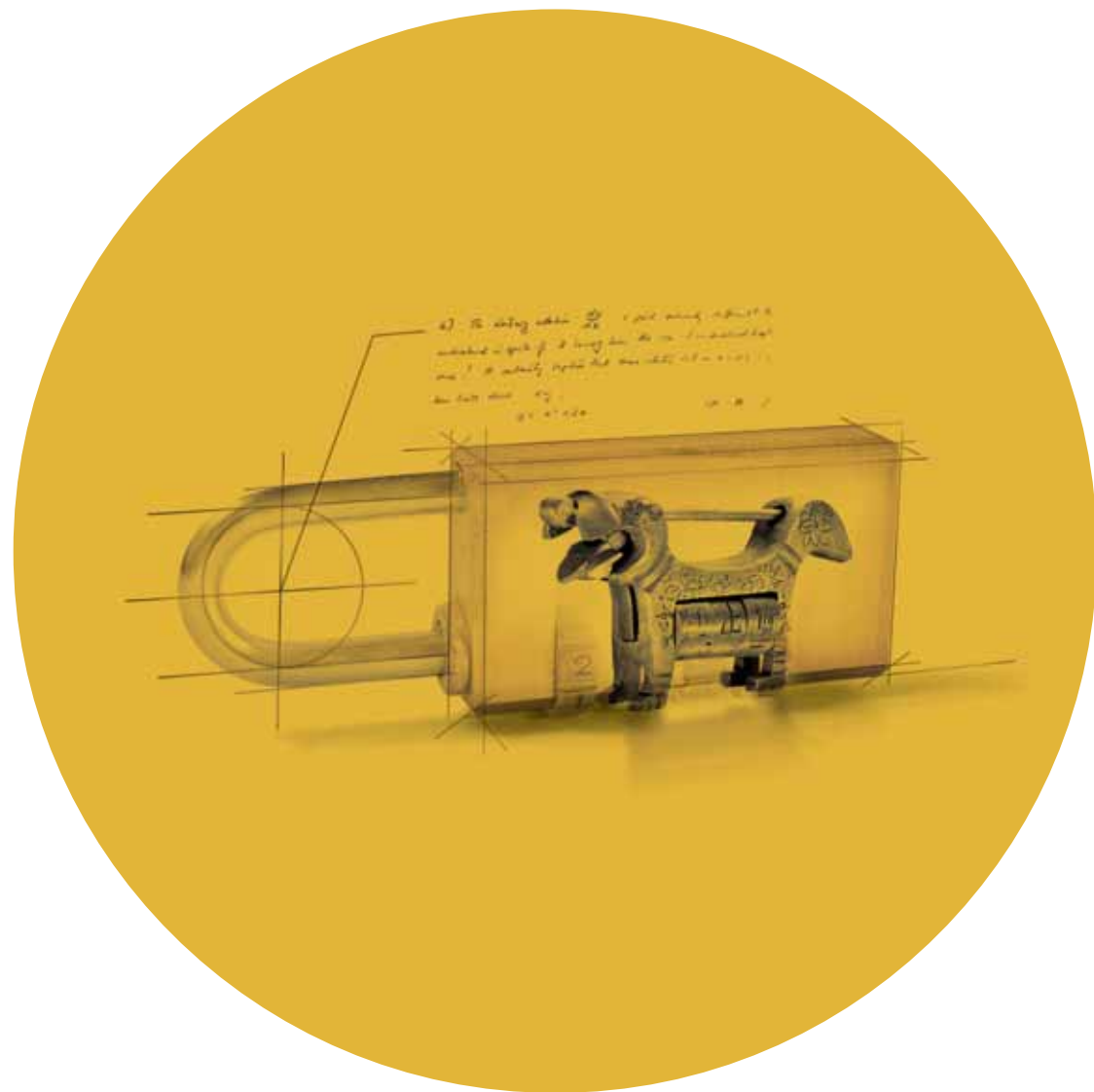




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擇創新而固執之

董事長的話



林中寬

C.K. Ling

創辦人 Founder of SINOX
林中寬 C.K. Ling 敬上

競泰 (SINOX) 創業四十年，回首人生精華的歲月，都奉獻在號碼鎖的研發、生產與行銷上，開疆闢土讓一個台灣的中小企業在國際上，與各國知名鎖業同場競技，成為全球號碼鎖的知名廠家。我「擇創新而固執之」的意念，承蒙一起打拚的同仁與協力廠商支持，無論在產品研發和組織興革上，都持續進步與成長，讓人感到欣慰與驕傲的。

從創辦企業開始，我始終樂於參與研發的工作，這與我經歷機械與航太的背景有關，在內心當中，我始終堅信創造力是成功的不二法門，縱使在最近這十一、二年之間，遭逢數次全球經濟危機，競泰的研發預算只有升，沒有降。對照管理學的研究成果，競泰應當是實踐「破壞式創新」(Disruptive Innovation) 的台灣例證。經濟學大師熊彼特 (Joseph Alois Schumpeter) 在1912年就主張，創新就是不斷地從內部革新經濟結構，即不斷破壞舊的，不斷創造新的結構。哈佛商學院教授克雷頓·克里斯汀生 (Clayton M. Christensen) 也在1997年提出「破壞性創新」理論時，提醒企業光是「創新」還不夠，必須發動以「止於至善」(good enough) 為核心精神的「破壞性創新」，才能確保企業永續生存。對照競泰總能脫離舒適圈與以往成功的個案，每每另闢蹊徑，早於市場的需求，從客戶的未

來生活情境去思考，推出符合消費者使用情境的產品，開發多功能鎖、電腦鎖、自行車鎖與電子鎖等產品，才能獲致近十年傲人的業績。

競泰不僅重視研發的創新，近年更致力於組織的改造，我提出一個斬新的構想，將業務 (Sales)、設計 (Industrial Design)、研發 (Engineering) 與廠務 (Manufacturing) 相互整合，建構SIEM組織運作模式，以因應數位科技、樂活生活、恐怖攻擊等連番衝擊下的市場變化。這創新組織，是將原本分層負責的各部門，賦以任務導向，由精熟產品與市場的專案經理帶領，垂直整合各個自身專業，讓產品開發增加彈性與速度，橫向面亦能建立共識。競泰以小博大、以速度與成本控制的優勢，創造出台灣式「破壞性創新」力量，開發出符合市場需求的上千種產品。

放眼世界製鎖工業，歐美都不乏超過百年的業者，德國知名大廠ABUS，也九十四歲並傳承五代了，可見製鎖是門極核心與傳統的技藝，一把好鎖，是得以亙久綿延的。競泰即將邁向不惑之年，和歐美傳統製鎖企業相較，仍相當年輕，我期許競泰能保有傳統的工藝與企業文化，又能一直維持創新與革新的力量，堂堂邁向下一個四十年。



Committed to Innovation

Message from the Chairman

Looking back on my life as SINOX marks its 40th anniversary, I spent the majority of my best years absorbed in combination lock R&D production and marketing devoted to building a Taiwanese SMB into a global combination lock powerhouse competing on the same playing field with major international lock manufacturers. Committed to innovation and fully supported by the efforts of colleagues and vendors, we have continued to grow and improve through product development and organizational reform efforts. We are gratified and proud of these accomplishments.

From the time I founded this business I was eager to take part in research and development. This desire comes from my background in mechanical and aerospace engineering research, which instilled in me the core belief that creativity is essential to success. In spite of multiple global economic crises over the past decade or two, SINOX's research and development budget has only increased over time, never decreasing. In the vernacular of management theory, one could say that SINOX is a practitioner of Disruptive Innovation in Taiwan.

Renowned economist Joseph Alois Schumpeter first proposed this theory in 1912, positing that innovation is about constant reformation of the economic structure from within, or the continual destruction of the old along with the constant creation of new structures. Addressing Disruptive Innovation in his 1997 classic, *The Innovator's Dilemma*, Harvard business professor Clayton M. Christensen reminded businesses that innovation itself is not enough, and that only by offering something "good enough" is sustainable operation possible. SINOX's has consistently demonstrated the ability to get outside the comfort zone, making it possible to record a string of successes, anticipating market needs by imagining how customers' lives will look in the future. Products

tailored to consumers' user experience - from multi-function locks to computer locks, bicycle locks and electronic locks - have fueled outstanding sales over the past decade.

SINOX not only puts a premium on innovation grounded in solid R&D, but has also poured considerable efforts into organizational transformation in recent years. I proposed a brand new idea, combining Sales, Industrial Design, Engineering and Manufacturing to form the SIEM organizational structure to respond to market changes in a world colored and disrupted by digital technology, sustainable living and destabilizing terror attacks. In SINOX's innovative organizational model, each formerly hierarchical department is re-oriented toward its unique mission and led by project managers well versed in the products and business. This boosts flexibility and speed, and helps facilitate department consensus, letting SINOX leverage the advantages of being lean and nimble with superb cost control. The power of this Taiwanese-style "disruptive innovation" has resulted in the development of over one thousand products that better meet the needs of both vendors and customers alike.

Surveying the global lock manufacturing industry, there is no lack of companies in Europe and America with over a century of history. ABUS of Germany is approaching the century mark itself, marking 94 years spanning five generations, and demonstrating that a good lock made with care and conventional artistry can stand the test of time. Even as SINOX heads into our fortieth year, in many respects we are a relatively young company. I look forward to SINOX maintaining our traditional craftsmanship and corporate culture, whilst leveraging our innovative power as we head into the next forty years.



Preface 導言

「關鍵」一詞起源與鎖有密切的關係，早在南北朝時期，鎖門的木栓就稱為「關鍵」，南朝梁·王筠〈開善寺碑〉中有云：「妙門關鍵，關之者既難。」明白點出，優質的鎖是難以解開的。關鍵與鎖奇妙的連結，也象徵著競泰核心的精神，不僅能夠製造出保障消費者安全的鎖，在企業的文化基因中，早已安頓了掌握時代精神的核心思想，印證了《文心雕龍·神思》中：「神居胸臆，而志氣統其關鍵。」

競泰 (SINOX) 四十週年專刊並不只想將過去追本還原，而是藉著回顧近十年間的危機、挑戰與轉機，以此作為樞紐，一一檢視，從企業致力於研究、發展、創意、藝術等面向，導入更具彈性的SIEM研發體系，迎向消費者既要求實用又渴望設計美感，協力廠商既期待效率又重視市場反應，從一一突破的關鍵年代，尋找承先啓後的契機。

The modern Chinese term for "key" as in "critical" is actually derived from the word for "lock." Historical writings dating from as far back as the Southern Liang Dynasty (502 - 557 AD) noted that a good door is equipped with a good lock, and that a good lock is difficult to unlock. The unusual connection between the meaning "critical" and physical locks represents SINOX's core spirit, going beyond the capacity to manufacture locks to safeguard consumers' security, having long ago firmly implanted the core thinking of seizing the zeitgeist in the DNA of our corporate culture, echoing a line from *The Literary Mind and the Carving of Dragons* by Liu Hsieh: "The spirit resides in the mind, and the key to its mysteries is controlled by sentiment and character."

With these things in mind, in this SINOX 40th anniversary volume we wish not just to recapture the past, but to glance back and remember the crises, challenges and opportunities of the past decade as a central hub from which to examine various issues. For instance, how an enterprise devotes efforts to such aspects as research, development, creativity and art to implement a more flexible SIEM system to meet consumers' demands for practicality whilst satisfying their yearning for design aesthetics, and satisfying vendors' expectations for efficiency and emphasis on market response. And by achieving successive breakthroughs in critical times, to identify opportunities for bridging the past and the future.



2008 to 2018

40

Critical Times

關鍵年代

邁向創業四十年的競泰，在近十年之間，經歷了時代風雲的變幻。事實上，風險和機會往往並存；國際經貿環境中，全球金融危機、歐債危機接連發生，當世界各國鎖具產業停下生產與開發的腳步，競泰卻從陰影的背面看見光明，積極拓展市場。如何能化危機為轉機，體會這十年時間之鎖的開與關，個個創新、衍異與成功的產品變革，都在關鍵年代一一呈現。

SINOX heads into our fortieth year having undergone significant transformation over the last decade. As it happens, risk and opportunity usually travel together, and in the international trade environment such threats as the global economic crisis and European debt crisis emerged one after the other. And as the lock industry in different countries ceased production and development, SINOX saw light breaking through the clouds of darkness and took aggressive steps to expand our market. Throughout this critical time we demonstrated how to turn threats into opportunities, to appreciate the locking and unlocking that transpired over the past decade, and to bring about every innovative, distinct, and successful product.

SINOX - A Decade of Challenges and Growth

競泰十年來的挑戰與成長

2008

10年來的挑戰 A Decade of Challenges

- 次級房貸延燒
- Sub-prime mortgage crisis rages

10年來的成長 A Decade of Growth

- 反其道而行大規模投資自行研發
- Buck market with large-scale investment in autonomous R&D



2009

- 金融危機蔓延
- Worldwide economic crisis spreads

- 新產品逐漸取得市場認同
- 跨足鎖心事業
- New products gaining foothold in new market
- Diversify into lock cylinder business



2010

- 歐債危機爆發
- European debt crisis

- 產業及區域市場多元化
- Industry and regional market diversification



2011

- 行動載具時代到來
- Mobile era advances

- 深化SIEM的經營模式
- Advanced SIEM operational model



2012

- 美國槍擊案件頻傳
- US mass shootings

- 發展高強度認證自行車鎖產品
- Develop bicycle locks certified for toughness



2013

- 重大恐攻衝擊全球
- Terrorist attacks shock the world

- 全面化拓及各式旅安產品
- Globalization affects entire spectrum of travel security products



2014

- 亞洲經濟崛起
- Rise of the Asian economy

- 拓展東南亞及中國大陸市場
- Expand into Southeast Asia and Mainland China markets



2015

- 電子應用技術提升
- Advance of electronics applied technology

- 從傳統機械擴展至電子研發
- Expand from conventional mechanical into electronics R&D



2016

- 歐洲難民潮爆發
- Outbreak of European migrant crisis

- 穩定產製居家安全商品
- Achieve steady production of safety and security merchandise



2017

- 人工智慧技術問世
- AI technology hits the mainstream

- 開展五年創新策略計畫
- 迎向改變的未來十年
- Launch 5-year innovation strategy
- Take on the challenge of the next decade



2008年美國次級房貸風暴延燒，歐美各國房市嚴重惡化，經濟衰退的浪潮洶湧，引發波及全球的金融海嘯。競泰營收也因此大幅滑落，但董事長卻反其道而行，進行大規模研發投資，提出新台幣數千萬的模具開發費用，將外包生產、廠內組裝整合成自製一條龍。

