



## 印尼興南印染股份有限公司

PT. SINAR MAJALAYA LESTARI TEXTILE

印尼興南(PT.SML)印染自成立以來，努力創建一個持續學習進化的管理團隊，堅持用專業靈活、快速穩定及積極研發的態度為客戶創造多元價值滿足市場需求。秉持誠信務實、守法負責、重視環保、共享共榮的理念正派經營，獲得顧客高度認同，是當地布匹染色及印花專業代工的指標性工廠之一。

### 深耕印尼 進軍穆斯林市場 開拓新藍海

PT.SML總經理柯百觀先生1994年來到印尼，並在父親的工廠擔任生產線主管的工作。期間歷經亞洲金融風暴、印尼幣大貶值、雅加達排華暴動、罷工潮、幣值大幅波動震盪...等。雖然環境動盪波折，但隨著印尼政局的回穩以及對當地紡織產業供應鏈的瞭解，2008年在父親的資助下成立PT.SML。看準印尼豐沛年輕的生產力及龐大的人口紅利，積極開發穆斯林市場。本土化經營充分

運用當地的人才資源培訓幹部，全廠500多位同仁沒有任何外籍幹部。與客戶共同合作品牌分享利潤，嚴格控管產品的獨特性，同中求異區隔市場，有效延展產品生命週期。產品不僅遍佈印尼各大主要市場，也銷往馬來西亞、土耳其、中東及非洲等地。

### 學習精進 追求卓越

學習是創新的源頭，優勢的核心競爭能耐更是企業立世的根基。PT.SML持續滿足客戶對產品的需求及高滿意度，除了嚴謹的管理制度及誠實負責的辦公室文化外，更塑造出整廠終身學習的風氣。藉由完善的升遷制度激勵員工努力學習，並與印尼勞工部和紡織工會合作，每年在廠內舉辦技職教育訓練並協助員工考取證照。PT.SML支持研發適性而學，優化產程培養快速反應新製程的能力，創造與市場貼合的產業模式，持續保持高競爭能力。



總經理 柯百觀 先生  
President Director : Mr. Pai Kuan, Ko

負責人：柯百觀

地址：JL.Raya Laswi No.21 Majalaya  
Bandung 40382 Indonesia、JL.Raya  
Laswi No.21 Majalaya Bandung 40382  
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電話：+62-22-5951355

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推薦單位：駐印尼台北經濟貿易代表處  
陳忠 駐印代表

營業項目：1. 各類織物布匹面料染色、印花及後處  
理加工  
2. 絨布、刷毛布（毯）、搖粒絨整理加工  
3. 機能性織品加工

產品名稱：1. 印尼國服Batik、伊斯蘭服飾、頭巾、  
披肩等用布  
2. 毛毯及各類流行織品染色、印花成  
品布

Owner : Pai Kuan, Ko

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Recommended by : Taipei Economic and Trade  
Office in Indonesia / Representative John Chen

Business Items :

1. Various types of fabric cloth dye, printing and finishing
2. Flannel, flannelette (blanket), Anti-piling finishing
3. Functional fabric finishing

Products :

1. Batik (Indonesia traditional clothing), Hijabs ,  
Muslim Shawls, and other Islamic clothing.
2. Blankets and various kinds of fabric produced  
through printing and dyeing techniques.

## 群策群力 共享共榮

PT.SML穩健透明的財務管理，如期守信的交易模式，贏得客戶與供應商的信任，建立良好的忠誠度與合作默契。並採取平價高品質的行銷策略與誠信互惠的經營理念，為客戶群、供應商、消費者及股東創造最大的利潤。平衡市場結構創造產品價值，共享利潤確保永久良性的循環機制，整合供應鏈協助客戶穩定價錢，維持產品市佔率，建立深厚的夥伴關係。

## 50萬碼到500萬碼

創廠初期舉步維艱，不僅要面臨訂單壓力、設備老舊及地方不良人士的騷擾外，更要面對資金短缺及產能效益不平衡的考驗。所幸在107名創廠團隊的共同努力下，一步一腳印，堅持「沒有解決不了的問題，只是還沒有找到方法」的信念，不斷突破。柯總經理就讀EMBA時，教授講過「沒有失敗過的CEO不能成為真正的CEO」，這一句話影響柯百觀先生非常深遠，在勇敢嘗試不怕失敗的氛圍下，帶領工作團隊努力拚搏。為了保持競爭力也經常與同仁分享自己的人生觀「終身學習！讓自己持續保持選擇的優勢，用一個最適當的模式來解決問題」，也常用自己的座右銘「沒有最好，只有更好」來勉勵領導團隊。在所有同仁積極努力下月產能突破500萬碼。其成功的關鍵因素在於「誠實面對問題，務實尋找解決之道」。

