 共同成长, 共同感知这个极具生命力, 保持年轻且自带新锐感的品牌; 共同创造与见证, 品牌的一个个高光时刻!

How lucky we are to meet each other, Grow together with MATSU, And sense this brand with extreme vitality, Remaining young and with a cutting-edge sense, Together we create and witness, Every highlight moment of this brand!





自 2020 年 1 月 23 日起, 武汉为期 76 天封城。谁也没预想到, 时隔 2 年, 这一幕会继续在中国超大城市深圳、上海陆续发生。特别是上海, 封控之突然, 时间之长久, 自 3 月 28 日与 4 月 1 日浦东浦西依次“封城”, 时至 6 月 1 日正式全面解封。

不久前, 上海有些地方开始出现食材短缺。在这 4 月的上海, 6 点起来“抢菜团购”, 8 点半开始“居家早会”, 随时被叫“核酸抗原”。而这也成了“4 月上海三件事”。

Wuhan was closed for 76 days from January 23, 2020. No one expected that after two years, this scene would continue to happen in China's mega cities, Shenzhen and Shanghai. Especially in Shanghai, the closure was sudden and lasted for a long time. From March 28 to April 1, Pudong and Puxi was successively "closed". Up till now, the lockdown has not been lifted.

Not long ago, there began to be a shortage of food ingredients in some parts of Shanghai. In Shanghai in April, people got up at 6 o'clock for "panic buying vegetables as a group", started the "home morning meeting" at 8:30, and was required "nucleic acid antigen" at any time. These also became the "three important things in Shanghai in April".

# 4 月之声 | MATSU 上海

## Voice of April | MATSU Shanghai

编辑: 彭茜 图片由 MATSU 提供 Editor: Qian Peng Photo provided by MATSU

# 1 暖心“蔬果侠”来也!

## Warm-hearted "Fruit and Vegetable Man" Came!

于是, 玛祖铭立第一时间统计需求, 为上海各地每一位所需员工寻找食材来源, 并于筹备好当天连夜将爱心礼包(大白菜、黄瓜、番茄、面食、配菜、牛肉、猪肉、牛奶、橙子、苹果等), 送到每位员工所住之地。

疫情虽封住了我们的轨迹, 但封不住我们的行动力。疫情虽让我们不能彼此相见, 但抵挡不住我们思想之间的碰撞。在收到食材后, MATSU 人用创意赋予爱心食材大礼包以全新生命力与温度。

As a result, MATSU counted the needs at the first time, found the source of food ingredients for every employee in need in all parts of Shanghai, and sent a loving gift bag (Chinese cabbage, cucumber, tomato, cooked wheaten food, side dishes, beef, pork, milk, milk, oranges, apples, etc.) to each employee's place on the night of preparation.

Although the epidemic has sealed our track, it cannot seal our action. Although the epidemic has made us unable to meet each other, it cannot resist the collision between our thoughts. After receiving the ingredients, MATSU people used creativity to give the loving ingredients gift bag a new vitality and temperature.

## 4月上海三件事

- 1 团购抢菜
- 2 核酸抗原
- 3 居家办公



# 2 抗疫“微光”

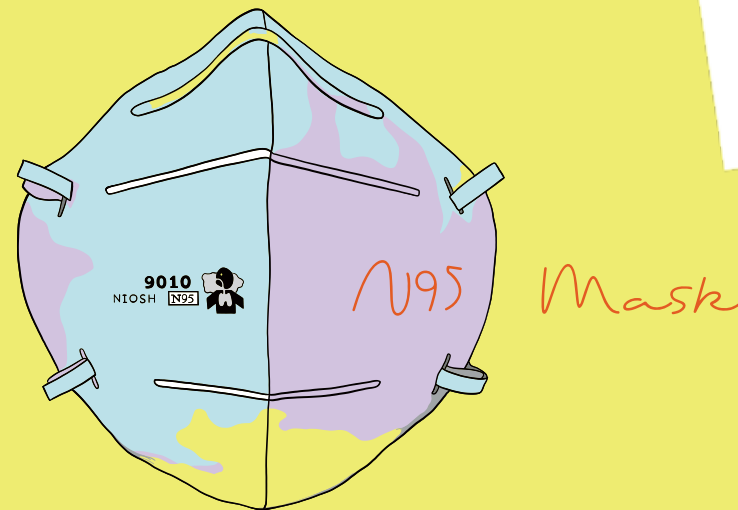
## Anti-Epidemic "Gleam"

不管是对内, 还是对外。在这场疫情防控阻击战中, 玛祖铭立并未只顾自身逆境逆袭, 还号召员工纷纷化身“逆行者”、“守护者”, 用一点点志愿的微光汇聚起战疫的磅礴力量, 守护万家灯火。

3 月 17 日, MATSU 从上海家具协会得知: 徐汇区华泾镇抗疫物资短缺, 立即筹集了 200 个 N95 口罩, 由于快递无法送达, 公司员工自发送到指定地点, 为保障抗疫一线工作人员的防护需要尽了一份力。

Both internally and externally, in this battle of epidemic prevention and control, MATSU did not only focus on its own adversity, but also called on employees to incarnate as "rebels" and "guardians" with one volunteer shimmer and another to gather the majestic power of the war against epidemic and protect the lights of all families.

On March 17, MATSU learned from the Shanghai Furniture Association that there was a shortage of anti-epidemic materials in Huajing Town, Xuhui District, and immediately raised 200 N95 masks. Because the express delivery could not be delivered, the company's employees sent them to the designated place by themselves, and did their best to ensure the protection needs of the front-line anti epidemic staff.



随后 3 月 23 日, 玛祖铭立积极发扬“一方有难、八方支援”的传统美德, 主动肩负起社会责任, 依托上海市闵行区青年企业家协会, 为闵行抗击疫情工作、关爱闵行区高龄长者、困难青少年捐款 1 万元整。

Then on March 23, MATSU actively carried forward the traditional virtue of "when one party has difficulties, all sides support", took the initiative to shoulder social responsibility, and donated RMB 10,000 for Minhang's anti-epidemic work and care for the elderly and youth in need in Minhang District, relying on the Shanghai Minhang District Young Entrepreneurs Association.



不仅如此, 4 月 17 日, 玛祖铭立响应闵行区工商联的号召, 闵行区员工邢颖、盘友军、赵玉林积极参与到社区防疫保供突击队中, 以在有需要之时服务保障本人所居住的小区。

Not only that, on April 17, MATSU responded to the call of Minhang District Federation of Industry and Commerce, and Minhang District employees Ying Xing, Youjun Pan, and Yulin Zhao actively participated in the community epidemic prevention and supply commando to serve and protect the community they live in when necessary.





尊敬的 MATSU 家人们,

当前, 全国部分地区都有着不同程度的新冠疫情, 先是深圳, 后是上海, 这两个区域的所有员工都已经几轮封控在各自的社区进行居家办公, 城市也先后处于阶段性停摆状态, 给我们每个人的生活及工作都带来了巨大的影响。

深圳解封后, 上海作为集团总部及主力战场之一, 正遭受着前所未有的冲击, 公司尽全力保障员工的生活, 为员工提供安全的工作环境, 也希望全体员工同舟共济、众志成城, 为企业分担压力、同呼吸共命运。

所有居家办公的同事都要保持工作热情及效率, 尽一切努力做好工作。城市停摆但沟通不止, 前端销售同事要保持密切的客户关系维护及项目跟进, 后勤同事要做好交付保障及支持工作, 所有管理层须想方设法进行沟通扶助及资源调配。上海虽处疫情, 但各地有需要总部支持的内容, 仍请随时提出, 行政管理总部将凝聚大家的力量不遗余力地给以支持。艰难时刻方显英雄本色, MATSU 人的坚韧在此时更要充分发扬与彰显!

疫情终将过去, 未来更具挑战, 保持战斗力、逆流而上!!

共进共勉! 同时, 请大家做好防疫工作, 注意安全, 保重身体, 让我们每个人都及家人都健康平安!

## 3 居家办公的 MATSU 人

MATSU People Worked at Home

这一次, 是很多上海职场人第一次长时间被迫体验居家办公。由于封控突然且时间长短不可知, 大部分人, 包括我们 MATSU 总部的职员们, 都未将必要的资料与办公设备整理回家。

这为后续居家办公带来了不少影响。但是随着 MATSU 这样一份至家人们的公开信, 很多 MATSU 人凝心聚力, 遇到问题解决问题, 拿出了封存已久的电脑。电脑慢, 就先清理系统与储存盘。没公司资料, 就运用 IT 搭建的远程内部共享。无法面对面沟通, 就以远程会议连线。项目进度管控, 就依托每日线上文档同步日计划, 周总结以落实执行。

This is the first time that many working people in Shanghai have been forced to experience working from home for a long time. Due to the sudden lockdown and unknown length of time, most people, including the staff of our MATSU headquarters, did not sort out the necessary information and office equipment home.

This has brought a lot of impact to the follow-up working from home. However, with an open letter like MATSU's, many MATSU people gathered together to solve problems and took out computers that had been stored for a long time. When the computer was slow, they cleaned the system and storage disk first. Without company information, they used the remote internal sharing built by it. When they couldn't communicate face-to-face, they connected through remote conference. Project progress control relied on daily online documents to synchronize daily plans and weekly summaries to implement.

### 居家办公 5 年半, 资深远程品牌人, Anna

作为一个资深居家办公打工人, 曾一度被众人羡慕。但只有体验其中的人才深知, 长时间居家办公的苦与乐。曾经的我还可以因为上下班于路途中奔波, 而顺便活动了筋骨, 现在则是微信步数 1000 以内长期保持者, 严重缺乏户外活动。所以身体健康与体态保持多靠自主运动。

至于工作与生活界线的模糊, 于我个人而言, 影响不大, 毕竟不管在哪里上班, 都是以工作目标与完成任务内容为主, 而非地理位置与坐班时间。

Worked at home for 5 and a half years, senior remote brand person, Anna

As a senior working from home worker, I was once envied by everyone. But only those who experience it know the bitterness and joy of working at home for a long time. I used to be able to exercise on the way to and from work, but now I am a long-term holder of WeChat steps within 1,000, seriously lacking outdoor activities. Therefore, my physical health and posture maintenance rely more on independent exercise.

As for the blurring of the boundary between work and life, it has little impact on me personally. After all, no matter where I work, I mainly focus on the work objectives and task content, rather than geographical location and shift time.



Jack  
打游戏的,  
谁还没有个双屏

Alana  
站立办公  
猫抓板 = 升降桌

Chelsea  
人体工学椅  
伺候



Lulu  
“闪电侠”  
高效办公 ing



Mia Wang  
孩子的书桌  
已被征用



Helen Yi  
阳台的阳光,  
唤醒新的一天



Micky  
MATSU 打工狗



Gici  
2022 年开门红红包  
一直守护我



Matt  
榻榻米上坐



Marry  
懒人沙发 + 阳台 = 绝配



Eve  
餐桌 = 办公桌



Echo  
护肤 + 办公  
两不误



Dora  
喵星人监工了!

## WORK FROM HOME, ONE DAY

从居家办公 5 年半的资深远程职场人, 到被疫情所迫居家 1 个月的体验者, 听 MATSU 人说说不一样的“居家办公”。

From experienced remote workers who have worked at home for five and a half years to those who have been forced to work from home for one month by the epidemic, listen to MATSU people tell different stories of "working at home".

### 居家办公 5 年, 平面设计师, Oliva

我和我老公双方父母都没办法帮我们带孩子, 所以居家办公相对可以平衡工作与照顾孩子吧! 另外, 就工作而言, 我的工作性质适合在家办公, 可以独立思考, 不需要过多的部门间的沟通。

但如若不是因为孩子, 我还是愿意在公司正常上班。毕竟在现代社会, 职场时间几乎等于二分之一人生时间的资本时代, 社交圈≈工作圈。完全远程办公无法建立更为深厚的同事关系, 从而拓展社交人脉。

Worked at home for 5 years, graphic designer, Oliva

Both parents of my husband and I can't help us take care of our children, so working from home can relatively balance work and taking care of our children! In addition, in terms of work, the nature of my work is suitable for working from home. I can think alone without too much communication between departments.

But if it weren't for my children, I would still like to work normally in the company. After all, in modern society, the working time is almost equal to half of the life time of the capital era, social circle ≈ work circle. Completely telecommuting cannot build deeper colleague relationships or expand social contacts.

### 上海疫情期被迫居家办公的品牌工作者, Eliana

有些工作如当面沟通, 氛围感与默契度会更好, 也许会更有利于共识的建立。

Eliana, a brand worker forced to work from home during the epidemic in Shanghai

For some jobs, such as face-to-face communication, the atmosphere and tacit understanding will be better, which may be more conducive to the establishment of common view.

### 上海疫情期被迫居家办公的人事工作者, William

我住在花桥, 公司在徐汇, 每天 6 点就要起床的我, 居家办公期间, 终于可以睡到 7 点。以前都是外卖重油重盐或代餐并不新鲜。现在虽然上海物资紧张, 但终于可以吃新鲜的, 健康的饭菜了。但沟通成本确实较高!

William, a personnel worker forced to work from home during the epidemic in Shanghai

I live in Huaqiao and my company is in Xuhui. I have to get up at 6 o'clock every day. When I work from home, I can finally sleep until 7 o'clock. My food used to be takeout, with heavy oil, heavy salt or substitute food, which was not fresh. Although Shanghai is in short supply now, we can finally eat fresh and healthy meals. But the communication cost is really high!

### 上海疫情期被迫居家办公的平面设计师, Alex

我喜欢公司上班, 有相对完善的硬件设备 (快速的电脑、人性化的办公椅, 也没有孩子和生活琐事干扰)

Alex, a graphic designer forced to work from home during the epidemic in Shanghai

I like working in the company with relatively perfect hardware equipment (fast computers, humanized office chairs, and no interference from children and daily chores)



## 8:30-9:00



卧室的床：早起一杯咖啡，晨会过下工作计划与项目进度。这是一天的开始！

Bed in the bedroom: get up early with a cup of coffee, and have a morning meeting to discuss the work plan and project progress. This is the beginning of the day!

## 9:00-11:00



阳台与客厅地毯区：懒人沙发与 Xbrick 轻量化、模块化家具让我想去哪里就去哪里！上午把琐事与协作事宜集中完成，以留给下午整片的伏案时间。

Balcony and living room carpet area: bean bag and Xbrick lightweight and modular furniture allow me to go wherever I want! I usually finish the trivial matters and cooperative matters in the morning, so as to leave the whole afternoon for bending over the table writing.

## 11:00-12:00



飘窗：飘窗和地面的高度差，给人以不一样的体验感。在家没有升降桌，那就换个姿势，换个飘窗！

Bay window: the height difference between the bay window and the ground gives people a different sense of experience. If you don't have a lift table at home, then change your posture and a bay window!

## 13:00-15:00



餐厅：午饭后，直接餐桌上办公，将美食中获取的味蕾享受，转换到工作灵感中。

Restaurant: after lunch, you can work directly on the dining table, and convert the tasteful experience obtained from delicious food into work inspiration.

## 15:00-15:15



卫生间：不放过任何一个产生灵感的空间。

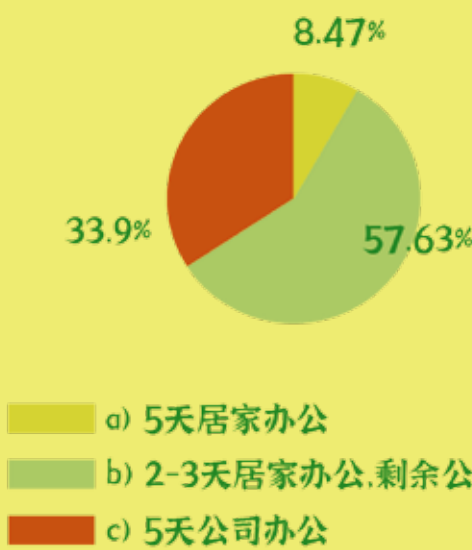
Bathroom: not letting go of any space for inspiration.

