



dONE<sup>+</sup>, 鲜活生命力  
dONE<sup>+</sup> Executive Table

**MATSU**  
Inspiring Office Lifestyle

In order to be environmentally friendly, we use recyclable paper. 为创造环境友好型社会，我们全部采用环保纸张。

# SHU木

**No.58**  
WINTER 2021  
冬季刊

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主编 易宇婷	Editor-in-Chief Helen Yi
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编辑 彭茜 李祖榕	Editor Qian Peng, Chrystal Li
平面设计 王琮跃	Graphic Design Landis Wang
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地址 上海市徐汇区肇嘉浜路 686 号 邮编: 200030 电话: +86 21 5456 0662 网址: WWW.MATSU.CN 客服热线: 400 630 9229	Address No. 686 Zhaojiabang Road, Xuhui District, Shanghai, P. R. China, P.C.: 200030 Tel: +86 21 5456 0662 Web: WWW.MATSU.CN Customer Service Hotline: 400 630 9229
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# 卷首语

Editor's Voice

## 职场生命力

城市的生命力，  
也许是区域 GDP；  
也许是越来越高的商业楼宇；  
也许是港口贸易；

那么，城市人，职场人的生命力呢？  
难道是职场人的鸡血与为资本奋斗的热情？  
难道是快餐式经济下失去的煲汤时间？  
难道是捷径之途中失去的经历体悟？

在追求高效的商业市场，很多人穷其一生寻找人生捷径，  
他们活得精明，而这种精明正在失去，  
那种特别感性、特别朴素、特别本质的生命力，  
而我们正试图将这种生命力，  
将 12 月藏区行对游牧文化的理解与所寻找的灵感，  
融入产品与空间中。  
将这种鲜活与本真注入冷峻的城市，  
融入征服蓝天却又忘却蓝天的高楼大厦……

正如高艳津子所说：  
“生命应该有生发出来的那个行动的过程…….”  
如果你在 2021 娴熟的伪装精明，  
那么请在 2022 体悟未知且鲜活！

一本刊编辑部

## Workplace Vitality

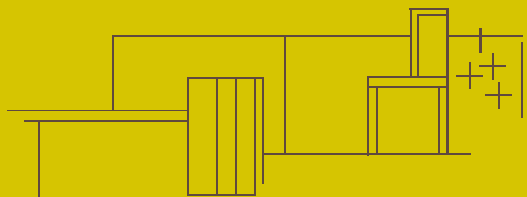
The vitality of a city  
may be represented by regional GDP,  
the increasing height of commercial buildings,  
or busy port trade.

Then, what about the vitality of citizens and professionals?  
Is it their super energy and ardor for fighting capital,  
the cooking time they can no longer afford under fast-food economy,  
or the experience that they have lost by taking a shortcut?

In the efficiency-oriented commercial market,  
many people spend a lifetime looking for shortcuts.  
They are smart, but such smartness is losing  
the special vitality is that is sensible, simple and essential.  
And we are trying to integrate this vitality,  
our understating of the nomadic culture,  
and our inspiration from the trip to Tibet in December  
into our products and space,  
to infuse cold cities with freshness and authenticity,  
and remind skyscrapers of the beauty of blue sky..

As Gaoyan Jinzi once said,  
"The course of action that life is supposed to have and generate..."  
If you have skillfully pretended to be shrewd in 2021,  
Please experience the unknown and freshness of life in 2022!

# 冬



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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Magazine Section Information:

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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2021 年，  
正值 MATSU 的 25 周岁，  
如同一只雄狮！  
在疫情常态化的这一年，  
我们一次次发声，一声声怒吼！  
无论市场喧闹还是寂寥，心中鼓点从未消逝。

“咚！咚！咚……”  
每一次都掷地有声：  
续 2020 年深圳展厅开幕后，MATSU 继续拓展  
华南市场，重归品牌发源地，新启广州办公生  
活体验中心；并参与深圳国际家具展，广州家  
具展；在藏区游牧收皮体验之旅中，收录产品  
灵感，怀着对自然的敬畏与对生态的慈悲，向  
社会企业迈进……

用 2021 年的每一声怒吼，去做一头雄狮吧！

In 2021,  
MATSU celebrated its 25th birthday,  
Just like a male lion!  
In this year of normalizing epidemic,  
We spoke again and again, roared again and again!  
No matter whether the market was lively or dead, the beats in  
our heart never faded away.

"Thump, thump, thump"  
Every sound was forceful and lofty:  
Following the opening of 2020 Shenzhen Exhibition Hall,  
MATSU continued to expand markets in South China, returning  
to where the brand originated, establishing the new  
Guangzhou Office Life Experience Center, taking part in  
Shenzhen International Furniture Exhibition and Guangzhou  
Furniture Exhibition, collecting inspirations for products  
through the journey of nomadism and skin collection in  
Tibetan areas. With awe of nature and mercy for ecology, we  
march towards becoming a social enterprise...

Be a male lion with every growl in 2021!

# MATSU玛祖铭立2021年精彩回顾

## 2021 Glowing Review of MATSU

编辑：彭茜 摄影：陈锋、刘达、吴鉴泉 Editor: Qian Peng Photographer: Feng Chen, Da Liu, Vincent Wu

### 01&02

MATSU@SZCW 深圳国际家具展  
MATSU@CIFF 广州家具展

两展展台设计获 "ICONIC AWARDS 2021 best of best"

On both SZCW Shenzhen  
International Furniture Exhibition and  
CIFF Guangzhou Furniture Exhibition

MATSU's exhibition booth design won the "ICONIC AWARDS 2021 best of best".

2021.3.17-21 2021.3.28-31



2021 年深圳时尚家具设计周暨深圳国际家具展，与 2021 年第 47 届中国 CIFF 广州家具展，MATSU 玛祖铭立携手室内设计 anySCALE 任督设计如期参展，此次以“突破局限，随心行动，Break Limit, Follow Flow”为主题，并携颠覆传统培训与分享模式的家具新作，MATSU westermann wp3 系列 X-brick、Flomo 亮相首发，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。此次展台荣获了德国 Iconic awards 标志性设计大奖中 BEST of BEST 至尊奖。

On 2021 Shenzhen Creative Week & Shenzhen International Furniture Exhibition and the 47th China CIFF Guangzhou Furniture Exhibition, MATSU was present on time together with anySCALE Interior Design. This time, the selected topic was "Break Limit, Follow Flow", unveiling new pieces of furniture that overturned traditional training and sharing mode: MATSU westermann wp3 series X-brick and Flomo, which demonstrated a flexible, healthy office and training field of urban vitality and suitable for team collaboration. The exhibition booth this time won the German ICONIC AWARDS 2021 BEST of BEST.



2021 年 6 月 3 日 - 6 日，继广深家具两展后，MATSU 受邀参与设计上海，再次以“突破局限，随心行动 BREAK LIMIT FOLLOW FLOW”为主题三地开约。

From June 3, 2021 to June 6, 2021, following the furniture exhibitions in Guangzhou and Shenzhen, MATSU was invited to take part in DESIGN SHANGHAI, once again making an appointment with three destinations on the topic, "BREAK LIMIT FOLLOW FLOW".

# Inspiring Office Lifestyle

### 04

MATSU25周年庆典 1996-2021  
MATSU's 25th Anniversary Celebration (1996-2021)

2021.6.28

2021 年 6 月 28 日，MATSU “享受 25，挑战 100” 的 25 周年庆典如期举行。北京、广州、深圳等全国各地代表共聚上海。在炫彩焕新的 MATSU 上海体验中心欢乐同庆。

On June 28, 2021, MATSU's "Enjoy Being 25 and Challenge for 100" 25th Anniversary Celebration was held on time. Delegates from places all over the country, such as Beijing, Guangzhou and Shenzhen, gathered in Shanghai and joyfully celebrated together in the brand-new, dazzling MATSU Shanghai Experience Centre.







05

## MATSU上海旗舰店焕新“ICONIC AWARDS” MATSU Shanghai Flagship Store Renewed with “ICONIC AWARDS” 2021.7

玛祖铭立旗舰店于 2010 年首次创立。初建之时，便作为行业品牌率先获得了 LEED 金级绿色建筑认证。历经 7 年后，于 2017 年，升级焕新，赋予时代创新精神与新锐生命力。2021 年，距上次改造已有 4 年，玛祖铭立再次邀请国际设计机构 anySCALE 任督设计将其融入对于未来办公畅想与“艺术”“魔幻”之色，以呈现上海独特的“魔都”之彩！

MATSU' s Flagship Store was founded in 2010. On establishment, as an industry brand, it was the first to be certified as Platinum Green Building by LEED. After 7 years, in 2017, MATSU upgraded and renewed, giving innovative spirits and young vitality to the era. In 2021, 4 years away from its last transformation, MATSU once again invited an international design institution, anySCALE to merge it with free imagination of future office and "artistic" magic colors, in order to present Shanghai' s unique colors of a "magic city" !



## 07 MATSU @ 中国国际时尚家具艺术节 MATSU @ CIGC 2021.10.22-24

10 月 22-24 日，中国国际时尚家居艺术节在潭洲国际会展中心举行。玛祖铭立应邀以“职场“放牛”，灵感自由”为主题参展，来 MATSU 游牧办公生活体验馆，我们带你逃离日常，逃离空洞的 8 m² 屏风盒子，做一个职场“牧人”，体验“放牛式”办公。

From October 22 to October 24, CIGC was held in Tanzhou International Convention and Exhibition Center. MATSU was invited to take part in the exhibition on "Pasture Cattle in Workspace, Free Your Inspirations". Come to MATSU' s nomadism office & life experience center and we will take you to get away from daily work and the hollow 8m² cubicle to be a office "nomad" and experience the "cattle-pasturing" working style.



2021 年 8 月，MATSU 与悦享会 YUE+ Club 合作的“悦享会 × 玛祖铭立 MATSU 广州办公生活体验中心”落户于广州环贸中心（广州 ICC），其拥有双重身份。首先，它是 MATSU 玛祖铭立位于广州的线下体验展厅；此外，它也是越秀 ICC 的写字楼样板间。这一次的体验中心不仅仅具备单一的展示陈列功能，还需满足绝大多数企业的实际需求，以最大限度发挥 1+1 远超于 2 的效能。

In August 2021, the "YUE+Club×MATSU GUANGZHOU EXPERIENCE CENTRE", jointly founded by MATSU and YUE+Club, was settled in Guangzhou ICC, with a double identity. First, it was MATSU' s offline experience centre located in Guangzhou; second, it was the model room of Yuexiu ICC' s office building. This experience centre not only has simple display and exhibit functions but also satisfies the practical needs of most enterprises, optimizing the "1+1>2" efficiency.

06

## 广州全新体验中心开幕， 重归品牌发源地

Opening of Brand-new MATSU  
Guangzhou Experience Centre,  
Returning to Its Origins

2021.9



## 08 2021 MATSU与“奖” 2021 MATSU and “Awards”



- 2021 年玛祖铭立在勇往直前中，也获得了专业机构的认可与权威奖项：
1. 正大集团办公空间项目获红点奖，以及 ICONIC AWARDS 2021
  2. MATSU 广深家具展展台，获 ICONIC AWARDS 2021 best of best
  3. 玛祖铭立上海旗舰店，获 ICONIC AWARDS
  4. 深圳家具展台凭借绚烂的设计，荣获“金汐奖—最佳空间设计奖”，
  5. MATSU 办公空间工程项目 VMLY&R 也取得了“金汐奖—最佳办公解决方案奖”。
  6. MATSU 荣获深圳标准认证证书
  7. MATSU 荣获“CIGC 金兰花奖 - 最佳智造奖”



- In 2021, whilst developing rapidly, MATSU also won prestigious awards certified by professional institutions:
1. Red Dot Award for the CP Group' s Office Space Project, and ICONIC AWARDS 2021
  2. MATSU' s exhibition booth won the ICONIC AWARDS 2021 best of best on Guangzhou and Shenzhen Furniture Exhibition
  3. MATSU' s Flagship Store in Shanghai won ICONIC AWARDS
  4. The exhibition booth on Shenzhen Furniture Exhibition won "Gotrend - Best Space Design Award" with its dazzling design
  5. MATSU' s office space project, VMLY&R also won "Gotrend-Best Office Solution Award"
  6. MATSU was awarded the honourable Shenzhen Standard Certification Certificate
  7. MATSU won the honourable "CIGC Gold Orchid - Best Intelligent Design Award"





## 09 玛祖铭立&拉雅克藏区游牧体验 MATSU & Lhayak Tibetan Area Nomadism Experience 2021.12.15-21

为追寻牧民对生态的善念, 2021.12.15-21 玛祖铭立亲赴藏区收购牦牛皮, 体验神圣的牧民文化, 从收购, 筛选, 搬运, 剪毛, 洒盐每一步都真诚的投入。

这次体验也将给我们在明年 6 月的“设计上海”与拉雅克联名发布的“游牧办公”理念与产品寻找更多的灵感与智慧。

To pursue nomads' good will for ecology, from December 15, 2021 to December 21, 2021, MATSU went on a trip to purchase yak hide in Tibetan areas and experienced the holy culture of nomads. From purchase, sifting, delivery, shearing and spreading salt, we were sincerely dedicated to every step.