## 社會責任 打造幸福產業

自創廠以來，堅持誠實納稅並積極投入構建集水蓄水與排污減廢的設備，配合產能的擴大逐步增加淨水排污的量能，興建滯洪池及雨水回收系統，節能減碳垃圾分類污水淨化回收使用。自2015年起，已連續4年獲得當地政府表揚，成為在地業界的標竿。

PT.SML也極重視與當地社會的互動和回饋。除固定捐贈慈善機構及僑團互動外，資助修繕清真寺，主動投入社區排水構工，斥資修築河堤防洪，建抽水站協助鄰里免於水患。此外，積極厚植印尼宗教界關係，於2017年促成印尼伊斯蘭宗教學者理





製版 Screen Making

事會（MUI）主席Dr. Maruf Amin長老訪台並拜會陳副總統。

員工福利方面，設立教育基金及急難救助金，補助穆斯林員工前往麥加朝聖，替員工投保全民健保及私人保險補助金。同時，也善用廠區綠化植栽，規劃成水稻、果樹、雨水回收池放養魚苗等，所有收益均為員工福利共享。重視倫理落實傳承，善用智慧充分準備，自我盤點安居樂業，穩健財務回饋社會，務實審視永續經營，打造向心力強流動率低共享共榮的幸福企業。

Sinar Majalaya Lestari Textile Ltd., since its establishment, has always strived to create a strong and self-improving team. With us, we insist on using a professional, efficient, and steady attitude to research and develop, giving our customers products that highly satisfies market needs. Adhering and upholding to values such as integrity in business, responsibility in law, awareness in environmental protection, and emphasis in interpersonal growth, led us to become one of the more iconic factories in the local area.

### Diving into the Muslim Market

In 1994, now General Manager of Sinar Majalaya Lestari Textile Limited, Ko Pai Kuan, relocated to Indonesia working as the production manager under his father's factory. During this time, he encountered and has had to deal with the 1997 Asian financial crisis, rupiah depreciation, May 1998 Riots (targeted towards Chinese people in Indonesia), numerous strikes, and the highly volatile rupiah. Although having to experience such



邀請印尼回教最高長老MUI總主席Dr. Maruf Amin 伉儷（現任印尼副總統）參訪臺灣，拜會陳建仁副總統  
Accompanied Dr. Maruf Amin to visit Taiwan and Vice-President Chen Chien-Jen

crises, under the re-stabilization of the Indonesian government and the increased experience in the local textile production chain, along with the assistance from his father, Sinar Majalaya Lestari Textile Limited was officially established in 2008. Understanding Indonesia's strong potential in the market and recognizing its massive population, diving into the Muslim market became a strong priority for the company. Taking full advantage of using local talents to train and develop a strong team, his approximately 500 workers all come from the local area. Through actively connecting with their customers, strictly controlling their production quality, constantly finding new ways to be different in the market, and efficiently extending their product life cycle, Sinar Majalaya Lestari Limited has been able to not only establish themselves in a stable place in the Indonesian market but also markets in Malaysia, Turkey, countries of the Middle East, and countries in Africa.

### Pursuing Excellence through Improvement

Learning is the origin of innovation, and an excellent and professional core is the basic foundations of a company. Sinar Majalaya Lestari Limited, having a strict management system and a highly responsible office-factory culture, consistently satisfies customer needs and obtain high satisfactory feedbacks. Under a well-structured promotion system and requiring employees to go through technical training programs and license exams held by the Ministry of Labor of Indonesia



染色現場 Dyeing Process

and textile unions, departmental officers and factory workers are forced to continue to improve and grow in the company. Also highly focusing on research and development in the textile industry, improving their manufacture efficiency and their ability to continuously adapt to market changes puts them constantly as a highly-competitive and front-line company.

### Sharing the profits and the honor

With a stable and transparent financial department, they are also able to sustain efficient and on-time transactions, allowing smooth communications with their customers. Moreover, by implementing affordable prices with high-quality products followed by a strong business integrity, they are able to create the greatest profit for their customer groups, suppliers, consumers, and shareholders. Expressing interests to learn about the growing textile market, creating a healthy cycle of profit sharing, sustaining affordable prices with high quality products, and ensuring a long product lifecycle allows them to build valuable connections with thier business partners and customers.