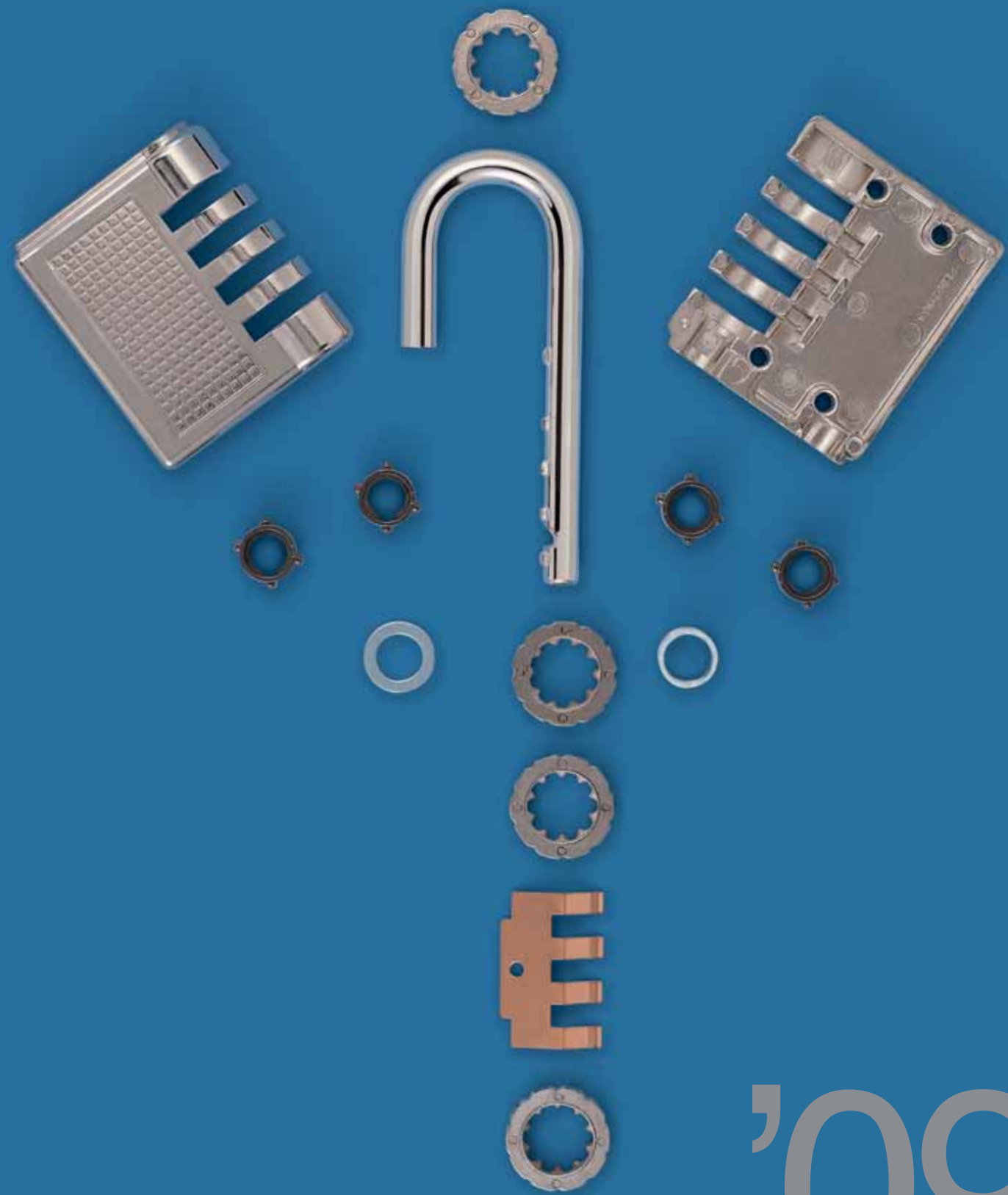
同時間，次級房貸風暴的野火延燒，房地產業一片蕭條，遭申請法拍的房屋總數達233萬間，在金融大海嘯中，反而令鎖中鎖的銷售異軍突起，逆勢有了雙倍的成長，也帶動競泰的業績攀升。

In 2008, as the reverberations of the US sub-prime mortgage crisis continued to spread to Europe and America, SINOX suffered a significant revenue dip as a result, yet the company chairman nevertheless went against the tide to invest extensively in R&D, allocating tens of millions of NT dollars in development funds to integrate OEM production and plant assembly into one autonomous line.

As the second crisis spread and the real estate industry fell into a depression, 2.33 million houses were auctioned off. Yet as the financial crisis spread, sales of key storage locks suddenly surged, achieving 200-percent growth and powering SINOX's business to new heights.



'08



'09



金融海嘯的餘威繼續肆虐全球貿易商，競泰面臨空前的挑戰，堅定並持續研發的投入，使企業從過去OEM與ODM的代工角色，轉向自主產製，主導產品在國際市場走向的新紀元。

這一年堪稱為競泰的轉折年，特別是發展一系列鑰匙鎖，成立鎖心事業部門，跨足鎖心自製，並規劃生產排片、梅花珠仔、彈子鎖(YALE/KABA)、芬蘭等鎖心，為競泰自行車鎖多樣研發拉開序幕，也帶動號碼鎖的商機，成為踏入自行車業界的重要契機。

In spite of the pressures, SINOX's continued resolute investment in R&D drove the company's transition from OEM and ODM to autonomous manufacturing, guiding company products to a new era on the international market.

This year can be considered SINOX's year of transition, notably driven by company development of a series of key locks, establishing a lock cylinder business division, spanning autonomous lock cylinder production, whilst planning production of wafer, tubular pin, pin tumbler lock (YALE/KABA) and disc cylinders, setting the stage for the company's broad development of bicycle locks and forging opportunities, becoming a major turning point in SINOX's entry into the cycling industry.



'10

歐債危機爆發，又引發世界貿易的動盪，競泰也必須積極因應，加強產品、產業與市場分散化，成為最重要的策略。競泰不僅積極維繫歐洲與北美市場，也開始拓展中南美洲、印度、中國等經濟體，掌握新興市場湧現的巨大商機。

競泰更開展多元的產品線，以一系列多功能鎖與電腦鎖，獲得台北電腦展創新設計獎，也有一組電腦鎖獲得台北世界設計大會產品授權商品認證。從多功能鋼纜鎖到電腦鎖，彰顯的便是競泰在逆境中永不放棄，持續應變的精神。

The outbreak of the European debt crisis caused further turmoil in international trade. SINOX responded by outlining the critical strategies of strengthening product, industry and market decentralization. SINOX not only made efforts to maintain the European and North American markets, but set about expanding the Central and South American, Indian, and Chinese economies to seize the enormous commercial opportunities cresting in emerging markets.

SINOX set about actively developing a diversified product line, earning a COMPUTEX TAIPEI d&i awards 2010 for our line of multi-functional and computer locks. In addition, a set of SINOX computer locks was awarded a product authorization certification from the Taipei World Design Expo. From multifunction cable locks to computer locks, SINOX demonstrated its perseverance amidst difficulty, and its willingness to adapt to change.





'11

2011年是黑暗的一年，日本311強震，引發海嘯與核災，撼動世界。2011年更是光明的一年，阿拉伯之春的一系列公民運動，顯示出行動通訊已經打造了全新的社群溝通與社會動員模式，最受消費者歡迎的平板電腦 iPad2 在2011年問世，象徵著行動載具時代已經到來。競泰引以為傲的設計力創新，總能預測市場變化，貼近消費者需求，先於3C消費產品的流行與變化，提出實用與安全的產品。

創始人林中寬董事長不以過往的成功為滿足，更積極調整管理模式，推動SIEM組織，導入PM與 Info Center。SIEM分別是將業務S、設計、研發E、廠務M整合在一起，讓不同的領域專業者，因應高度變化的市場環境，跨部門合作，共同保有高度的市場敏感度，開發擁有流線造型，友善簡易操作模式及具價格競爭力的產品，陸續推出市場接受度高的商品。

The year 2011 was a mix of darkness and light. The March 11 earthquake and tsunami devastated Japan and shook the world, while the popular movements of the Arab Spring showed the might of the new methods of social communication and mobilization. Meanwhile, the wildly popular iPad2 debuted this year, heralding the arrival of the era of mobile devices. And SINOX once again demonstrated the innovative design in which we take great pride, as well as an uncanny ability to predict market changes and remain closely attuned to consumer demands, introducing practical and secure products that anticipated trends and changes in the 3C consumer market.

Not content with these successes, company founder and Chairman Dr. C.K. Ling aggressively set about adjusting management models, promoting adoption of SIEM operations structure and PM and Info Center integration. Standing for Sales, Industrial Design, Engineering and Manufacturing, SIEM enables professionals across different fields to respond nimbly to volatile market environments, and engage in cross-departmental cooperation to maintain keen market sensitivity and facilitate development of sleekly designed, user-friendly, competitively priced products to earn exceptional market acceptance.

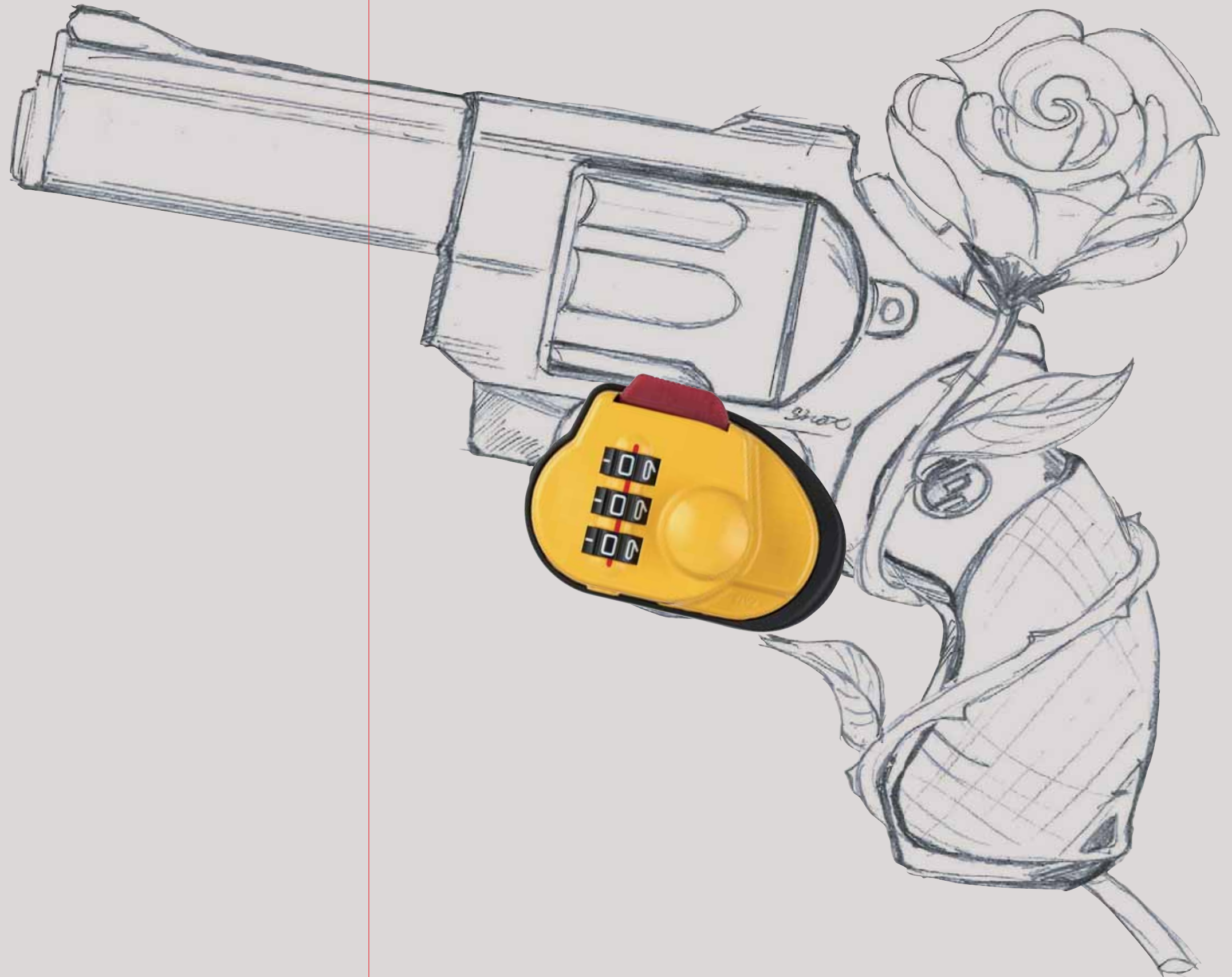
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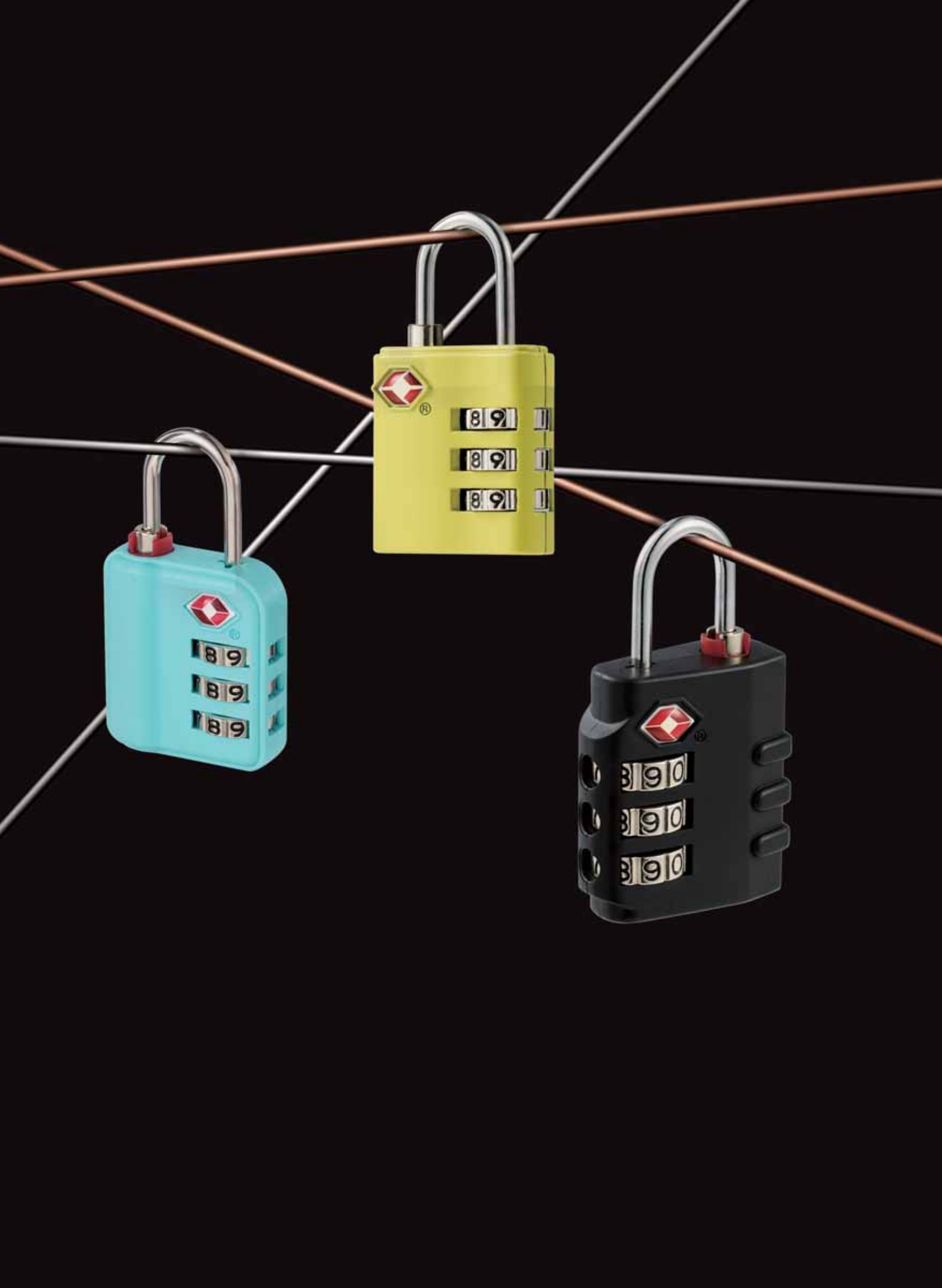
美國重大槍擊案頻傳，全年因為槍枝行凶案死傷者難計其數，使得槍枝管制定為全美與舉世重視的課題。台灣是高度管制槍枝的國家，市場上從未見過槍枝鎖，但競泰早在1998年便量產槍枝鎖，專為美國特殊管控需求，提供槍的主人防止誤觸誤用的上鎖機制，可見一旦市場有大量需求便能立即提供產品對應，顯示競泰長年關注市場需求積累的能量。

同時，從2007持續發展到2012年，自行車鎖產品系列已從輕量化、設計感重之產品，提升到開發高強度、高技術、高單價的認證鎖，並對特殊材料鎖類同步研發，兼具設計及強度的完整產品線，整體提高競泰自行車鎖的競爭力，躍進歐美市場。

Frequent gun violence incidents in the United States pierce the consciousness, making gun control a top-of-mind issue in America and around the world. Meanwhile, a country with strict gun control regulations, Taiwan has never seen such a thing as a gun lock on its market. Yet as early as 1998 SINOX was mass producing gun locks expressly to comply with the demands of US gun control regulations and practices, with locking mechanisms to help the owner prevent accidental discharge and usage. Wherever significant market demand emerges, SINOX has repeatedly demonstrated its ability to respond rapidly with new products.