The experience will also inspire and enlighten us on the "Cattle-pasturing working style" concept and products, which we are going to jointly launch with Lhayak on Design Shanghai next June.

带着梦起飞  
换上 2022 这件崭新的衣裳  
努力全因心中有方向 我梦及我想  
朝着愿望与期望振翅飞

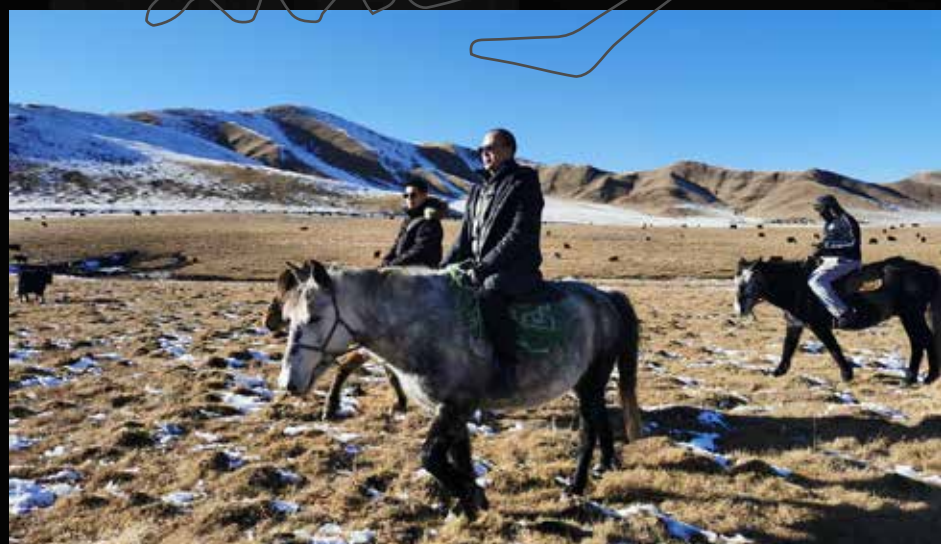
梦与想 始终紧记  
遥遥万里 不言放弃  
热情若没变  
痛苦得失 再不需记  
世界万变 也不失这志气

无论上山下山  
永不止步!

Take off with dreams  
Put on the brand-new garment of 2022  
We fight because we have a goal; we dream, we think  
Towards the vision and expectations, we soar

Dreams and thinking, we will always remember  
Through thousands of miles, we never gave up  
If passion is eternal  
Pain and losses we shall forget  
Despite the ever-changing world, we hold on to our aspirations

No matter going up or down  
We will never stop!



# 玛祖铭立&拉雅克 藏区游牧体验行

MATSU & LHAYAK'S ROAD TRIP TO TIBET FOR A TASTE OF NOMADISM

编辑: 刘达 彭茜 李祖榕 摄影: 刘达 Editor: Da Liu, Qian Peng, Christal Li Photographer: Da Liu



2021 年 12 月,  
玛祖铭立董事长蔡演国先生  
亲自带领团队,  
邀约来自比利时的设计师 Joeri,  
与拉雅克创始人孟杰多吉及其团队一起,  
怀着敬畏踏上了藏区游牧体验之行,  
我随行其中。

On December 2021, leading a team by himself, Mr. Cai Yanguo, Board Chairman of MATSU, invited the Belgian designer Joeri to take a road trip to Tibet together with the founder of LHAYAK Megyur Dojee and his team, to experience the nomadic culture with deep reverence. And I was part of the team.

我们在成都汇合, 三方共同商议了关于此程中收皮一事的细节。随即便开启路远道阻的自驾之行。

The three parties met in Chengdu. After discussing details of yak hide purchase during the trip, we embarked on the road trip to Tibet.



个  
在成都汇合的碰头会议上, 孟杰和蔡演国已开始  
商议皮料的色准、厚度等细节。(上图)

高原缺氧的状态下, 玛祖铭立董事长蔡演国先生  
仍坚持亲自驾驶 (下图)





尽管天气严寒，从南方骤然来到大雪覆盖的城镇众人都很兴奋；更何况，还是在神秘的藏传佛教所在地。拉雅克孟杰一边走一边在结冰的路面滑行，甚至躺在了雪地上吃雪……他笑得像个孩子般说道：童年最好玩的，就是在雪地上尝雪！当我们保护与珍惜大自然时，大自然的所有一切便是最好的馈赠。它们纯净无污染，清新又健康！

孟杰与蔡演国娓娓阐述各莫寺的神圣三色：“白色代表慈悲心，红色则是智慧，黑色既勇气，作为参悟之人我们需要拥有这三种特质，而我们此行正是如此！怀着善念（白色），用勇气（黑色）去做商业企业不曾尝试的事 通过收购牦牛皮（红色）帮助牧民创收，让其可以继续以游牧生活的方式保护草原生态。

Despite the cold weather, we, a bunch of city dwellers from the South, were very excited to see snow-covered towns, let alone the fact that it is home to the mysterious Tibetan Buddhism. Megyur Dojee walked and glided on the icy road, and even lay down on the snowfield to eat snow. Laughing like a child, he said, "The funniest thing is my childhood is tasting snow on the snow! When we protect and cherish nature, everything it has to offer is the best gift. They are pure, pollution-free, fresh and healthy!"

Megyur and Cai Yanguo told us about the three sacred colors of Gemosi pleasingly and impressively. "White represents compassion, red wisdom, and black courage. These are the three traits we must have in order to perceive truth through medication. And our company has been striving to accomplish what other commercial enterprises have never attempted to do with good will (white) and courage (black); by purchasing yak hides (red), we help to increase the income of herdsmen, so that they can continue to protect the grassland ecology with their nomadic lifestyle."

## 01 初至各莫寺

A Visit to Gemosi

一路天高云淡，路远渐阔。途中我们拜访了各莫寺。

十二月的藏区正是严寒之时，天蓝无云。皑皑白雪将大地覆盖掩去一切污垢，砖瓦红墙上还蓄着厚厚积雪，让肃穆之风更显圣洁。

Along the way, the sky was high and the clouds were pale. First, we paid a visit to Gemosi.

December in Tibet was freezing cold with cloudless blue sky. Dazzling white snow covered the earth and concealed all filth and grime. The contrast between snow piling up high on tiles and red brick walls appeared solemn, serene and sacred.



## 为何帮助牧民创收就是保护生态？

挖矿修路，围栏放牧，鼠兔数量与草原面积之间的失衡……等导致若尔盖大草原水域缩减，沙化严重；然而，最为生态地保护自然与治理沙化的方式正是当地牧民为之：在播撒草种后，让牦牛蹂躏，使其埋入土壤，生根发芽，而避免被风吹走与高原紫外线的灼伤。于是，帮助牧民创收，让他们留在草原，留有放牧的生活方式，成了一个善性循环的生态保护链：我们保护牧民，牧民保护大自然，保护青藏高原这一亚洲水塔。

How We Protect Ecology by Increasing the Income of Herdsmen?

Mining and road works, grazing in cage, imbalance between the number of pikas and grassland area...a series of issues have led to a decrease in the waters of Zoige Grassland and severe desertification. It happens that the most ecological way of protecting nature and treating desertification is the practice of local herdsmen: after sowing grass seeds, let yaks tread on the soil to help the seeds take root and sprout, so as not to be blown away by wind or burned by the ultraviolet rays of the plateau. Therefore, to increase the income of herdsmen, keep them on grassland and retain their grazing lifestyle has formed a benign cycle of ecological conservation chain: we protect herdsmen, and herdsmen protect nature, thereby protecting Tibetan Plateau—the Water Tower of Asia.

## 02 吃牛粪

A Taste of Yak Dung

到达藏区的第一天，团队便拜访了拉雅克创始人孟杰多吉的家。大家注意到火炉里熊熊燃烧的，是土块一样的牛粪。于是孟杰的奶奶便开始兴奋的讲起牛粪的各种好处，“牦牛们喝着矿泉水，吃的是虫草，牛粪也是宝。”在我们眼里肮脏的排泄物，在牧民心中，却是清洁的代表，“当找不到餐具的时候，我们也会把食物也放在牛粪上。因为，它们很干净”，孟杰跟大家补充道。

On the first day upon arrival in Tibet, the team visited the home of Megyur Dojee, the founder of LHAYAK. We noticed that blocks of yak dung burning in the stove, and Megyur's grandma started to talk about the various benefits of yak dung excitedly, "Yaks drink mineral water and eat cordyceps, and yak dung is also a treasure." To the herdsmen, the filthy excrement in our eyes actually represents cleanliness. "When we can't find tableware, we would put food on yak dung, because it is clean." Megyur added.

饮食清洁的缘故，牛粪本身就没有臭味，加上高原强烈紫外线的杀菌作用以及极低的湿度，晒干的牛粪甚至还会有些干草的香气。“来，大家可以尝一下”，孟杰是一个很喜欢开玩笑的人，为了“诱惑”我们吃牛粪，他一边说一边往自己嘴里塞了一块，而且还分给了每个人。所有的人都瞪大了眼睛，谁也没想到来藏区第一件事竟然是“吃屎”吧?!出乎意料的是，它并没有什么味道，更像是一块干面包。

Due to the cleanliness of diet, yak dung doesn't stink at all; plus the bactericidal effect of the strong ultraviolet rays and extremely low humidity on the plateau, sundried yak dung even smells like hay. "Come on. Try it!" Megyur likes to joke. To "lure" us into eating yak dung, he popped a block into his mouth while talking, and handed out yak dung to all of us. Our eyes widened in surprise—little did we know that the first thing we did in Tibet would be eating dung! Unexpectedly, yak dung does not have any flavor—it is more like dried bread.



清晨，勤劳的牧民会将新鲜的牦牛粪收集起来，精心的做成“饼”的形状，并晾干作为燃料。

从迟疑观望，到拿在手上时的小心确认，再到入口时的“无味”惊喜，最后逐渐到相互信任。这份信任，不光是团队之间的信任，也包括我们对大自然的信任！我们也开始感受到自己之前是多么的远离自然。

我们是否应该开始反思？什么是清洁？并不是人工方式采用化学制剂“消毒”或者“净化”之后的结果。直接可以喝的泉水、天然食物以及没有被污染、可以自由呼吸的空气才是真正的干净。而这些对我们城市里的居民陌生甚至是奢侈的东西，却是每只在草原上自由游荡的牦牛的“家常便饭”。在如此洁净环境下生长的牦牛，其粪便也是“功能丰富”：除了当作清洁的能源之外，牦牛粪便燃烧产生的烟也会用做消毒；在藏族婚礼的时候，人们会在精致的筐子里装满牛粪并用哈达包裹起来，作为福德以及财富的象征。

From hesitation and reluctance to careful examination of the yak dung in hand, and then the "flavorless" surprise which eventually resulted in mutual trust, the team bonded and gradually developed trust in nature. We also started to realize how far away we used to be from nature.

A taste of yak dung led us to reconsider the connotation of cleanliness. Cleanliness is not a result of artificial "disinfection" or "purification" with chemicals. What's real clean are directly drinkable spring water, natural food and untainted air. These are strange or even luxuries to urban residents, but commonplace to yaks freely roaming on the grassland. Due to a clean living environment, yak dung has a rich variety of functions: yak dung itself is a source of clean energy, and the smoke from burning yak dung can be used for disinfection; in Tibetan weddings, people would fill exquisite baskets with yak dung and wrap them with Hada as a symbol of happiness, good luck and fortune.







从途经若尔盖草原时，看到这个曾经牦牛最喜欢的地方，沙化严重。这让我深刻认知到生态保护的紧迫性。带着些许的沉重，随后我们抵达若尔盖地区的唐克镇收皮。那边的牧民十分期望我们的到来。有骑着摩托的，坐三轮的，也有开着小货车的，陆陆续续的到达收购点。在人口本不密集的唐克镇，前来卖皮和围观的牧民们逐渐簇拥聚集。

During our trip, we regretted to see severe desertification of Zoige Grassland, the once favorite place of yaks. This made us realize the urgency of ecological protection profoundly. With certain heaviness in mind, later we arrived at Tangke Town in the Zoige Area to purchase yak hides. Looking forward to our visit, the local herdsmen successively arrived at the acquisition point by motorcycle, tricycle, minivan, etc. In the sparsely populated Tangke, herdsmen gradually gathered to sell hides and watch.

## 03 收皮

Yak Hide Purchase



热情的牧民，期待的眼神让我们更深层次的体会到了作为社会企业的责任与此行的意义：我们希望通过收购牦牛皮帮助在地牧民创收，让牧民得以留在草原。

The enthusiasm of herdsmen with expectant looks on their faces made us more deeply aware of the social responsibilities of an enterprise and the purpose of our trip: we hope to increase the income of local herdsmen through a purchase of yak hides, thus keeping them on the grassland.