## 15:15-18:00



书房：下午整片的时间用于专注伏案。

Study: the whole afternoon is devoted to bending over the desk.



在这个疫情常态化的职场时代，每一个中国人几乎都尝试过 WORK FROM HOME。于是，MATSU 市场部发起了“居家办公”调研，共有百余人参与。结果显示近 60% 的人选择 2-3 天居家办公，超过 30% 的人选择 5 天公司办公，仅 8% 左右的人选择 5 个工作日居家办公。

我们曾经以为和向往的居家办公之自由，原来并不是大众所向。大部分人还是期待回归办公空间重新建立联系。人们渴望作为群居生物的身心社交，喜欢头脑风暴的灵感碰撞，期待茶水间不期而遇的招面，享受线下团建所营造的归属感，更迫不及待想要开启团队协作共赢模式。

In this era of normalized epidemic, almost every Chinese has tried WORK FROM HOME. Therefore, the marketing department of MATSU launched the "working at home" survey, involving more than 100 people. The results show that nearly 60% of people choose to work from home for 2-3 days, more than 30% choose to work in the company for 5 days, and only about 8% choose to work from home for 5 working days.

The freedom of working at home that we once thought and yearned for was not what the public wanted. Most people are still looking forward to returning to office space and re-establishing connections. People are eager to socialize physically and mentally as social creatures, like the inspiration collision of brainstorming, look forward to the unexpected face-to-face meet-ups in the tea room, enjoy the sense of belonging created by offline team building, and can't wait to start the win-win mode of team cooperation.

然而，除了社交团建的需求无法满足，减少通勤时间的温馨之家作为办公场所为何不香？深入探究其背后因素列举 10 余点如下：

- 餐椅不是专业办公椅，不宜久坐伏案
- 没有专注、安静的办公环境，被家庭生活不断干扰
- 在卧室，WIFI 网速到只能靠手机移动流量
- 没有双屏，核对稿件与数据，笔记本屏幕小到看对眼
- 无法快速登陆公司系统，获取公司信息资源
- 无法参与企业培训，获取前辈指导与学习路径
- 三费（网费、水费、电费）自理，春秋尚可，夏冬空调费秒杀外出油费补贴
- 居家办公享受自由无监控的同时，也模糊了 8 小时工作制界线，夜间线上会议成为企业优选最佳时间
- 居家办公没有面对面公司交流同步的氛围感，效率降低
- 减少通勤路程的同时，也意味着被动减少运动量

However, in addition to the unmet needs of social intercourse and league building, why doesn't a warm home that reduces commuting time serve as an office space? We explored the factors behind it, and listed more than 10 points as follows:

- The dining chair is not a professional office chair, so it is not suitable for sitting down for a long time;
- There is no dedicated and quiet office environment, which is constantly disturbed by family life;
- In the bedroom, WIFI is so slow that you can only rely on mobile data;
- Without double screens, when checking the manuscript and data, the laptop screen is so small that eyes become sore;
- Unable to quickly log in to the company's system to obtain the company's information resources;
- Unable to participate in enterprise training or obtain senior guidance and learning path
- The three fees (network fee, water fee and electricity fee) need be taken care of by oneself. In the spring and autumn, they are OK, but the air conditioning fee in summer and winter is even higher than the outdoor oil subsidy;
- While enjoying the freedom of working at home without monitoring, it also blurs the boundary of the 8-hour working system. Night online meeting becomes the best time for enterprises to choose;
- Working from home has no atmosphere of face-to-face company communication synchronization, and the efficiency is reduced;
- While reducing commuting distance, it also means passively reducing the amount of exercise.

另外据调研，人们青睐居家办公的主要几点因素见下表。其中最吸引人的因素是：其减少了通勤时间，可避免上下班高峰拥堵的困扰。

- 不用坐班打卡，以任务项目制完成工作，相对自由的时间支配，避免人流高峰去公共场所（比如医院）
- 相对自由的空间支配，可以在沙发、地毯、餐桌任一地方开展工作；
- 减少了通勤时间，避免上下班高峰拥堵的困扰
- 可以在家用餐，有利于健康饮食

In addition, according to the survey, the main factors that people prefer working from home are shown in the table below. One of the most attractive factors is that it reduces commuting time and avoids the problem of rush hour congestion.

- There is no need to clock in on duty. You only need to complete the work in the task project system. And you're free to manage your time. Avoid going to public places (such as hospitals) during the peak flow of people;
- Relatively free space control, you can work anywhere in sofa, on the carpet, one the dining table and desk;
- Reduced commuting time and avoid congestion during rush hours;
- You can eat at home, which leads to a healthy diet.



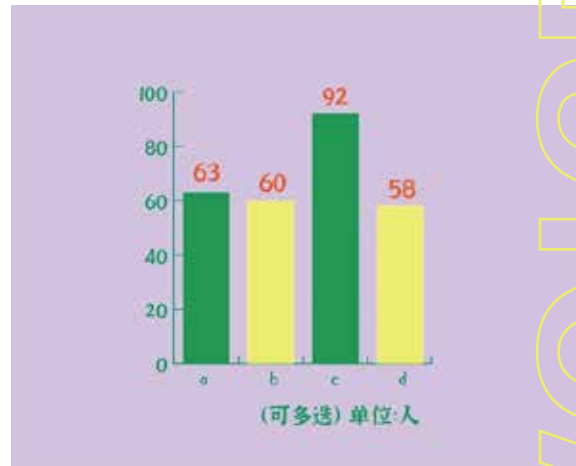
疫情的结束不代表居家办公的终止。此次 MATSU 调研中近 6 成的人选择混合模式（居家办公 + 公司办公），足已表明混合办公模式时代的到来。作为一家全球性知名建筑设计公司 Gensler 也指出：**混合办公模式指员工采取办公室办公和远程办公相结合的方式**，这种新的办公模式不仅有助于解决办公空间在疫情前后存在的问题，而且有助于探索新的地产策略，并且也有利于高效性与创意性，工作满意度，独立处理工作的能力提升。

最后，我们期望上海早日解封，期待上海职场人不再需要被迫居家办公，而是自由选择更为高效的混合模式。



居家办公最为困扰三点是：  
53 人认为没有专注、安静的办公环境，被家庭生活不断干扰；  
58 人无法快速登陆公司系统，获取公司信息资源；  
59 人居家办公没有面对面公司交流同步的氛围感，不易换位思考，故此交流效率降低

The three most troublesome aspects of working from home are:  
53 people believed that they did not have a dedicated and quiet office environment and were constantly disturbed by family life;  
58 people can't quickly log in to the company's system to obtain the company's information resources;  
59 people who work from home do not have the atmosphere of face-to-face company communication and synchronization, and it is not easy to transpose thinking, so the communication efficiency is reduced.



The end of the epidemic does not mean the end of working at home. Nearly 60% of the people in the MATSU survey chose the mixed mode (working at home + working in the office), which fully indicates the arrival of the era of mixed office mode. Gensler, a global well-known architectural design company, also pointed out that the mixed office mode refers to the combination of office work and remote work. This new office mode not only helps to solve the problems existing in the office space before and after the epidemic, but also helps to explore new real estate strategies, and is also conducive to the improvement of efficiency and creativity, job satisfaction, and the ability to deal with work independently.

Finally, we hope that the lockdown in Shanghai will be lifted as soon as possible, and that Shanghai workers will no longer be forced to work at home, but will be free to choose a more efficient mixed mode.



MATSU 玛祖铭立的七款「柔性办公全新休闲协作系列沙发」打破传统办公空间固有的明确区域格局，使界与界之间，办公与生活之间，渗透、糅合，形成一种相融协作的新工作模式。让员工对工作与生活保有心中的热爱，在充满磁场默契的协作氛围中，高效实现团队目标。

MATSU 玛祖铭立的七款「柔性办公全新休闲协作系列沙发」是玛祖铭立邀约在华比利时独立设计师 Joeri Reynaert 于 2020 原创设计。今年，我们将柔性办公系列置身于不同的中国代表特色的自然风光中：神秘西域、雅韵竹林、红墙绿瓦、岩洞峭壁，让国际设计于中国意韵中碰撞、融合出不一样的视觉效果。

MATSU's seven "new leisure and collaboration sofas" break the clear regional pattern inherent in traditional office spaces, allowing the world to penetrate and blend between office and life, forming a new kind of fusion and collaboration. Operating mode. Let employees keep their love for work and life, and achieve team goals efficiently in a collaborative atmosphere full of magnetic fields.

MATSU's seven "flexible office new leisure collaboration series sofas" were originally designed in 2020 by the Belgian independent designer, Joeri Reynaert, who was invited by MATSU. This year, we will place the flexible office series in different natural landscapes with Chinese characteristics: mysterious western regions, elegant bamboo forests, red walls and green tiles, and cave cliffs, so that international design can collide with Chinese charm and combine different visual effects.



# FLEXIBLE OFFICE

MATSU NEW SEVEN COLLABORATIVE AND LEISURE PRODUCTS

## 当“柔性办公”系列于国风意韵中 MATSU休闲协作沙发系列

编辑：彭茜 图片：由 MATSU 提供 Editor: Qian Peng Photo provided by MATSU

关于设计师 Designer：  
**Joeri Reynaert**

Joeri Reynaert 作为一名独立设计师，他在比利时的 Interieur 2012 和意大利的 Salone del Mobile 2012 上展示了他的第一个系列，该系列已在全球发布。后来他移居中国，在 DeTao Master Academy 任教，将他在市场上的丰富经验传授于他的学生。现在，Joeri 在上海经营自己的设计工作室，2018 年，Joeri 开始与 MATSU 合作，设计 morse 功能桥设计，之后又合作设计了“柔性办公”七款沙发系列等原创产品。

**Designer:**  
**Joeri Reynaert**

As an independent designer he presented his first collection at Interieur 2012, Belgium and Salone del Mobile 2012, Italy, which got published worldwide. Later he moved to China and became studio manager for Dirk Wynants design studio in Shanghai, and teaches at the DeTao Master Academy, where he established a 4 year undergraduate program, transferring his large experience in the market to his students. Now Joeri runs his own design studio in Shanghai. In 2018, Joeri began to cooperate with MATSU to design Morse functional bridge, and then cooperated with MATSU to design seven sofa series of "flexible office" and other original products.



西域的神秘与灼热的光，让漠北泛起了神圣之色。人们强睁着一只眼，避开直射的光，又透过它看到了：艺术与文明的经典，并给予它至高且不变的尊望。

The mystery and burning light of the western regions make North of the Gobi desert look sacred. People closed one eye to avoid the direct light, while seeing through it: The classics of art and civilization, and give it the highest and constant respect.

Prestige 入时又经典的设计，赋予其特有的尊望气质。Prestige 半包的设计，通过单、双人沙发与大小茶几搭配出不同组合变化，以现代开放的氛围赋予贵宾礼遇，适用于任何高端室内环境或经理办公接待区。

The Prestige collections breathes elegance, style and class and is therefore a perfect match for any high end interior or manager office. The sofa stands out through carefully designed leg details and use of premium materials only.



## 01 Prestige

**BORN WITH ELEGANCE**  
**入时 & 经典, 众望 & 优待**

起伏的屋檐，将墙内外的世间道尽，将人之间的礼遇延绵。

The undulating eaves interpret the world inside and outside of the wall, and spread the courtesy between people.

Bowler 平滑的设计，配以礼帽的造型，使整个沙发看上去极为有趣。礼帽的外沿演变成座椅的扶手，并由贴合边缘细致曲线的框架支撑。巧妙的承重结构，让 Bowler 仿佛被施以设计“戏法”。

Smooth design paired with the style of bowler hat gives the sofa an interesting look. The brim of the "hat" evolves into armrest, which fits the framework support of edge curve. The smooth chair design provides maximum comfort during use with consideration to the ergonomics of seating. Clever as a trick, the lightweight bearing structure of framework can support the weight of user and the chair itself. This "hat" will provide a fresh and interesting experience in your office space.



**三款椅腿，各饰魔法**

Bowler 除其最具特点的“礼帽架”外，另有木质椅腿和带旋转底座的椅腿可供选择。  
金属四脚椅：“礼帽架”椅腿，适用特征鲜明和标志个性的办空间。  
木质四脚腿：适用休闲空间，由木质和 Bowler 特有的造型，传递柔韵；  
金属圆盘椅：适用商务空间，硬朗的金属质地，传递坚毅。

**Three Styles of Chair Leg, Different Magic**

In addition to the most characteristic "bowler hat" framework, wooden leg and swivel base are also available.  
Metal four-leg: "bowler hat" chair legs, suitable for more characteristic and iconic office space.  
Wooden four-legged legs: suitable for leisure space, with the unique shape of wood and Bowler, conveying soft charm.  
Metal disc chair: suitable for business space, hard metal texture, conveying perseverance.

**两款饰面**

Bowler 的样子复古俏皮，又不失优雅。另有两款饰面随心搭配，皮面与织面适配不同场景。

**Two Finishes Available**

The look of Bowler is retro, smart, and elegant. There are two finishes available: leather and textile for different scenarios.

## 02 Bowler

**“HAT” TRICK**  
**“帽子”戏法**





# 03

## Collar

"Collar" is  
more than etiquette

“领”，岂止于礼

古时，人以“领”为礼、为尊；现如今，更以“领”的各类属性区分不同的办公空间和工作类别。当下开放式办公环境的盛行，使整个办公空间的各类形态融合在一起。而 Collar 沙发特有的“领”型设计，不仅考虑到沟通协作，又赋予空间一定的礼仪性和类别性，给使用者绅士感。

传统办公空间中，常以隔断或墙面划分不同领域，而强调多元化办公方式的今日，在空间中可以灵活转换，使用者自由选择，显得更为重要。Collar 让使用者落座后，被“衣领”的柔和所环绕，营造私密感与安全感极强的礼遇空间，使整个社交场合不僵化，形成礼遇空间。

In the ancient times, "Collar" was deemed as a symbol of etiquette and respect. Nowadays, the various attributes of "Collar" are used to differentiate office spaces and work types. The prevalence of open office environment at present has resulted in the integration of various forms in an office space. The unique design of Collar sofa not only gives consideration to communication and collaboration, but also endows space with a certain sense of etiquette, indicates its class, and provides a gentleman-like use experience.

In traditional office space, partition or wall is often used to divide space into different areas. However, the diversity of office styles advocated today enables flexible transformation in space, and user's freedom of choice seems even more important. The sense of security and smooth style of "Collar" create an ultimate comfortable experience. When seated, the user will be surrounded by the softness of "Collar". Choose "Collar" to form courteous reception in a flexible social setting.



在你与我之间，在这座山与那座山之间，  
是礼让我们相遇。

Between you and me, between mountains, it is etiquette to let  
us meet.