Between 2007 and 2012 our bicycle lock line advanced from lightweight products with a strong design aesthetic to certified robust, high-tech, premium priced locks. Meanwhile, we continued to develop a complete product line featuring locks using special materials incorporating exceptional design and strength, raising the competitiveness of SINOX bicycle locks and launching our products into the European and North American markets.





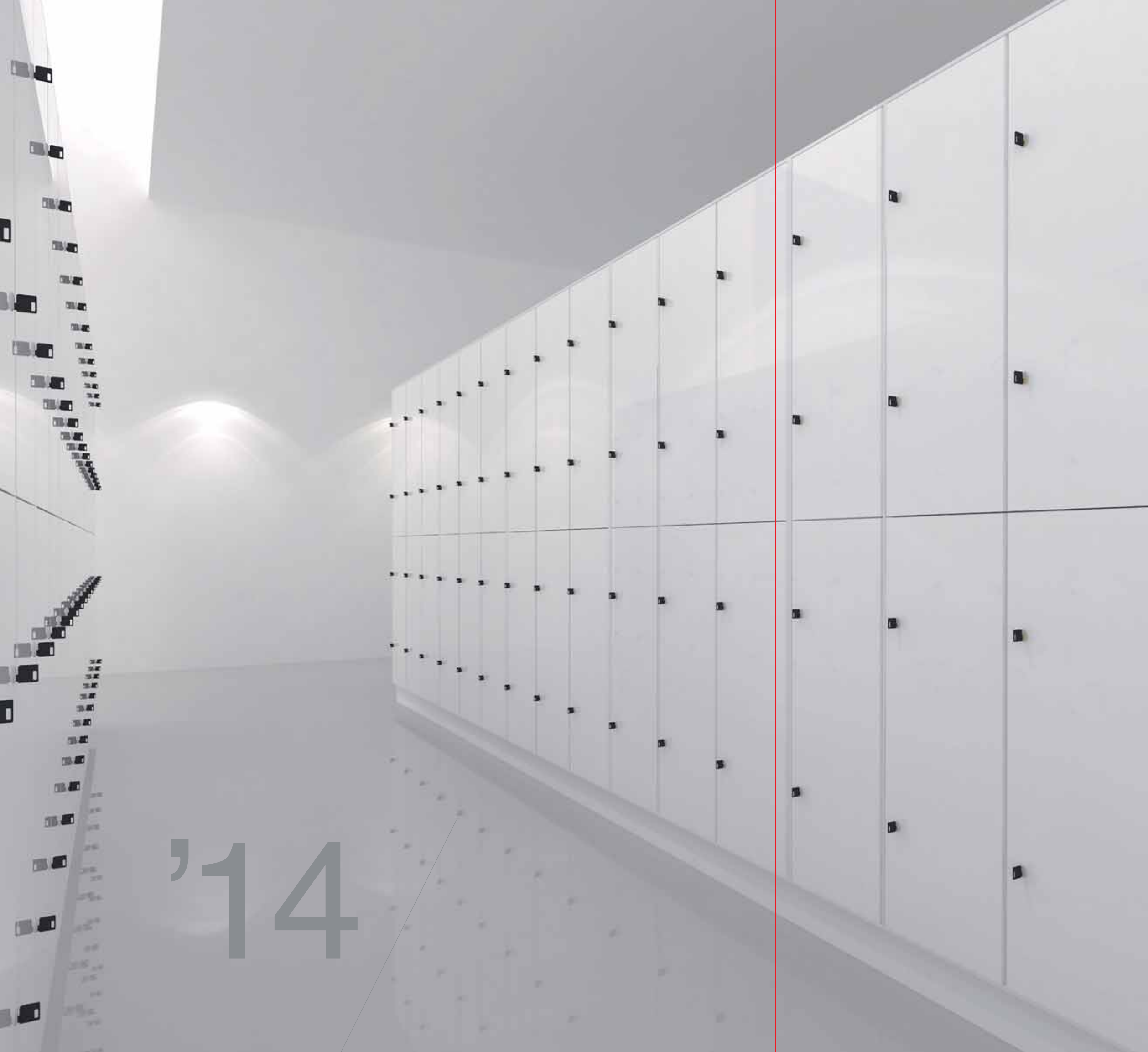
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2013年波士頓馬拉松爆炸案震驚世人，同年間數起恐怖攻擊事件衝擊全球。根據英國研究顯示，從2000到2014年，全球恐怖攻擊死亡人數增加五倍，到了2013更達到高峰，大幅增加了六成，恐攻成為全球隱隱作痛的一條敏感神經，而重視安全一向是競泰的核心價值，從2001年紐約九一一事件後，持續開發近十年的各式TSA鎖，豐富了旅安產品線的產品應用，持續在箱包市場上受到歡迎。

重視資安與效率的競泰也在2013年導入FlowMaster BPM電子流程系統，將複雜的公文表單流程無紙化，透過BPM系統減少手動輸入的錯誤，一旦有急件或是效期的表單，也可以設定跟催時間，提高公司內部的溝通效率，並增進資訊安全的維護。

In 2013 the Boston Marathon bombing stood out among multiple terrorism incidents that rocked the world. According to a UK study, the number of people killed by terrorism between 2000 and 2014 increased fivefold, reaching its apex in 2013 at six times the 2000 figure. As terrorism touches a nerve with people around the world, attention to security has always been central among SINOX's core values. Led by the development of a continuous line of assorted TSA-approved locks since the 9/11 attacks in 2001, SINOX has enriched and expanded the products and applications of our travel safety line, winning excellent market acclaim.

SINOX incorporated the FlowMaster BPM system in 2013, simplifying complex form generation and management with a paperless workflow, and minimizing errors due to manual entry. In the event of an urgent case or time-sensitive form, reminders can be set to improve the efficiency of office communications and enhance data security protection.



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2008年全球金融危機下，中國、印度、俄羅斯等歐亞大國的快速發展，讓世人刮目相看，到2014年亞洲地區的經濟規模已經占世界的三分之一，亞洲經濟崛起的號角響起。競泰位於昆山的工廠於2002年開始生產，長達十多年的深耕，重視在中國大陸的製造、生產。競泰的櫥櫃號碼鎖增添新世代創新商品，從2010年東南亞市場開始，捨棄傳統鑰匙式辦公鎖具，大量應用競泰的櫥櫃鎖，先在歐洲、美國開花結果，進而在中國市場異軍突起，卓然有成。

競泰一向重視員工福利、環境生態與社會責任，今年特別向設在英國倫敦的供應商道德資料交換組織 (Suppliers Ethical Data Exchange, SEDEX)申請認證，通過SEDEX成員道德經營審查 (SEDEX Members Ethical Trade Audits, SMETA)，證明競泰的經營符合勞動規範，也注重員工的工作條件。

The rapid development of China, India, Russia and other Eurasian countries against the backdrop of the 2008 global financial crisis commanded worldwide attention. By 2014 the Asia region accounted for one-third of the world's economy as Asian economic might announced itself. SINOX's KunShan plant was established outside Shanghai in 2002, demonstrating our commitment to manufacturing and production in China. SINOX introduced combination cabinet to the Southeast Asian market in 2010, discontinuing conventional key-operated locks to meet the demands and expectations of the new century. After becoming widely embraced across Europe and America, SINOX's cabinet locks have achieved outstanding success in the Chinese market.

Long a strong proponent of employee welfare, environmental protection, and social responsibility, this year SINOX applied for official certification to the Suppliers Ethical Data Exchange (SEDEX). SINOX subsequently passed the Members Ethical Trade Audits conducted by SEDEX, confirming SINOX's operation in accordance with labor standards and practices, and our attention to good working conditions.



地球暖化造成氣候異常變化，2015年的巴黎氣候峰會中達成協議，全球一同加強降低排碳，實現溫室氣體淨零排放的目標，希望能降低氣候變化下地球的生態風險與人類的生存危機。重視環保與永續生活的樂活族（LOHAS），開始展現在消費市場上的力量，健康生活與戶外活動的商品湧現，競泰也首次赴歐洲參加戶外生活用品商展，積極將研發的多功能鎖、自行車鎖與鎖中鎖推向此一戶外用品市場。

競泰過去三十餘年都做機械式鎖，但對電子相關應用技術也持續關注，2013年起開始電子鎖研發專案，在2015年提出 RL NFC 電腦鎖的展示模型，展示開發新一代電子鎖的成熟技術，同時突破傳統的箱包鎖，競泰更開始量產行李箱藍牙拉鍊鎖 (ZL750 Bluesmart)，並協助伙伴廠商開發智能行李箱，應用在高端的消費市場上。

Global warming is believed to be contributing to extreme weather, and at the 2015 Paris climate summit the world's nations agreed to step up efforts to reduce CO2 emissions and reach the target of zero net greenhouse gas emissions together in hopes of reducing the environmental risks and threats to human existence posed by climate change. Proponents of the LOHAS (Lifestyles of Health and Sustainability) lifestyle have begun to flex their muscles as consumers. As healthy lifestyle and active outdoor lifestyle products proliferate on the market, SINOX attended our first related trade show in Europe this year, eagerly introducing our multi-function locks, bicycle locks and key storage locks to the outdoor recreational gear market.

SINOX engaged in the manufacture of mechanical locks for over 30 years, yet early on began monitoring the application of electronics in preparation for their adoption. In 2013 we undertook R&D on electronic locks, resulting in the introduction in 2015 of the RL NFC computer lock working prototype. Demonstrating the mature know-how to develop a new generation of electronic locks, at the same time SINOX moved beyond conventional case locks, commencing regular production of the ZL750 Bluesmart suitcase lock, and helping collaborating vendors to develop smart luggage geared toward the high-end consumer market.

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「歐洲難民危機」(European refugee crisis) 湧現，引發嚴重的社會與犯罪問題，傳統五金市場的訂單於焉激增，競泰充分提供歐盟客戶更多家居機械號碼鎖，滿足並守護市民新興的維安需求。

同時，在歐、美、日、韓的建築中，指紋辨識鎖已經逐步普及到居家生活與辦公場所，但是傳統設計，無論是先開啓再掃描過於麻煩、殘留指紋影響安全，或是掃描效果精準、對指紋老化、指紋較薄、微異物附著手指等狀況，都有待研發克服。競泰與國際大廠合作，從矽膠按鍵式、薄膜按鍵等材料應用，到光學掃描與辨識等層面，杜絕資訊盜取風險，宣示了競泰邁向數位智慧生活時代的決心。

The emergence of the European refugee crisis triggered severe social unrest and crime. When a surge in orders in the conventional hardware market emerged, SINOX was equipped to respond, supplying European Union customers with more mechanical combination locks to satisfy and ensure the public's growing demand for security.

At the same time the incorporation of fingerprint recognition locks increased in new buildings, entering homes and offices across Europe, America, Japan and Korea. However, issues associated with conventional design - ranging from the nuisance of first unlocking before scanning, remnant fingerprint residue compromising security, or issues including scanning accuracy, fingerprint degradation, shallow fingerprint lines, or interference from tiny foreign objects on fingers - remain to be overcome through additional R&D efforts. SINOX is working with major global manufacturers on material applications ranging from silicon and film keypads, to optical scanning and recognition to combat the threat of information theft, signifying our determination to stride swiftly into the era of smart digital living.

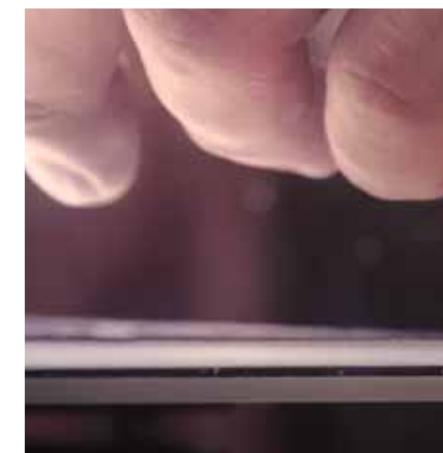
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2017年是人工智慧展現實力的一年，AlphaGo在圍棋上擊敗頂尖棋士，Libratus也在牌局中勝過德州撲克高手。隨著3D列印、VR、AR等技術的普及，創客風潮席捲全球，競泰面對二十一世紀的「第三次工業革命」，提出「雙E」的策略，一方面開發「電子鎖」，今年推出的第一顆指紋辨識掛鎖（PL480）量產，以小巧的造型，高續航力的電力，成功打造了新式樣掛鎖；一方面組成「電子團隊」，從研發、生產、流程與技術的E化入手，成立自動化改善小組，吸納人工智慧與機器人手臂等科技，邁向新時代的市場挑戰。

面對未來十年的挑戰，競泰自我期許從傳統製鎖產業擴大轉型為對安全問題提供解決方案的公司（Total Security Solution Provider），研發並生產電子鎖相關產品，並積極開發新興市場。由於產品線已臻全面與完整，在電子商務風潮下，競泰投身面向消費者的「一站式購物」網路平台，將產品直接銷售給顧客。

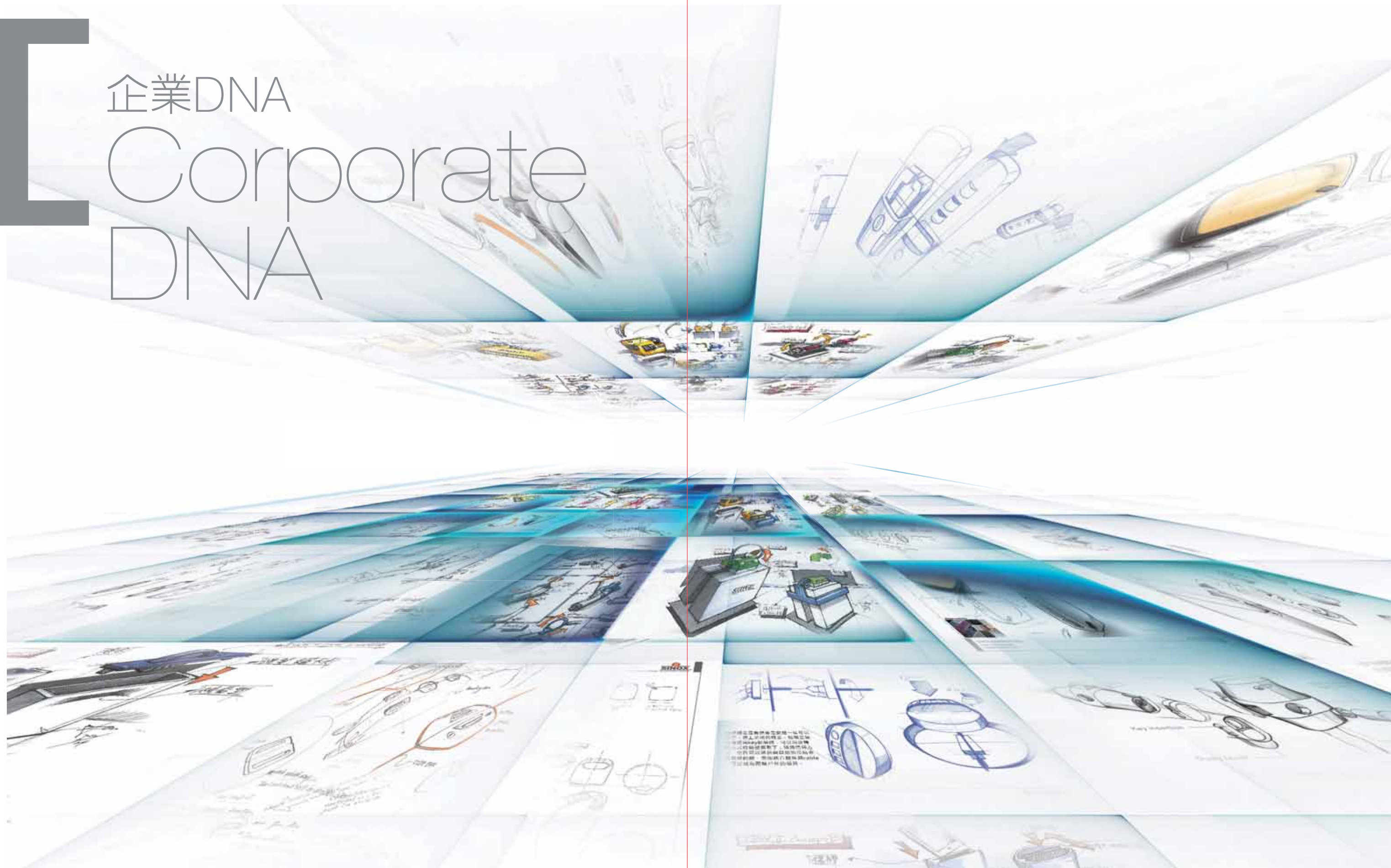
Artificial intelligence broke into the mainstream and began to show off its potential in 2017. AlphaGo defeated the world's top-ranked professional Go player, and Libratus overcame all comers in no-limit Texas hold 'em poker. As 3D printing, virtual reality (VR), and augmented reality (AR) technology advanced and achieved broader applications and the Maker revolution swept the globe, SINOX introduced the "Double E" strategy to embrace the Third Industrial Revolution. As part of the electronic locks component of the strategy, we began mass production of our first fingerprint recognition lock, the PL480, a new lightweight padlock with excellent battery life. The other component, the electronics team, working upon a foundation of R&D, production, process flow, and digital technology, formed an automation enhancement group to facilitate assimilation of artificial intelligence and robotic arm technology as we take on the market challenges of the new era.