由于每张皮都是当地来自牧民自然放养的牦牛。收皮时，必须一张张筛选，剔除有虫眼与面积较大刀疤的。符合标准的，我们便会现金结算给卖皮的牧民；并一次次培育他们正确的剥皮方式，从而避免皮料在源头被人工无意损坏。

Since the hides were all from free-range yaks, we had to examine each hide carefully to eliminate those with worm holes and large scars. If the hide was up to standard, we would pay cash to the seller; also, we informed them one by one of the correct way to skin a yak, so as to prevent unwanted artificial damage to leather at source.



除此之外，在玛曲地区，我们还专门造访并收购当地民间的传统手工艺牦牛皮制品（马鞭等）。之后，我们会分析研究这些传统的皮具，通过创新，赋予传统手工艺新的生命力。因为我们相信，让传统文化可以更好的传承，一定不只是把以前的花纹图案作为装饰，创设成“新民族风”；还可以进一步通过创新与设计，让传统的手工艺可以为现代人的生活需求而服务。当这些手工艺可以开始进化的时候，我们就不必担心它的失传了。

In addition, we have also visited and purchased local folk traditional handicraft yak leather products (horsewhip, etc.) in Maqu. Then we will analyze and study these traditional leather products, and give new vitality to traditional handicraft through innovation. Because we believe that better inheritance of traditional culture does not merely mean taking the previous patterns as decoration and creating a "new national style", but more importantly, injecting innovation and design, so that traditional handicrafts can serve the needs of modern people's life. The evolution of these crafts will eliminate our worry about their loss.



在收完皮后，我们便开始了剪毛。

牦牛的特点之一是腹部和腿部生长着极长的毛。牧民曾经会把这些毛收集起来做他们的黑帐篷和拴牛的绳子。但是随着现代化的进程，越来越少的人还会继续使用这些费时费力的结果，塑料帐篷开始泛滥。原本天然耐久的牦牛毛也变成了废料；传统工业处理皮革时，需要用大量的化学品脱毛，造成巨大的环境压力。所以，我们尽量把这些皮上的长毛剪下并收集起来，日后交给牧民，又或是开发出新的商业价值。



After yak hide purchase, we started shearing.

One of the features of yaks is the long hair growing on the abdomen and legs. Herdsmen used to collect yak hair to make ropes for their black tents and the leash for yaks. However, in the process of modernization, fewer and fewer people have carried on this time-consuming and laborious tradition. With the popularization of plastic tents, natural and durable yak hair has become waste material; furthermore, the large quantity of chemicals used for dehairing in the conventional industrial processing of leather has resulted in tremendous pressure on the environment. Therefore, we try our best to shear and collect yak hair to give it to the herdsmen in the future or explore new commercial purposes.

## 04 剪毛

Shearing

←

蔡演国先生一边气喘吁吁的剪着牦牛毛，一边感叹道：“我们的牦牛皮来之不易！”

撒盐防腐

高原冬季的平均气温在零下十度以下，在干燥以及风沙肆虐的空地上，几个人在卖力的剪着牛毛。粘着血迹、盐和灰土的毛又硬又韧；因为条件的制约，大家只能跪着或者蹲着剪。膝盖不好的 Joeri 最后选择了侧卧在牛皮上干活。很快，人们的手指就开始酸痛，四肢也因为低温开始充满麻木的刺痛，加上高原缺氧的原因，每个人都气喘吁吁。

设计师 Joeri 一边喘气一边兴冲冲的说，“作为一个独立设计师，我很多时候不得不向现实妥协，按照客户的思维和想法去做设计，但是我的内心渴望做有意义的事情，我称之为‘激情设计’。这次作为 MATSU/LHAYAK 联名产品的设计师让我有了一次可以去做激情设计的机会，对于我来说，是难得的幸福。也让我之后拥有信心和勇气去做更多类似的设计。”



膝盖不好的Joeri最后选择了侧卧在牛皮上干活。

The average temperature of the plateau in winter is below -10°C. In a dry and sandblasted open field, several people were shearing yaks with great efforts. The blood, salt and dust sticking to yak hair made it hard and tough; due to the restriction of conditions, people had to kneel or squat to do the job. Joeri with bad knees eventually chose to lie on his side on a yak hide to work. Before long, with aching fingers and numbness and tingling in four limbs, people became short of breath under plateau hypoxia.

Full of excitement, designer Joeri said while puffing and panting, "As an independent designer, I often had to make a compromise with the reality, and follow the client's way of thinking in design. However, deep down in my heart, I long for something meaningful, which I call 'passionate design'. This time, as a designer for MATSU/LHAYAK, I have a chance to design with passion, which is a kind of rare happiness for me, and gives me confidence and courage to do more similar designs."

我们一直干到了天黑。到了最后，姑娘们连翻皮的力气也没有了。但是从始至终，没有任何一个人抱怨。大家都用乐观积极地心态去抵消劳作时的疲惫，“TONY 老师的工作还是很辛苦的！”这种看似不值钱的“工人的劳动”，却让我们感受到了这背后的浓厚的人情味，与来自自然之原材料的珍贵。

We worked until it was dark. Eventually, the girls didn't even have the strength to flip over a yak hide. But no one complained the entire time. The fatigue from work was cancelled out with an optimistic and positive attitude. "It's not easy being a barber!" This seemingly cheap "manual work" made us feel a strong human touch behind it and recognize the preciousness of raw materials from nature.



## 05 被“祝福”的牦牛皮

“Blessed” Yak Hides

拉雅克此次牦牛皮收购总共用了接近一个月的时间。最后一天拉雅克团队和牧民妇女们一起，将所有皮一件一件装满了一辆 17 米长的货车，总计一千八百多张皮，总重二十几吨。从早到晚，搬了一整天。让我们感动的是，这些妇女们一边卖力的搬运，一边为这些牦牛皮念经祈祷，从未停歇。所有拉雅克收购的皮，是被祝福过的；拉雅克的皮具品，承载着牧民满满的期望，这是对我们最大的鼓励；不辜负这些祝福和希望，也成了我们最重要的职责。

The purchase of yak hides took nearly a month. On the last day, LHAYAK's team together with herdsmen and women loaded a 17m-long truck with over 1800 yak hides weighing more than twenty tons in total. From dawn to sundown, it was a whole day's work. We were especially touched to see that the women kept chanting and praying for the yak hides while working hard to load the truck. All the yak hides we purchased are blessed; the furniture and leather products that we make with them are loaded with the herdsmen's hopes. This is the greatest encouragement for us, and it is also our most important responsibility to be worthy of their blessings and hopes.







## 06 社会企业

Social Enterprise

尽管心存不舍，但归去的时间终将到来。此行我深刻的感受到了生命的丰裕如永不枯竭的草原，应该源于自然的回归。牦牛藏民也，藏民牦牛也。

值得一提的是，通过我们收集的传统手工编织方法，终于让牦牛毛在家具中也找到了“用武之地”。随后，我们将收购的牦牛皮与此行的感悟，融入到“游牧办公”产品系列开发，并将于 2022 年 6 月“设计上海”上首展，让这种来自自然的鲜活与本真注入城市办公生活，让更多的人和企业关注到游牧文化与生态的关联，不断探索社会企业之路！

However reluctant we were, it was the time to leave. During this trip, the inexhaustible life of the vibrant grassland left a deep impression, and it dawned on me that abundance should originate from a return to nature. Yaks are the habitants of Tibet, and the habitants of Tibet are yaks.

It is worth mentioning that we managed to make use of yak hair in furniture with the traditional hand-knitting method we collected. Afterwards, we will integrate the yak hides we purchased and our inspirations from the trip into the development of our "Nomadic Office" product series, which will first be exhibited on Design Shanghai in June 2022. By infusing the freshness and authenticity from nature into urban office life, we aim to draw more attention to the association between nomadic culture and ecology, and keep exploring a path for social enterprise.



“如果未来我们开发出牦牛毛的更多商业用途，我死而无憾！”  
——同行的小伙伴欧塞宁武感叹道



很多人会问什么是社会企业，社会企业并不是慈善机构。我们需要用智慧的力量让其盈利，使其在市场经济时代有可持续性。社会企业目前并无统一的定义，主要是指：透过社会创新以及市场机制来调动社会力量，将商业策略最大程度运用于改善人类和环境生存条件，而非为外在的利益相关者谋取最大利益。简而言之“通过交易做慈善，而非做慈善的同时做交易”。

但与慈善一致的是，我们所做的一切的原动力，是善念，是因为我们尊重生态、尊重游牧文化与牧民，他们是整个高原最后的守卫者。如果他们消失了，那么这里天堂般的环境将成为世界海拔最高的荒漠；千年流传下来的文明瑰宝也会荡然无存。

用一个例子来理解“社会企业”，也许更加通透：在收皮时，有人问：哪个区域的皮料品质最高？孟杰意味声长的笑了下却很认真的说：这要看你如何定义收皮的目的。光看皮料的品质，一定是没有树木（枝条易刮伤牛皮），但水草丰饶的地区更好，比如青海，但是对于拉雅克和玛祖铭立来说，我们主要是为了帮助牧民创收，而不是针对某一区域，甚至拥有相对优质条件的区域，所以在帮助牧民与筛选好皮之间，需要取得一个平衡点。这就是社会企业应该去思考和尽力做到的！

我们也相信，只有遵循道德约束的商业，才是一条看得见明天的路。而牧民的支持，大家的关注让这条曲折的路温情围绕，仿佛在寒冷的藏区，一碗热腾腾的酥油茶。

Many would ask what is "social enterprise." It is not a charity organization, and its profitability and sustainability in the market economy era requires wisdom. At present, there is no universal definition of social enterprise. It mainly refers to the mobilization of social forces through social innovation and market mechanism, and the utilization of business strategies to the greatest extent for improving the living conditions of human and the environment rather than maximizing the interest of external stakeholders. In simpler words, it is "charity through trade, rather than charity and trade."

However, like charity, everything we do is driven by good will. We respect ecology, nomadic culture and herdsmen, as they are the last guardian of the plateau. If they vanish, the heaven-like environment will turn into the world's highest desert, and the treasures of civilization with thousands of years of history will all be lost.

It may be more understandable if we explain "social enterprise" with another example. During our purchase of yak hides, someone asked, "Which area has the best leather?" Megyur Dojee smiled meaningfully and answered seriously: "It depends on how you define the purpose of our purchase. If we only pursue leather of the highest quality, areas without abundant water and grass but no trees (as branches may scratch leather) would be the best, like Qinghai. Nevertheless, for LHAYAK and MATSU, our main purpose is to increase the income of herdsmen, rather than focusing on a certain region, especially not regions with relatively advantageous conditions. Therefore, we need to strike a balance between helping herdsmen and selecting good leather. This is what a social enterprise should consider and strive to achieve!"

We also believe that the future belongs to businesses bound by moral rules. With the support of herdsmen and attention from people, the tortuous path to the future is filled with tender feelings, just like a cup of steaming hot buttered tea in the cold winter of Tibet.





# dONE+

## 精明时代的鲜活生命力

编辑: 彭茜, 李祖裕 图片由 MATSU 提供 Editor: Qian peng, Zurong Li Photo provided by MATSU

人是户外生物,亦是自然的一部分,对自然的渴望是编入DNA 中的。不管是深呼吸,眺望远方,还是感受生命,都需回归自然。城市文明,让人们住进了垂直帝国,在向上发展,征服天空的同时,人类DNA 反复在不停的催促着其心底的渴望: **能够看到树林里的青山绿水,应该成为生活的重要组成部分。**

于是近几年,当物质经济水平日渐优渥,家庭车辆配比越来越高时,加之疫情的催化,让很多家庭的周末活动方式,开始选择避免公共交通与室内聚会、而自驾去近郊户外精致露营;不仅如此,山系穿搭、机能风也火出了新高度。不管是社交休闲方式,还是服装,甚至直播都开始了 OUTDOOR STYLE 户外潮。

那么,如何让大自然与我们办公生活相伴?如何营造生态的办公环境?又如何在这个充满捷径的精明时代,让大家感知生命的力量与温度。于是,玛祖铭立推出了“游牧办公”理念, **既在生态办公环境中,让员工根据当下工作需求选择合适的办公区域与姿态,以释放自由之时保持高效,以亲近自然之时体感生命力量,使人们从感性的生命力中体悟到新知;使人们在不同生态办公区域穿行时,拥有不期而遇的灵感火花与磁场效益。**希望每一个职场人,像“牦牛”一样,身上带着灵感的种子,在行走时,在移动办公彼此交流中,让灵感如草原上的种子随风播撒,肆意生长,体感与展现自由的生命力与创造力!

Men are outdoor creatures, as well as part of nature, desire for nature of whom is encoded into their DNA. No matter with deep breath, looking into the distance or feeling life, men need to return to nature. Urban civilization allows people to live in a vertical empire. Whilst developing upwards and conquering the sky, human DNA keeps urging men's deep down desire repetitively: a scene of green hills and blue waters in the woods should become an essential part of life.