### 双色“领”凸显造型

“领”的双色设计勾勒出沙发优雅的线条，一体的背板设计，营造更强的线条感。

### Two-tone Design of "Collar"

The two-tone design of "Collar" highlights the elegant silhouette of sofa, and its integrated back creates a contrast of clean lines

### 高“领”设计更具绅士感

Collar 沙发有单人座和双人座宽供选择，可随心组合，适配不同的场景；两种座宽均有高低背版本，“高领”沙发为使用者提供更私密的体验，营造出绅士、包容的气度之感。

### High "Collar" Design of Gentleman Style

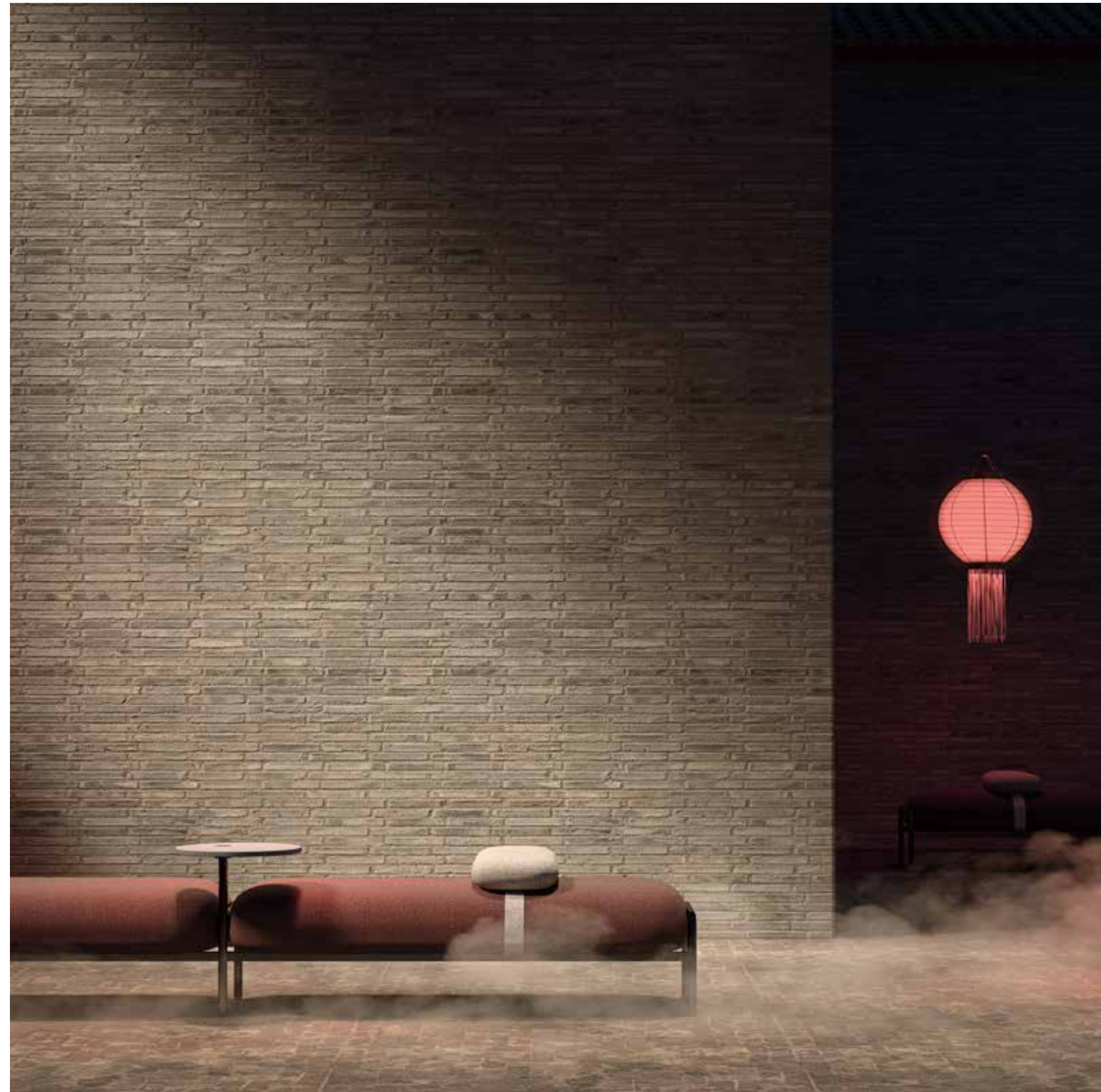
Collar sofa has one-seater and love seat to choose from, which can be combined flexibly when adapted to different scenarios. "High collar" version is available for both kinds, offering a more private seating experience, and creates a gentleman-like bearing with a sense of inclusiveness.

### 边“领”设计更具心意

另有带充电口的小边桌可供选择，通过地插、边插、或墙插实行，隐藏式立柱上线。美观的同时，可随时为手机、笔记本电脑充电，为使用者营造更放松齐全的工作环境。

### Side "Collar" Design

Optional side table with charge port can be used with floor receptacle, edge receptacle or wall receptacle, with wires hidden in a column. Users can charge their cell phones or laptops in a more relaxing work environment.



缠绵的雾，柔魅的光，就想深陷 Marsh，与之眷恋。

In the lingering fog and the soft and charming light, I just want to fall into Marsh and become sentimentally attached to it.

蓬松的坐垫，是 Marsh 的外形特征，触之柔软，坐之深陷，即使只是办公后的片刻休憩，也能让使用者拥有云端之上的舒适体验。舒缓疲惫，深陷其中与之眷恋。

Round and fluffy cushion defines the appearance of Marsh. Sinking into the soft Marsh, user will experience the comfort of sitting on the cloud. Even just a break after work will relieve fatigue. The relaxing sitting experience of Marsh is just addictive.

### 柔至长

模块化系统的特点可使长凳线性延长组合。适配于接待厅、艺术厅，休息等候区等，满足不同场景所需。

### Flexible Combination

The features of modular system make it possible to extend bench linearly through combination. Suitable for reception hall, art hall and rest & waiting area, Marsh satisfies the needs of different scenarios.

### 柔至用

Marsh 长凳，触以柔软，设以简洁，实则一应俱全，可与许多附加组件搭配使用。

边几：地插通过桌脚隐藏式上线，美观的同时，赋予更多的功能性，可随时充电，随时办公。

功能靠枕：柔软的触感，适息的功能，给予使用者更多的舒适性。

置物架：可于两沙发之间搭配置物架，让空间更具灵动性。

### Practical Function

Soft as cloud, Marsh bench sofa is designed to be concise but lacks for nothing. It can be used with a variety of optional accessories.

Side table: with wires from floor receptacle hidden in table leg, it is beautiful as well as functional. Charge whenever you want; anywhere can be office. Functional headrest: soft and sensible headrest creates more comfort sitting experience.

Shelf: can be placed between two sofas for more flexibility in space. Side table: with wires from floor receptacle hidden in table leg, it is beautiful as well as functional. Charge whenever you want; anywhere can be office. Functional headrest: soft and sensible headrest creates more comfort sitting experience.

Sshelf: can be placed between two sofas for more flexibility in space.

# 04

## Marsh

MARSH,  
ADDICTIVE  
RELAXATION

深陷 Marsh，与之眷恋



# 16-17



# 05

## Panache

### BORN WITH ELEGANCE 与雅而生

竹林与清风，同君子共雅。

In the bamboo forest and the breeze, we share elegance with gentlemen.

Panache 系列正如神采奕奕的冠羽，经典优雅的外形，配以优质的物料，和一丝不苟地注重每一个细节，与雅而生。沙发腿的管状设计，使沙发的边缘变得别致，更赋予此高端系列当代、风华正茂的气质。

Panache series are smooth like feathers. An innate sense of elegance is demonstrated by its classic appearance, selected quality materials, and scrupulous attention to every detail. The tubular design of sofa legs gives it a novel look, and exhibits the contemporary and youthful temperament of this high-end series.

#### 与泥共生

Panache 沙发，可搭配底座为水泥浇筑的茶几使用，纤巧轻盈的羽毛与粗粝沉重的水泥，和谐共生。

#### Contrast with Cement

Panache sofa can be paired with tea table with cement-casted base, thus forming a harmonious contrast between delicate light feather and coarse heavy cement.



# 06

## Pulse

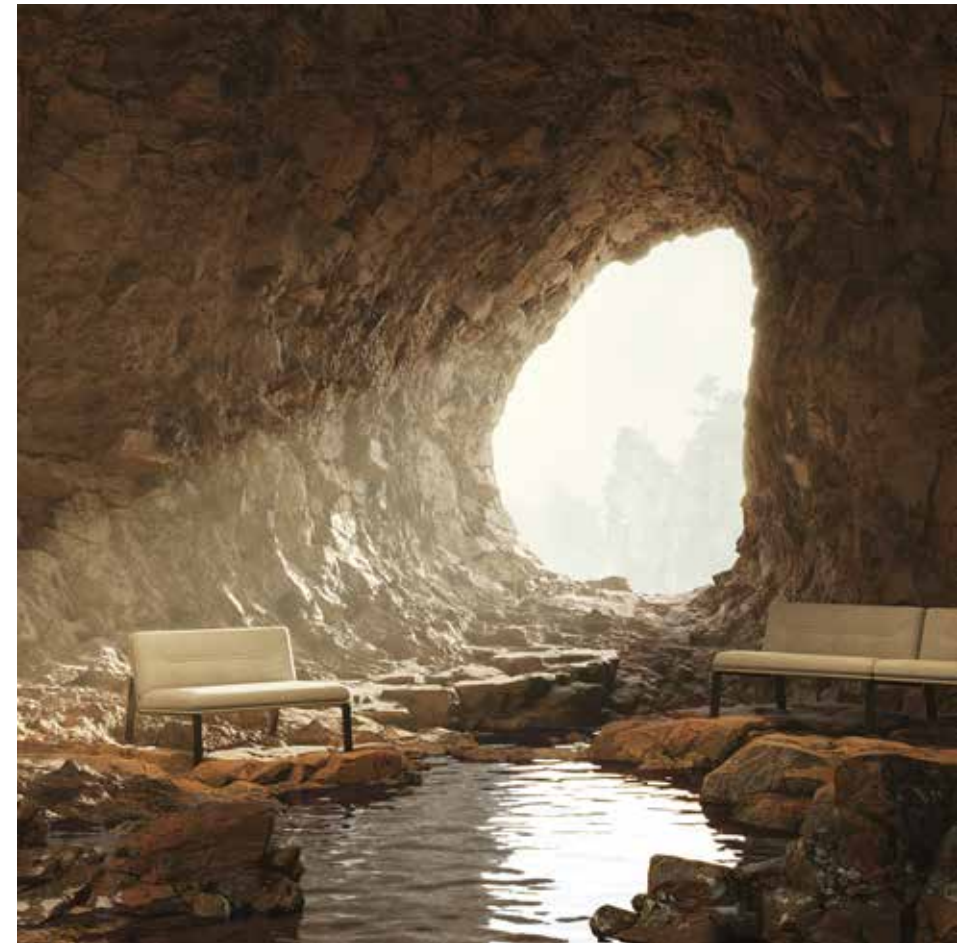
### The "Ticking" Sound of Space 空间的“滴答”之音

岩洞滴水，坠落之音，乃洞的心率之乐；而 Pulse 心率图的特腿造型设计，仿佛为空间带来了生命的“滴答”之声。

The dripping water and falling sound of the cave are the music of the heart rate of the cave; The leg shape design of Pulse heart rate chart seems to bring the "ticking" sound of life to the space.

Pulse 的设计是为了向著名的现代家具设计的经典之作“巴塞罗那椅”(Barcelona Chair), 向设计师米斯·凡·德罗致敬，这件体量超大的椅子也明确显示出高贵而庄重的身份。1982年的世博会德国馆由于建筑的设计意念独特，竟没有合适的家具与其搭衬，所以德罗不得不专门设计了巴塞罗那椅来迎接国王和王后，这无疑给德国馆打了一剂强心针，使其高效的完工，如期交付使用。

The design of Pulse salutes the famous Barcelona Chair, a classic work of modern furniture, and its designer Mies van der Rohe. Its exceptionally large volume indicates a noble and dignified identity clearly. In the 1982 World Expo, the design concept of the German Pavilion was so unique that no matching furniture could be found. So Mies van der Rohe had to design the Barcelona Chair specifically to welcome the king and queen, which was a great boost for the German Pavilion, and led to its efficient completion and delivery on schedule. Today office space usually appears in a "quite" form, and Pulse increases the "heart rate" of space by breaking the silence and fills it with vigor and enthusiasm. With a unique and iconic design resembling the curve in an electrocardiogram, the chair leg of Pulse is integrally formed with a specially made mould. Pulse is a boost of efficiency for your office space.



#### 咖啡豆靠枕

Pulse 配有似于长形“咖啡豆”，给予更舒适的体验。

#### Coffee-bean-shape cushions

Pulse is equipped with long coffee-bean-shape cushions for more comfortable experience.



# 07

## Plume

### RETRO STYLE AND SIMPLE DESIGN 现代复古

当红墙绿瓦换装宁静的现代之色，当 Plume 经典的造型与走线图案，适配现代简约的室内空间，揉出现代中的复古韵味。

When the red walls and green tiles are changed into quiet modern colors, Plume, with its retro style and simple design, can fit into any interior space, revealing the vintage from the modern.





# MATSU 2021十大最美办公空间项目

## MATSU 2021 TOP TEN BEAUTIFUL OFFICE SPACE PROJECT

编辑：彭茜 摄影师：陈锋 黄亚明 Editor: Qian Peng Photographer: Feng Chen, Sam Huang

万众瞩目的冬奥会华彩收官，中国也以参加冬奥会以来，历史最好成绩完赴了此次冰雪之约。MATSU 在为之喝彩的同时，也为自己打造的冬奥奥组委办公空间为 MATSU 在冬奥会上留下属于自己的一份足迹。而感到荣幸与自豪。

不仅于冬奥会，深谙竞技精神逆流而上的 MATSU 2021 年在全国各地的项目也一一绽放：上海、北京、广州、深圳……

The remarkable Winter Olympics ended brilliantly. China has completed this icy and snowy journey with the best results in history since we attended Winter Olympics. While MATSU cheers for Beijing Winter Games, it also feels honored and proud of the office space they built for Winter Olympics Organizing Committee, Which has left its own set of footprints for MATSU at the Winter Olympics.

Not only at the Winter Olympics, MATSU understands the spirit of athleticism deeply and sails against the current, With projects that thrive all around the country in 2021: Shanghai, Beijing, Guangzhou and Shenzhen...



## 01 冬奥会组委，首钢厂房改造



## The Organizing Committee of the Winter Olympics Reformed Shougang's Factory Building



玛祖铭立乃 2022 冬奥会奥组委办公楼的整体空间与家具规划与供应方。2022 冬奥会奥组委办公楼位于原首钢西区，办公楼基本利用原首钢现有厂房。整体设计也正式契合 2022 冬奥会的口号“节俭办奥运和可持续发展”的理念。

MATSU was selected to be the overall space and furniture planner and supplier of office building for 2022 Winter Olympics Organizing Committee. The office building of 2022 Winter Olympics Organizing Committee is located in the original west zone of Shougang, which basically utilizes the original Shougang's existing factory building. The overall design also officially fits with the concept of 2022 Winter Olympics slogan, "Economical Olympics and sustainable development".

## 02

柠川文化，“斜杠 / ”办公空间



Streamland,

## "Slashes" Office Space



拥有电视剧《三十而已》《小舍得》等多部热播剧的柠萌影业成立了全新子公司——柠川文化。新的办公室坐落于上海 SOHO 复兴广场，由柠萌合作多次的域式建筑进行室内设计，MATSU 为其提供了整体办公家具解决方案。双方强强联合，携手打造一个错落 / 有序，趣味 / 高级感并存斜杆（多元化）办公空间。

整体空间布局以斜线呼应建筑同时打破了行列的直线框架，改变了常规接待空间的社交型态与动线，再利用斜向线性空间所塑造出的社交与办公的空间分隔，营造出动 / 静的空间对比，以及有序 / 错落之间恰到好处的分寸感。

Linmon Pictures, the company with a number of hit TV series such as Nothing but Thirty and A Little Dilemma, has set up a new subsidiary, Streamland. The new office is located in Shanghai's SOHO Fuxing Plaza, with its interior design by UStudies Architects, the business partner of LinmonPictures, and overall office furniture solution by MATSU. All parties join hands to create a scattered/orderly and interesting/premium slash (diversified) office space.