As we look ahead to the challenges of the next decade, SINOX envisions completing a major transformation from conventional lock manufacturer to a Total Security Solution Provider that develops and manufactures electronic locks and related products, and that actively endeavors to develop emerging markets. With a full and comprehensive product line nearly in place, SINOX is building a "one stop shop" online platform to market and sell products directly to consumers.



企業DNA

Corporate DNA



競泰創辦人林中寬博士曾在美國太空總署 (NASA) 任職，回台灣創業時，就秉持著創新、正直、服務的精神，興辦號碼鎖產業，以素樸的理念，協助客戶控制成本、品質與交貨期限，把一個傳統產業，帶向國際貿易舞台，朝向永續經營。

林中寬博士心目中號碼鎖是長壽的商品，只要世界上有安全與保護的需要，就會有鎖存在的必要性。他所帶領的團隊，執著在機械生產加工的品質上，四十年來不變的就是相信：機械是工業之母。無論是科技、流行與設計風潮如何變化，製造出堅固耐用的號碼鎖，是競泰創業的初心，也傳承給下一代的接棒者。

競泰四十年的成長歷史，有起有落，總能不斷創新與突破，在創業之初，林中寬博士發明可自行變號的007手提箱號碼鎖CL2000，以箱包鎖的產品力創新，奠定了企業的基礎。在2000年以後，以多元力創新，挑戰鎖中鎖、自行車鎖、櫥櫃鎖、電腦鎖等產品線，讓企業營業額得以攀升。自2008年迄今，以「破壞式創新」(Disruptive Innovation)挑戰市場尚未觸及的領域，以傑出的設計力創新，開發出領先業界的專利商品，讓號碼鎖的應用更為多元，穩固了企業永續經營的根基。

競泰的經營哲學中，向來重視上下游廠商的伙伴關係，過去如此，未來更會加強。相信以競泰種類多樣的產品線，重視品保的工程支援，既能滿足各領域的需求，並能幫助客戶迅速導入市場，共同拓展商機。

競泰薪火相傳，年輕的經營團隊正秉持著創辦人的哲學和理念，維持優秀的企業文化基因，重視產品品質，強化伙伴關係，保障客戶權益，業務的穩定成長以及人才的匯集，在在展現出高度競爭力，無畏市場挑戰，大步向前。

When SINOX founder and Chairman, Dr. C.K. Ling, left his job at NASA in the United States and returned to Taiwan, he founded a combination lock business based on the values of innovation, integrity and service, helping clients to control costs, quality and delivery deadlines, taking a conventional industry to the global commerce stage and moving towards sustainable operation.

Dr. Ling's ideal combination lock is a long-lasting product; locks will be necessary as long as there is a need for security and protection in this world. Under his direction, the team has been dedicated to mechanized production processing quality, never wavering in the belief that machinery is the mother of industry. No matter how technology, trends and design aesthetics change, manufacturing strong, durable combination locks is SINOX's enduring faith, which has been handed down to the next generation.

Amidst the ups and downs over the first 40 years of SINOX's formative history the company has inevitably found ways to innovate and break new ground. Not long after founding the company, Dr. Ling invented the CL2000, a resettable luggage combination lock, establishing the company's foundation on innovative luggage locks. Business volume has grown steadily in the new millennium on the strength of diversified innovation, taking on key storage locks, bicycle locks, cabinet locks and computer locks. Over the last decade, SINOX's disruptive innovation has taken on areas the market never dared to touch, coupling innovation with outstanding design strength to develop patented industry-leading products, launching new applications for combination locks, and setting the stage for sustainable corporate operation.

SINOX has always made partnerships with suppliers an important component of our operational philosophy. We are confident that SINOX's product line across broad categories and engineering support for quality assurance can satisfy customers' needs across different fields and help them quickly reach new markets to expand commercial opportunities together.

Our young management team carries the company founder's philosophy and approach forward, maintaining outstanding corporate cultural DNA, focus on product quality, robust partnerships, safeguarding customer rights and privileges, steady sales growth and attracting top talent. Time and again our strong competitiveness and determination to stride ahead have prevailed over every challenge the market sends our way.

Sustainability 永續





Innovation 創新

創新是競泰的靈魂，林中寬博士提及他在乎的事：「研發、研發、研發！」加重語氣，連說了三次，就可以知道公司重視研究、發展與設計，也奠定黃金三十年的堅實基礎。

競泰早期的研發多半受客戶委託，配合市場的需求與變化，從行李箱號碼鎖出發，慢慢把觸角伸向鎖中鎖、自行車鎖、電腦鎖等領域。當面臨911事件的衝擊，研發部門能夠迅速思索與研究，成功推出美國交通安全局(TSA)認證的行李箱號碼鎖，重新掌握箱包市場的變局，就不難證明競泰具有卓越的創新能力。

競泰的研發部門更重要的秘密武器是「匯流」，將不同產品線的創意加以整理與交互應用，累積既有的發明，改變舊的功能，發明新產品，功能不侷限在原來單一的目的上，創造市場上尚未出現過的商品，領先市場變化，讓合作的廠商耳目一新，也提出改變號碼鎖功能的各種可能性，使競泰一直保有前衛的創造力。以往研發部門曾發展出高爾夫球具鎖，未料市場反應冷淡，但這項創意後續發展為多功能鎖、自行車鎖與電腦鎖，開拓出許多前所未有的產品。

林中寬博士深信，號碼鎖的壽命很長，只要在研發上能重視創意的匯流，不要受限於既有產品線與類型，可以透過各種功能相互參照與變化，以「研發」為導向，自然能脫離傳統企業的「代工」模式，不斷突破及革新產品，將實用、便利、時尚帶給全球消費者和企業。多年來陸續榮獲各類獎項及認證，包括中華民國新世紀十大傑出企業金鼎獎、經濟部小巨人獎、外貿協會優良設計產品、紅點設計獎 (Red dot Design Award)、台北國際電腦展創新設計獎 (COMPUTEX TAIPEI d&i awards 2010)、金點設計產品認證 (Golden Pin Design Product Certificate)、ART certified、SSF certified、SOLD SECURE certified、TSA Recognized 等多國認證，在在顯示競泰在設計與安全性的研發上獲得了國際肯定。

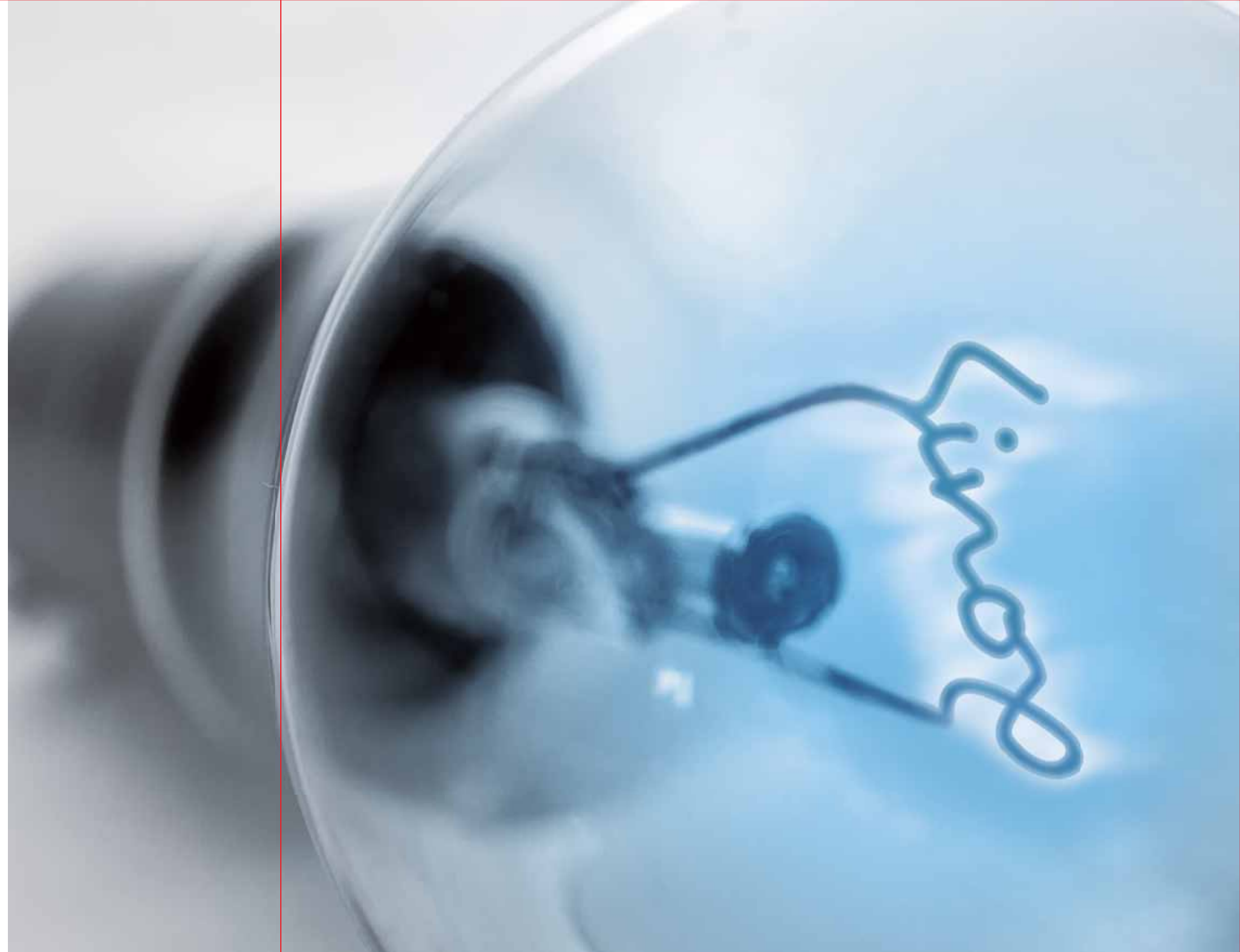
Innovation is SINOX's heart and soul. Asked to outline his top three priorities, Dr. C.K. Ling responded: "R&D, R&D, and R&D!" His repetition was more than a rhetorical device, underscoring the company's stress on research, development and design, the robust foundation that set the stage for 30 golden years.

In the early stages of the company SINOX conducted the majority of R&D efforts on behalf of our customers. Accommodating market demands and changes, after setting out from luggage combination locks we branched out to key storages locks, bicycle locks and computer locks. Thanks to quick thinking and fast-acting R&D efforts following the 9/11 terrorist attacks of 2001, we successfully introduced a line of TSA (United States Transportation Security Administration) approved combination luggage locks. Putting the company back on top of changes in the luggage market, it eliminated all doubts about SINOX's outstanding capacity for innovation.

An even more important "secret weapon" for SINOX's R&D department is "convergence," skillfully employing creativity along different product lines, building on existing inventions and altering old functions while continuing to invent new products with functions not restricted to a single purpose. We stay ahead of the market by devising products unlike anything the market has seen, pleasantly surprising cooperative vendors, and introducing new functional possibilities for combination locks to keep SINOX on the forefront of creativity. Once, when our R&D department developed a lock designed for golf gear that met with an unexpectedly cold market reception, they made the design the basis for a host of unprecedented products, like multifunctional, bicycle and computer locks.

Dr. Ling firmly believes in the longevity of combination locks, and that as long as R&D efforts take into account creative convergence and not become subject to existing product line and category restrictions, a positive flow among various functions and modifications can take place. Taking an R&D-oriented approach can bring about a departure from the conventional OEM model and facilitate continual breakthroughs and groundbreaking products that bring practicality, convenience and fashionable qualities to consumers and enterprises worldwide.

Over the years SINOX has been the recipient of numerous honors, awards and certifications, including the ROC Golden Cauldron Award for the top 10 outstanding enterprises of the new century, the Little Giant Award from the Ministry of Economic Affairs, TAITRA Good Design Award, Reddot Design Award, COMPUTEX TAIPEI d&i awards, Golden Pin Design Product Certificate, ART certification, SSF certification, SOLD SECURE certification, and TSA Recognized approval, demonstrating that SINOX's R&D in design and security have won global acclaim.



Metamorphosis

蛻變

迎向數位時代的發展，競泰的研發部門早在十年前，就開始採用3D列印的技術，開始嘗試把設計概念立體化，把機械構造明確地試作與組合。於是在國際參展上，就不僅以海報說明研發部門的構想，而是列印出模型，能向客戶更清晰地介紹新型專利的概念與功能，也更能提出產品靈活的應用方式，增強了展售時的說服力。

研發成果的保障當以智慧財產權管理與專利申請，在創業之初，林中寬博士以手提箱號碼鎖取得美國與台灣的專利權，使競泰開展國際貿易市場。其後林中寬博士不僅重視研發，更重視智慧財產權的管理，並努力研究各國專利公報，確保合作廠商的權益，目前本公司已取得二百七十五餘種專利權，且持續增加中。

有了專利，更要強化產品的品質，競泰因為有機會與知名的歐美大廠合作，逐漸學習到認證鎖的測試規格與需求，透過業務、研發與生產的過程，累積生產高品質與高單價的認證鎖，更進一步取得歐洲各國重要認證機構的肯定，也取得更多客戶與消費者信任。

在邁向數位化管理的時代，競泰在2013年導入 FlowMaster BPM 電子流程系統，透過電子化公文管理，既能輕鬆的將資料匯進系統裡，減少人為手寫產生的錯誤，又能提高文件傳送的效率，簡化資訊傳遞的流程與成本，透過自動化與智能化的管理系統，促進公司的品質，也因此創造更無紙化、更綠能的工作環境。



Anticipating the development of the Digital Age, the SINOX R&D department began using 3D printing technology a decade ago in the attempt to represent design concepts in three dimensions, trialling and combining mechanical structures in the real world. At international trade exhibitions we therefore not only explained our R&D department's ideas on posters, but printed out actual models to illustrate new patent concepts and functions in clear detail. Moreover, it facilitated more nimble product applications, improving the persuasiveness of our product showcases.