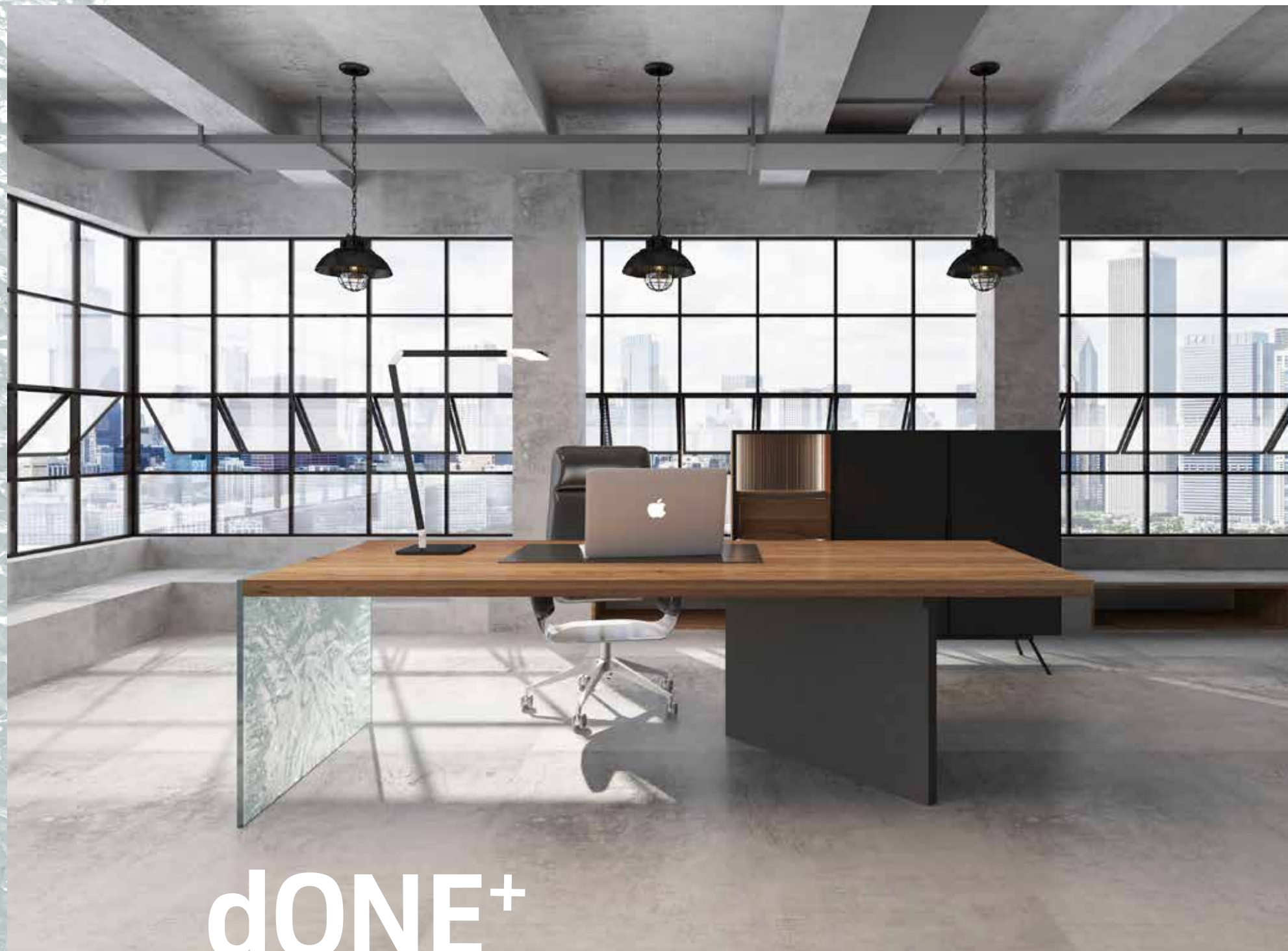
As a result, in recent years, with material economy growing steadily and household vehicle ratio increasing, plus the effect of COVID-19, many families have chosen fine camping for a weekend getaway by self-driving to the outskirts of town over public transport and indoor gatherings. Moreover, the popularity of Yama style and Urban Techwear has become greater than ever. The outdoor style trend has started in socializing, leisure, clothing and even live broadcast.

So, how do we work and live alongside nature? How can we create an ecological office space? And how can we make people feel the power and warmth of life in this era of sagacity that is full of shortcuts? Consequently, MATSU introduced the concept of "Nomad's Workplace", meaning allowing employees to choose a suitable workplace and gesture according to their current work needs in an ecological office space, which will allow them to maintain efficient whilst enjoying freedom and feel the power of life whilst keeping close to nature, making people learn new knowledge from sensual vitality, allowing them to have unexpected inspirations and magnetic effects whilst walking through different ecological office areas. MATSU hopes that every working person carries the seed of inspirations like a "yak" during walking and communication with each other in mobile officing, spreading it to be with the wind and grow recklessly like seeds on the grassland, feeling and showing free vitality and creativity!



另外,作为办公家具品牌,玛祖铭立一直探究着职场人的使用场景。现如今,80 后稳为企业中坚力量,相较于 60、70 后,他们接触了更多的国际思潮,所以,在追求文化底蕴的同时,希望融合更多现代风尚。

Besides, as an office furniture brand, MATSU has always been exploring the usage scenarios for working people. Nowadays, the post-80s generation is firmly established as the backbone of the enterprise, having been exposed to more international trend of thought than the post-60s and 70s generations. So, they are hoping to integrate more modern fashion whilst pursuing cultural deposits.



## FRESH VITALITY IN THE ERA OF SAGACITY

结合户外潮与管理层年轻化这两大诉求。2022 年, MATSU 推出了新款 dONE+ 行政桌,它是“游牧办公”系列产物。我们并非造物主,不能在办公空间中创设自然,但我们可以将自然的生命力通过设计的手法表现于家具产品中,于空间形态中。除了将绿植搬入高楼,营造垂直森林之外,我们认为家具本身也能亲近自然。比如:运用原生态材料,仿生设计等方式,唤醒人们对自然的联想体验。**dONE+ 最大特色就是将天然原木(实木)的厚重感与水波纹玻璃的轻盈巧搭,将淳朴的自然木纹与精炼的设计线条融合,使其既保留了自然的成长质感,也赋予了现代风尚与原始材质冲撞而创设出的艺术趣味性。**

Combining the two major demands of outdoor trend and the management to become younger in average age, in 2022, MATSU newly introduced dONE+ administration desk, which is a product of the "nomad's workplace" series. We are not the Creator and cannot create nature in office space, but we can demonstrate the vitality of nature through design techniques in furniture products and spacial forms. Apart from moving green plants into buildings for creating a vertical forest, we think that furniture itself can also be close to nature. For example: rousing people's associative feelings of nature by using original materials, bionics design and so on. The most significant feature of dONE+ well matches the profound feeling of natural logs (real wood) with the lightness of glass that has water ripple patterns, as well as merging the simple and natural wood grain with refined design lines, which not only keeps its natural texture of growth but also adds artistic colors that are created by the collision of modern fashion and texture.







## 立于水，形于木

dONE<sup>+</sup>, 音同 The one, 其寓意唯一。正如 dONE<sup>+</sup> 台面, 采用天然原木打磨而成, 并选用国际森林管理委员会 FSC 认证木材, 其森林资源都被证明达到可持续经营水平。

每一张 dONE<sup>+</sup> 台面与斜支撑脚都拥有独一无二的生命纹理: 起伏的山形纹路、自然的风化纹路, 以及独有自然缺陷 - 结疤。让这种特别朴素、特别本质的生命力唤醒人们对大自然的渴望与感知。这就是游牧系列家具的魅力。

除了原木的运用, dONE<sup>+</sup> 还融入了水波纹玻璃作为一侧的支撑脚。玻璃的轻透感恰好中和了原木的厚重; 而轻盈的桌脚与厚重的台面, 使其在结构力学上形成趣味碰撞感, 赋予设计创新之韵。另外, 这种纹理酷似水波的玻璃, 其恰到好处的朦胧效果与肌理感也让班台保有水光感的同时, 确有艺术质感。

再者, 古人云, 水即财。dONE<sup>+</sup> 给予使用者最美好的祝愿: 流水生财, 源源不断!

## Positioned in Water and Shaped from Wood

dONE<sup>+</sup>, pronounced the same with "The one", meaning the only one, which is just like the table top of dONE<sup>+</sup>, made from sanded natural logs that are selected wood certified by Forest Stewardship Council, of which the forest reserves are proved to be managed sustainably.

Every table top of dONE<sup>+</sup> and its tilted supporting stand have unique life veins: wavy mountain-like veins, veins caused by natural weathering and unique natural defects - scars, making this specially simple and essential vitality awaken people's desire and perception of nature, which is the charm of nomad's furniture.

Apart from the usage of logs, dONE<sup>+</sup> has also added a supporting stand for one side that is made from glass of water-ripple patterns. The lightweight supporting stand together with the thick, heavy table top form an interesting contrast in their structural mechanics, adding innovative charms to design. In addition, the perfect haziness and texture of this glass that has patterns similar to water ripples ensure the artistic sense of the table whilst maintaining its watery glow.

On the other hand, as the ancients said, "Water brings fortune." dONE<sup>+</sup> sends the best wishes to its users: flowing water creates fortune, in a steady stream!

## 鲁班尺寸，富贵气数

尺寸上, dONE<sup>+</sup> 运用了“八字”风水学原则, 将富贵寓意融入其中。2550\*1060 的尺寸是鲁班尺吉数: 2550 为本, 进宝, 招财进宝; 1060 为义, 财贵, 财富富贵。

## Size of Carpenter's Square, Rich and Honourable Destiny

In size, dONE<sup>+</sup> has applied the geomantic omen principle of "eight characters" and attached an implied meaning of riches and honour to the product. The size, 2550\*1060 is consisted of lucky numerals on the carpenter's square: 2550 is the orientation, which is considered to bring in wealth and treasure; 1060 is the meaning, which is considered to bring in fortune and honour.



## 虚实相间，层显质感

柜门采用铝框包边, 搭配灰玻与黑色亚克力, 于虚实之间, 营造层次感。背柜左侧柜门的灰玻材质与主桌水波玻璃支撑脚呼应。透过灰玻与柜内背板加压拉丝, 加之 COB 灯带形成极具质感与层次感的光影投射。可于此处, 陈列藏品, 适时彰显品位。

材质上, 柜体与主台原木一致, 极细的砂纹黑金属脚, 加之细边铝框、灰玻、黑亚克力的选用也使其极富现代气息。

配件上, 采用意大利进口 Salice 集成静音阻尼铰链, 保证了“悬臂梁”结构的稳定性; 柜体顶板、侧板采用瑞士进口 Lamello 拉米诺隐形连接件, 同时具有美观性、牢固性、易拆装、全隐形的特点。

## Void-Solid Combination, Highlighting Texture Layer by Layer

The cabinet door is bounded with aluminium frames, matched with grey marble and black acrylic, which has created layering through a void-solid combination. On the back, the grey marble material of the left cabinet door echoes the water-ripple glass supporting stand of the main table. Through the grey marble, the back board has been pressurized to create a wire-drawing effect, plus the textured, layered light projection by COB strip. Users can display their collections in there and manifest their taste in a good time.

In material, the cabinet body is consistent with the main table, using the same type of logs. The fine and smooth sand-ripple black metal stand, together with thin aluminium frames, grey marble and black acrylic, enrich the cabinet with modernity.

For accessories, Italian Salice integrated muted sensys have been used, ensuring the stability of the "cantilever beam" structure; for the top board and side board, Lamello invisible connectors that are imported from Switzerland have been used, with features of aesthetics, firmness, easiness to take apart and put together, invisibility.

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Taglitao 是意大利语,“剪切”的意思。如其名, Taglitao 灵感来自花园里的盆栽,花艺师用剪刀修剪盆栽,让盆栽焕然一新,通过剪切的手法得到新的事物。我们以实验的目的修剪物品,让他在保持原有的味道,让它变得又不一样,以得到简约和独特的形式,将我们带入物质变化的心理空间之观念。Taglitao 在椅子的座椅,腿部,靠背都进行了修剪处理,使复杂的空间变得更直接,更简明。

Inspired by every pot pick in the garden, the florist uses scissors to insert the pot to make the pot pick a new look, and get new things by cutting. To make it different, into a simple and unique form that brings us into the mental space of material change. The seat, legs, and backrest of the chair are all decomposed, making the complicated space more direct and simple.



# 展示 剪切 艺术

## 剪 切 椅

编辑: 蒋海言, 李祖榕 图片: 由蒋海言提供

Editor: Gianni Jiang, Zurong Li Photo provided by Gianni Jiang

椅子背部的曲线是亲切的,符合人体工程学,让使用者拥有舒服的体验。

两种材质的搭配,金属与木头的混合,使效果更具有个性。

The curve on the back of the chair is kind and ergonomic, allowing users to have a comfortable experience.

The combination of two materials, the mixture of metal and wood, makes the effect more personality.