By echoing the architects with slashes, the overall layout of the space breaks the straight frame of row and column and changes the social pattern and moving line of the conventional reception space; and by taking advantage of the division of social and office spaces created by the diagonal linear space, it creates the contrast between moving and quiet spaces, and the right sense of proportion between order and strew.







## 03 花袜子，袜子里的魔法乐园

Happy Socks®

# Happy Socks Magic Paradise in Socks

↓ 空间中，潮流玩偶是甲方的私人收藏。这些极具艺术感和收藏价值的玩偶，恰恰能给空间里面的使用者带来更具愉悦的情绪。



In July 2021, Happy Socks moved into its new head office. As a Swedish legendary sock brand fashionable the world, the overall interior design style reveals their corporate philosophy 'Color world, Happiness everywhere!'. Adhering to the design concept of 'Born to be Seen', the founder of Happy Socks gets rid of the old concept that 'socks hidden in shoes and pants only need to keep warm, without the sense of design', and gives full play to the fashion of ankles.

From carpets to lighting finishes then to table screens, MATSU and anySCALE together 'transplant' the red, yellow, blue and green with high brightness and saturation from Happy Socks' products into the space.

For such a flexible space, the best match is the x-brick from Westermann series of MATSU. X-brick is a group of very light, flexible, modular and creative combined furniture products. Its wealthiness in sporty texture and youthful attributes makes the demand function and emotional expression of the meeting and training space hit it off immediately. The lightweight design of 1.4kg can bear a weight of 200kg, and the modular features give access to a variety of different modes here, such as 'ordinary meeting', 'small party', and 'brain storm'! Said by Tom, one of the founding partners of anySCALE, "X-brick cleverly accommodates roadshow ladders, normal meeting services, and bar counter and chairs in a random and varied manner, 'wonderful' is not enough to describe it."

2021 年 7 月，Happy Socks 搬入其全新总部办公空间，作为一家骚遍全世界的瑞典袜神品牌，整体的室内设计风格无不透露着他们的企业理念“色彩的世界，幸福无处不在！”。Happy Socks 品牌创始人秉承着“Born to be seen”的设计理念，摆脱了“袜子只需要藏在鞋子、裤子里起到保暖效果，不需要设计感”的旧理念，将脚踝处的时尚发挥到了极致。

从地毯到灯光饰面再到桌上屏风，MATSU 与 anySCALE 一同将其高亮度与饱和度的红、黄、蓝、绿，从 Happy Socks 的袜子上“移植”到空间里。

对于花袜子如此灵动的空间，最佳搭配者就是 MATSU 的 Westermann 系列的 X-brick。X-brick 是一组非常轻便、灵活、模块化且充满创造力的组合家具产品，极富运动质感和年轻属性，使会议培训空间的需求功能和情绪表达一拍即合。

1.4kg 的轻盈化设计，却可承重 200kg，加之模组化的特色，让 X-brick 在此开启多种不同模式“普通会议”、“小型 party”，“头脑风暴”！anySCALE 的主创人之一黑汤哥说：“X-brick 将路演阶梯、正常会议、吧台吧椅，用横七竖八、高低错落的方式巧妙包容，怎一个“妙”字了得！



森那美 Sime Darby 大中华区总部办公的重建，由 SIAD 故事空间进行室内设计。该团队过往项目曾获得了法国 NOVUM DESIGN AWARD 金奖。而 MATSU 玛祖铭立为森那美提供了整体办公家具解决方案，与其联手，共同打造一个既能表达历史文化感又保有纯净生命力的办公空间。

森那美（Sime Darby）是一家拥有百年历史并享有国际声誉的马来西亚跨国公司。百年企业就像一本厚厚的典籍，因此办公空间的设计概念以典籍为引线，从前台启始的页面造型开始，就像翻阅森那美这一百年的历史，顺着整条动线，天花似厚厚书页层叠的造型，也似不断涌动的海浪，象征了企业在持续发展中不断构筑美好前景脉络，构成富有动态秩序、便于协作沟通的办公氛围。2022，在新的一年，让空间“翻篇”，焕然一新！



The reconstruction of Sime Darby China headquarters was designed by Storybox Interior Architect Design (SIAD). Previous projects of SIAD have won the NOVUM DESIGN AWARD gold medal in France. MATSU provides Sime Darby an overall office furniture solution, and works with them to create an office space both expressing the sense of historical culture and maintaining pure vitality.

Being a Malaysian multinational company with 100 years of history and international reputation, Sime Darby is like a thick classic book, the design concept of its office space is therefore based on the classic book as the lead line, extending from the front desk, the starting page of the century history of Sime Darby, to the ceiling, the thick wave-like pages, symbolizing the beautiful future context with the continuous development of the enterprise, and constituting an office atmosphere with dynamic order and convenience for collaboration and communication. In the new year of 2022, may space be "renewed" and shine!

↓ MATSU Westermann Motu 升降桌



## A Space Highlighting the Historical Culture Sime Darby China Headquarters Office Space

## 04

森那美大中华区总部，让空间“翻篇”



宛如海浪般顺滑的流线天花板将企业墙的“典籍”弧形元素继续衍生到内部，在视线尽头蜿蜒出去；而地毯的色彩与形态宛如缓缓流淌的一条静河，与天花层叠的曲线相互映衬，所有信息都汇流于此，员工在这里通过多元化的家具组合分享、协作、交流。

开放办公区选用了 unit & morse，并与 Sputnik I 可移动升降方桌组合，Unit 的 Y 形桌脚与空间融合得恰到好处，摒弃钢筋水泥的横平竖直，弧线所带来的趣味与人文关怀在空间、家具中每一个细节被体现。而移动的 Sputnik I 就如同小卫星，配合 1.4kg 的 X-birck 轻量化小墩子随时可围绕着需要沟通的人，让办公形态也具备流动性，“液态办公”的理念也契合了流线主题的设计。

The smooth flowing ceiling continues to derive the "classic" arc elements of the corporate wall into the interior, winding out at the end of sight; the color and shape of the carpet are just like a quiet river flowing slowly, set off against each other with the overlapping curves of the ceiling. All information flows here for employees to share, cooperate and communicate.

Unit & Morse is chosen for the open office area, supported by Sputnik I movable lift square table, and the perfect fusion of the Y-shaped table feet of Unit with the space eliminates the flatness and rigidity of concretes, reflecting the interest and humanistic care brought by the arc in every detail of the space and furniture. The mobile Sputnik I is like a tiny satellite, circling people in communication together with the 1.4 kg X-Brick, enabling a form of "Liquid Office", which also fits the design of streamline theme.





雅戈尔作为服装界头部企业之一，一直致力于绅士商务时尚服饰。2021 年，雅戈尔国际时尚中心位于上海市虹桥汇 T8 号楼 9F。室内设计由本真设计担纲，玛祖铭立则为其提供了整体办公家具解决方案，营造出一个散发绅士雅韵的时尚“秀场”。

As one of the leading enterprises in the fashion world, Youngor has always worked on business fashion clothing for gentlemen. In 2021, Youngor's International Fashion Center was located on the 9th floor of T8 Building, Hongqiaohui, Shanghai. The interior design was led by BNJN Design, while MATSU offered an overall office furniture solution, creating a fashion "runway" that bubbles with an elegant quality of gentlemen.

↓ 电话亭，解决了开放空间员工电话等干扰问题。



雅戈尔国际时尚中心，绅士雅韵“秀场”

05

雅戈尔  
YOUNGOR

Youngor International Fashion Center,

"Runway" of Gentlemen's Elegant "Quality"

山水之间，绅士无间，MATSU 山水沙发

Between Mountains and Rivers, There's No Difference Between Gentlemen - MATSU Mountains and Rivers Sofa



带滚轮的 etea 会议椅便于塑造入座与离席的绅士感。

会议室的艺术装置打破商谈时的肃静与沉闷，儒雅绅士绝不仅是外表细节的拿捏，还必有一个有趣的灵魂，以及有品、有眼界的视野。

枝条、格栅，木材，获得红点奖的 Njord 休闲椅纯毛毡质感，让半开放休闲区充盈着中国绅士之雅。于此，每个员工也扮演着“绅士”，空怀心态接纳建议，娓娓道来观点，敢担责，放得下。

The Etea conference chair possesses a sense of gentleman, easy for taking a seat and leaving the table.

The artistic installations in the conference room break the silence and dullness of conferences. An elegant gentleman not only controls the details of his appearance but is also an interesting soul, with an vision of taste.

Branches, grates, wood and the pure felt texture of Njord leisure chair that won the Red Dot Award fill the half-open leisure area with the elegance of Chinese gentlemen. Here, every staff plays the role of a "gentleman", with an open mind to listen to advice, speaking continuously and pleasantly of their opinions, responsible and flexible.



空间中，蓝色是绅士暖灰的时尚提亮色。从天花、地毯、家具软装之间有节奏的呼应着.....

In the space, blue is a fashionable brightening color of genteel warm gray. From between the ceiling, carpet, furniture and interior design, it echoes in rhythm...





06

某知名地方银行，脱俗的“番茄炒蛋色”

## A Famous Local Bank, Refined Color of "Fried Eggs with Tomatoes"



黄、红搭色彩的出彩运用是本案的亮点。原办公空间比较传统经典，MATSU 通过企业代表色红色，以及辅助色黄色，在面积、造型、材质上的平衡让整个空间沐浴在当代阳光下。金色的软装不多不少的点缀，恰到好处的拿捏住了轻奢风，而黑色的克制也让黄、红容易入俗的色彩，成功驾驭高级感。

The spectacular use of yellow and red color match is the highlight of this plan. The original office space was rather traditional and classic. With the enterprise's signature red color and an auxiliary yellow color, MATSU lights up the whole space with modern sunshine in terms of the balance in area, structure and texture. The golden interior design perfectly decorates the space, properly defining the style of mild luxury, whilst the restraint of black allows colors that easily turn into a cliché, like yellow and red, to successfully play with a sense of high-fashion.



这是一个地方银行，玛祖铭立为其提供了整体办公家具解决方案。  
This is a local bank, and MATSU offers an overall solution for its office furniture.

通商律师事务所作为中国顶级商业律师事务所，中国八大红圈所之一，创造了若干个“首例”和具有里程碑意义的案例，最富盛名的是 VIE 架构的创始设计，其对中国互联网的发展有着深远意义；在事务所成立 30 周年之际，通商将办公室迁入北京 CBD 中心的国贸二座，租区为三个楼面，新办公室可容纳 500 多位律师办公。由北京优景担纲室内设计，玛祖铭立为其提供整体办公家具解决方案。

As a top commerce law office and one of the eight red-circle law offices in China, Tongshang has created several "first" and milestone cases, among which the most well-known is the founding design of VIE structure. It means a lot to Chinese internet development; on the 30th anniversary of Tongshang law offices, it moved its offices into Building 2 of China World Trade Center in the centre of Beijing's CBD. The rental area includes three floors, which can contain more than 500 lawyers. The interior design was led by Beijing Ujing, while MATSU provided an overall office furniture solution.



通商律師事務所  
COMMERCE & FINANCE LAW OFFICES

通商律所，红圈律所玩艺术

07

## Tongshang Commerce & Finance Law Offices, Playing with Art in Top Law Firms in China



作为优景的创始人叶山河介绍说：本次设计思路源于事务所拥有的艺术收藏品。这些艺术收藏品为设计师提供了难得的创作素材，同时也带来了挑战——如何将这些艺术品布置在办公室中，且不浪费办公空间的使用功能，让二者形成巧妙的互补。

除了艺术，在人性化舒适度上，所有律师几乎皆配备升降桌，满足站立交替的工作需求。色彩上，整体空间模拟艺术画廊的浅色背景，突显丰富多样的艺术作品；并配合浅色系家具，避免了层高仅 2.6 米所致的空间压抑；最后加之通商企业色蓝色点缀，辅之深色木色丰富层次。

As the founder of Ujing, YE Shanhe introduced that the idea of this design came from the art collection owned by the law offices, which provided valuable inspirations for designers as well as challenges - how to lay out the art work in the offices without wasting the functionality of the office space and make them a perfect match.

Apart from art, in terms of humanized comfort, almost all the lawyers are equipped with height adjustable desks that meet their needs of switching between standing and sitting posture. In color, the whole space simulates the light-colored background of an art gallery, highlighting the diverse art work. Also, coordinating with light-colored furniture, it avoids any spacial suppression caused by only 2.6 meters in floor height. Finally, it is decorated with blue, the signature color of Tongshang, and supplemented with dark wood color that enriches the gradation.



26-27



某知名基金管理企业，艺术感 & 轻奢风

08

## A Well-known Fund Management Enterprise, A Sense of Art & Mild Luxury



2021 年秋，该项目上海全新办公空间迁址至上海最高楼——陆家嘴金融贸易区上海中心大厦。室内设计由国际化专业机构 EDG 康新团队担纲。MATSU 为其提供了会议与休闲区的整体办公家具解决方案。该项目荣获了有着“绿色建筑”之称的 LEED (Leadership in Energy and Environmental Design) 金奖。

作为一家金融公司，并没有拘泥于单一形式上的沉稳——黑白灰、深木色基调，而是大胆的融入了明亮跳跃的色彩，让整体空间充盈着高级感。



In autumn 2021, This company moved his office to Shanghai Tower Lujiuzui Finance and Trade Zone, the highest building in Shanghai. With interior design by EDG Team, the international professional agency, and overall office furniture solution provided by MATSU, The project won the Golden Award of LEED (Leadership in Energy and Environmental Design), the Green Building Certification.

Other than sticking to a single formal stability of black, white and gray tone, as a financial company, boldly incorporates bright and jumping colors, filling the overall space with a superior sense.



五大商业银行之一的金融机构，其总部位于上海金砖大厦，占地面积达 3288 平方米，乃中国历史最悠久的商业银行之一，其总部设计由华东建筑设计研究总院承包，整体风格呼应了该行创新超越的公司精神。MATSU 则为其提供了整体办公家具解决方案。

蓝色、红色、黄色三原色让整个空间充盈在撞色时尚中，而桃红可算是点睛之笔，打造时下最潮最 in 的甜酷风办公空间。

The financial institution, one of the five commercial banks, headquarters in Jinzhuan Building in Shanghai, covering an area of 3,288 square meters, one of the commercial banks with the longest history in China. The design of its headquarter was contracted by East China Architectural Design and Research Institute. The overall style is an echo of the bank's corporate spirit of innovation and surpassing. MATSU provided an overall office furniture solution.

The three primary colors, blue, red and yellow, fill the whole space with contrast fashion. With peachy pink considered to be the finishing touch, a sweet and cool office space that is the most trendy at the moment has been created.



09

五大行之一，金融界的“甜酷风”

## One of the Top Five Banks, A "Sweet and Cool" Style in the Financial World





Shum Yip Holdings Company Limited,

# "City Cloud Living Room" at 300 Meters Above the Ground

深业集团，300m 高空的“城市云客厅”



由深圳市福田区委牵头、指导，深业集团设计建设的“城市云客厅”位于深业上城 1 座最高层 64F，这是集展厅、商务、政务接待功能为一体的 300 米高空“城市云客厅”。其地理位置坐拥三大中央公园，景观可视莲花山与笔架山等自然美景。

Led and guided by Futian District Party Committee of Shenzhen, the "City Cloud Living room" designed and constructed by Shum Yip Holdings Company Limited is located on the top floor, 64th floor of Building 1 of Shum Yip Upperhills. This is a "City Cloud Living Room" that unites the functions of exhibition hall, commerce and government affairs accommodation. Its location is surrounded by three major central parks, allowing perception of natural views like Lotus Hill and Bijia Mountain.