Intellectual property rights management and patent applications help secure the fruits of R&D efforts. Shortly after founding the company, Dr. C.K. Ling received combination handbag lock patents from the United States and Taiwan, launching SINOX on the international trade market. Dr. Ling not only continued to demonstrate close attention to R&D, but emphasized intellectual property rights management, closely studying patent announcements in various countries to safeguard the interests of vendor partners. As of this writing, SINOX currently has over 275 patents and counting.

Once patents are secured, greater efforts must be made to strengthen product quality. Extensive opportunities to work with major US and European manufacturers helped familiarize SINOX with testing protocols and requirements. Over the course of sales, R&D, and production the company has accumulated an array of high quality, high unit-price certified locks, achieving validation from the most important certification agencies across Europe, and earning the trust of customers and consumers.

Entering the era of digital management, in 2013 SINOX introduced the FlowMaster BPM, an electronic document management system that effortlessly enters data into the system, reducing errors introduced by manual entry while raising the efficiency of document transmission and simplifying the flow and cost of information flow. Automatic and smart management systems enhance company quality control, with the added benefits of a paperless, greener working environment.

Service 服務

競泰重視客戶服務，共同依照消費者與市場的需求，在產品開發、設計與產製的配合上無微不至，以優質的設計能力與生產品質，結合國際大廠共同合作與行銷，使產品能打進歐美重要的通路。因此，「競泰開啓無限可能」(Unlock the possibilities with SINOX)，就是公司服務的信念。

生產基地設於台灣及中國二地，競泰跨足領域包括皮件、旅行用品、電腦週邊、戶外運動、兩輪、櫥櫃等產品，能滿足市場上各種號碼鎖的需求。特別是不少客戶期待環保的製程、高品質的產品、穩定的供貨，根留台灣的競泰，在家鄉設有完整的研發與生產線，能夠回應高端客層的期待。

競泰長期海外佈局，在中國大陸擁有具有規模的生產基地，搭配壓鑄、注塑(射出)、模具、鋼纜披覆、沖壓等生產設備，不斷擴充產能，以期更周全與細膩服務客戶與供應商。

競泰重視多元佈局，更重視開拓新概念與新市場，服務是研發更前端的價值，林澤浩副總經理十分自信地說：「我們重視客戶溝通，也有研發新產品的辦法與觀念，不論是海關鎖、鎖中鎖、電腦鎖等，都有領先業界的產品。」誠如創新大師克里斯汀生所強調的「用途理論」(Theory of jobs to be done)，創新不只需要了解顧客的需求，更要了解：顧客選擇這個產品做什麼？也就是要以了解顧客使用產品的用途，在什麼情境下使用，作為創新的基礎功課。因此，競泰能夠不斷創新，重要的動能來自傾聽客戶的聲音，在既有的產品功能與用途上突破，又進一步把自行車鎖提升到更高的等級。

正因為競泰把服務當作動力的來源，這也就是何以能夠把傳統產業經營得有趣、有生機、有利潤、有火花，使號碼鎖的產業更有活力。





SINOX places top priority on customer service, seeing to every detail in product development, design and production in line with consumer and market needs. Excellent design capacities and production quality combined with joint cooperation and marketing with major international manufacturers facilitates the placement of products in vital sales and distribution channels across Europe and America. This is why "Unlock the Possibilities With SINOX" is our service motto.

With production facilities in Taiwan and China, SINOX products span fields from leather goods and travelware to computer peripherals, outdoor sports, bicycles and cabinets to satisfy the market's needs for combination locks. Today's customers expect us to deliver on eco-friendly production processes, high quality products and stable supply, our complete R&D and production lines at home in Taiwan are fully equipped to satisfy and exceed high-end customers' expectations.

Having long deployed overseas, the SINOX production base in China is equipped to perform processes such as die casting, injection, molding, steel wire covering and stamping. Continuous expansion of production capacity further enables SINOX to provide customers and suppliers with ever more comprehensive, proficient service.

SINOX believes strongly in diversified deployment. More importantly, we believe in developing new concepts and new markets, and that service is the front-end value of research and development. As Company Vice President Renny Ling confidently asserts, "We place a great deal of emphasis on customer communications, and are equipped with the methods and concepts for developing new industry-leading products -- from TSA locks to key storage locks and computer locks." As Harvard business professor Clayton M. Christensen stresses with his "Theory of jobs to be done", innovation does not just require knowing about customers' needs, but further having a full understanding of what functions the products customers choose perform. In other words, how customers use products, and under what circumstances, as the underpinnings for innovation. Listening to our customers is a vital force driving SINOX's constant innovation, and for achieving refinements and breakthroughs for existing product functions and uses. This is precisely how we took bicycle locks to the next level.

Treating service as a primary driver has been key to SINOX running a fun, lively, profitable and creative business in a conventional industry, injecting new vitality into the combination lock field.

Inspiration
靈動



競泰採取靈活的組織架構，林中寬博士發展出SIEM模式，以熟悉產品與業務的專案經理人帶領，將專案的業務、研發、生產，組裝和分銷資訊跨部門共享，激盪出更好的研發計劃，研討出更經濟的生產成本，縮短產品上市時間，致力於優化工作流程，使公司內有為數眾多的戰鬥部隊，隨時待命，為客戶量身訂做專案。

林中寬博士生動地形容競泰是一個「有屋頂的夜市」，在台灣最道地的美食市集中，顧客坐定後，可以依照自己的品味喜好、消費能力，透過一位跑堂來點餐，由攤位供餐，讓客人享用到比大餐館更多樣、更廉價、更美味的餐點。換句話說，當客戶與競泰接觸時，專案經理會啟動業務部門的專業，理解顧客的需求與市場訊息，結合工業設計、機構設計、廠務等同仁，建構靈動的SIEM團隊合作，激盪產出不同的系列產品，推廣行銷到市場上，再藉由市場的回饋，反思產品的功能與特質，作為改進設計與生產流程的循環。

競泰重視客戶專案執行的效率，打破部門的本位主義，不必等待各部門主管派任工作才啟動專案，可以因應市場快速的變遷。因此不同的客戶提出需求，負責業務的專案經理會召集不同的SIEM團隊，跨部門組合默契良好的分工團隊，藉以達成每個專案的使命，這也是競泰可以開發出將近千種新興產品的秘密武器。

競泰的同仁相信，SIEM成員間的運作與合作精神，就是一場不容出錯的接力賽，每一棒的交付，都要嚴絲合縫，環環相扣，透過團隊合作，快速完成客戶的任務與目標。

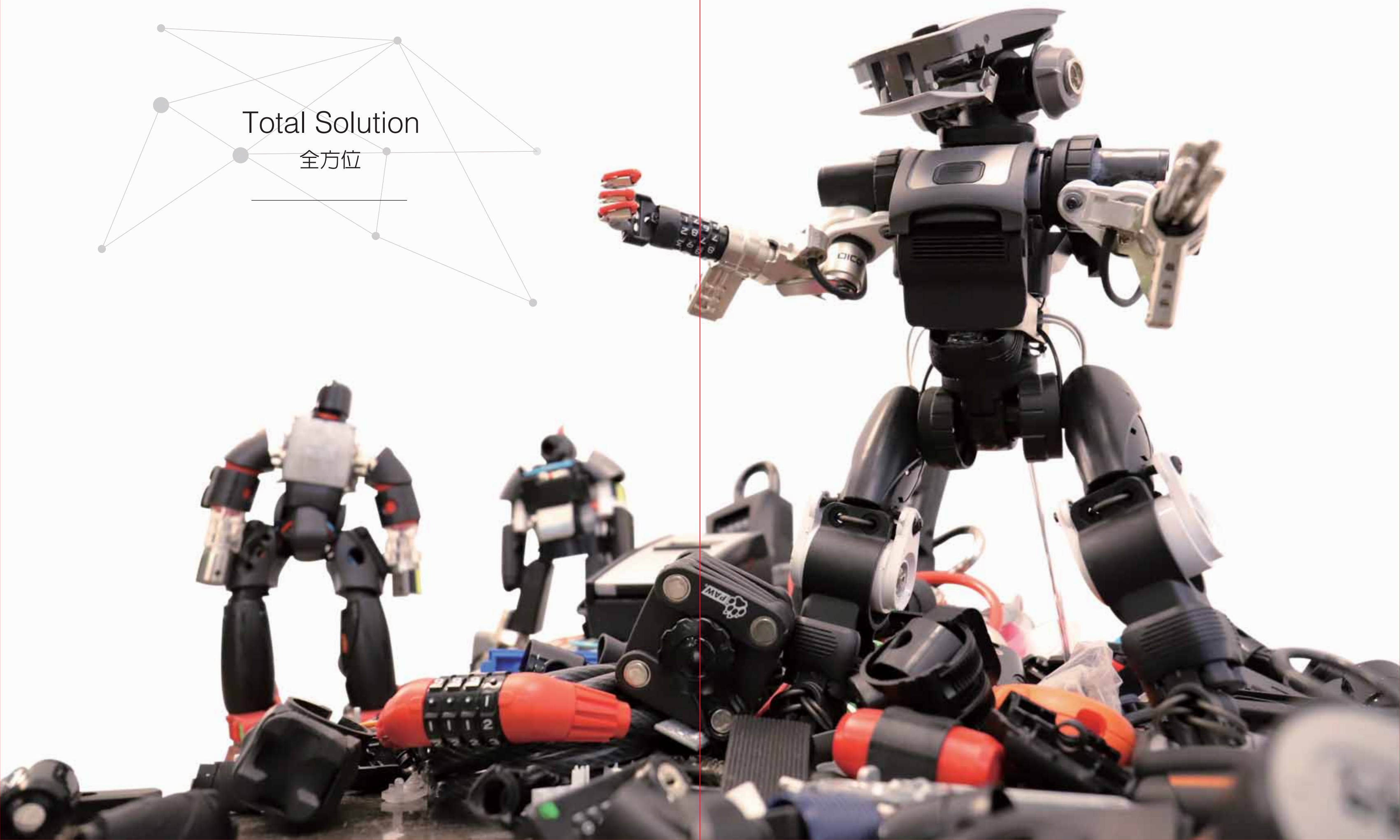


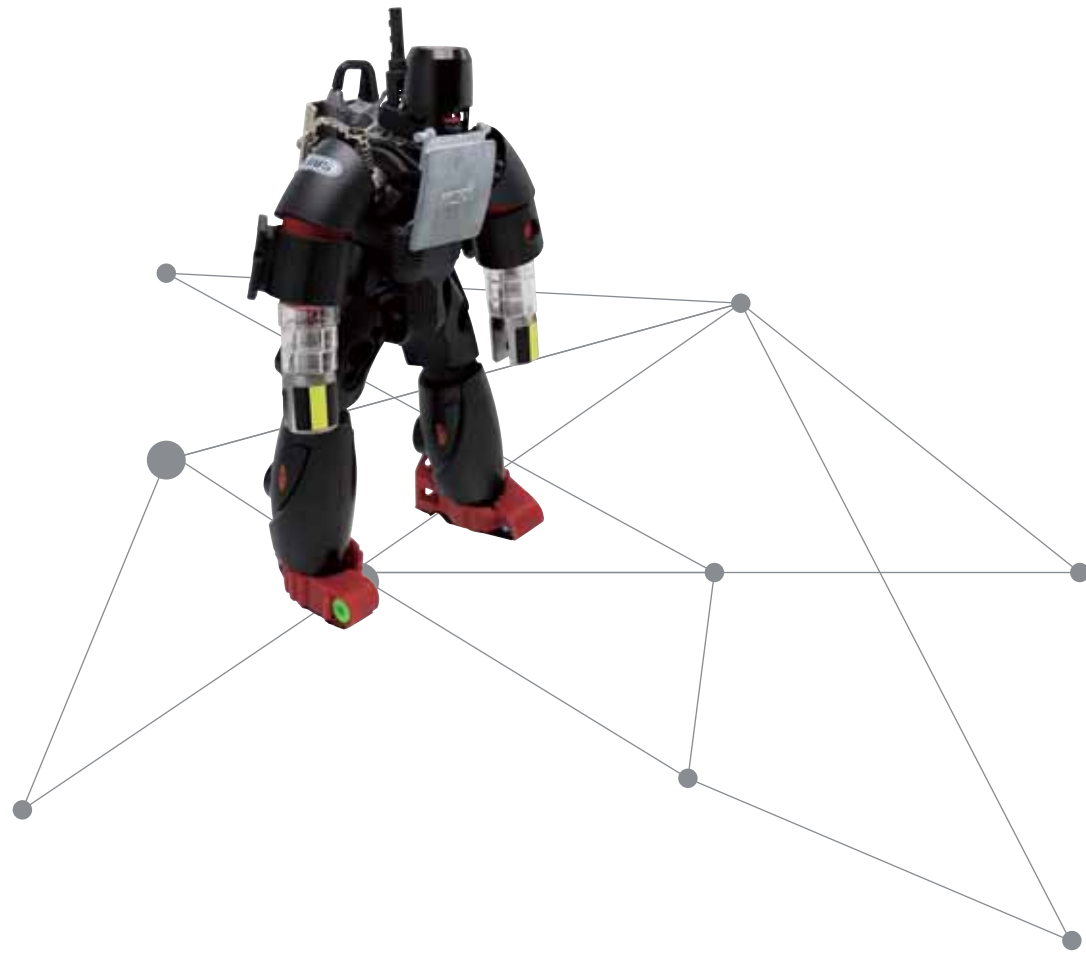
SINOX takes a nimble approach to organizational structure. The SIEM model instituted by Dr. C.K. Ling is led by a team of product managers familiar with the company's products and business. They share project sales, R&D, production, organization, distribution and marketing information across various departments, putting their minds together to come up with better R&D plans, economize production costs, reduce time to market and optimize workflow so that the company's many teams are prepared to go to battle on customized projects for clients at a moment's notice.

Dr. Ling describes SINOX colorfully as "a night market with a roof over it." At any of Taiwan's numerous authentic food markets, customers can sit down and order food to match their tastes and budget. Someone takes their order, which is made at a food stall and served at their table, allowing them to enjoy an even more varied, inexpensive, tasty dining experience. In other words, when customers interact with SINOX, project managers mobilize the sales team, which engages its professionalism to become familiar with their needs and related market information. This input is then shared with our industrial design, mechanical design and plant operations professionals to establish nimble SIEM team cooperation upon which to conceive new and different products and promote them to the market, and then based on market feedback rethink product functions and characteristics to incorporate in the design improvement and production flow cycle.

SINOX places a premium on the efficiency with which customer projects are carried out. Setting aside departmentalism, projects are activated without needing to wait for a department manager to assign tasks, thereby responding quicker to rapid market changes. Accordingly, when different customers detail their needs, the project manager in charge mobilizes various SIEM teams to form a highly attuned team with specialized division of labor to accomplish each project mission. This is the "secret weapon" that has allowed SINOX to develop and produce nearly one thousand new products.

At SINOX, we believe that the operation and collaborative spirit among SIEM members is like a relay race in which mistakes are unacceptable. Each passing of the baton must be executed seamlessly and precisely to rapidly complete each mission and achieve clients' objectives.