# SHOW WOULD CHARM

TAGLITAO CHAIR SERIES



独特的扶手,固定在椅腿中,让椅子更具有个性。短臂的扶手具有功能性,可以悬挂在常规的桌面上使椅子离开地面,漂浮在空中,方便日常生活的清洁打扫。简单的造型又有强大的功能性。无边界的定义可以让它搭配更多的空间和场景。

The unique armrests are fixed in the legs, giving the chair more personality. The armrest of the short arm is functional and can be hung on a conventional desktop, allowing the chair to leave the ground and float in the air, which is convenient for cleaning and cleaning in daily life. Simple shape and powerful functionality. The definition of borderless allows it to match more spaces and scenes.



Tagliato 椅子有很多形式,用来满足不同场景的需求,其中包括有织物软包,编织织带,扶手椅,还有为吧台设计的吧台椅,使其需求得到最大化。我们始终坚信,一把好的椅子,可以运用在不同的场景和满足不同使用者的需求。同样它是有温度,感性的。

Tagliato has a variety of forms to meet the needs of different scenarios, including fabric soft bags, woven webbing, suction chairs, and bar counter designs. We need to absorb the whole body. The collocation can be different in different scenarios and meet the needs of users. The same is temperature and sensibility.





# " 斜杆 / " 办公空间 柠川文化

编辑：彭茜 摄影师：黄亚明 Editor: Qian Peng Photographer: Sam Huang  
空间设计文案内容：域式建筑 UStudies Architects

项目名称：柠川文化办公空间  
设计方：域式建筑  
整体办公家具：玛祖铭立 MATSU  
项目设计 & 完成年份：2021.04 - 2021.10  
项目地址：上海市黄浦区马当路 388 号 A 座  
建筑面积：978m<sup>2</sup>  
摄影版权：Sam Huang & Erik Ho

Name of the Project: Streamland Office  
Designer: UStudies Architects  
Overall Office Furniture: MATSU  
Project Design & Completion Time: 2021.04 - 2021.10  
Project Site: Tower A, No. 388 Madang Road, Huangpu District, Shanghai  
Construction Area: 978 m<sup>2</sup>  
Photography Copyright: Sam Huang & Erik Ho



拥有电视剧《三十而已》《小舍得》等多部热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。

LinmonPictures, 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.



## 以斜线，平衡有序感 & 错落性

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。

## Order and Strew Balance with Slashes

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.

## 动区, 斜线 & 趣味天窗

常规办公空间，大门作为办公空间的界线，在公共区域与办公区域产生了一个明显的分隔，设计师希望在入口区域设计上，能打破传统边界形成一个具有邀请动作的空间，因此空间中并未设置前台，取而代之以吧台桌沿动线（斜线）摆放，即在入口区域产生社交活动的可能性。同时，在入口区域保留了大量的留白设计，目的是为了未来预留更多活动发生的可变空间。

此项目位于办公楼的顶层，在采光上有较好的先天条件，加大面积浅色处理，让空间轻盈透亮。除了大面积的落地幕墙采光窗，在开放接待休闲区还有一个大面积的长方型天窗。我们在天窗下方的吊顶进行了再设计，以斜圆柱体的造型重新改造了天窗，并在圆柱侧面增加了软膜，在入口处强化形式感体验，在夜晚时软膜能赋予空间如天光的照明感受。



## Moving Area, Slash & Fun Skylight

The conventional office space uses the door as the boundary between the office space and other spaces, creating a clear separation between the public area and the office area, while the designer expects to break down the traditional boundaries of the entrance area to create a space with an inviting pose, therefore, other than setting up a front desk in the space, the designer places a bar table along the moving line (slash), creating a possibility of social activity in the entrance area. In addition, a large amount of blank space is left in the entrance area to allow more variable space for future events.

Located on the top floor of the office building, the project site has good natural conditions in lighting, together with a large area of light colors, creating a light and bright space. In addition to the large floor-to-ceiling curtain wall lighting window, there is also a large rectangular skylight in the open lounge. We have redesigned the hung ceiling under the skylight, reconstructed the skylight to a shape of inclined cylinder, and added soft film on the side of cylinder to enhance the sense of form at the entrance, and the soft film enables a lighting experience like skylight at night.



入口左侧设计为阶梯洽谈区，靠墙处设计了三层台阶，可同时作为展示陈列区与洽谈座位区。此区的 L 型吧台与办公区域茶水区吧台相连，洽谈区吧台在穿越玻璃隔断的同时，材质由水磨石转变为微水泥，阶梯区则由微水泥转变为木纹防火板，藉此强化了玻璃隔断作为动与静区间的介质作用。于此的橙色、玫红色的 X-brick 被随意摆在三层水泥台阶上，成为了灰白世界的主角，让这极简空间有更多可能性，从冷感走向高级。

The left side of the entrance is designed as a stepped discussing area, with three steps against the wall, which can be used as a display area and discussing seating area. The L-shaped bar in this area is connected to the bar in the tea area of the office space. The material of the bar in the discussing area is changed from terrazzo to micro-cement while crossing the glass partition, and the steps are changed from micro-cement to wood-grain fire-proof panels, enhancing the glass partition as the medium between the moving and quiet areas. Here, the orange and rose X-bricks are randomly placed on the three cement steps, becoming the protagonist of the gray and white world, creating more possibilities for this minimalist space to move from a cold sense to a premium one.

# SLASH " / " OFFICE SPACE, STREAMLAND

多功能区选用了 M-Pur 休闲桌，枫木的桌面与吊顶的木色呼应，温柔的奶茶色坐垫 + 白色椅壳的 Etea 让水泥地板与墙面围合的空间不缺失温暖感。玻璃砖隔断也让空间更加清透。

M-pur leisure table is chosen for the multi-functional area. The maple table top echoes the wood color of the hung ceiling; the soft milk tea colored cushion and white chair shell Etea bring forward a sense of warmth to the space surround by the cement floor and the wall surface. The glass partition also makes the space clearer.

## 静区, 简明的有序感

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。

## Quiet Area, Simple Sense of Order

The overall materials, including terrazzo, micro cement, metal, glass brick, arc glass, wood grain fireproof board, felt and artificial stone, are matched with neutral colors of gray and white, neutralizing the cold tone of the whole space with the materials and colors of soft rolls, felt and furniture. The phone booth with sound-absorbing cotton is undoubtedly the focus of an open office space to block out interference.







材质选择上, 整体以灰与白等中性色为基调进行搭配, 包括水磨石、微水泥、金属、玻璃砖、弧形玻璃、木纹防火板、毛毡及人造石等, 通过软包、毛毡及家具的材质及色彩去中和整体空间的冷色基调。而拥有吸音棉的电话亭无疑是开放式办公空间屏蔽干扰的专注净土。

大会议室通体以白色为主, 辅以蓝色点缀。玻璃墙饰板便于会议记录, 同样光滑的 Ona Desk, 配上狡黠的德国纯进口椅壳的 Volpino, 圆润且包裹感强的椅壳保障与会者的舒适性的同时, 让严肃的会议空间柔和许多, 而后排白色的 E-tea 为大会议室储备更多与会座椅。

The overall materials, including terrazzo, micro cement, metal, glass brick, arc glass, wood grain fireproof board, felt and artificial stone, are matched with neutral colors of gray and white, neutralizing the cold tone of the whole space with the materials and colors of soft rolls, felt and furniture. The phone booth with sound-absorbing cotton is undoubtedly the focus of an open office space to block out interference.

The large meeting room is mainly white with blue embellishment. Glass wall panels facilitate recording of meetings, the equally sleek Ona Desk, paired with the crafty German pure import Volpino, with its round and wrapped chair shell ensuring the comfort of participants while making the serious meeting space much softer, and the white E-tea in the back row reserves more seats for the large meeting room.



# STREAMLAND

开放办公区地面以过道的微水泥, 将两侧的灰色及白色水磨石地砖进行空间区分。卷门柜作为储物的同时可将开放式工位稍加区隔, 而卷门柜独特的开启的方式, 不占用工位的办公空间。另外, 桌面自带 Co lamp LED 区域照明, 不管白天还是夜晚, 都为每一位员工提供充足的照度保障。M-pur 五指山屏风深、中、浅灰质感呈现与空间黑、白、灰色彩呼应。包柱上的深灰的软包, 可吸音降噪, 结合走廊墙面的玻璃面板随时记录迸发的灵感。让过道成为非正式开放式交流的临时脑暴区。

The floor of the open office area is divided into the gray and white terrazzo floor tiles on both sides by the micro-cement of the corridor. Roll door cabinet is used as storage cabinet and a slight partition to separate the open space of the compartments, its unique open way does not take up the office space of the compartments. In addition, the desk is equipped with Co LAMP LED area lighting, which provides sufficient illumination for every employee in the day or at night. M-pur Wuzhi Mountain folding screen is presented with deep, medium and light gray colors, echoing the black, white and gray colors of the space. The dark gray soft rolls on the column can absorb sound and reduce noise, and record the inspiration that burst out at any time together with the glass panel in the corridor. Let the corridor become a temporary brainstorm area for informal and open communication.



# SLASH “/” OFFICE SPACE,

主管办公区选用了 motu 电动升降办公桌, 并巧妙的结合 morse 系统作为辅桌与部门之间的区隔。温暖的木色中和调校着高冷的空间。靠墙的 Link 沙发便于开放式办公区随时移步洽谈。当主管晨会时, 也可将其结合 motu 班前椅 Uni\_verso, 提供更多团队员工坐具。

Moto electric lifting desk is chosen for the executive office area, and cleverly combined with Morse system as the partition between the auxiliary desk and the department. The warm wood color neutralizes and calibrates the cold space. Link sofa by the wall facilitates a moving discussion at any time in the open office area. When in executive morning meetings, it can be used to provide more seats for team members together with Motu office chair Uni\_verso.







# 让空间翻开百年篇章

## 森那美大中华区总部办公空间

### A SPACE HIGHLIGHTING THE HISTORICAL CULTURE

编辑：李祖榕，彭茜 摄影师：陈锋 Editor: Christal Li, Qian Peng Photographer: Feng Chen

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。

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.

#### 启始 | 用空间翻开企业篇章

#### Start | Opening the Enterprise Chapter with Space

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。

主动线在空间内设计成了一个“回”字的形状。由扶梯入口开始，也在这里结束，中间围绕着常用的重要功能区域，像大小会议室、培训室、洽谈室、独立办公区等。人们顺着以动线为主体设计的走廊，可以非常轻松地到达办公室的任何一个区域。这种方式最大程度满足了场地的利用率，减少人们不必要的时间消耗，提升人与人之间的沟通效率。

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.

The active line is designed in the shape of the Chinese character "回" in the space. The line begins and ends at the entrance of the escalator, in-between with important functional areas, including meeting rooms, training room, negotiation room and independent office area. People can easily reach any area of the office space by following the corridor designed as a moving line. This is the way which can maximize the utilization of the space, reduce people's unnecessary time consumption and improve the communication efficiency between people.



#### 交汇 | 信息的汇流之地

#### Communication | Place for Information Interchange

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，员工在这里分享、协作、交流。在如此通达纯净的空间，交流也变得简单高效！贯穿空间的圆柱上则环绕着弧状的吊灯，不规则的分布形似一枚海螺，其顶上相应点缀的灯更是让自然穹宇的既视感更加强烈。

与圆柱相拥成环形的沙发，占据了视线的重点，并结合不同姿态的座椅，让于此交流的人可以找到自己最高效且舒适状态。不管是在高背 Ginko 上阅读思考，还是在 Bowler 礼貌椅与 Clover 洽谈桌前商谈，抑或是带一块随手可记录的白板 Flomo，在窗边和同事进行头脑风暴。甚至在环形沙发进行团队分享，培训……多元化的家具形态让不一样的工作姿态都一一得以找到安放。这里绝对是一间充满生命力的非正式协作空间。

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. In such a pure and accessible space, communication becomes simple and efficient! The arc chandelier is surrounded on the cylinder in the space, resembling a conch with its irregular distribution, and the scattered lamps on top of it intensify the visuality of the natural dome.

The sofa that forms a loop with the cylinder becomes the spotlight, and accommodates people, together with chairs in different shapes, with efficient and comfortable communication. Whether it is reading and thinking on the Ginko wing chair, discussing in a Bowler chair in front of the Clover table, brainstorming with colleagues by the window with a Flomo white board, or even sharing and training with the team in the circular sofa..., different working posture is well contained by the diversified furniture form. It's definitely a vibrant informal collaboration space.

## SIME DARBY

## CHINA HEADQUARTERS OFFICE SPACE







## 液态 | 让空间流动且通透

### Liquidity | Flowing and Unobstructed Space

在空间立面处理上，设计团队使用弧形转角隔断玻璃作为分割不同功能间与动线之间的界面，让空间通而不透，有利于自然采光与视野交流的同时，也保有一定吸音降噪的私密性。地面的设计与材质也呼应了天花的流线造型，嵌入铜线的水磨石与颜色柔和的块毯分割了办公区与公共走道的界限，它们以飘逸的姿态贯穿了整个场地，也让办公区域与休闲接待区有了柔和而自然的衔接。

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。

In terms of spatial facade design, the team creates an unobstructed but opaque space by using curved corner partition glass as the interface between different functions and moving lines, enabling natural lighting and smooth visual contact, while keeping certain privacy with the function of sound absorption and noise reduction. The floor design and material also echo the streamlined shape of the ceiling, with the office area and public walkway separated by terrazzo embedded with copper wire and soft colored blankets, which run through the whole space in an elegant manner, and also bring forward a soft and natural connection between the office area and the lounge.