窗外的风景是最好的展品。

云展厅位于深业上城 64F 最高层，整体空间跨度 27 米无柱子，落地窗单片玻璃 3m 宽 x3m 高。坐拥三大中央公园，景观可视莲花山与笔架山等自然美景

The view outside the window is the best exhibit.

The Cloud Exhibition Hall is on the top floor, 64th floor of Shum Yip Upperhills. The whole space has a span of 27 meters without pillars. One piece of the french window is 3m wide x 3m high. Surrounded by three major central parks, one is able to see the natural view of Lotus Hill and Bijia Mountain.



获得过红点奖、ICONIC AWARD 等多项国际室内大奖的 anySCALE 承接了其中室内空间、展示建议和导视系统的设计任务，MATSU 玛祖铭立为其打造整体办公家具解决方案，让建筑空间与自然美景以及家具之前和谐共生。

正是因为具备欣赏这个无可取代景色的独特地理位置，项目的名称被定义为：云客厅。云，寓意高耸入云，亦寓意信息科技云。深圳的科技引领和视野高度，浓缩成一个“云”字！而客厅，则区别于普通意义上的展厅，让空间具备了更多的兼容性，囊括展示、接待、路演、会议四大模块，兼顾企业推广、人才交流、招商引资、政策决策等诸多功能。

anySCALE, who has won multiple international awards for interior design, like the Red Dot Award and ICONIC AWARD, undertook the design tasks for indoor space, exhibition advice and guidance system, while MATSU created an overall office furniture solution for it, allowing building space to be in harmony with natural views and furniture.

For the unique location that allows for admiration of this irreplaceable view, the project name was determined to be "Cloud Living Room". Cloud is a metaphor for highness as well as cloud information technology. The leading technology and high vision of Shenzhen was condensed into the word "Cloud"! As for Living Room, it differs with ordinary exhibition hall and equips space with more compatibility, including four major segments of exhibition, accommodation, road shows and conference, with multiples functions of corporate promotion, talent communication, investment and business attraction, policy decision etc.



北面的主会议厅，通长的落地窗面对的是一望无际的青山绿水，与之对应的南面墙体，则用激光在铝板上切割出无数多的大大小小规则摆列的洞口，刻画出代表深圳天际线的标志性建筑群。然后在背面嵌入导光板，营造出万家灯火的都市繁华画卷，要金山银山，也要绿水青山！

In the main conference hall on the North, opposite to the long french window is the boundless green hills and rivers. On the other side, the south wall is carved by laser and full of holes of different sizes that are arranged in an order, illustrating the signature buildings that stand for Shenzhen's skyline. A light guide plate has also been inserted into the back, creating a picture of the greatness of the city, yearning for both treasures and natural scenery!



序厅，通过墙面氛围投影，可切换 3 种模式：窗户模式展现风光，黑暗模式宛若胶卷，明亮模式回归纯净。

东厅（城市展厅），两面 3 米宽 3 米高的 LED 高清屏幕。

序厅，双面墙面氛围投影包围着中间如影随形通透魔镜，三面环绕。三种调节模式让展厅氛围切换自如：窗户模式展现风光，黑暗模式宛若胶卷，明亮模式回归纯净。此空间采用电动闭合屏幕、视频影像和智能灯光装置，徐徐引入窗户和风景。

东厅（城市展厅）和南厅（主会客厅）的靠窗沿着窗户走向的位置，各安排了两面 3 米卧虎屏内容窗外风景同步、类似透明屏幕的神奇效果，让信息无影无形，又如影随行！

隐藏在天花里面的激光超短焦投影机阵列，为东序厅两个通高墙面。连同南厅（主会客厅）的主背景布面墙面，营造出无边框的、通长的、流动的艺术场景，灵动新颖，又内敛随和。

The lobby, reflected through wall atmosphere, can switch between 3 modes: the window mode exhibits scenes, the dark mode is like a roll film, and the bright mode returns to purity.

In the East Hall ( City Exhibition Hall ), there are two LED HD screens that are 3 meters wide and 3 meters high.

In the Lobby, the double-sided wall surface atmosphere projection surrounds the clear, shadowy magic mirror in the middle, with three sides surrounding it. Three adjustable modes allows for freely changing the exhibition hall atmosphere: the window mode exhibits scenes, the dark mode is like a roll film, and the bright mode returns to purity. The space adopts an electric close screen, video images and smart lighting device that gradually bring in windows and scenes.

The East Hall ( City Hall ) and South Hall ( Main Living Room ) allocate two screens of crouching tiger style alongside the windows, of which the content correspond with the view outside. The magical effect similar to transparent screen makes information invisible but closely associated with the space!

The laser ultrashort-focus projection array that hides in the ceiling, along with the main background cloth cover wall in the South Hall ( Main Living Room ), creates a frameless, long and flowing art scene for the two walls in the East Lobby, bright, novel, reserved and amiable.



2022，  
疫情常态，痛苦得失。  
MATSU  
还战吗？必战啊！  
以最初的梦与 2021 的成长，  
致那黑夜中的呜咽与怒吼，  
我们就是创造光亮的英雄，  
2022，一起向未来！

2022，  
With a normalized epidemic, we're sorry for our loss.  
MATSU  
Are we still fighting? Yes, we must!  
With our primary dream and growth in 2021,  
For the sobs and roars in the dark nights,  
We are the heroes who create light,  
TOGETHER FOR A SHARED FUTURE in 2022.



明源云成立于 1997 年，总部位于深圳，是国内领先的地产生态链“互联网+”服务商，致力于打造中国地产营销最前沿的移动互联网综合服务平台。

2022 年，明源云升级改造了其深圳总部和武汉办公空间，MATSU 玛祖铭立为其提供办公空间解决方案，以利落的分区及流畅的动线为功能性基点，以极简留白与开放创新的设计语言模糊空间的厚度，塑造一个拥有简约之姿，却度空间百态的办公环境。

Founded in 1997 and headquartered in Shenzhen, Mingyuanyun is a leading "Internet+" service provider in the real estate ecological chain in China, committed to building a mobile Internet integrated service platform at the forefront of China's real estate marketing.

In 2022, Mingyuanyun upgraded its Shenzhen headquarters and Wuhan office space, and MATSU provided office space solutions for it. Taking neat zoning and smooth dynamic lines as the functional basis, and using the minimalist white space and open and innovative design language to blur the thickness of the space, an office environment with a simple posture, but with a variety of space is created.



# 桌球台与按摩椅齐上阵 营造百态办公

## 明源云深圳总部 & 武汉办公空间

编辑：彭茜，刘畅 摄影师：陈锋 Editor: Qian Peng, Alisa Liu Photographer: Feng Chen



### 依开放之姿，度多元百态

明源云倡导用多元视角来拓展思维，设计师结合玛祖铭立的丰富家具配置，通过“多元化办公场景”、“开放式的办公方式”、“温情细腻的人文关怀”营造新型的办公空间，将各个公共功能单元依次置入，打造层层递进的空间序列，从而满足工作百态。

深圳明源云总部项目共十层。办公区域在设计上，由动至静，营造私密性与开放性的相融共生。不被定义的多功能区，百态的家具组合让员工找到最适配当下工作状态的场域。休闲接待区，对内对外皆温情以待。头脑风暴区，被轻量化创意家具 X-brick 填满灵感因子。培训与会议区则适用于私密商谈与分享培训。在色彩上，整体空间以白色、灰色为主，而公共休息休闲区域则通过家具软装跳跃的颜色来为职场注入满满动能。

### Measuring Diverse Forms With an Open Posture

Mingyuanyun advocates using multiple perspectives to expand thinking. The designer combines Matsu's rich furniture configuration to create a new type of office space through "diversified office scenes", "open office methods" and "warm and delicate humanistic care". Each public function unit is placed in turn to create a progressive space sequence, so as to meet the various forms of work.

Shenzhen Mingyuanyun headquarters project has ten floors. In the design of the office area, from dynamic to static, a harmonious coexistence of privacy and openness is created. The undefined multi-function area and various furniture combinations allow employees to find the field that best suits their current working state. The leisure reception area is warm to both inside and outside. The brainstorming area is filled with inspiration factors by lightweight creative furniture X-brick. The training and conference area is suitable for private negotiation and sharing training. In terms of color, the overall space is mainly white and gray, while the public rest and leisure area injects great momentum into the workplace through the contrasting colors of soft furniture.

# BILLIARD TABLE AND MASSAGE CHAIR TOGETHER CREATE A VERSATILE OFFICE

## MINGYUANYUN SHENZHEN HEADQUARTERS & WUHAN OFFICE SPACE

### 多功能办公，从不被定义

在多功能办公区域，可移动的模块化家具元素可以灵活组合：有开放式的共享办公桌，有适合短时间工作的吧台，有休闲接待区……让不同的家具构建空间形态，避免了传统隔间与墙体区隔的闭塞与单一。在这样没有明确界限与定义的多功能区域，人与人之间的距离感也因此拉近，团队与团队之间协作更为顺畅。

### Multifunctional Office, Never Defined

In the multi-functional office area, the mobile modular furniture elements can be flexibly combined: there is an open shared desk, a bar suitable for short-time work, a leisure reception area... Different furniture build a spatial form, avoiding the closure and singleness of the traditional compartment and wall area. In such a multi-functional area without clear boundaries and definitions, the sense of distance between people is also shortened, and the cooperation between teams is smoother.

↓ MATSU Zen 沙发



↑ MATSU Anole 卡座沙发  
MATSU Bowler 沙发  
MATSU Velax 模块化沙发



← MATSU Bowler 沙发  
MATSU Lax M 模块化沙发  
MATSU Westermann 系列 Motu 升降桌  
MATSU Westermann 系列 X-brick 轻量化模块家具

↓ MATSU Phone box 电话亭



↓ MATSU Lax M 模块化沙发



↑ MATSU Planmöbel Unit 工作位



## ■ 脑暴分享，比搬砖轻松

轻量化的多功能模块家具 X brick 组成的脑暴分享区，旨在营造富有创新趣味的交流模式。像砖块的 X brick，自重仅有 1.4kg，却可承重 200kg，这一超强性能，让其方便携带，可随心所用：或是坐凳，或是脚凳，或是桌子，或是吧台，或是基础底座……

### Brainstorm Sharing is Easier than Moving Bricks

The brainstorm sharing area composed of lightweight multi-function module furniture X brick aims to create an innovative and interesting communication mode. The X brick is shaped like a brick, with a self weight only 1.4kg, but can bear 200kg. This super performance makes it easy to carry and can be used at will: a stool, a footstool, a table, a bar, or a basic pedestal...



↑ MATSU Westermann 系列 X brick 轻量化模块家具

## ■ 休闲接待，温情以待

在明源云的全新办公室的设计中，随处可见文化创意墙、或插画涂鸦、或墙体设计，潜移默化的将公司愿景与价值观融入每个明源云员工心中，不断感染与激励着他们；同时，也精准将企业文化运用空间呈现传达给来访客户与合作伙伴。

时代的变革使得八小时的工作不仅仅是固守一成不变的时间，亦应时常关照内心，梳理互动。办公之所不单是一方枯燥的困地，也应是极致生活的延续。设计师在空间中设立了娱乐、运动等不同场景。桌球台、按摩椅、茶水间融入办公区的设计，也体现着这家互联网科技公司的人文关怀。需要团队协作氛围时，一场精彩的桌球对打足已让各位看官凝心聚力的为其喝彩。

### Leisure Reception with Affection

In the design of Mingyuanyun's new office, cultural and creative walls, cargo illustration graffiti, or wall design can be seen everywhere, imperceptibly integrating the company's vision and values into the hearts of every Mingyuanyun employee, constantly infecting and motivating them; At the same time, it also accurately conveys the application space of corporate culture to visiting customers and partners.



↑ MATSU Prestige 沙发系列

The changes of the times make the eight-hour work not only stick to a fixed schedule, but also allow you to take care of your heart from time to time, sort out and interact. The office is not only a dull and closed space, but also the continuation of extreme life. The designer set up different scenes such as entertainment and sports in the space. The design that integrates billiard table, massage chair and tea room into the office area also reflects the humanistic care of this Internet technology company. When a teamwork atmosphere is needed, a wonderful billiard match is enough to make all the spectators cheer for it.

↓ MATSU Lax M 模块化沙发  
MATSU Bowler 沙发



↑ 运用渐变玻璃，巧妙地将开放式的休闲讨论区与会议室区隔，让整体空间开阔又具有私密性。

↑ MATSU eTea 会议椅  
MATSU VIOO 会议桌

## ■ 会议培训，不只一种模式

MATSU 针对不同商谈、讨论、脑暴、会议的功能需求属性，赋予不同场景下最适宜的会议环境。有隔间里 5-7 人相对正式的小团队私密会议空间，也有隔间里轻松感更强的吧台 + 吧椅，再结合多媒体设备的会议空间，更有自带小桌板的培训椅组成，可容纳 100-200 人的培训分享空间。

### Conference Training, More than One Mode

MATSU gives the most suitable meeting environment under different scenes for different functional requirements of negotiation, discussion, brainstorm and meeting. There is a private meeting space for a small group of 5-7 people in the compartment, a more relaxed bar + bar chair in the compartment, combined with the meeting space of multimedia equipment, and a training chair with its own small table, which can accommodate 100-200 people.