從傳統製鎖產業擴大轉型為對安全問題提供解決方案的公司 (Total Security Solution Provider)，從號碼鎖到鑰匙鎖，從機械鎖到電子鎖，從亞洲與歐美到拉丁美洲，從傳統行銷到電子商務，是競泰全方位發展的願景。

從產品類型的拓展上，競泰主力生產一直是號碼鎖，從2007年開始，也開始關注鑰匙鎖，並從鎖心研發自製開始，打開了自行車鑰匙鎖與摺疊鎖市場。有鑑於提供更全面的服務，目前已經將鑰匙鎖納入生產線，數十個產品開發的方案正在積極開展中。

隨著數位時代到來，競泰深知提供安全性解決方案更為多樣，從電子鎖到數位保全系統，成為未來應用的新趨勢。競泰從箱包的藍牙掛鎖開始研發，大力開展晶片、電路板、藍牙、指紋辨識與APP整合的技術，提供消費者更為直覺、安全與多功能的電子產品，迎向新世代顧客酷炫的期待。

競泰更積極開發新興市場，掌握中國大陸、東協各國與印度崛起的力道，箱包、櫥櫃五金、自行車市場的快速成長，深耕各國的內需市場，也期待帶動公司產品銷售往歐美的能量。林智琛副總經理更帶領新世代的業務團隊，瞄準拉丁美洲市場豐厚的經濟實力，將競泰優質的產品推廣至世界的各個角落。

競泰有品項豐富的產品，經驗豐富的業務團隊，為客戶提供完善的產製專案，也回應電子商務的趨勢，建構一站式服務平台，透過網路無遠弗屆的力量，藉由平台全年無休的優勢，讓消費者能更輕鬆與容易取得一把安全與牢靠的好鎖。

From conventional lock manufacturer to Total Security Solution Provider, from combination locks to key locks, from mechanical locks to electronic locks, from Asia, Europe and America to Latin America, from traditional marketing to E-Commerce, this is SINOX's vision for development on all fronts.

After decades focused on combination locks as our main product type, SINOX expanded our vision to include key locks from 2007. The autonomous development and production of lock cylinders then paved the way for the company's entry into the bicycle lock and folding lock markets. Seeking to provide a more complete range of services, we have added key locks to the production line as we devote efforts to dozens of product development projects.

With the arrival of the Digital Age, SINOX became keenly aware of the need to offer a greater variety of security solutions in response to emerging trends for applications ranging from electronic locks to digital security systems. SINOX set out upon the development of Bluetooth luggage padlocks, devoting concerted efforts to integrated technology spanning chips, IC circuits, Bluetooth, fingerprint recognition and apps to deliver consumers more intuitive, secure and multi-functional electronic products, the new generation of clientele would be proud to show off.

SINOX is in step with the trajectory of the emerging Mainland China, ASEAN, and Indian markets. Leveraging the rapid growth of the luggage, cabinet hardware and bicycle markets to serve those domestic markets, we look to build momentum for the expansion of sales to Europe and the Americas. Under the direction of Company Vice President Stephanie Ling, our new generation sales team is taking aim at the rich economic potential of the Latin American market, bringing quality SINOX products to every corner of the world.

Boasting a rich product line and seasoned sales team, SINOX offers customers complete manufacturing projects, and responds to the E-commerce trend with one-stop service platforms. Taking advantage of the broad reach and round-the-clock accessibility of the Internet, consumers can easily get their hands on a safe and reliable quality lock.

Corporate Social Responsibility

公益

社會對企業的期待，早已不僅止於獲利，更希望企業發揮影響力，形成改變社會的力量，因此企業社會責任（Corporate Social Responsibility, CSR）觀念日益受到各界重視。競泰重視公益，多年來無論在文化推廣、慈善事業與企業核心能力結合，無一不在推動企業文化的成長與進步。

競泰根植本土，推動台灣文化的紀錄不遺餘力，曾贊助拍攝歷史紀錄片《阿罩霧風雲》，為霧峰林家十八世紀以降的故事，對台灣不同時代的巨大影響，留下了珍貴的影像史料。在教育事業上，也曾捐助「成功大學文教基金會」，建造成大校友會館，使大學在國際交流上，有更完善的住宿與會議空間。

在慈善工作的推動上，競泰長期關心兒童，持續捐款給「中華民國兒童慈善協會」，並在台灣重大的震災與風災中，不落人後，1999年九二一大地震，員工提出一日捐；2009年的八八風災，企業也發動小林村土石流自由捐；2014年高雄氣爆自由捐，都促進了公司上下與台灣地方的脈動，緊密相連。而企業對台灣各地有需要的社會福利團體，都能及時伸出援手，受惠的機構計有：知風草之家、辜公亮基金會和信治癌中心醫院、瑪利亞社會福利基金會、財團法人天主教福利會、勵馨社會福利事業基金會、財團法人忠義社會福利事業基金會、財團法人基督教信望愛育幼院、花蓮安德啟智中心、財團法人新竹市天主教仁愛社會福利基金會、聖道兒童之家等。

近年來企業社會責任的推動，越來越貼近公司的本業與核心理念，競泰重視慢活與休閒產業，贊助鐵人三項賽事活動、走進校園擔任業師，是企業真正能發揮影響力的做法。林智琛副總經理期待競泰能更長期耕耘在慢活、永續等觀念的志工服務上，未來更希望能提升技職教育中的創新設計能力，使CSR與企業核心能力結合，不僅有助本業發展，更能擴大社會影響力。



霧峰林家
宮保第園區

Society today no longer accepts businesses that just seek to make a profit, expecting instead that they use their influence as a force for social change. This has resulted in increasing emphasis from all corners of industry and society on the concept of Corporate Social Responsibility (CSR). SINOX takes social responsibility seriously - from cultural promotion to finding synergy between charitable enterprises and corporate core competencies - always working to foster and enrich corporate culture.

Rooted in Taiwan, SINOX has achieved a stellar record of exhaustive efforts to promote Taiwanese culture. Our sponsorship helped make possible Attabu, a docudrama film about the rise and fall of the Lin family of Wufeng's fortunes and significant influence across different eras in Taiwan, forming a vital historical record on film. In the education field, SINOX's contributions to the Cheng Kung University Cultural Foundation helped found the Cheng Kung University Alumni Club, providing the university with much improved lodging and conference facilities for use in international exchange.

Among various charity efforts, SINOX has long devoted particular attention to children, donating to The Children Charity Association of Taiwan. When a devastating earthquake struck Taiwan on 21 September 1999, SINOX employees donated a day's salary to relief efforts. A decade later when Typhoon Morakot left 673 people dead and thousands homeless in its wake, flattening Xiaolin Village, the company led a donation drive for Xiaolin survivors. And when a gas line explosion rocked Kaohsiung in 2014 we once again asked employees to donate freely to relief efforts, each such campaign bringing the company closer to the land and its people. When social welfare groups around Taiwan are in need, SINOX is there to lend a helping hand, making donations to charitable organizations including the following: the Field Relief Agency of Taiwan, Koo Foundation Sun Yat-Sen Cancer Center, Maria Social Welfare Foundation, Cathwel Service, the Garden of Hope Foundation, Chung Yi Social Welfare Foundation, Faith Hope Love Children's House, the Andrew Special Education Center for Mentally Disabled of Hualian, the St. Joseph Social Welfare Foundation and the Holy Word Children's Home.

In recent years SINOX's corporate social responsibility efforts have come into closer alignment with the company's core business and values. An advocate of healthy and leisure life, we frequently sponsor triathlon competitions and mentor students at schools, exerting a tangible positive influence on society. Looking ahead, VP Stephanie Ling relates that SINOX will devote greater resources to ongoing volunteer efforts to promote healthy lifestyles and sustainability, and endeavor to elevate innovative design skills taught in vocational education to bring our CSR outreach closer in line with our core competencies. In this way, we expect not only to contribute to the further development of our industry, but also to expand positive social influence.



產品特質

Product
Attributes

Security

安全

競泰在追求設計力創新的同時，更努力提高產品的安全、堅固與牢靠，具體成績展現在認證鎖的研發成功上。

2000年初，認證鎖逐漸成為重要的自行車產品，競泰卻還對歐洲自行車業、騎乘者的消費習慣、保險公司對車鎖的要求等市場文化不夠熟悉，透過參展，結識自行車業者，累積人脈與客戶，方能理解認證鎖生產與銷售的特質。因為在歐洲自行車失竊率高，車主會購買保險來分散風險，而保險公司會要求要保人必須購買認證鎖，一旦失竊，保險公司才會理賠，唯有提高號碼鎖在設計、材料與規格上的質量，方能攻克此一高端產品市場。

2006年開始，競泰有機會與幾個世界大廠合作，開始一同研發與產製認證鎖，從認識各認證機構要求的測試方式、測試條件以及測試強度開始。接著專業的SIEM團隊組成了專案計畫，由業務主理出牌。競泰的外銷產品通過多個國家認證，都能證明設計與生產的品質相當穩定，可以站穩認證鎖市場。



While pursuing innovation in design, SINOX is particularly devoted to improving product safety, strength and reliability. These achievements are exemplified in the successful development of our certified locks.

As certified locks steadily became an important cycling accessory in early 2000, SINOX was caught slightly behind the curve in terms of familiarity with such aspects of the market culture as the European cycling industry, cyclists' consumption habits and insurance company requirements for bicycle locks. Meeting cycling industry representatives through trade shows and building our network and clientele, SINOX gained a thorough understanding of the defining characteristics of certified lock production and merchandising. Due to the high rate of bicycle theft across Europe, bicycle owners normally purchase insurance to spread the risk. In turn, the insurance company requires the policy holder to purchase a certified lock, and will only pay claims resulting from theft when a certified lock has been compromised. Therefore only by making extensive improvements to the design, materials and specifications of combination locks was it possible for SINOX to penetrate this high-end market.

Beginning in 2006 SINOX had the opportunity to work with several major global manufacturers to jointly develop and manufacture certified locks. After becoming familiar with the testing requirements, conditions and intensity of various certification agencies, our SIEM team formed a special product group headed by the business owner. The certification of numerous products for export has demonstrated the excellent stability of our design and production quality, and shown that SINOX has earned a prominent position in the certified lock market.

Trend 趨勢

隨著3C產品推陳出新，競泰很早就注意到行動載具一旦普及，加強安全防護絕對是市場需求，在1996年PDA開始問世的時刻，就已經為PALM量身訂做了號碼鎖，結構上還有固定支架、傳輸跟充電功能，概念領先鎖業，獲得優良設計產品獎。

由於PDA、PALM、iPod、iPad等設備，推陳出新快，不像筆記型電腦有防盜鎖孔，可以透過電腦鎖上鎖，研發與設計部門必須和時間賽跑，一旦推出的時程慢了，新產品上市後，尺寸或功能改變，原有的設計、模型與機構就前功盡棄。剛開始，為了預測平板電腦新一代產品的規格，研發單位會尋求合作廠商，或是購買原廠授權的模型機，進行設計。但是各家平板改款頻率高，使得競泰研發部門發現，與其跟隨平板業者的設計，不如尋找更為靈活與通用的設計，從各品牌與各尺寸，找到最大的平衡點。

競泰掌握趨勢的方法，就是依照消費者需求，定位產品意義，精確預測市場變化，無論平板電腦如何改款，多數的商家需要的仍是一個立架加上號碼鎖。在店家櫃檯、展示場所、商品展場等場所中，iPad鎖能固定平板，同時方便使用，並呈現產品與服務的資訊。無論是餐廳點餐、賣場結帳、產場展示等功能，都需要平板電腦鎖。

競泰也順應潮流變遷的速度，平板電腦鎖在研發設計時，會採取較為開放或多元使用的架構，不細緻對應單一平板的規格，預留後續產品擴充改變的可能性，只要新款推出後，生產時局部抽換模具或替換元件，就能彈性運用在下一代或不同品牌的新產品上。



With the constant emergence of new consumer electronics, SINOX recognized early on that the popularization of mobile devices would undoubtedly generate market demand for strengthened security protections. Just as PDA devices started hitting the market, SINOX introduced a combination lock expressly for the Palm Pilot in 1996, featuring a stand with data transmission and charging functions. This feature-rich design concept leapt ahead of the market and earned a Good Design Award.

Unlike notebook computers equipped with anti-theft lock slots, PDAs like Palm Pilots and mobile devices such as iPods and iPads can only be outfitted with external anti-theft devices. As a result, R&D and design departments were forced to race against time to produce products to conform with the variations in size and functions of new products on the market, lest existing designs, models and components became obsolete. At first, R&D units sought partnerships with vendors to help predict the specifications of new tablet devices, or would purchase demo models authorized by the original manufacture upon which to base designs. Yet the rapid rate at which manufacturers introduced new models led the SINOX design department to conclude that instead of constantly trying to keep up with new tablet designs, it would be better to come up with more nimble and universal designs for maximum compatibility among different brands and product sizes.

SINOX stays on top of trends by positioning each product's significance, and precisely predicting market changes in line with consumers' needs. No matter how tablet models change, most companies' needs still come down to having a stand and a combination lock. At retail counters, display venues and product exhibitions, iPad locks can secure tablets while allowing convenient use, displaying product and service information. From restaurant ordering and retail registers to product showcases, tablet computer locks are a necessity.

In sync with the rapid pace of change in today's environment, SINOX has adopted a more open and multi-use architecture for developing and designing tablet devices. Rather than closely following a particular tablet's specifications in exact detail, leeway for expansion and revision in subsequent products is built in, so that when new models are introduced a mold or component can be switched out during production for flexible use in the next generation model or even a new product from a different brand.





Innovation 創意

競泰的創意團隊容許天馬行空的想像，無論是自行車應用的折疊鎖，或是多功能鎖的開發歷程，都顯現出設計部門不凡的創意能量。

這個被戲稱是漢堡鎖的折疊鎖，是研發工程師在吃漢堡時，突然冒出來一個靈感：「自行車鎖可折疊？可以體積更小？」這個靈光一閃的念頭剛提出時，競泰的自行車鎖市場還不大，同仁也都以自行車鎖單價不高，並沒有太看好類似產品的開發。但是研發部門持續思索，直接收納的折疊鎖當時多半是柵欄的結構，一般鎖車需要至少六十公分至九十公分的長度，縱使疊合起來，體積和長度都不小，攜帶比較不方便，如果可以用捲繞的方式收納成圓形，則相同長度，體積就變小。整個設計開發的模型利用了先進的3D建模與列印技術，精確計算出摺疊的角度、曲度，成功以複合材質開發出美觀與實用兼具的系列產品，在2011年WL798得到德國紅點大獎，絕非偶然。儘管出貨數量

不到前三十大，但因為單價高，單一產品在2014年佔總營收排公司營收第三名。

多功能鎖的創意，原來是林中寬博士提出的概念，在高爾夫球場上，一旦休息時，能否有較長的號碼鎖可以固定球具。研發部門立即從球具、鋼纜與號碼鎖等機構入手，發展出可以串起來球具袋子與柱子的鎖，問世後，市場反應很冷淡。可是這個創意後來成為競泰一系列電腦鎖的基礎，開枝散葉許多不同國家的市場中。

研發人員發現，當電腦鎖的需求日增，競泰過去能夠跟3C產品通路商合作，諸如Targus、Kensington與日本的Sanwa，後來電腦大品牌HP合作，都是在設計上相當靈活與創新，能夠解決廠商需要，原本多功能鎖的概念，又發展成一條鋼索上面放兩、三個鎖，讓展場或辦公室可同時串接一批電腦設備，顯示出加值創意，多元發想，確實是競泰擁有多種專利的致勝武器。



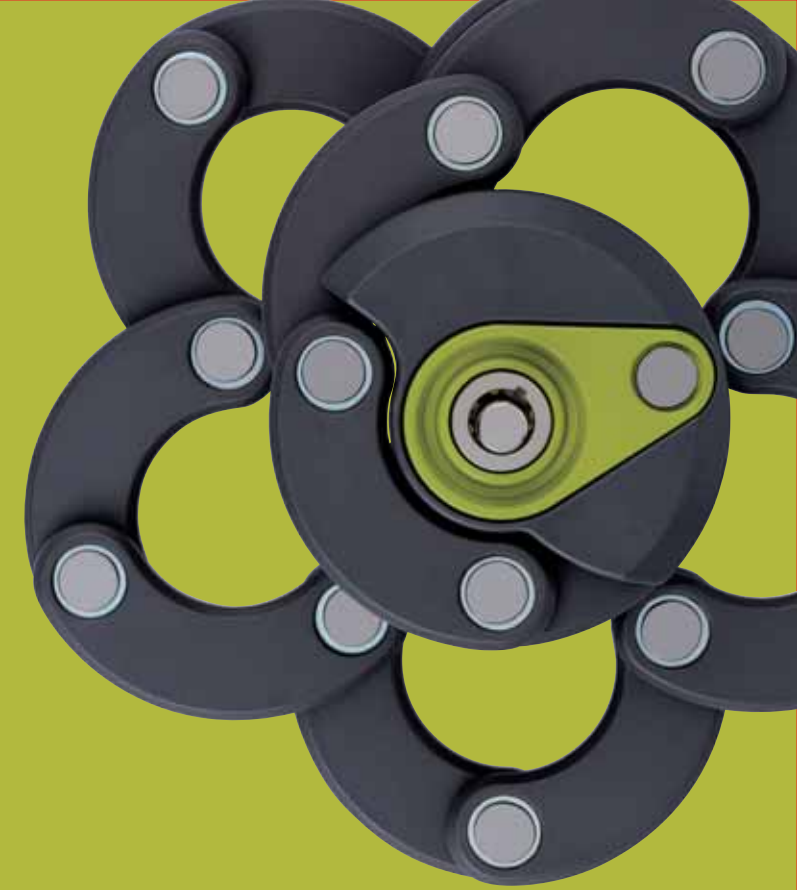
From folding locks for bicycles to multifunctional locks, SINOX's creative team lets imaginations run free throughout the development process, exhibiting the design department's extraordinary creative energy.