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.



# SIME DARBY CHINA HEADQUARTERS OFFICE SPACE

↓ 可容纳人数更多的大会议室与高管区域则用明度和饱和度稍低的橙色进行点缀，亮眼但不失温和。



↓ 独立办公室选择了 Motu 电动升降桌作为办公主体，用 X-brick 和四星滚轮椅 Etea 增强狭小空间内的自由性。





# 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"

编辑：彭茜 摄影师：陈锋 Editor: Qian Peng Photographer: Feng Chen



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.



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.



# BANK







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。

In autumn 2021, The company moved its office to 8F Shanghai Tower, Lujiazui 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.

# 某知名基金管理企业 艺术感 & 轻奢风

A WELL-KNOWN FUND MANAGEMENT ENTERPRISE  
ARTISTIC SENSE & AFFORDABLE LUXURY STYLE

编辑：李祖裕 摄影师：黄亚明 Editor: Christal Li Photographer: Sam Huang

## 撞色空间，撞汇灵感 Contrasting Space, Converging Inspirations

作为一家金融公司，此项目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，而这种品质内涵的设计方式，何尝不是另一种“沉稳”的表达！在路演室铺陈了大量的低饱和度浅色系色背景下，活力的橙色成了点缀空间的亮点，而撞色的设计又避免了直线条纹的单调。

蓝色、橙色、玫瑰红融合于这个浅色护墙板的空间却没有一丝违和感。折纸墙饰，金属固态到液态的转变装置，线条感的水波纹吊灯，与当代感极强的 MATSU 会议桌椅，让空间充满新锐艺术感！这也是 MATSU 品牌三要素中一以贯之的“艺术美学”。以“办公空间”为原点，结合对艺术与建筑的极简致美设计的追求，为客户创造激发灵感的办公生活方式。

除了鲜亮色彩点缀的大会议室，也有恰到好处的中国风圆弧形视讯会议空间。灯具、会议桌皆以圆形，以突出房型特色。耐看高级的胡桃木色成为了浅色空间的主角，辅之中国山水画，在现代设计中又保有传统文化意蕴。细节处，桌面隐藏式升降显示屏，保持桌面简明整洁，亦可满足视讯一对一查阅等需求，另外，会议桌缺口处的圆弧倒角处理，以免磕碰。

Other than sticking to a single formal stability of black, white and gray tone, the company, as a financial company, boldly incorporates bright and jumping colors, filling the overall space with a superior sense, highlighting the "stable" expression of the quality-oriented design. Under the background of multiple low-saturated, light and soft colors in the road show room, the vibrant orange color becomes the spotlights scattering in the space, while the contrasting design eliminates the monotony of linear stripes.

The non-disharmonious integration of blue, orange, and rose red colors into this light-colored wall panel space, the origami wall decorations, the metal solid-to-liquid conversion device, the contours water ripple chandelier, along with the highly contemporary MATSU conference tables and chairs, endow the space with an artistic sense! This is also the ever-consistent "artistic aesthetics" within the three elements of MATSU brand. With "office space" as the original intention, and the minimalist beauty of art and architecture as the pursuit, the design aims to create an inspirational office lifestyle for customers.

In addition to the large conference room decorated with bright colors, there is also a proper Chinese-style arc-shaped video conference space. Round-shaped lamps and conference tables highlight the characteristics of the room. The eye-catching high-grade walnut color, the key color in the light-colored space, is supplemented by Chinese landscape paintings, retaining the traditional cultural connotation in the modern design. The concealed lifting display screen keeps the table simple and clean, while meeting the needs including one-to-one checking during a video conference, together with the arc chamfering to avoid bumping in table gaps, representing the care for details of the design.





## 思维的SPA 间 & 交流的作战室

A SPA Room for Thinking & A War Room for Communication



在静谧的专注区享受思维的 SPA，逃离外界的喧嚣；或者肆无忌惮的与同事畅谈，让不同观点碰撞而带来全新的灵感火花。封闭式空间给予绝佳的私密感，而乳白和蓝色的治愈力更是让人心情舒畅。空间中 Lax-M 模块化沙发可适应于不同房型。

如果放飞好了思绪，那么久转至作战室分工协作，准备开局破防。作战室有更多的座位空间供团队协谈，而小巧的 Prestige 茶几便于灵活移动，简约是抛开一切繁杂后轻装上阵的秘籍！那么，整装待发，以应全速突击。



Enjoying the SPA of thinking in the exclusive quiet area, escaping from the bustle of the outside world; or talking freely with colleagues, allowing the clashes of different ideas to bring new sparks of inspiration, the closed space gives an excellent sense of privacy, while the healing power of milky white and blue spreads an ease of mind. The Lax-M modular sofa can be adapted to different room types.

After easing your minds, the war room is waiting for you to start your coordinated operations, where the more seating space for team consultation, and the compact Prestige tea table easy for flexible move, highlight its simplicity, the secret to cast away chores and go light! So let's gear up and charge at full speed.

## 非正式的默契 & 垂直城市的乐趣

Informal Tacit Understanding & Fun in a Vertical City

茶水区的吧台绝对是员工最爱的社交场地之一。有咖啡的浓香，有轻奢小灯的点缀，有倚靠的吧椅，有非正式沟通氛围营造的默契磁场。或站，或坐，不同姿态，各种办公室趣闻，在这样的空间，沟通变得更轻松、高效。

The bar in the tea area is definitely one of the most popular places for employees to socialize. There is the aroma of coffee, the embellishment of small luxury lamps, bar chairs for resting, and the tacit magnetic field created by the informal communication atmosphere. Standing or sitting in different postures, talking about various interesting office anecdote, communication becomes more relaxed and efficient in such a space.



ARTISTIC SENSE & AFFORDABLE LUXURY STYLE



自然光照最好的地方是绿植环绕的非正式协作区，co system 屏风将主通道与协作区分离，在拆除了隔墙的开放式办公空间，MATSU 运用家具合理分区，塑造了多元交错空间的可能。包裹感很强的 Volpino 与叶形的沙发搭配，圆润的造型舒适又不失趣味。在这座垂直城市中人们不遗余力的创建着垂直森林与乐园。

The place with the best natural light is the informal collaboration area surrounded by green plants. The Co System screen separates the main passage from the collaboration area. In the open office space where the partition wall is removed, MATSU uses furniture to partition the space reasonably, bringing the possibility of a multiple staggered space. The Volpino with a strong sense of wrapping matches with the leaf-shaped sofa that is in a smoothly comfortable and interesting pattern. In this vertical city, people are sparing no effort to create vertical forests and parks.



因此，在办公空间方面 Sonnet 做出了升级改变，整体空间以水泥灰色的地板砖与原木组成，与 Sonnet 办公建筑环境——灰色的石材，及原木色的建筑外观相互呼应，彰显 Sonnet 对于自然的向往与尊重。至于内部空间，大多是传统的白色墙面，而灵感聚集与思维发散的会议空间则选用桃红色与紫色，增显活力。而 Kusch+Co 兼顾美学、艺术与环保一体的 Njord 休闲椅入驻其中，也是 Sonnet 的最佳选择。Njord 的设计非常吸引眼球，先后荣获红点、A+Innovation Award、IF、Interior Innovation Award 等四项设计大奖。纤细的木结构与软性的毛毡混搭是其最大特点，这也是最为耐用的材料，将可持续性对于自然的向往与尊重进行到底。而椅背顶部酒杯形的边缘，带来扶手椅的舒适享受。

Therefore, Sonnet has made an upgrade in the office space: The entire space is made up of cement gray floor tiles and logs, echoing Sonnet's office building environment of gray stone and wood color, and showcasing Sonnet's desire and respect for nature. The interior space is mostly made of traditional white walls, while the conference space for inspiration and thinking is made of peach and purple colors to add vitality, and the inclusion of the aesthetically, artistically and environmentally friendly Njord lounge chair of Kusch+Co is also a perfect choice of Sonnet. With its eye-catching design, Njord has won four design awards, including Red Point, A+Innovation Award, IF and Interior Innovation Award. Its biggest features lies in slim wood structure and soft felt, which are also the most durable material, presenting the desire and respect for nature and for a sustainable future, and the wineglass rim at the top of the chair back brings the comfort of an armchair.



## 什么是财富？

What is fortune?

可能第一个跳出脑海的字是“钱”。然后是占有的物质的多少。

最新版辞海的定义是：“具有价值的东西”。也有人说，“财富是衡量一个人生存多久的经济能力。”

无论怎么说，人都会去保护自己所认定的财富，并为此骄傲，因为那也是身份和地位的象征。

The first word coming into your mind may be "money" , and then the quantity of materials one possesses.

The definition by the latest dictionary is "Items of value" . Alternatively, some said, "Fortune measures the length of time a person survives with their financial capability."

In any case, men will protect what they consider to be fortune and be proud of it because it is also a symbol of their status.

在世界最高的地方，  
有着水晶塔般的雪山。  
那是祖先的冈底斯神山，  
是雪域民族的灵魂归宿。

这里的草原，像蓝天洒落在地上一样，  
这里的湖清澈见底，像甘露一般纯洁。  
那是祖先的玛旁雍错圣湖，  
是雪域民族的灵魂归宿。

On the top of the world  
There is a snow mountain like a crystal tower  
It is the holy Gangdise mountain of our ancestors,  
home to the soul of the snowland nation

Grassland here is like the blue sky flooding all over the ground  
The lake here is so clear that you can see the bottom, pure as sweet dew  
It is the holy Lake Manasarovar of our ancestors,  
home to the soul of the snowland nation

གོ་ལ་རྒྱམ་པོའི་རྩེ་ནས།

ཞེས་དཀར་ལྷན་པོ་མཆོད་རྟེན།

རི་རྒྱལ་གངས་དཀར་ཁྱི་ལ།

གདོད་དམར་བོད་ཀྱི་སྤྱི་མ།

གནས་ཐོན་ཐང་ལ་ལྷ་དྲུག་

དངས་གཙང་ཡན་ལག་བརྒྱ་ལྷན།

མ་པམ་གཡུ་ཡི་མཆོ་མ།

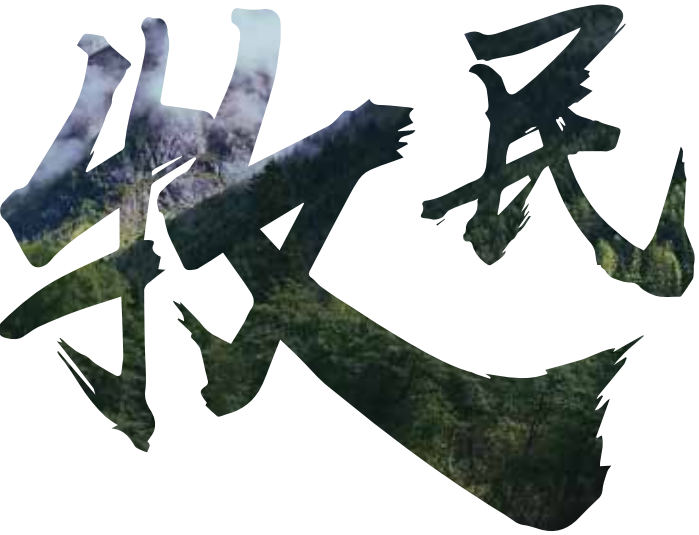
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གངས་རྒྱུ་ཡི་ལྷེ་བ།

གནས་མཆོག་གྲུ་འཛིན་རི་བོ།

བརྩིད་ཆགས་པོ་བྲང་དམར་པོ།

གདོད་དམར་བོད་ཀྱི་མ་མཐམ།



# 青藏高原<山神篇> 最后的守护者

Tibetan Nomads, the Last Guardians of  
Qinghai-Tibet Plateau: Mountain Deity Chapter

编辑：刘达   摄影师：刘达   Editor: Da Liu   Photographer: Da Liu

在藏区，牧民千百年来“无偿”守护的，是他们的神山；在现代人中看来，那是颇为迷信甚至是愚昧的表现，因为他们无法理解牧民眼中所看到的价值。

很多去过藏区的人会觉得人们转山或是转水，是因为佛家的信仰，而殊不知这种行为的本身是源于对山的崇敬，犹如一个富有的人珍惜并照料自己的财富一样，转山，也可以粗浅的理解为是对财富的珍爱和守护。

在那些古老的民谣里，他们是这样歌颂自己的山和水：

In Tibetan Areas, nomads have guarded their holy mountain "for free" for thousands and hundreds of years; such behaviour is considered to be superstitious and even uneducated by modern people because they cannot understand what seems to be valuable of the mountain in nomads' eyes.