↓ MATSU Profession 培训系列



↓ MATSU etea 会议椅  
MATSU Cuka 会议桌



↑ MATSU etea 培训椅



# 广州中轴线 + 城市会客厅 = 承租率破新高的联合办公空间

编辑：彭茜 图片由欧西科创提供 Editor: Qian Peng Photo provided by Ouxi Space

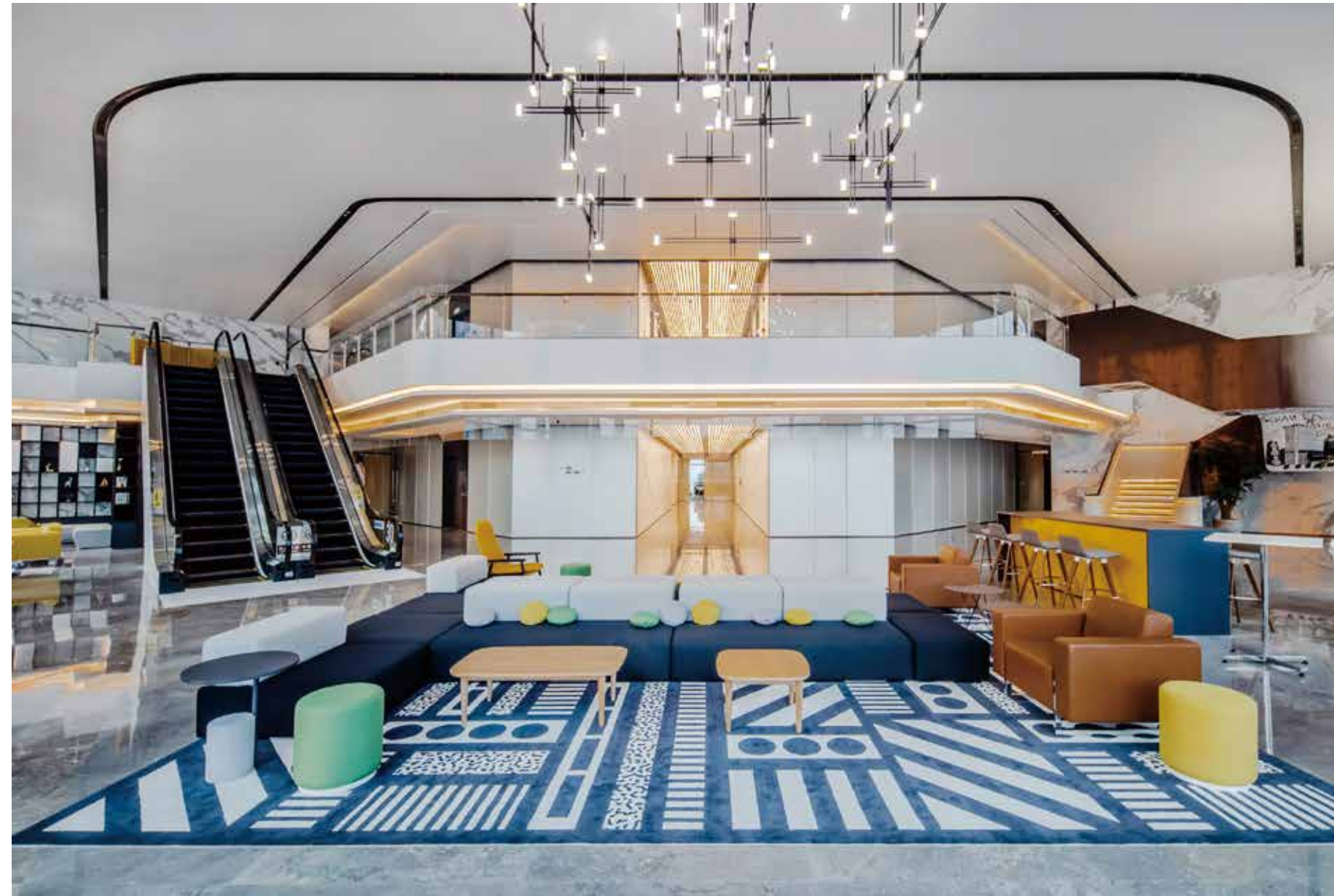


## 靠资本与空间出圈

联合办公在共享经济的浪潮中，凭借资本与颠覆传统办公的出挑空间而闻名。富有活力与激情的办公社交空间，将其与单调的职场区别开来，也吸引着无数初创企业的喜爱，甚至成了城市旅拍的打卡点。让办公空间除了实用功能外，也自带传播属性，拥有独一无二的“网红特质”。

### Gone Viral Relying on Capital and Space

In the tide of the sharing economy, joint office is famous for its capital and the challenging space to subvert the traditional office. The dynamic and passionate office and social space, which distinguishes it from the monotonous workplace, has also attracted the love of countless start-ups, and even become a hotspot of urban travel photography. In addition to its practical functions, the office space also has its own communication attributes, with a unique "influencer characteristics".



# GUANGZHOU CENTRAL AXIS + URBAN RECEPTION HALL = CO-WORKING SPACE WITH A NEW RECORDING-BREAKING OCCUPANCY RATE

## 空间与社群的组合

联合办公从某种角度来说，不仅仅是一个办公场地，还是一个创业生态社群，将同一个人群的不同业态与服务内容重组融合，从而把人流价值最大化。职场人在联合办公不仅仅可以专注办公，商谈会客，头脑风暴，还可以在这里享受咖啡甜品；初创企业甚至可以在这里获取注册公司、企业融资，财务税收等相关服务……

### A Combination of Space and Community

From a certain point of view, a co-working space is not only an office space, but also an entrepreneurial ecological community, which reorganizes and integrates the different business forms and service contents of the same group, so as to maximize the value of streams of people. Working people in a co-working space can not only focus on office work, negotiate and meet guests, brainstorm, but also enjoy coffee and desserts here; Start-ups can even get company registration, corporate financing, fiscal charges and other related services here...



## 联合办公的优势：

- 可拎包入住，非常便捷。节省了办公家具、设备维修管理运营成本与时间、以及行政人力。
- 租期与租赁面积更灵活，且成本低。小型初创团队的各种不稳定性导致无法长期租赁大面积写字楼，而联合办公公共区域可和其他用户共享办公空间，如前台、会议室、休闲区、卫生间、娱乐间、公共设备，从而节省成本。
- 不仅仅是一个办公场地，还是一个创业生态社群。不同行业的公司可进行社交与互动交流。可提供初创企业注册公司、企业融资，财务税收等相关服务



### Advantages of A Co-Working Space:

- It's very convenient to carry a bag and settle. It saves office furniture, equipment maintenance management operation cost and time, as well as administrative manpower.
- The tenancy term and tenancy area are more flexible and the cost is low. Various instabilities of small start-ups make it impossible to rent large-scale office buildings for a long time, while the public areas of a co-working space can share office space with other users, such as front desk, conference room, leisure area, bathroom, entertainment room and public equipment, so as to save costs.
- It is not only an office space, but also an entrepreneurial ecological community. Companies in different industries can socialize and interact.
- It can provide start-up registration, enterprise financing, fiscal charges and other related services





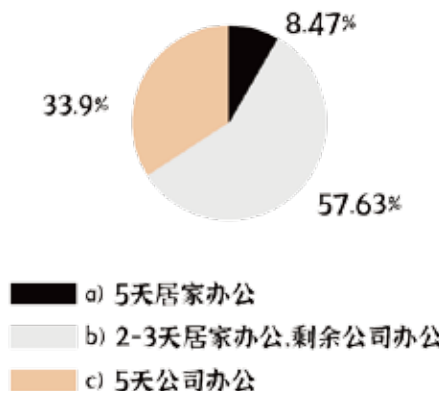


## 疫情让职场人隔离， 却让他们内心相聚

常态化的疫情，让更多企业和职场人被动体验了居家办公，同时也意识到工作不一定需要在办公场所。但后疫情时代的人们，却更渴望回归真实的工作群体，去感受团队氛围，毕竟独自工作很难建立人际交流，在内心深处，我们都离不开社群。据 MATSU 的居家办公调研数据显示，近 60% 参与调研的人选择混合办公：2-3 天在企业办公空间，剩下工作日居家。而究其原因则是因为：混合模式可以让职场人拥有居家与在企业空间两者的不同优势：居家办公的自由性与可避免早晚高峰的拥堵，同时也可以享受办公空间当面沟通的协作默契与团队氛围感。**混合办公的趋势，也让联合办公的机构再次意识到：对于线下办公空间，社交空间与协作氛围的重要性。**

### The Epidemic Isolates Working People from Each Other But Brings Their Hearts Together

The normalized epidemic has made more enterprises and workers passively experience working at home, and also realize that work does not necessarily need to be in the office. However, people in the post-epidemic era are more eager to return to the real working group and feel the team atmosphere. After all, it is difficult to establish interpersonal communication when working alone. Deep in our hearts, none of us can leave the community. According to MATSU's Home Office survey data, nearly 60% of the people who participated in the survey chose mixed office: 2-3 days in the enterprise office space, and the rest of the working days at home. The reason is that the mixed mode allows workers to have different advantages between home and enterprise space: the freedom of home office and the avoidance of morning and evening peak congestion. At the same time, they can also enjoy the cooperation tacit understanding and team atmosphere of face-to-face communication in office space. The trend of mixed office also makes joint office organizations realize again the importance of social space and collaborative atmosphere to offline office space.



## 高楼景观让联合办公盈收 up

一部分联合办公的盈收模式是：尽可能满足刚需工位数量，以提升承租量，从而赚取更多租金；而共享协作区则缩减到相对较少的面积，作为辅助气氛担当。欧西科创空间在广州的前 5 个分支机构也是据此原则打造，然而欧西 ICC 联合办公点例外。**其位于广州城市中心轴，绝佳的地理位置加之 700 平米公域面积，360 度幕墙，视野拉满的超高挑高层的空间结构，这种在密集的摩天大楼时代，可遇不可求的高楼景观，让欧西放弃了传统工位打造，而选择了将此区域以“城市会客厅”的概念营造为协作空间，将其作为最重要的亮点之一。**欧西 ICC 店传统工位与公共空间面积占比为五五分，其公共空间的占比远高于传统的联合办公空间。

### High-Rise Landscape Makes Co-Working Space Profits Up

Part of the profit model of a co-working space is to meet the number of rigid demand work stations as much as possible, so as to increase the rental volume and earn more rent; The shared cooperation area is reduced to a relatively small area as an auxiliary atmosphere. The first five branches of Ouxi Space in Guangzhou are also built according to this principle, with the exception of Ouxi Space ICC Co-Working Space. It is located in the central axis of Guangzhou City, with an excellent geographical location, a public area of 700 square meters, a 360 degree curtain wall, and a super high-rise spatial structure with a full view. In the era of dense skyscrapers, this kind of high-rise landscape, which can only be found by accident, has made Ouxi give up the traditional workstation construction, and choose to build this area with the concept of "urban reception hall" as a collaborative space, taking it as one of the most important highlights. The area of traditional workstation and public space of Ouxi ICC store accounts for 50% each, and the proportion of public space is much higher than that of traditional co-working space.



有个建筑师曾这样说：传统写字楼充斥着令人崩溃的吸音吊顶、丑陋的灰色地毯，单调的荧光灯下令人灵感枯竭的环境——现在没人愿意再这样工作了。人性化与让人心旷神怡的办公空间关乎人性.....



An architect once said: traditional office buildings are full of soul-crushing sound-absorbing ceilings, ugly gray carpets, and drab fluorescent lights in an inspiration-less environment - no one wants to work like this anymore. Humanized and pleasant office space are about human nature...

而原创玛玛铭立家具的加入，为高品质联合办公空间颜值与舒适度加码，为其打造自带打卡属性的“城市会客厅”，热带雨林风的电话亭，潮酷的茶室..... **而正是这一系列的举动，让欧西科创空间 ICC 店，即便在疫情环境的干扰下，正式投入使用近三个多月的时间内，出租率便达到 70%，超过了市场上很多联合办公的承租率。**

The addition of the original MATSU furniture adds weight to the appearance and comfort of the high-quality co-working space, and creates an "urban reception hall" with its own hot spot attribute, a tropical-rainforest-style telephone booth, a trendy and cool tea room... And it is this series of actions that make the occupancy rate of the Ouxi Space ICC store reach 70% even under the interference of the epidemic environment, which has been officially put into use for nearly three months, exceeding the occupancy rate of many co-working spaces in the market.

鉴于此次联合办公空间的成功，让欧西科创空间意识到升级其他联合办公空间点的必要性，并表示将把品牌在广州其他五个分点，依据 ICC 店的成功路径，焕新改造，并将再次邀请未来办与玛玛铭立家具加入合作。

In view of the success of this co-working space, Ouxi Space realized the necessity of upgrading other co-working space points, and said that it would renovate the brand in the other five points in Guangzhou according to the successful path of ICC store, and would again invite the future office to cooperate with MATSU furniture.



## 烛光音乐会， 不只是办公

2022 年 7 月 9 日，欧西科创空间联合了知名艺术品牌 Trouville Space 初味艺术以“音乐会友”的方式将艺术体验引入职场空间，让艺术氛围为办公空间中“慢社交”赋予默契磁场。

### Candlelight Concert, Not Just Office

On July 9, 2022, Ouxi Space teamed up with the well-known art brand, Trouville Space to appreciate art for the first time, introduced art experience into the workplace space in the form of "meeting friends on a concert", so that the artistic atmosphere gave a tacit feeling to the office space "slow social".



## 关于欧西科创空间

欧西科创空间作为一家专注轻资产赛道的资管企业，聚焦企业服务，打造面向未来的办公生活一体化的产业社区和高品质办公空间，并有针对性地提供运营管理服务，引领面向未来的工作生活空间新模式。

欧西为企业在发展过程中的不同阶段，提供全生态链的服务模式。欧西提供的产品包括：为商业资产持有方提供空间运营管理、为企业提供办公空间租赁、办公空间定制、增值企业服务，为个人提供休闲社交体验。

目前，欧西已在广州天河 CBD、国际金融城、天河智慧城、琶洲高新区等地建设多个科创中心，凭着高品质的空间环境设计，专业的空间运营管理，多元化的空间产品，高增值的企业服务和对年轻人消费体验的理解，已赢得不同行业客户的信任。

### About Ouxi Space

As an asset management enterprise focusing on light asset racing, Ouxi Space focuses on enterprise services, creates an industrial community and high-quality office space for the integration of office and life in the future, and provides targeted operation and management services to lead a new model of work and life space for the future.

Ouxi provides the service mode of the whole ecological chain for enterprises at different stages of the development process. The products provided by Ouxi include: providing space operation management for commercial asset holders, office space leasing for enterprises, office space customization, value-added enterprise services, and providing leisure and social experience for individuals.

At present, Ouxi has built many science and innovation centers in Guangzhou Tianhe CBD, International Financial City, Tianhe IBD, Pazhou High Tech Industrial Development Zone and other places. With high-quality space environment design, professional space operation management, diversified space products, high value-added enterprise services and understanding of young people's consumption experience, Ouxi has won the trust of customers in different industries.

在未来，欧西将依托粤港澳大湾区区位优势，深耕华南市场，布局全国一线城市，坚持以客户为中心，持续发展创新。

In the future, Ouxi will rely on the Great Bay of Guangdong, Hong Kong and Macao, taking a deep root into the South China market, becoming distributed throughout the first-tier cities in the country, adhering to the tenet of customer-oriented, and keeping developing and innovating.

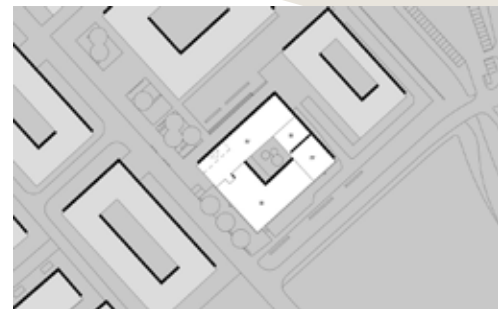


# 人+机器=重获新生

## 脑机接口技术研究所，弗赖堡大学



编辑：刘畅 彭茜 图片：由 NIMBUS 提供 Editor: Alisa Liu, Qian Peng Photo provided by Nimbus



业主：巴登-符腾堡州资产和建设办公室，弗赖堡大学建筑管理局  
规划单位：heinlewischer, 斯图加特  
完工时间：2021  
摄影师：Brigida González

Project: State office for property and construction in Baden-Württemberg,  
university building office in Freiburg  
Planner: heinlewischer, Stuttgart  
TIME: 2021  
Photographer: Brigida González

## High energy efficiency

### 轻盈的建筑与照明

本次通过节能建筑运行，可以显著降低能源需求。这包括将结构隔热性能提高40%。在技术建筑设备方面，重点是高效能。该研究所的三层楼环绕着一个绿色的庭院。这种简单的环形动线可实现各区域通达，保持开放，可促进不同观点的交流碰撞，从而为来自各个学科的科学家提供交流服务。

With energy-efficient building operation, the minimum energy requirements can be significantly undercut. This includes a 40 percent improvement in structural thermal insulation. When it came to the technical building equipment, the focus was on high energy efficiency. The three floors of the institute enclose a green inner courtyard. This simple ring shape leads to short distances, differentiated development options and open areas that serve to network scientists from a wide variety of disciplines.



绿色的庭院 ↓

近期 MATSU 的合作伙伴 Nimbus 与海因莱维舍尔建筑事务所一同将弗赖堡大学工程学院校园内的脑机接口技术研究所 (IMBIT) 重新设计改造。IMBIT 正在开发机器人辅助系统帮助患有瘫痪，大脑或神经疾病的人重获新生，使其拥有自理自主的生活。

本次的设计改造用财政国务秘书吉塞拉·斯普莱特 (Gisela Splett) 的话来说，是在近 3300 平方米的土地上，拥有跨学科尖端研究与条件的房间。打造多元化实验室，机器人大厅，办公室，研讨室和通信区。为计算机科学，机器人技术，微系统技术和医学领域的科学家在神经技术应用领域的工作提供了最佳机会。

MATSU's partner Nimbus has recently redesigned the Institute for Machine-Brain Interface Technology (IMBIT) on the campus of the Faculty of Engineering at the University of Freiburg together with Hein Lewischer Architects. IMBIT is developing a way for people with paralysis, brain or neurological disorders to regain a self-determined life with the help of robotic assistance systems.