The folding lock popularly known as the "hamburger lock" was indeed the result of a flash of inspiration that hit a SINOX R&D engineer while dining on a burger, who wondered, 'Can bicycle locks fold? What if they could be smaller, too?' SINOX's share of the bicycle lock market was still small when that lightbulb went off, and the idea was met with skepticism among colleagues, who cited the low unit price for bike locks and saw only limited potential for developing similar products. However, after continuing to mull over how most directly collapsible folding locks at the time were based on a gated structure, it normally required at least 60 to 90 cm to lock a bicycle. At that length, even when folded up, it still occupied significant space, and was difficult to carry. If a coil could be used instead, it would fold up into a round shape, making it comparably smaller for the same length. The model used for design development employed advanced 3D modeling and printing technology to precisely calculate the angle and curvature of the folds, using composite material to successfully develop a line of products combining good looks and practicality. It was no accident that

the resulting WL798 took home a reddot design award from Germany in 2011. And despite not even ranking in the company's top 30 products in terms of units shipped, this single product placed third among top-grossing company products in 2014 thanks to its premium price point.

The creative spark for multifunctional locks originated with a concept proposed by Dr. C.K. Ling. While playing golf, he mused about having a longer lock during breaks in the action to secure gear. The R&D department sprung right into action, using golf clubs, steel cable and a combination lock that could thread through an equipment bag and a pillar to fashion a new lock. Although it was met with a tepid market response, this idea subsequently germinated into the basis for SINOX's series of computer locks now available in markets across many countries around the world.

As the demand for computer locks sharply increased, the R&D team reflected on the fluidity and creativity applied to resolve vendors' needs in past cooperative arrangements with 3C product distribution channels such as Targus, Kensington, Sanwa, and later computer giant HP. Working from the existing concept of a multifunctional lock, they placed two or three locks on a single cable so that multiple computers and peripherals could be locked together in the office or at an exhibition. Once again, SINOX demonstrated that added creative value and thinking on multiple levels is the secret to the company's many patents.



reddot design award
communication design

Digital 數位

數位科技衝擊下，鎖已由傳統機械構造，逐漸朝向電子化，與手機、平板電腦乃至於保全系統結合，以達到更嚴密的安全防護功能。在電子業也搶進電子鎖市場，各種採用無鑰匙進入系統（Keyless Entry System）的新型產品推陳出新，面對激烈的競爭，林智琛副總經理堅定的說，競泰絕對會迎向挑戰，積極開發各種智慧型鎖。

熟悉研發的林澤浩副總經理也深具信心，畢竟電子業並不具有五金製造技術的核心能力，機械結構上沒有那麼完善，安全設計上也沒有那麼講究，相形之下，競泰對材料與機構累積的專業知識，絕對具有競爭力。機械產業不但不會因為電子化而消失，反而在新的智慧型鎖市場上，相輔相成，互為表裡，就像跳一支舞，專案有可能由鎖業來帶舞，也可能由電子業來帶舞，誰能掌握市場的先機，誰就主導開發的進程。

因此競泰積極異業結合，與電子、資訊與科技產業組成策略聯盟，強化機電整合的能力，搶先開發具電子智慧之高附加價值鎖類產品，如指紋辨識鎖、藍牙掛鎖等，延伸既有產品範疇。

2016年競泰成功開發出指紋辨識行李箱包電子鎖(ZL751)，利用指紋開鎖直覺與單純的效果，成功打造出精緻的掛鎖，提供使用者更具安全性的保障。在體積很小的結構中置入了鋰電池，預留USB孔進行充電，只要充電一個半小時，待機時休眠，完全不耗電，可以超過半年以上都不需要再充電，而電源充足時，還可作為行動電源，讓旅客為手機緊急充電。競泰的研發部門正努力朝向更多功能的智慧鎖應用，更堅持安全與堅固為出發點，開發下一個世代的未來產品。

Locks have ridden the digital tide to make the transition from conventional mechanical structure to electronics integrated with mobile phones, tablet computers and even security systems, providing tighter security protection. The consumer electronics industry has also attempted to enter the electronic lock market, introducing a host of new keyless entry system products. Facing stiff competition, VP Stephanie Ling resolutely stated that SINOX embraces the challenges, and is aggressively working to develop various smart locks.

Company VP Renny Ling, who has extensive familiarity with research and development, is brimming with confidence. He notes that the electronics industry lacks core competencies in conventional hardware manufacturing, and that as a result, it produces products lacking in mechanical structure, with less attention to safety design. In contrast, the professional know-how SINOX has accumulated over the decades is undoubtedly very competitive. Not only will the machine industry not disappear due to the emergence of electronics, but new smart locks will be complementary, each having its own merits. Like a dance, the lock industry may take the lead on a project with the electronics industry, or vice versa, and whoever seizes the market opportunities first will surely set the course for advancement.

With this in mind, SINOX is actively working to build strategic alliances with the electronics, information and high tech industries to bolster the capacity for electrical integration upon which to lead all comers by developing locks with high added-value products with "smart" electronic functions. Features like fingerprint recognition access locks and Bluetooth padlocks further augment the range of existing products.

In 2016 SINOX successfully developed the ZL751 electronic luggage lock with fingerprint recognition, an elegant padlock that leveraged the intuitive simplicity of fingerprint access to offer users greater security. With built-in lithium-ion battery and USB charging port, the small lock, which is only activated for brief moments while in use, can run for more than six months on a 90-minute charge. When fully charged, it doubles as a portable external power supply for travelers to charge a mobile phone in a pinch. SINOX R&D engineers are hard at work developing more multifunctional smart lock applications to create the next generation of future products designed for greater security and durability.





LOHAS 慢活

隨著慢活、樂活與休閒的趨勢，戶外系列商品先後湧現，競泰能成功投入這些新興產品的生產上，是因為經營者開闊的視野，不把競爭對手或合作伙伴侷限在鎖業。林澤浩副總經理就指出，鎖不是個單一的產業，要和箱包業、自行車、電腦、家具等產業合作，才會發生效益，競泰要不斷跨出去，瞭解趨勢、市場、合作夥伴，才會碰撞出火花，建立跨產業的友誼與互信。

競泰從2007年開始參與上海自行車展，繼而2008年遠征俄羅斯，開始結識自行車業的伙伴，更深入理解自行車零組件產銷的狀況，讓自己成為自行車業的一分子，也掌握了當時休閒產業的變化。原本通勤用的自行車鎖單價不高，隨著休閒與運動用自行車湧現，車輛輕量化，所以快拆的部分更加多元，一般的鎖根本無法滿足騎士的需求，舉例而言：前輪、後輪、車架、安全帽都要能上鎖，於是生產與設計新一代的自行車鎖，就有其必要。

競泰的設計部門很快就將原用於電腦鎖產品的發想，轉到自行車市場，用於解決現有自行車配件都可快拆的問題。2008年十二月底，日本丸井開始改善RL645外觀設計後，帶動了日本市場始開始流行Double Loop 鎖，競泰開始設計與生產規格多半為二米長的鋼纜，形狀是兩個迴圈，可同時上鎖前後輪，車架，安全帽等物件，有的產品長達三米甚至五米，不但可以延伸串鎖多個物件，甚至多台自行車。競泰開風氣之前，開始引領休閒市場的產品的風尚，後續研發生產大型鎖勾、馬蹄鎖、認證鎖等相關產品，往往能讓合作夥伴感到新奇與深具市場潛力。



The slow living, LOHAS, and recreational lifestyle trends have resulted in a surge in outdoor recreational merchandise. SINOX has invested in the production of these emerging products thanks to the broad vision of company leadership, who do not pigeonhole competitors or cooperative partners within the lock industry. As VP Renny Ling notes, locks are not a standalone industry, making cross-industry cooperation with the luggage, cycling, computer, and furniture industries essential to achieving maximum synergy. SINOX must keep venturing out to become familiar with trends, markets, and partners to make things happen and establish cross-industry friendship and trust.

SINOX began exhibiting at the China International Bike Fair in Shanghai in 2007, venturing to Russia the following year on the road to making cycling industry alliances, and gaining even more vital in-depth understanding of the production and sales of bicycle parts and components. This has helped the company become part of the cycling industry, and to stay on top of changes across the sports and leisure industry. The unit price of existing commuter bicycle locks was low. And as the volume of bicycles for recreational and serious sports burgeoned, products became light weight, and all sorts of quick releases emerged, regular locks were unable to satisfy cyclists' needs.

For instance, front and rear wheels, bicycle frame, and helmet must all be locked together, which gave rise to the need to design and produce a new generation of bicycle locks.

The SINOX design department quickly shifted into gear, applying the idea for computer lock products to finding a solution to the quick release accessories that have become commonplace in the bicycle market. At the end of December 2008, Marui of Japan modified the appearance of the RL645, helping spark the popularity of Double Loop locks in the Japanese market. With this, SINOX began designing and producing bicycle locks that were largely 2.0 meters long shaped as two concentric circles, which could be used to lock front and back wheels, frame, and helmet all at once. Some products were 3.0 or 5.0 meters in length, allowing sufficient extension to lock several objects together simultaneously, including multiple bicycles. Before it started setting trends, SINOX had begun leading the way for products in the leisure and recreation market, subsequently developing and bringing to market related products such as large lock hooks, U-locks and certified locks, impressing cooperative partners with their cleverness, freshness and market potential.



Safety

安居

競泰一直到2003年，因為機緣巧合，由ABUS介紹與專做鐵櫃產品之Burg-F合作櫥櫃鎖，設計AL206/AL207等兩款產品，競泰的品質好又牢靠，短時間就獲得客戶青睞，在亞洲櫥櫃鎖產業獨占鰲頭，開啓了一趟豐盛之旅。

林中寬董事長認為，一個櫥櫃一用就是二十、三十幾年，櫥櫃鎖特別講究堅固，一旦鎖上去，就是一用到底了，所以客戶對品質、穩定與準確的要求相當高，競泰品質控制良好，能為客戶量身訂作，市場拓展的速度相當快，無論在日本、中國大陸、東南亞與歐洲都有突飛猛進的發展。

在櫥櫃鎖的研發上，競泰先參酌歐洲的櫥櫃鎖造型，結合日本的鎖心結構，再依照日本與歐洲市場不同的變號方式習慣，為不同市場設計前後不同變號桿推動的變號機構。由於產品具有多元功能，背面連接頭可以自由更換，可以放在抽屜、衣櫃、開門櫃、拉門櫃之中，加上可應用在不同場合情境中，例如學校、健身房、辦公室與家庭，使櫥櫃鎖系列可以滿足不同客戶的需求。

競泰的破壞式創新能力讓櫥櫃鎖功能不斷提升，早在2005年前，歐洲就有自動歸零的產品與設計，但由於尺寸小，準確度及穩定性不足，也給競泰設計部門出了一道難題。競泰經過研發，推出了在開閉鎖之後，不用再撥亂號碼，就能夠自動歸零的AL266櫥櫃鎖，可方便使用者設定的號碼不會被他人偷看，而增進了產品的功能與價值。

正因為競泰不斷精益求精，才能打進日本市場，日本的兩大櫥櫃鎖客戶，開始間接的下單，歷經多年的觀察與應用，向來不使用外國五金元件的日本客戶，最後現身洽談業務，訂製大批櫥櫃鎖，證明了競泰是值得信賴的伙伴。



In 2003 SINOX was introduced through ABUS to Burg-F, a specialist in steel cabinets. This subsequently led to a partnership that produced the AL206/AL207 cabinet locks. Thanks to excellent quality and reliability, SINOX products quickly gained the favor of clients and ascended to the top of the Asian cabinet lock industry.

Company Chairman Dr. C.K. Ling sees a cabinet as something that will last a good 20 to 30 years. This is where the durability of cabinet locks, which once locked could stay locked for the life of the cabinet, comes into play. Customers are especially demanding when it comes to quality, stability and precision. SINOX has rapidly expanded its market on the strength of excellent quality control and customization options, growing by leaps and bounds from Japan to Mainland China, Southeast Asia and Europe.

Over the course of developing cabinet locks, first SINOX conducted an extensive look at the appearance and style of European cabinet locks, as well as Japanese lock cylinder structures. This was supplemented by a survey of the different habits and manners in which combinations are adjusted in Japan and Europe, in the effort to design combination mechanisms for different combination dials for different markets. Since the products had varied functionality, the connectors on the back could be freely swapped for placement in drawers, dressers, file cabinets, or cabinets with doors, and could be used in different environments and scenarios, such as schools, health clubs, offices, or homes, so our cabinet lock series can satisfy the demands of many different customers.

SINOX's disruptive innovation has driven the constant improvement and enhancement of cabinet lock functions. Products and designs with automatic resetting were available in Europe as early as 2005, yet issues with accuracy and stability placed pressure on the SINOX design team. After a round of additional research and development, we introduced the AL266 cabinet lock, which automatically resets each time it is opened or closed, eliminating the hassle of setting the digits to a random combination. This eliminated the potential threat of the user's combination being overseen by others, enhancing the product's functionality and value.

It was this constant improvement and refinement that enabled SINOX to break into the Japanese market, starting with indirect orders from Japan's two largest cabinet lock customers. After years of observation and application, a Japanese client, who had never used imported hardware components, finally came forward to talk business. The resulting large order for cabinet locks was a testament to SINOX's value as a trusted partner.



Fashion 時尚

競泰最早以箱包號碼鎖立足於市場，由於重視研發，逐漸擴大產品市場，擴增研發團隊，方能跨出箱包業，開發五金業、自行車業、禮贈品業、運動行業、櫥櫃業、電腦業等多樣產品，其實都要歸功箱包鎖奠定的堅實基礎。

因為遭遇九一一事件的衝擊，美國海關檢查趨向嚴格，開箱檢驗的措施，使箱包產業受到空前的打擊，一度導致競泰營收衰退。但是其後美國海關推動海關機場鎖，而競泰掌握先機，即時開發出美國交通安全局 (TSA) 認證的行李箱號碼鎖，重新掌握箱包鎖的市場趨勢。

從和Zamrock合作時，就在鎖後方打上競泰的品牌SINOX，既對消費者負責，也推廣品牌，建立客戶與顧客的信心，逐步推廣「SINOX Inside」的理念，就如同電腦廠商會很驕傲地宣稱使用 Intel 的中央處理器 (CPU) 一樣，要將「競泰就是好鎖」的理念烙印在消費者心上。

近年來箱包的設計與時尚感，已經成為消費者重視的環節，尤其是高單價的鋁殼箱，一改過去單調與暗沉的色調與形狀，在材質、造型、線條與顏色上追求更具創新與品味的產品。競泰珍惜每個與國際大廠合作的機會，搭配全新的設計，讓號碼鎖出現在手把上時，能展現出不凡的質感，甚至奢華的光輝。

競泰也體貼箱包客戶行銷的需求，在旅配商品的組合上，無論是掛鎖、頸枕、洗梳用品、化妝袋等等的搭配，競泰均能以專業的考量協助客戶，提供完善的服務，高品質的商品，讓消費者感到物超所值。

SINOX cut its teeth in the market with luggage combination locks. A strong R&D ethos helped broaden our product market and expand our R&D team, which propelled us beyond the luggage industry to take on the hardware, bicycle, giftware, sports and leisure, cabinet and computer industries with a diverse line of products. This would not have been possible without the solid foundation established in luggage locks.