Many who have been to Tibetan Areas will think that people there circle mountains or water because of their Buddhist' s belief, without realizing that the behavior itself is originated from their respect for mountains, like a wealthy man cherishing and looking after his fortune. Circling mountains can be basically interpreted as love and guardianship for fortune.

In ancient folk rhymes, Tibetan people sing the praises of their mountains and water as follows:



原始苯教所崇拜的山神，最初是自然体，后来演变成居住在山里的“神灵”；因为他们相信，世间的一切都是具有灵魂的，哪怕是一草一木，乃至山上的石头都是具有生命力的，是山神身体的组成部分。随着时间的推移，这个古老的民族用越来越浪漫的方式来描述他们崇拜的自然之神：每一座神山都是所在山神的宫殿，他通过山来展示自己的形态：森林，花草，石块等等，都是他的肌肤、血肉、神经；山上生存的每一个动物，都是他的宠物。虔诚的转山、祈祷，才可以让自己获得神的祝福和神秘的力量，也就是所谓的“加持”；自然即是一个人可以拥有的最大的财富：于是人们开始主动的将自己崇拜的神小心翼翼的保护了起来，这里不可以破坏任何草木土石，因为那是在伤害山神的躯体；也不可以捕猎任何动物，因为那是在杀害他的宠物。伤害了山神或他的宠物，人会受到惩罚，于是便有了很多禁忌和规矩，比如，人是不可以在神山上烧烤、焚烧垃圾或者任何会产生刺激性气味的物品，那是对山神的大不敬；尽管牧民们不知道空气污染或者 pm2.5 是什么，但是他们这种原始的信仰却让高原的空气从未被污染。

The mountain deity worshiped by the original Bon was at first a natural presentation, then transformed to a "god" that lives in the mountains. It is because the ancients believed that everything in the world has a soul. Even grass, trees and rocks in the mountains are living and part of the mountain deity' s body. As time passes, the ancient nation uses more and more romantic way to describe the god of nature that they worship: every holy mountain is the deity' s palace, who reveals his form through the mountain - the forest, flowers, grass, stones and so on are his skin, flesh and neurons; every animal on the mountain is his pet. Only through devout circling of the mountain and prayers can one be blessed by god and gifted with a mysterious power, "blessing" ; nature is considered to be the greatest fortune that one can ever have. So, people started to carefully protect the god they worshiped. No one is to damage any grass, trees, soil or stones because it would be the same with harming the mountain deity' s body; no animals should be hunted because it would be the same with killing the deity' s pets. Men would be punished if they did any harm to the mountain deity or his pets, which led to a lot of taboo and rules, for example, men are forbidden to do barbeque, burn garbage or anything that will produce an irritating odor because it will be great disrespect to the mountain deity; although nomads have no idea what air pollution or PM 2.5 means, their primitive belief has protected the plateau air from pollution.

这些禁忌并不是和自然“划清界限”，而是修行一般的自我约束。把自己看作是自然组成的一部分的高原居民，和自然的神灵也亲密无间。他们往往会在神山的名字之前加上“阿尼”，也就是“父辈、爷爷”的意思，他们还认为，神山也是先祖灵魂的归宿和故乡。他们通过转山、煨桑等等来表示自己的崇敬以及爱慕。

The taboo is not to "draw a demarcation line with" nature, but is rather self-restraint like Buddhism practicing. The plateau residents see themselves as part of nature and are on intimate terms with natural gods. They usually put "Ani" before the name of the holy mountain, which means "the elder generation or grandpa" . They also think that the holy mountain is home to and the homeland of their ancestors' souls. Through circling the mountain and burning incense, they express their esteem and adoration.





他们把水神比做是母亲，山神则像父亲一样威严而又慈祥。牧民的传说认为在藏区数不清的高山与湖泊，是伟大的山神和水神的结合，产生出大大小小的山神水神的结果，像一个伟大的部落一样，这些神灵遍布整个藏区。

随着佛教的传入，苯教的对万物平等、自我约束的精神和佛教的慈悲之心完美的融合，让高原的人们普遍具有怜悯、善良、平等和友好的品德。这种美好的自利利他的品德让他们可以专心的修佛，让他们的周围变成人间乐土。他们所具备的广大的慈悲心让他们一点都不在意自己家族是否兴旺发达，甚至连家族的姓氏也置之不理，从佛教的角度取一个吉祥的名字就可以了。所以淡忘姓氏、只重名字也成了藏族独有的特色之一。

这看似都是一个再简单不过的道理：父母都健康，子孙才会兴旺；山水都被好好保护的话，大自然就会展示出他最绚丽的一面。这种自然崇拜的智慧就在于，他们会把把那些看似无关联的、完全没有生命的事物用美妙的神话和传说结合起来；用信仰和自律来守护；原始的文明却是最早意识到万事万物都是息息相关，互相影响的，只有达到一种完美的平衡的时候，才是人间天堂。

于是，在他们的守护下，“世界的屋脊”是一个充满财富的魔法世界。

神山也是不可以攀登的,这就是为什么比如冈仁波齐(海拔“只有”6638 米)至今仍然还是一个从未有人攀登过的处女地，只因为是当地人守护的结果。即使世界上最伟大的登山者 Reinhold Andreas Messner（第一个不带氧气瓶登顶珠峰的人）在获得攀登的许可之后，却放弃了攀登这座神山，并劝说另一支西班牙登山队不要去“挑战”。他说，“如果我们去征服了这座山峰，我们便会践踏了当地人的灵魂”。也恰恰是如此，到现在那里仍然有壮观绝美的景色、茂密的森林和丰富的物种。



They assimilate the water deity with mother, whilst regarding the mountain deity. According to nomads' story, the countless mountains and lakes in Tibetan areas are mountain deities and water deities of different ages that are born from the marriage of the great mountain deity and water deity. Like a great tribe, these deities are all over Tibetan areas.

As the Buddhism was introduced into Tibetan areas, Bon' s spirit of treating everything equally and self-restraint was perfectly merged with the compassion of Buddhism, making Tibetan people generally have sympathy, kindness, sense of equality and friendliness. These good virtues that benefit both themselves and others enable them to practice Buddhism with undivided attention, making their environment a heaven on earth. The broad compassion they have make them disregard whether their family thrive. They even abandon their family name and think of a lucky name in terms of Buddhism. Therefore, forgetting the surname and only caring about the first name has become a special feature of the Zang nationality.

It seems to be the simplest truth: children and grandchildren live in prosperity only when parents are in good health; when the mountain and water are well conserved, nature will show its most gorgeous side. The key to this wisdom of nature worship is that people link things that are seemingly unrelated, lifeless with beautiful mythologies and tales, guarding nature with beliefs and self-restraint. The primitive civilization was the first to realize that everything is related and influences each other. It is a heaven on earth only when a perfect balance is accomplished.

So, under their guardianship, "roof of the world" becomes a magical world that is filled with fortune.

The holy mountain cannot be climbed. The reason why Kangrinpoche (only 6,638 meters above the sea level) has never been conquered is that the locals have been guarding it. Even the world' s greatest climber, Reinhold Andreas Messner (the first one to climb to the top of Mount Everest without a oxygen cylinder) gave up climbing it after receiving a permit and persuaded another Spanish mountaineering party to not "challenge" it. He said, "If we conquered this mountain, we would have trampled on the souls of local people." For the same reason, there is still magnificent and beautiful view, dense forest and a variety of species.

这种对神山圣湖以及周围生物的崇拜，对人与生物的平等、友爱以及怜悯的态度，自然的演化成了牧民自觉维护物种多样性的生态保护行为。这就是为什么青藏高原是中国乃至全世界动物种类最丰富的地区之一，调查统计，这里的哺乳动物有 142 种（全国 450 种），鸟类 488 种（全国 1860 种），两栖类 45 种（全国 204 种），鱼类 68 种，昆虫 2305 种。重点保护动物超过全国的 1/3。

但是在“发达的”现代社会，“物种多样性”的概念仅在上世纪 60 年代才被提出。“1972 年，联合国召开人类环境会议，与会各国共同签署了《人类环境宣言》，生物资源保护被列入二十六项原则之中。1993 年，《生物多样性公约》正式生效，公约确立了保护生物多样性、可持续利用其组成部分以及公平合理分享由利用遗传资源而产生的惠益三大目标。”

This respect for the holy mountain, holy lake and the surrounding creatures, as well as a sense of equality, friendly affection and sympathy, have naturally evolved into nomads' ecological behavior to voluntarily protect the diversity of species. This is why Qinghai-Tibet Plateau has the most species in China and even the whole world. According to survey statistics, there are 142 kinds of mammals (450 kinds in the whole country), 488 kinds of birds (1860 kinds in the whole country), 45 kinds of amphibians (204 kinds in the whole country), 68 kinds of fish and 2305 kinds of insects, of which animals under enhanced protection are more than 1/3 of the whole country.

However, in the "developed" modern society, the concept of "species variety" was just proposed in the 1960s. In 1972, the United Nations Conference on the Human Environment was held and the participating countries jointly signed Declaration on the Human Environment. The conservation of living resources was included in the 26 principles. In 1993, the Convention on Biological Diversity officially became effective, which established three major goals of biological diversity conservation, sustainably using the components of biological resources and fairly, reasonably sharing the benefits generated by using genetic resources.

# Tibetan Nomads

在今年 10 月 8 日国务院颁布的《中国的生物多样性保护》白皮书中，前言的第一句话写到：“‘生物多样性’是生物（动物、植物、微生物）与环境形成的生态复合体以及与此相关的各种生态过程的总和，包括生态系统、物种和基因三个层次。生物多样性关系人类福祉，是人类赖以生存和发展的重要基础。人类必须尊重自然、顺应自然、保护自然，加大生物多样性保护力度，促进人与自然和谐共生。”

自然赋予人类的财富并不仅仅是生存的基础，还有精神的食粮。对自然的的崇敬和对生灵的爱，让人类创作出丰富文学瑰宝，比如全部用动物来做比喻的《伊索寓言》和古印度的《五卷书》，《希腊神话》、《格萨尔王》里除了众神、英雄之外还有丰富的动物的描写；藏族另一首著名的民谣歌唱到：

雄鹰你在天空翱翔的时候，  
你让天空美丽动人。  
你停落在悬崖峭壁的时候，  
岩石也充满温暖。  
没有了你，山也如此空荡！  
鸳鸯你展翅飞翔的时候，  
你让草原美丽动人。  
你在湖中戏水的时候，湖泊也充满温暖。  
没有了你，湖也格外空旷！  
汉子你带着微笑前行的时候，  
你让世间美丽动人。  
你回到自己村里的时候，部落也充满温暖。  
没有了你，族人多么孤独！