In the words of Gisela Splett, Secretary of State for Finance, Rooms for interdisciplinary cutting-edge research are now available on almost 3,300 square meters. Test areas, laboratories, offices and communication zones as well as an event room offer the best opportunities for scientists from computer science, robotics, microsystems technology and medicine for their work in the field of neurotechnological applications.

# MAN + MACHINE = REBIRTH

## IMBIT, FREIBURG

步入建筑内，首先引入眼帘的是一个宽敞的门厅。在这里，一个个由白色圆形元素组成的轻质结构漂浮在裸露的混凝土天花板下，如同不同大小的涟漪在水面上静静的，有节奏的演绎着轻盈的生命力。那正是玛祖铭立合作伙伴 Nimbus Modul R Project 系列的灯具，其纤薄的造型与材质，不仅使得空间更为通透，其 LED 的属性还具有一定的高效节能作用，极大程度上减少能源需求。

Entering the building, a spacious foyer opens up. Here, a light structure of round, white elements floats under the exposed concrete ceiling. That is exactly the luminaire of MATSU's Nimbus Modul R Project series. Its slim shape and light material not only make the space more transparent, but also have a certain high-efficiency and energy-saving effect, which greatly reduces the energy demand.



门厅 ↑



提及 Nimbus 照明灯具时，该建筑规划方海因莱维舍这样说：通过将 Nimbus Modul R Project 系列不同大小的圆与降噪产品 Rossoacoustic PADS 有节奏的结合，可以创造一个具有安静和吸引人的空间，同时涵盖建筑照度与吸音的物理要求。



Referring to the Nimbus lighting fixtures, the planning company Heinlewischer stated: By combining different sizes of the Nimbus Modul R Project series with Rossoacoustic PADS, we have succeeded in creating a room that has a calm and appealing character and at the same time covers the building physics requirements.

并且从功能性来说，客户希望这些大体量的照明灯具既保有优质视觉审美的设计外观，又能提供优质光感。而 NIMBUS 做到了！

For the representative function, they also wanted "large lights that have an attractive design and ensure good illumination of the surfaces."







#### 关于孟杰多吉（芒加）介绍：

孟杰多吉（芒加），拉雅克高原牦牛生态科技开发有限公司董事长，四川拉雅克牦牛皮具制品有限公司董事长。

2015 年毕业于美国林菲尔德大学，社会学与哲学双修专业荣誉毕业生。他的英文论文《藏人意识的转变》荣获 Howd 社会学奖。孟杰多吉于 2016 年回国，他为解决牧民的牦牛皮的浪费问题和提高牧民收入创办“拉雅克牦牛皮具”品牌，并成为全藏区最具有影响力的社会企业品牌之一。

2017 年，在孟杰多吉的带领下，阿坝县青年创业协会创立，旨在带领阿坝县的青年们返乡创业，也成为了藏区最早的青年创业协会之一。

#### About Megyur Dojee:

Megyur Dojee, Chairman of Lhayak Plateau Yak Ecological Technology Development Co., Ltd., and Chairman of Sichuan Lhayak Yak Leather Products Co., Ltd.

Graduated from the Department of Sociology and Philosophy, Linfield University, USA in 2015 with honors. He won the HOWD Sociology Award for his English paper "The Transformation of Tibetan Consciousness". In 2016, he returned to China. In order to solve the problem of nomads' yak hide waste and increase the income of nomads, he founded the "Lhayak Yak Leather" brand, which has become one of the most influential social enterprise brands in Tibet.

In 2017, he founded Aba Youth Entrepreneurship Association, which aims to lead the youth of Aba County to return home and start their own businesses, and has also become one of the earliest youth entrepreneurship associations in Tibet.

# 专访拉雅克创始人孟杰多吉

## Interview with Megyur Dojee, Founder of Lhayak

编辑：彭茜 图片由拉雅克提供 Editor: Qian Peng Photo provided by LHAYAK

2021 年玛祖铭立与拉雅克战略合作，并于同年 12 月开启了藏区游牧收皮行，将牦牛皮运用于家具产品中，同时将游牧文化和民族工艺融合于玛祖铭立与拉雅克联名的游牧产品系列，以此帮助牧民创收，使其留在草原继续以生态放牧的方式维系高原环境。钢筋水泥中成长的我们向往世界的最后一块净土 - 青藏高原；惯于被制度约束的我们好奇于自由的游牧文化。带着这些向往与好奇，我们有幸采访到拉雅克品牌创始人孟杰多吉，让他为我们讲述青藏高原与牧民的故事。

In 2021, MATSU entered into a strategic cooperation with Lhayak and launched a tour on nomadic yak hides collection in Tibet in December of the same year, applying yak hides in furniture products and integrating the nomadic culture and ethnic craft into the nomadic product series jointly named by MATSU and Lhayak, in an effort to contribute to nomads' income and encourage nomads to stay in Tibet and continue to maintain the plateau environment through ecological grazing. Growing up in reinforced concrete, we yearn for the last piece of pure land in the world - the Qinghai-Tibet Plateau; accustomed to being constrained by institutions, we are extremely curious about the free nomadic culture. With these expectations and curiosity, we had the opportunity to interview with Megyur Dojee, Founder of Lhayak brand, and listen to his story of the Qinghai-Tibet Plateau and nomads.



Q: 玛祖铭立 MATSU

A: 孟杰多吉（芒加）

**Q1: 我们了解到，您在美国学习了哲学与社会学。当初为什么选择这样的专业？很多人说，哲学和佛学在某种层面上很相似，哲学思想需要辩证，而佛学中的辩经亦然，所以您选择的专业与您儿时在藏区接受到佛学教育有关吗？**

**A1:** 由于传统的原因，在藏区很多人都是信佛的，所以很小的时候我们便开始念经。夏天，小河里的鱼可能因为干涸有生存危机时，我们就把它们移到旁边大河里去！总是会做这些（维护自然与生态的）小事。小学六年级时，我对佛教内容（哲学层面）非常感兴趣；尤其中学后，我的思想变得活跃，那时特别喜欢辩论，喜欢以批判性的思维去分析事物；每次放学后，就会去寺庙，跟着大师学佛，去学习理解它的逻辑，以及佛学在哲学层面的思考，自然而然我便对哲学产生了浓厚的兴趣。于是，后来在美国读大学时，便选择了哲学作为专业。

最开始，我的另外一个学习目标是教育学。从小我就希望自己能做一些改变世界的事情，能够促进民族文化以及社会的整体发展。当时的我认为教育才是最根本的。所以，初中毕业后，没去美国之前，我便自学了很多教育学理论知识，且比较精通。

后来我发现想让每个人都能得到一个公平的教育，其实是有很多社会条件所束缚与局限的；并且改变社会，不仅仅是单方面教育的问题；所以到了美国后，我主修了社会学。因为社会学才是研究整个社会，包括文化层面、经济层面、政治层面，以及意识层面。



Q: MATSU

A: Megyur Dojee

**Q1:** We understand that you studied philosophy and sociology in the United States. Why did you choose these majors? Many people say that philosophy and Buddhism are similar to a certain extent. Philosophy needs to be dialectic, and so does the Debate in Buddhism. So is your choice of your majors related to the Buddhist education you received in Tibet as a child?

**A1:** Many people in Tibet believe in Buddhism as it is a tradition. So we started chanting sutras when we were very young. In the summer, when the fish might be in danger due to the drying up of small rivers, we move them to big rivers nearby! We do these little things (for maintaining nature and ecology) all the time. In my Grade Six, I was very interested in Buddhist content (philosophical level), especially in my middle school time, my mind became active. At that time, I loved to debate and analyze things with critical thinking. Every time after school, I would go to the temple to learn Buddhism from the master, to learn and understand its logic, as well as the philosophical thinking of Buddhism, and thus naturally, I developed a strong interest in philosophy. As a result, I chose philosophy as my major when was studying in the United States.

Initially, I had the other goal on pedagogy. I grew up wanting to do something to change the world, to promote the overall development of national culture and society. At that time, I thought education was the essence. Therefore, after graduating from junior high school and before going to the United States, I learned a lot of theoretical knowledge of pedagogy by myself, and I had a deep understanding in it.

Later, I found that there are many social conditions that constrain and limit everyone's access to a fair education; and that changing the society is not just a question of unilateral education. So when I was in the United States, I chose sociology as my major. Because I am aware that only sociology can study the whole society from the cultural level, the economic level, the political level, and the consciousness level.



A  
&  
Q



／ Q2：什么时候开始有创立拉雅克，扶持藏区经济的想法？创业有很多种方式，为什么会选择社会性企业？

A2：很有意思的是，很多人会发现，拉雅克并不仅仅是传统意义上的企业，从某种意义上来说，它更像是一个学校。正是因为我的价值观以及教育背景，拉雅克在创立之初，就不全是以盈利为目标，特别不是以赚取最大利润为目标；其存在的意义是为了解决社会问题，为社会做一些贡献。

2014 年开始，国家对创业的扶持与鼓励，让国内兴起了创业热潮。但同时，很多青年对如何创业，如何经营现代化企业，以及市场上商业发展的模式并不了解；特别是藏区的创业者们是非常迷茫的。因为没有这方面的经验与教育，甚至很多人开始反对商业的发展，他们认为这种商业模式会打击与限制藏族精神文化。所以，我就在想，如何把我们民族的文化转化为企业文化，比如：佛教精神中利他主义的思维、道德感、因果关系，将其与现代企业经营管理的模式结合；让民族文化和商业经济相互促进，共生共存；让文化与民族精神，通过经济发展的支持，得以保护和传承。于是，带着这些思考，我本着为藏区解决社会问题为目的，而创立拉雅克。

具体来说，由于牦牛皮加工工序繁多，且无头层二层之分，利用率没有普通牛皮高。所以市场上皮具产品很少使用；而拉雅克则以更高的价格在藏区收购。当然我们会遇到挑战和困难。比如：由于我们处理与加工皮料时会以更环保的方式，以对人体健康为最重要的标准，而杜绝采用化学制剂与重金属等处理；所以成本较于同行会更高。但当克服了这些困难之后，便有很多人尊敬拉雅克，特别是在藏区。光在藏区我就有上万个学生，我们没花一分钱去做广告，他们却自发的，热情的推广与传播拉雅克的故事与价值。

所以这种利他主义的思想，这种爱，不仅仅有它的意义，也有它的智慧！只要你坚持，只要你一点点向好，那么从长远的角度上，它会让企业受益。

回头来看，这样创立和经营社会性企业的思想是怎么来的，那肯定是以哲学为源头，去思考“我的人生价值在哪里？”，“我活着对社会有什么意义”。而在这个长期思考哲学、教育学、社会学等问题的同时，在研究与解决社会问题的过程中，实现自我价值，并不断发现和探索了自己人生的意义。

Q2: When did you have the idea of establishing Lhayak to support the Tibetan economy? There are many ways for entrepreneurship. Why did you choose a social business?

A2: Interestingly, many people will find that Lhayak is not a traditional business, but more like a school in some sense. It is right because of my values and my education that Lhayak was founded not solely for profit, especially not with the goal of maximizing profits; the meaning of its existence is to solve social problems and contribute to the society.

Since 2014, there has been a rise of entrepreneurship in China under the support and encouragement of the country. But at that time, many people did not know how to start a business, how to run a modern enterprise, and what the business development model in the market was; entrepreneurs in Tibet were especially confused. Without experience and education in this field, many people even started to oppose business development, believing that the business model would hurt and restrict Tibetan spiritual culture. So, I was thinking about how to translate our national culture into corporate culture. For example, how to combine the altruistic thinking, moral sense and causation in Buddhist spirit with modern enterprise operation and management model, so that ethnic culture and business economy can promote and coexist with each other, and ethnic culture and spirit can be protected and inherited backed by economic development. Therefore, with these thoughts in mind, I founded Lhayak for the purpose of solving social problems in Tibet.

Specifically, the utilization rate of yak hides is not as high as that of ordinary cowhide due to various processing procedures and non-division of head-layer and second layer. Therefore, yak hides are rarely used in leather products in the market, but Lhayak buy them in Tibet at a higher price. Of course we are faced with challenges and difficulties. For example, as we treat and process yak hides in a more environmentally friendly way and take human health as the first priority, without the use of chemical agents and heavy metals, the cost of our products is higher than that of peers. But when we overcame these difficulties, Lhayak was respected by many people, especially those in Tibet. I have tens of thousands of students in Tibet alone. There is no need for us to invest in advertisement, as they are spontaneously and enthusiastically promoting and spreading the story and values of Lhayak.

So this kind of altruistic thinking, coupling with this kind of love, not only has its meaning, but also has its wisdom! Your business will benefit from this in the long run if you stick to it and get better bit by bit.

When we think back to where the idea of starting and running a social enterprise came from, it must have a philosophical origin by asking: "What's the value of my life? What does my life mean to society?" While we are thinking about philosophy, pedagogy, sociology and other issues for a long time, we can realize our self-value and constantly discover and explore the meaning of our life in the process of studying and solving social problems.



／ Q3：据了解，拉雅克将利润的 5% 用于社会公益活动，可否列举几个实例说明？

A3：比如：拉雅克常常组织文化交流的活动，女性赋能，以及免费的经济学常识培训活动。我们会梳理当下社会面临的问题，然后组织大家一起探讨，以提高人们的关注与觉醒意识。

另外，我们也举办过环保方面的研讨。拉雅克提出以 5% 的价格回收旗下品牌不能再使用的产品，然后我们以统一的、环保的方式去处理；尤其是高原没有那么多垃圾回收点，以及工业垃圾处理的机构；并且还是亚洲水塔，是水的源头，所以，我们更应格外小心，杜绝一切破坏生态的可能性。

2019 年，我们花费十多万开展畜牧业可持续发展论会。因为我们发现，越来越多的牧民离开草原。因为草场面积越来越少，人口却越来越多，加之城市现代文明的兴起，而牧区相对落后等造成了牧民放弃以生态放牧为主的生活方式。其实，牧民才是青藏高原的守护者。他们把山当做神山，水当做神湖，通过文化信仰的方式保护着大自然。是他们守护者青藏高原这一最后净土。任何其他方式也达不到这个生态维系效果。所以，最好的保护青藏高原的方式，就是让牧民在那里以原有的方式存在。这也是玛祖铭立与拉雅克联合在一起帮助他们创收，找到并提高他们的价值，让其留在草原的原因。

Q3: We came to know that Lhayak uses 5% of its profits for social welfare activities. Can you name a few?

A3: For example, Lhayak often organizes cultural exchanges, women empowerment events and free economic literacy training sessions. We will sort out the present social problems and then organize discussions to raise people's attention and awareness.

In addition, we have held seminars on environmental protection. Lhayak proposes to recycle the products that can no longer be used by its brands at a price of 5% of the cost, and then we will dispose them in a unified and environmentally friendly way. In particular, the Qinghai-Tibet Plateau does not have many recycling points or industrial waste disposal facilities, moreover, it is the Water Tower of Asia and the source of water, so we should take extra care to eliminate any possibility of ecological damage.