### 500,000 Yards to 5,000,000 Yards

Sinar Majalaya Lestari Limited, during its early establishment years, has had to face several different pressures and problems such as order amounts, old and outdated equipment, fund shortages, unbalanced production capacity, and issues with the locals. Despite these issues, with only 107 original factory employees and the persistence in the belief that every problem must and will always have a solution, the company has reached and grow to new, unbelievable heights. A professor, in General Manager Ko Pai Kuan's EMBA class, once said that "a CEO that has never

failed cannot become a true CEO." These words, which deeply affected Ko Pai Kuan, erased his fear in failure and allowed him to lead his team towards many ambitious goals. Often striving to create a good atmosphere in the office, he often shares about his philosophy and outlook on life: "Continue to learn no matter how old you are! Always be ready and on the advantageous side when being faced with decisions and use the most appropriate way to solve problems." Moreover, for himself, he uses his motto – there is no best, only better – to encourage and fuel his team from a production amount of 500,000 yards to 5,000,000 yards per month. For him, this success comes from the attitude of approaching every problem with honesty and efficiently finding a way to solve each problem."

### A Social Responsibility, Creating A Prosperous Company

Since the establishment of the company, the company has adhered to and followed closely with the required taxation the government requires. Moreover, the company has also invested greatly into water storage, sewage discharge, and waste reduction equipment, ensuring that there is abundant water supply and proper sewage discharge cleanup as production capacity increases from year to year. Starting from 2015, the further installation and construction of a water pond, a rainwater recycling system, and an energy-saving and carbon-reduction waste water purification system allowed them to earn honorary mentions from the local government for four consecutive years, becoming a benchmark for water purification and processing in the local industry.

Sinar Majalaya Lestari Limited also emphasizes greatly on the interaction and giving-back to the local communities in the area. Other than donating to charity and overseas Chinese communities and participating in the Taiwan Chambers of Commerce, the company has also funded the repairment of mosques, invested in the construction of the local community drainage system, and assisted in the construction of flood prevention projects in order to prevent flooding in the local neighborhoods. In addition to also sustaining a healthy connection with the religious groups in Indonesia, in 2017, Ko Pai Kuan





1. 與工業部合作培訓幹部  
Technical training programs with assistance by the Ministry of Labors of Indonesia
2. 2018年度全勤獎頒獎合影  
2018 Full Attendance Award
3. 染色樣布 Sample Dyeing
4. 印花樣布 Sample Printing
5. 圓筒印花機車間 Rotary Printing Machine

accompanied the Chairman of the Indonesian Ulema Council (also known as MUI), Dr. Ma'ruf Amin, visited Taiwan to promote the bilateral relations between the two nations, whilst also meeting Vice President Chen Chien-Jen. Currently, this elder is also the vice president of Indonesia's current president, President Jokowi, and will take office in October this year.

In terms of employee benefits, the company has set up educational and emergency assistance funds, along with assurance of government health insurance and private health insurance benefits,

to assist Muslim employees and their families to travel to Mecca, the holiest city for Muslims. At the same time, the company also makes valuable use of the many empty areas and ponds in the factory to plant rice, grow fruit trees, and raise fish. All harvest from these small-scale plantations become benefits for employees to share. Placing also a strong emphasis on ethical production, at the same time using knowledge to prepare and self-invest, while also giving back to the society, thus, is the epitome for a healthy and prosperous environment at the Sinar Majalaya Lestari company.

### 綜合評語

鎖定印尼國內市場，生產平價、高品質和彈性客製化商品，是成功的商業策略。同時，企業掌握自動化生產關鍵技術，持續投資防治污染設備，讓工廠運作獲得肯定，皆是爭取客戶的重要助力。董事長深耕於印尼30多年，捐贈並協助華文教育與急難救助，熱心公益，贏得當地政府認可，足為典範。

Targeting the Indonesian domestic market, Sinar Majalaya Lestari produces budget-friendly, high-quality and flexible custom products, which is a successful business strategy. In addition, it captures the key technology of automated production and constantly invests in pollution-prevention equipment to win credits for factory operation. All these are important boosts to attract customers. Cultivating the Indonesian market for over 30 years, the chairman of Sinar Majalaya Lestari donates and assists in Chinese education and emergency assistance to sharing philanthropy, winning local government recognition and being worthy of a model enterprise.