རྩོད་ཐང་དཀར་བྱང་གི་སྟེ་རྩན་ཅན།།

ཡར་འཕྱར་ན་དུང་གི་རྩན་ཞིག་རེད།།

མར་འབབ་ན་བྲག་རིའི་སྒྲིང་ཅིག་རེད།།

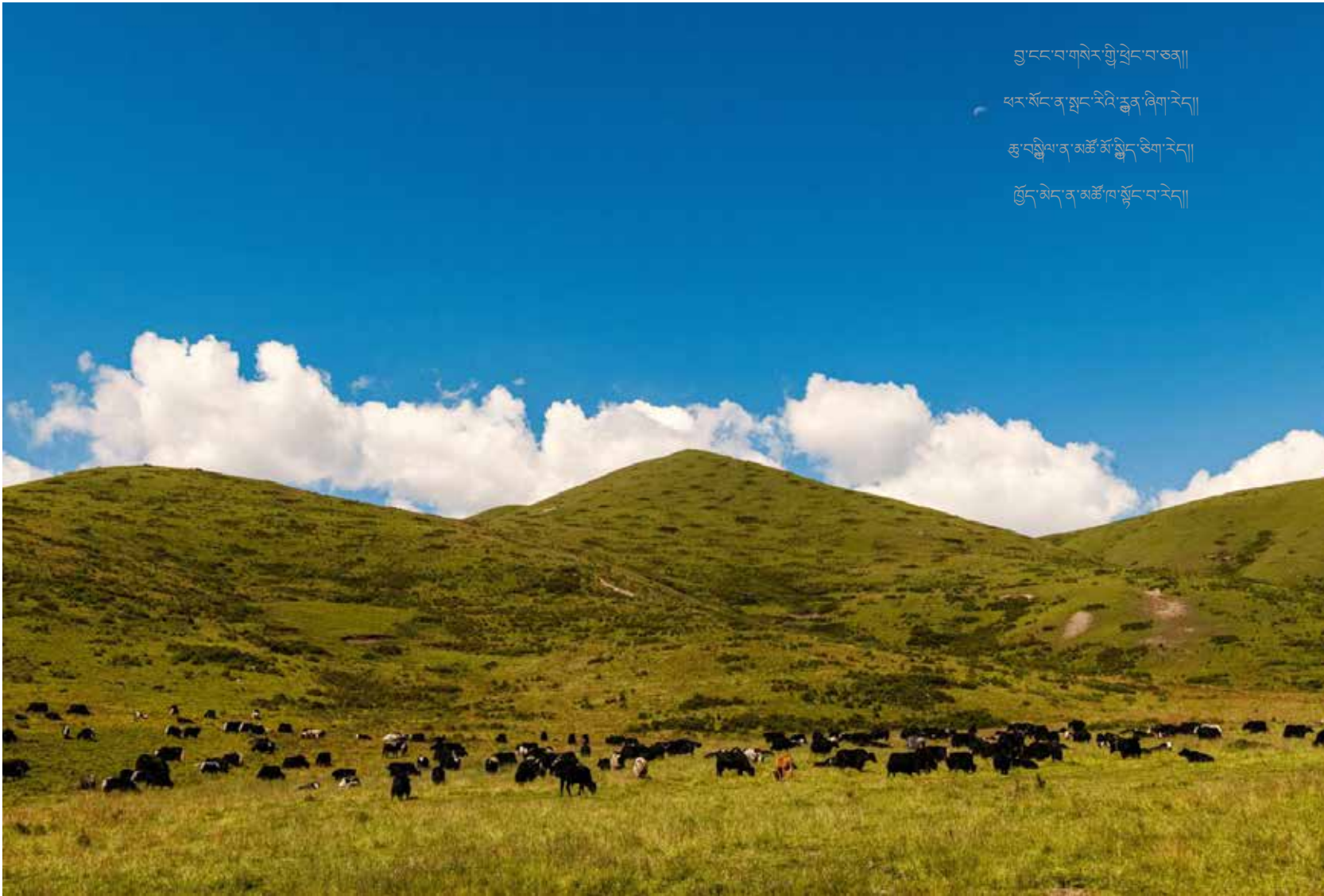
ཁྱོད་མེད་ན་བྲག་ཐེམ་སྤྱང་བ་རེད།།

བྱ་ངང་བ་གསེར་ཁྱི་ཕྱང་བ་ཅན།།

ཕར་ལོང་ན་སྤང་རིའི་རྩན་ཞིག་རེད།།

རྩ་བ་སྒྲིལ་ན་མཚོ་མོ་སྒྲིང་ཅིག་རེད།།

ཁྱོད་མེད་ན་མཚོ་ཁ་སྤྱང་བ་རེད།།



In the white paper, Convention on Biological Diversity in China, promulgated by the State Council on November 8, it is written in the first sentence of the preface, " ' Biological diversity' is the sum total of the ecological compound body formed by living things (animals, plants and micro-organisms) and the environment, and various related ecological processes, including the ecosystem, species and genes. Biological diversity affects human well-being and is the key foundation of human survival and development. Human beings must respect, comply with and protect nature, as well as improving the conservation of biological diversity, in order to promote the harmonious coexistence of human and nature."

Nature not only gives human the basis for survival but also food for thought. The esteem for nature and love for creatures allow human to create a variety of literary treasures, for example, Aesop's Fables that only uses animals as metaphors and the Pancatantra of ancient India. In Greek Mythology and King Gesar, there are plenty of descriptions for animals apart from gods and heroes. Another famous folk rhyme of Tibetan people goes:

The powerful eagle, when you soar in the sky,  
You make the sky look beautiful.  
When you land on the cliff,  
Even rocks feel warm.  
Without you,  
Mountains are so empty!  
Mandarin duck, when you spread your wings to fly,  
You make the grassland look beautiful.  
When you play in water, even the lake warms up.  
Without you,  
The lake feels rather empty!  
Boy, when you march forward with a smile,  
You make the world look beautiful.  
When you return to your village, the tribe becomes heartwarming.  
Without you,  
How lonely your people will become!





地球诞生至今的 50 亿年，经历了五次物种大灭绝。人类，正在“创造”第六次。但是人并不会毁灭地球，只会毁灭自己的栖息地以及生存在这里的生物。

人在追求自己所谓的物质极大丰富的时候，所付出的代价，是自己唯一的财富——家园。

“很久很久以前，这个世界上充满着魔法，充满了探险和刺激，无比的精彩，但是随着时间的推移，魔法在逐渐消失……我希望你的身上，还留着一些魔法。”

拉雅克真正吸引我的，是他的理想：守护“高原的守护者”——牧民。面对现代化的冲击，越来越多的人正在放弃原先的生活，追求物质上的满足，认为自己父辈的生活是原始、落后和贫穷的。但是很少有人意识到，在这种生活的背后，蕴含着极大的智慧、善念和力量。恰恰是这种牧民们千百年传承下来的文化、习俗和信仰，才让青藏高原成了人类抵御全球变暖的最后防线。

然而，这不是一条固若金汤的阵地。拉雅克想去做，就是唤醒人的良知，让更多的人可以意识到自己为追求物欲所付出的代价，并让更多的有志之士参与进来。

这又谈何容易！但是这就是理想的意义，不断的去面对挑战而不放弃。于是我们开始编写“牧民智慧系列”，旨在发掘更多即将失传的习俗背后的故事和寓意，这对我们自己来说，也是一个艰苦而且漫长的学习过程，但是，每一次的收获，都是充满了快乐和满足。

And who would say it' s easy! But the meaning of ideal is to keep confronting challenges instead of giving up. So, we have started to compile The Wisdom of Nomads series, intending to explore the story and implied meaning behind more customs that will soon be lost, which will be a hard and long learning process for us as well. But every achievement will be filled with joy and contentment.

In the 5 billion years since the earth' s creation, there have been five mass extinctions. Human beings are "creating" the sixth. But men would not destroy the earth, they would only destroy their own habitat and creatures living in it.

When men are pursuing their so-called material richness, the price they will have to pay is their only fortune - their homeland.

"A long time ago, the world was filled with magic, adventures and excitement, which was extremely wonderful. But as time goes by, the magic gradually disappears... I hope in you, there is still some magic."

What really attracts me is Layak' s ambition: to guard the "guardians of plateau" - nomads. Faced with the shock of modernization, more and more people are giving up their life to pursue material contentment, considering their elder generation to have lived a primitive, backward and poor life. But few realize that behind this lifestyle, there is great wisdom, kindness and power. It is the very culture, custom and belief that have been passed on by nomads for thousands and hundreds of years that make Qinghai-Tibet Plateau human' s last line of defence for resisting global warming.

However, this is not a solid front. What Layak wants to do is awakening people' s consciousness and making more people realize their price to pay for pursuing materialism, as well as allowing more committed people to participate.



在两千年前，可以说助力塑造中国思想的《诗经》，便更是充满了对自然的观察和描写（赋），用自然和生灵们做为比喻（比），由一事物产生出对另一事物的思索和感慨（兴）。读《诗经》可以深切地感受到古人与自然融洽相处，草木丰盛，到处是飞禽走兽的和谐景象。《诗经》里面的草，有 113 种；树木有 75 种；鸟，有 39 种；兽，有 67 种；虫，有 29 种；鱼，有 20 种。难怪孔子会感慨道“小子，何莫学夫《诗》？《诗》可以兴，可以观，可以群，可以怨。迩之事父，远之事君。多识于鸟兽草木之名。”他认为诗中体现了人与万物无所隔阂、化为一体的境界，“多识于鸟兽草木之名”是为了让学生亲近自然，从自然中获得感发，也使得自然对人所回应，强调人和自然之间品性、感情的相通性。

文学作品可以直接的反应出来一个民族的灵魂和良知，这些来自世界不同地区不同民族的诗歌，著作都在反应同一个价值观：自然即是财富，自然界的万物都是美好的，正是因为有了这一切，人才会幸福。

然而越是珍贵的财富，越是脆弱；高原的生态也是如此，受全球变暖和现代化进程的影响，几乎所有的湖泊、湿地都在快速的萎缩甚至是干涸；冰川在“哭泣”，固体垃圾在不断的侵蚀高原的土地；越来越多的飞禽走兽开始沦为稀有动物。

It is fair to say that The Book of Songs from 2,000 years ago that contributes to forming Chinese mind is even more filled with observation and depictions of nature (Fu), putting nature and creatures as metaphors (Bi), with thoughts and sighs with emotion of one thing generated by another (Xing). By reading it, one can deeply feel the harmony in which the ancients get along with nature, the vegetation grows luxuriantly and beasts are everywhere. In The Book of Songs, 113 types of grass, 75 types of trees, 39 types of birds, 67 types of animals, 29 types of insects and 20 types of fish are mentioned. No wonder that Confucius said, "Son, why not learn from The Book of Songs? It triggers your feelings and ambitions, and allows your to observe society, make friends and resent injustice. In the nearby, it helps you look after your parents; in the distance, it helps you attend upon your king. It also helps you to learn a lot of animal and plant names."

Literature can directly reflect the spirit and intuitive knowledge of a nation. These poems from different nations in different areas of the world are reflecting the same set of values: nature is fortune, and everything in nature is beautiful. It is because of all this that human live in happiness.

But the more valuable the fortune, the more fragile; so is the plateau ecology. Influenced by global warming and the modernization process, almost all the lakes and wetlands are rapidly shrinking, even drying up; the glacier is "crying" , solid waste keeps corroding the plateau land; more and more beasts are becoming endangered.



我们经常听到“理想不能当饭吃”，很多人的确是把人类的生命简化为以进食确保生存的生物的基本需求，然而却忽略到，人作为一种独特的生物，如果无法感受到其存在的意义，便会产生极强的自毁倾向，和自杀所不同的是，自毁是慢慢的在痛苦、疑惑及挣扎中被空虚所吞噬，即使人所占有的物质再丰盛，也无法填补内心因为失去意义而造成的空洞。

我们要真正对抗的，是因为贪婪而产生的傲慢、无知和愚蠢。我们需要从牧民古老的文化和信仰中汲取养料，发现善念的力量，并重新定义财富的含义——这是我们掷向哥利亚的石子。

We often hear the saying, "Ideals cannot make money" . Many people of course simplify human' s life as a creature of basic needs that needs to eat in order to survive but ignore the fact that as a unique creature, if human cannot find the meaning of their existence, they will become self-destructive. Different from suicide, self-destruction is when one is swallowed in emptiness through pain, doubts and struggles. No matter how much material one possesses, it cannot fill the hole caused by loss of meaning.

What we really have to fight against is arrogance, ignorance and stupidity due to greed. We need to be nourished by the ancient culture and belief of nomads, discover the strength of kind thoughts and redefine the meaning of fortune - this is the stone we are throwing towards Goliath.

Nomads

Tibetan





Contact Us  
www.matsu.cn

400 630 9229 Customer Service Hotline

**MATSU GROUP HEAD OFFICE**

T +86 21 5456 0662  
E info@matsu.cn

上海市徐汇区肇嘉浜路 686 号  
No. 686 Zhaojiabang Road, Xuhui District,  
Shanghai, P. R. China, P.C.: 200030

**MATSU OFFICE FURNITURE  
BRANCH OFFICES**

**MATSU SHANGHAI EXPERIENCE CENTRE**

T +86 21 5456 0662  
E info@matsu.cn

上海市徐汇区肇嘉浜路 686 号  
No. 686 Zhaojiabang Road, Xuhui District,  
Shanghai, P. R. China, P.C.: 200030

**MATSU BEIJING EXPERIENCE CENTRE**

T +86 10 5900 7210  
F +86 10 5900 7201  
E beijing@matsu.cn

北京朝阳区光华路9号SOHO二期B12-2 B12-3  
B12-2 B12-3, SOHO2, No.9  
Guanghua Road, Chaoyang District, Beijing,  
P.R. China

**MATSU SHENZHEN EXPERIENCE CENTRE**

T +86 755 8253 8001  
E shenzhen@matsu.cn

深圳市福田区保税区桂花路5号加福广场西楼9层  
9/F, West Building, Cafu Plaza No.5,  
Guihua Road, Futian Free Trade Zone,  
Shenzhen, China. P.C. 518000

**MATSU GUANGZHOU EXPERIENCE CENTRE**

T +86 20 87326988

广州市天河区天河北路235号广州环贸中心3102  
Room 3102, Guangzhou ICC, No.235 Tianhe North Road,  
Tianhe District, Guangzhou

**MATSU LABORATORY**

**SHANGHAI MATSU LABORATORY EQUIPMENTS  
CO., LTD.**

T +86 21 5456 0662  
E lab@matsu.cn

上海市徐汇区肇嘉浜路 686 号  
No. 686 Zhaojiabang Road, Xuhui District,  
Shanghai, P. R. China, P.C.: 200030

**MATSU ZHONGSHAN FACTORY**

T +86 760 8550 8180  
E info@matsu.cn

广东省中山市南朗镇第一工业区工业大道  
Industrial Avenue, No.1  
Industrial District, Nanlang Town, Zhongshan,  
Guangdong, P.R.China, P.C.: 528451

**CHANNEL DEVELOPMENT HQ**

T +86 760 8550 8180  
E info@matsu.cn

广东省中山市南朗镇第一工业区工业大道  
Industrial Avenue, No.1  
Industrial District, Nanlang Town, Zhongshan,  
Guangdong, P.R.China, P.C.: 528451

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Germany  
www.burkhardtleitner.de



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