In 2019, we spent more than RMB 100,000 on the Animal Husbandry Sustainability Forum, as we see more and more nomads leaving the grasslands. Less and less grassland area, more and more population, coupled with the rise of modern urban civilization and the relative backwardness of pastoral areas have caused nomads to abandon the life style based on ecological grazing. In fact, nomads are the guardians of the Qinghai-Tibet Plateau. They regard mountains as sacred mountains and waters as sacred lakes, protecting nature through their cultural beliefs. It is them who protect the Qinghai-Tibet Plateau, the last pure land. No other way can achieve this ecological preservation effect. Therefore, the best way to protect the Qinghai-Tibet Plateau is to let nomads exist there in the original way. That's why MATSU has partnered with Lhayak to help nomads generate income, find and increase their value, and encourage them stay in the grasslands.

／ Q4：在与拉雅克合作以来，我们了解到牦牛与牧民，与生态都有着密不可分的关联。科学散养放牧，让牛群踩踏草种入土以避免高原紫外线灼伤，风沙吹走；而牛群的粪便可作为肥料为草种提供养分生长。但当拉雅克将牦牛产品带入城市，使其盛行后，是否会导致过度放牧，让畜牧与生态再次失去平衡呢？

A4：所以，第一要强调：一定要以青藏高原最生态化的方式散养放牧。

第二要强调，只有这样生态化的方式，才是青藏高原最独特的价值。倘若我们也圈养起来，那么它也失去了其独有的价值。圈养的东西在全世界什么地方都有。牧民们半开玩笑的说牦牛喝的是矿泉水，吃的是冬虫夏草。牦牛们的确吃的是带有丰富矿物质的山泉水和上百种的花草，并且每头牦牛散养 4-5 年，这些在别的地方是不具备如此条件的；所以，我们要打造高端品牌将其附加值体现。只有在市场上得到应有的价值体现，牧民才会愿意继续传承生态化的放牧生活方式。

现代社会面临的最大的挑战之一就是食物链的不安全性。现在企业用圈养和工业化的方式养殖牦牛，这是对生态的破坏，也是对食物链的破坏。所以我希望通过社会企业的模式，让消费者接触到真正安全，人性化的产品与事物。



Q4: Since working with Lhayak, we have learned that yaks are closely related to nomads and ecology. The implementation of scientific free range grazing can allow yaks to trample grass seeds and put them into the ground to avoid being burned by ultraviolet radiation on the plateau and blown away by wind and sand, in addition to the manure of yaks that can be used as fertilizer to provide nutrients for the growth of grass seeds. But will the prevalence of yak products brought into the cities by Lhayak lead to overgrazing and put animal husbandry and ecology out of balance again?

A4: In this regard, we must first emphasize that free-range grazing must be carried out in the most ecological way on the Qinghai-Tibet Plateau.

In addition, we must emphasize that only in this ecological way can the unique value of the Qinghai-Tibet Plateau be brought into full play. If we adopt captive rearing, the Qinghai-Tibet Plateau will lose its unique value. Captive animals can be found all over the world, but on the Qinghai-Tibet Plateau, every yak is kept free range for 4-5 years, drinking mountain spring water and eating grass without industrial pollution, which are the natural conditions not found in other places. So, all we need to do is to create a premium brand that reflects the added value. Only when the value is reflected in the market can nomads be willing to continue to inherit the ecological grazing lifestyle.

One of the greatest challenges facing modern society is the unsafe food chain. Nowadays, there are companies rearing yaks in a captive and industrial way, which is damaging to the ecology and the food chain. So I hope that consumers can be enabled access to truly safe and humanized products and things through the model of social enterprises.





Q5: 以“资本”为导向的市场经济时代，城市生活中皆是精致的利己主义者，拉雅克作为社会企业，又如何让城市中精致的利己主义者接受与喜爱呢？

A5: 如果与一个真正有智慧的人，有企业家精神的人，交流与推广这种（社会企业）思想并不难。很多伟大的思想家们与企业家们，能做到今天非凡的成绩，并不是因为单纯的想挣钱，而是想解决社会问题，或者有更理想的。但是 99% 的人在从小没有文化培育的情况下，去接受这种利他主义思维确实是困难的。毕竟他们认为眼前的一切，短期的快钱是更重要的。

好的品牌，从来都不会只以盈利为最大目的。比如：特斯拉的创始人埃隆·马斯克，他的目标是探索宇宙，扩展未来能源，希望能把人类生活迁移到火星上。这些看似童话一样的梦想是非常崇高的。再者，乔布斯的根本目标也不是为了创造赚钱的事物，而是为了 Think Different，为了独特的、卓越的，非凡的创造。再说受人尊重的中国企业家曹德旺，他则有慈善心，利他主义的心，他有不动摇的信念。

当企业只为了短暂的、眼前的利益，那么从长远的角度来说，他的创业是没有意义的，也不可能为人类社会问题提供解决方案；因此它对社会无意义，那么自然也将无市场。也许在风口时，它会被吹起来，但从商业可持续的角度来讲，它注定会失败的，更无法获得认可与尊重。

佛教说：善果是无限的，恶果也是无限的。在商业中，也是不断积累善果和恶果的过程。现在，拉雅克在国内与国际平台上，讲述我们的品牌文化与精神时，都非常自信，且能得到尊重与认可。中国市场的发展，也绝对是向生态化的，人性化的方向迈进。那么，终有一天，那些追求短暂利益的企业会在市场上淘汰与消失。

Q6: 是什么促成了本次拉雅克与玛祖铭立合作，并共同前往藏区体验游牧生活呢？您觉得合作能为双方带来什么？

A6: 统一的价值观念让双方走到了一起。拉雅克是在理念上，追求上有相对不错的成绩，但从实际项目上，比如：设计、产品规划，以及市场的推广，这些我们都需要玛祖铭立的支持。

我很佩服玛祖铭立的工作效率，可以高效的将认知付诸于实践，比如这次游牧系列产品从理念构思到设计生产，非常快速落地。

我认为玛祖铭立是一家有信誉，有情怀，有远见的企业，是一家适合长远且深度合作的企业。在双方的合作中，我也看到玛祖铭立员工一些变化和进步，我特别高兴，你们在不断接近生命，接近灵魂的本质，你们的说话方式，思维方式也在发生变化，变得更有使命感。拉雅克与玛祖铭立相互影响着，这些也促使两个品牌的价值观越来越统一，这很难得。



Q5: In the era of capital-oriented market economy, cities are full of exquisite egoists. As a social enterprise, how can Lhayak be accepted and loved by exquisite egoists in cities?

A5: It's not difficult to communicate and promote this kind of (social enterprise) idea with a really smart person who has an entrepreneurial spirit. Many great thinkers and entrepreneurs have achieved extraordinary results not simply because they want to make money, but because they want to solve social problems or have higher ideals. But it's hard for 99% of people to accept altruistic thinking when they haven't been brought up to do so. After all, what they value is the immediate and short-term quick money.

Good brands are never solely for profit. For example, the goal of Elon Musk, the founder of Tesla, is to explore the universe, expand the energy future, and hopefully migrate human life to Mars. These fairytale-like dreams are sublime. Moreover, Jobs' fundamental goal did not fall on creating things that made money, but on "Think Different", on creating something unique, remarkable and extraordinary. And we also have Cao Dewang, a respected Chinese entrepreneur, who has compassion, altruism and unwavering faith.



Q6: What is the drive that prompted Lhayak and MATSU to cooperate and experience nomadic life in Tibet together? And what do you think the cooperation can bring to both of us?

A6: It is common values that bring us together. Lhayak has relatively good results in concept and pursuit, but in practical projects, such as design, product planning and market promotion, we need the support from MATSU.

I am quite impressed with MATSU's work efficiency, MATSU can efficiently put its knowledge into practice. For example, the nomadic series products were launched very quickly from conception to design and then to production.

When an enterprise only aims at short-term and immediate interests, its entrepreneurship is meaningless in the long run, and it is impossible to provide solutions for human social problems, therefore, it is meaningless to society, and naturally there will be no market for it. It may be flying when placed against the wind, but from the perspective of business sustainability, it is doomed to failure, not to mention recognition and respect.

Buddhism says: good fruit is infinite, so is evil fruit. In business, it is also a process of accumulating good and bad fruits. Now, when we present the brand culture and spirit of Lhayak on domestic and international platforms, we are very confident and respected and recognized. The development of Chinese market will also absolutely be toward an ecological and humanized development. Therefore, those enterprises that pursue short-term interests will one day be eliminated and disappear in the market.

I believe MATSU is an enterprise with credibility, passion and vision, and suitable for long-term and in-depth cooperation. During the cooperation, I have also seen some changes and progress of your employees. I am particularly glad that you are getting closer to life, closer to the essence of your soul, and that the way you speak and the way you think are changing and with more sense of mission. It is rare that the two brands, Lhayak and MATSU, influence each other and get closer the values of both.

Q7: 您认为企业在履行社会责任过程中会遇到哪些困难呢？或者拉雅克在社会企业之路上遇到的困难是什么呢？又是如何克服？

A7: 找到志同道合的人，且愿意并有能力为之奋斗的人，这类人才的缺乏是拉雅克一直所面临的困难。社会企业对人才的要求很高。因为我们比一般企业更具挑战性，我们以更高的价格收购牛皮，我们以更生态更高成本的方式加工，我们则需以更高的市场价格销售。那么，如何让资本时代的消费者接受这样的产品，让他们关心这些产品背后的故事，或者找到这些产品适合的人群。这绝对需要更强能力与更高意志的人，甚至以此为实现人生意的人来共同努力！

这些挑战与困难是一直有的，但同时，我们也一直在收获。为这样理念与创造这样价值产品的企业工作，我们自觉这是很了不起的事情，所以每天都活得非常充实，很幸福，很开心！即使明天不在人世，我们也很满足且有成就感。因为我们在做有意义的事情。

Q7: What difficulties do you think enterprises will encounter in the process of fulfilling their social responsibilities? Or what difficulties have you encountered on your path to social entrepreneurship? And how did you overcome them?

A7: It has always been difficult for Lhayak to find like-minded people who are willing and able to work for our goal. Social enterprises have high requirements on talents. This is because we are more challenging than the average companies. We buy hides at a higher price, we process them in a more ecological and more expensive way, therefore we have to sell it at a higher price. So, how to make consumers in a capital-oriented age accept such products and let them care about the stories behind these products, or how to find the right people for these products, will absolutely need the joint efforts by people with stronger ability and higher will, and with our goal as their pursuit in the meaning of life.

These challenges and difficulties have been there, but at the same time, we have always been harvesting. It's amazing to work for a company that has such a concept and creates such value products, so every day we feel very full, happy and joyful! Even if we are gone tomorrow, we feel fulfilled and accomplished, because we're doing something that really matters.

Q8: 对于此次玛祖铭立即将推出的游牧系列家具产品，您最喜欢哪个？为什么？又如何看待将游牧概念融入家具设计中？

A8: 我都喜欢。因为每个产品就像自己的孩子一样，是一点点培养出来的，其背后是大家齐心协力，一起为了梦想奋斗的结果。而这个梦想的核心是利他主义的思想，是爱！这样充满爱的产品是多么美！所以，我对这次与玛祖铭立联名合作的游牧产品系列特别有感情。我也希望能为这一系列产品做更多贡献。

我们双方还有设计师 Joeri Reynaert，通过体验游牧文化，从亲身感知再到深刻认知，而智慧创造的这一系列产品，绝对是有灵魂与热情的。当你设计一款产品不仅是为了让甲方满意，而是想为牧民做一些贡献，为生态做一些有价值的事情时，以这种心态去创造产品的整个过程是非常有意义的。

对于拉雅克来说，我们最关注的是产品背后的意义，而至于产品的外观与功能性，我信任合作方，相信在办公家具市场有经验且专业的玛祖铭立以及设计师 Joeri Reynaert。



Q9: 可否与我们谈谈拉雅克今年有何全新计划呢？未来的愿景有什么？疫情对于拉雅克的计划有无影响？如有影响，那么又是怎么调整以适之的呢？

A9: 今年，拉雅克需要扩展到 100 家分店。

另外，我也一直在思考，想打造一种模式：把青藏高原的一些牧民家庭变成一个生态化、人性化的牧场，变成一个高端综合体验项目。让牧民可以继续通过放牧维系生态，同时让更多城市人来此体验交流，不仅仅是感受牦牛皮、牦牛肉，还包括牦牛的生态养殖方式，以及治愈性的自然，从而让牧民实现高价值的多维创收，提升其优越感与社会地位。现代城市人太缺乏与自然亲近的机会。而在这里，可以放牛爬山、河水嬉戏、住宿……就如同一个牧区度假村。用善念与智慧让现代文明和生态自然在这里和谐相遇。关于这个牧场项目，原本计划在 2022 年开始执行落地一些事情，但因为疫情，今年只能暂且把规划做好。现在藏区各地政府都在与我们对接，期待一起合作。我们也期待志同道合的人加入。

2022 年，我们与玛祖铭立的合作也是重中之重。这是拉雅克第一次与非藏区的品牌合作，希望我们双方联合起来，推广牧民的生态文化，给他们创造更好的价值。让城市人接触到人性化的、安全的产品与事物。

Q8: Which one do you like most in the upcoming nomadic series furniture products of MATSU? Why? And how do you think about integrating nomadic concept into furniture design?

A8: Well, I like them all. Because each product is like a child grown up bit by bit in a company, backed by everyone's concerted efforts, and the result of struggling for dream. And at the heart of this dream is the altruistic thinking and love! How beautiful is such a product full of love! So I have an emotional attachment to the nomadic series products with MATSU. I also hope to contribute more to this series of products.

This series of products created intelligently by both of us, including the Designer Joeri Reynaert, through the experience of nomadic culture, and evolving from personal perception to deep understanding, are definitely with soul and passion. If the purpose of designing a product is not only to satisfy Party A, but also to make some contribution to nomads and do something valuable for ecology, then the whole process of creating such a product with such an attitude will be very meaningful.

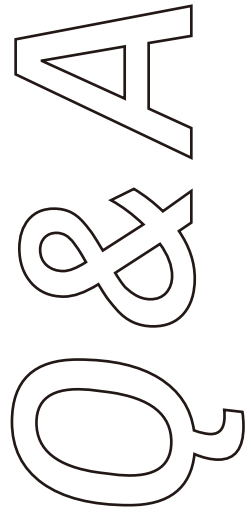
For Lhayak, our primary focus is the meaning behind the product; with respect to the appearance and functionality of the product, I trust the partner, MATSU, and the Designer Joeri Reynaert, who are experienced and professional in the office furniture market.

Q9: Could you share with us new plans of Lhayak for this year? What is your future vision? Has the pandemic affected your plans? If so, how do you make adjustments?

A9: Lhayak needs to expand to 100 stores this year.

Moreover, I have been thinking about a new model, which is to turn some nomadic families on the Qinghai-Tibet Plateau into an ecological and humane ranch, into a high-end integrated experience program, so that nomads can continue to maintain the ecology through grazing, and more urban people can come here to experience and feel, not only the yak hides and meat, but also the ecological rearing way of yak and the healing nature. In this way, nomads can achieve high-value multi-dimensional income generation and enhance their sense of superiority and social status. It is really hard for modern urban people to get close to nature. But here on the Qinghai-Tibet Plateau, you can graze yaks, climb mountains, play in rivers, enjoy accommodation... in a seemingly pastoral resort. Our good thoughts and wisdom will make here a place where modern civilization and ecological nature meet in harmony. The pastoral project was originally planned to start in 2022, but due to the pandemic, we can only make our planning for the time being. Local governments of Tibetan regions are communicating with us for cooperation, we are also looking forward to the joining of like-minded people.

In 2022, our partnership with MATSU is also a priority. This is the first time for Lhayak to cooperate with a brand from a non-Tibetan region. We hope that we can join forces to promote the ecological culture of nomads, create better value for them, and enable urban people access to humanized and safe products and things.







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