US Customs inspections became increasingly strict following the 9/11 attacks. New measures for opening luggage for inspection placed unprecedented pressure on the luggage industry, causing a temporary decline in SINOX's revenue. However, when US Customs promoted TSA locks, SINOX sprung into action to promptly develop the TSA certified luggage combination lock and get back on top of luggage combination lock market trends.

Since we began collaborating with Zamrock, each lock has displayed the SINOX name on the back. While showing accountability towards consumers, it promoted the brand and built client and customer confidence in the SINOX Inside concept. Just as computer manufacturers proudly proclaim that their products feature "Intel Inside," we want consumers to remember that "SINOX Means Good locks."

Consumers have become increasingly conscious of the design and stylishness of luggage pieces in recent times. Premium-priced luggage with aluminum skin in particular has shattered the dull styling of the past with fresh colors, materials and bold lines, and our new design has placed combination locks right on the handle for a fresh, sophisticated feel and style.

From padlocks to neck pillows, grooming items, and cosmetics bags, SINOX supports customers with utmost professionalism to provide comprehensive services and quality merchandise that consumers appreciate as a great buy.

未來展望

Path To New Horizons



競泰集團未來展望：

1. 從傳統製鎖產業擴大轉型為對安全問題提供解決方案的公司。
2. 未來產品研發及生產，如電子鎖。
3. 利用完整產品線推展「一站式購物」。
4. 新興市場以及電子商務開發(PAW)。
5. 關鍵人才階梯計畫。

競泰 (SINOX)：

1. 研發設計為主軸，為客戶量身訂做。
2. 因應擴充中和廠產能：規劃中和廠擴廠或中南部委外廠找尋或擴廠。

金泰祥 (海外廠)：

1. 昆山廠 (KS)：生產基地、大陸內銷市場及東盟的拓展基地。
2. 華南辦公室 (SC)：箱包類接單中心。

Path to New Horizons

SINOX Taiwan

1. Complete the transformation from conventional manufacturing industry to Total Security Solution Provider.
2. Develop and produce future products, such as electronic locks.
3. Leverage complete product line to promote "one-stop shop" concept.
4. Develop emerging markets and E-commerce (PAW).
5. Implement Key Talents Development Plan.

SINOX:

1. Leverage R&D and design as main axes to offer customers made-to-order service.
2. In tandem with expansion of Chung Ho plant production capacity: plan expansion of Chung Ho plant, or source satellite factories located in Central/Southern Taiwan.

SINOX China:

1. KunShan plant (KS): Production base, springboard for further expansion of Mainland China domestic market and ASEAN regional market.
2. South China office (SC) : Luggage Related Order Center.

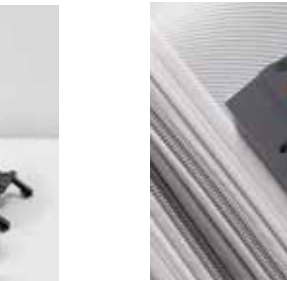
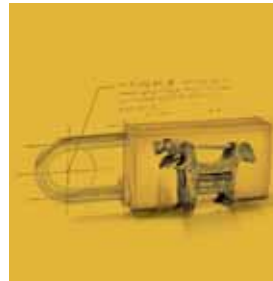
大事紀
History



Legacy 傳承

1978

- 創辦競泰股份有限公司投入號碼皮箱鎖製造行業
- Established SINOX Co., Ltd. commenced manufacturing combination locks.



1979

- 取得CL2000等系列台灣專利
- 為競泰第一個專利產品

- Obtained Taiwan patent for 007-type attaché case combo lock.
- CL2000 series - SINOX's first patented product.

1984

- 研發第一個中間對號鎖 PL101

- Developed PL101, our first combination padlock.

1987

- 研發直排型字輪變號掛鎖 PL311

- Developed the resettable 3-dial combination PL311 padlock.



1991

- 開發皮箱綁帶號碼鎖 SL936

- Developed the SL936 luggage strap combination lock.

1994

- 研發「Window」視窗型系列變號掛鎖 PL363

- 攻佔美國變號掛鎖市場

- Developed PL363, a "window" type combination padlock.

1996

- 研發鎖中鎖變號掛鎖 PL977

- Introduced PL977 combination lock box.

2003

- TSA 機場鎖研發與出貨第一個 TSA 掛鎖 PL396

- 以及第一個 TSA 拉片鎖 ZL590

- R&D, production and delivery of TSA locks: PL396 the first TSA-approved padlock; and ZL590 the first TSA-approved zipper lock.

2005

- 研發第一個拖車鎖 AL215

- Completed R&D for AL215 - the first trailer lock.



2008

- 研發按鍵式的盒鎖 PL997

- Completed R&D of the PL997 push-button type lock box.

2012

- 第一個平板電腦鎖 RL901 量產

- Mass production of RL901, the first tablet computer lock.



2018

- 三合一電腦鎖量產

- Full production of 3-in-1 computer locks.

- Mass production of PL480 first fingerprint recognition padlock, ZL751 fingerprint recognition luggage zipper lock and ZL752 Bluetooth luggage zipper lock.



競泰大事紀

創業期 (1978-1981)

- 1978 • 創辦競泰股份有限公司，投入號碼皮箱鎖製造行業。
- 1979 • 取得CL2000等系列台灣專利，為競泰第一個專利產品。
- 1980 • 開發國外客戶並小量外銷東南亞及歐洲取得CL系列台灣專利。
- 1981 • 開始申請國內、外產品專利權並第一次搬遷（愛群大廈）。

成長期 (1982-1988)

- 1982 • 開始出國考查國外市場並確認以外銷為導向之營運方針。
- 1983 • 於中和市平和路購遷工廠（一廠），並研發第一個中間對號鎖XL101。
- 1984 • 量產中間號碼鎖XL系列，並研發第一個號碼掛鎖PL111，首次把掛鎖加上對號功能，改變掛鎖刻板印象，此即對號小掛鎖，開創皮件禮品行業。
- 1985 • 致力與世界五金業及皮箱業大廠建立實際合作，也與日本建立長期合作關係。
- 1986 • 訂定以研發為導向之營運方針，並與世界名廠Samsonite及Delsey建立長期合作關係，同時研發第一個拉鍊鎖ZL700。
- 1987 • SINOX的設計及製造能力受到國際肯定，逐漸建立國際地位，並取得主導優勢。研發直排型字輪變號掛鎖PL311，開拓日本市場。
- 1988 • 積極研發，加強與歐洲大廠建立合作關係。
• 研發第一個扁平型號碼掛鎖PL660 (Delsey)，帶動扁平式掛鎖進入禮品、贈品市場。
• 研發第一個伸縮鋼纜鎖TL960，之後陸續研發出TL955、TL983、TL956。

茁壯期 (1989-1996)

- 1989 • 過去之經驗與技術奠定成長基礎，決定進軍自行車市場，研發第一個自行車號碼鎖WL430/WL630。
- 1990 • 與Kryptonite合作，打開美國自行車用鎖市場，改變行銷方式，強化產品外型設計與包裝，以提升公司形象。
• 致力自行車用鎖市場之開發。
• 依需求購遷中和市建六路廠房（二廠）。
• TL960取得美國專利。
- 1991 • 公司購遷台北市安和路國家大樓，進一步拓展美國旅行用品與禮品、贈品市場，同時研發四字輪對號鎖PL860。
• 相繼開發皮箱綁帶號碼鎖SL936及活頁鎖。
- 1992 • 擴大研發領域，以研發為運作主軸，與Samsonite合作第一個固定式拉鍊鎖ZL558，成功帶動軟質旅行箱使用拉鍊鎖的風潮。
• 開始參加國外展覽（德國IFMA）。
- 1993 • 行銷方式有所突破，強化型錄、廣告及展覽來吸引客戶，首次參加美國 Interbike show。
• WL633取得美國專利，此鎖因外型獨特，引起台灣及大陸競相模仿。
- 1994 • 研發「Window」視窗型系列變號掛鎖PL363，攻佔美國變號掛鎖市場。
• 與Master建立合作關係，申請美國專利。
• 擴增中和市建三路廠房（三廠）。
- 1995 • 應客戶要求，在伸縮鋼纜鎖中加入警報功能，進入筆記型電腦鎖研製領域，研發具警報功能之伸縮鋼纜鎖 (PL962) RL761+RL801。
• 研製模組化箱具綁帶號碼鎖SL938。
• 於國立成功大學設置研究獎學金。

- 1996 • 營業額大幅上昇，激勵研發創新。
• SINOX國際形象日趨鞏固。
• 開始研發新一代自行車鎖。
• PL363/PL373取得美國設計專利。
• 研發鎖中鎖變號掛鎖PL977。

整頓與整合期 (1997-1999)

- 1997 • 營業額創新高也同時意識到所忽略的內部管理問題及相關制度的擬定。決定推動電腦化並導入合康管理系統，藉此修正員工傳統的作業方式，並進行人事組織調整，成立新部門來配合公司整體運作，希望能達成真正分工的目的來提高工作效率。
• SL938取得美國專利。
- 1998 • 委任永譽企業管理顧問公司進行全面經營管理輔導，針對所有作業流程合理性之探討，將所有作業全面書面化。
• 研製筆記型電腦對號鋼纜鎖RL501及第一個槍鎖AL100。
• 公司成立二十週年慶。
- 1999 • 獲經濟部中小企業處遴選為示範觀摩輔導廠商。
• 公司購遷至台北市安和路安敦國際大樓。
• 三個舊廠合併，購遷至中和市建一路中山工業城現址，又因為廠房整合，而針對生產單位作業，做大幅度調整，以利運作。

思考 / 評估 / 調整 (2000-2002)

- 2000 • 獲「中華民國新世紀十大傑出企業金鼎獎」。
• 獲經濟部中小企業處遴選頒發第三屆「小巨人獎」。
• 公司管理進入電腦化。
• RL761 (RL773) 筆記型電腦警報鎖獲選為「優良設計產品」。
• 評估西進大陸之可行性。
• 未來運作模式之深入探討。
- 2001 • 廠辦合一：考慮→確定→規劃→執行。
• 公司工廠制度的整合/作業流程之簡化。
• 大陸昆山廠土地購置，規劃儲備西進人才，決定導入ISO 9000。
• 《競泰二十週年》獲選為優良平面設計刊物。
• 推出第一個電腦鎖鑰匙鋼纜鎖RL508。
• 911的震撼。
- 2002 • E化之探討 (ERP/無紙辦公室)。
• 昆山建廠進度及相關作業跟催。
• 西進人員培訓及人才儲備。
• 導入、建立與確認ISO 9000作業標準，落實品質政策。
• 美國911事件影響皮件業績甚鉅。
• 一系列電腦鎖與拉片鎖的研發。

西進布局期 (金泰祥) (2003)

- 2003 • 金泰祥建廠作業完畢，投產前置作業及人員派駐準備。
• 移模/產品西進/備料。
• ERP廠商評估。
• TSA 機場鎖研發與出貨：第一個TSA掛鎖PL396，以及第一個TSA拉片鎖ZL590。

E化與量產的開端 (2004-2005)

- 2004
 - 競泰ERP正式上線，落實人員教育訓練。
 - 全力支持金泰祥運作(客戶訂單轉移)，金泰祥ERP正式上線。
 - 主要機種陸續西進，移模至金泰祥。
 - 與Nike合作研發戶外用的登山鈎鎖PL166。
 - 第一個字輪碟煞鎖WL711。
 - 一系列美國機場鎖的研發及生產。
- 2005
 - 金泰祥量產日漸順利，出貨量逐漸增加。
 - 研發第一個拖車鎖AL215。
 - 研發ZL577、ZL578，與知名品牌Rimowa建立良好關係。
 - 大陸內銷市場可行性評估。

大幅整合營運 (2006-2008)

2006 擴展期

- 創新設計一系列i-Box產品RL986、RL987。
- 量產櫥櫃鎖：AL207、AL208。
- 研發肩帶鎖：SL162、SL163、SL169。
- 金泰祥量產順利，業績創新高。
- 金泰祥設置生產部，增設壓鑄、沖壓、射出、模具部門。
- 競泰擴編營業處，分設皮件/五金/電腦三部門。
- 因應研發與業務部的擴編、互動與效率，辦公室移至現址五樓。

2007 開源節流

- 金泰祥擴大生產部，擴建員工宿舍與增建二廠(即生產部大樓)。
- 新市場開發課成立。
- 設立華南辦事處/採購中心。
- 大陸內銷市場開發與執行。
- 與知名品牌 YALE/ASSA ABLOY 建立研發行銷合作關係。
- 競泰組裝部人員逐漸縮編。
- 擴充櫥櫃鎖AL系列產品之研發。
- Cost down 20%。

2008 整合期

- 金泰祥內部組織變更為箱包、五金二大事業體，生產組裝一條龍作業。
- 金泰祥增設拉桿廠與業務部門。
- 設立貿易公司「金泰裕」有限公司。
- 研發按鍵式的盒鎖PL997。
- 金泰祥「生產部大樓」落成以擴充壓鑄、注塑(射出)、模具、鋼纜披覆產能。
- 競泰30周年。

轉型擴展期 (2009-2014)

- 2009
 - 研發「自動歸零」機構(AL236)應用於櫥櫃鎖具。
 - 積極拓展兩輪產品線與市場，與多家知名自行車配件品牌建立合作開發關係。
 - 金泰祥「鎖心事業部」成立，規劃生產排片、梅花珠仔、彈子鎖(YALE/KABA)、芬蘭等鎖心。
 - 金泰祥「工業設計部」成立。
- 2010
 - 競泰組裝部人員恢復擴編，以因應訂單成長需求。
 - RL552、RL647/RL643 獲「2010 臺北電腦展創新設計獎」。
 - 金泰祥鎖鈎生產自動化。
 - PL567、PL383、RL552、RL675獲得台北世界設計大會產品授權商品認證。
 - 政府補助款專案: CITD 傳統產業技術開發計畫。
 - Info Center 導入。

- 2011
 - 與美國知名筆記型電腦安全鎖大廠建立合作夥伴關係，共同研發電腦防護鎖具系列產品。
 - WL798獲得德國紅點設計獎。
 - SIE擴大成SIEM。
 - PM制度建立(產品企劃部)。
 - SINOX 臉書成立。
 - Info Center資訊共享建置完成。
- 2012
 - 與美國知名電腦品牌大廠合作，電腦鎖業績大幅成長。
 - PM制度落實。
 - 第一次參加MIFM馬來西亞國際家具展覽。
 - 第一次參加CIFM / interzum中國廣州國際木工機械家具配料展覽。
 - RL901第一個平板電腦鎖(量產)。
 - 開發出全新的平板電腦鎖系列產品。
 - WD125腳踏車U型鎖獲得ART認證。
- 2013
 - 第四版公司官網上線。
 - 第一次參加ISPO德國慕尼黑體育用品展。
 - 台北二廠開始運作。
 - 規劃BPM(企業流程管理)系統(電子表單系統規劃)。
 - 內部競賽:攝影比賽。
 - WD125腳踏車U型鎖獲得SSF認證。
- 2014
 - 第一次參加Eurobike德國自行車展。
 - 開發出全新的童車鎖及折疊鎖系列產品。
 - 開始導入BPM(企業流程管理)系統。
 - WL892腳踏車U型鎖獲得Sold Secure (gold standard) 認證。
 - 啓動創新行李箱鎖專案→啓動行李箱電子鎖專案。
 - SEDEX申請成功。

E化加強期 (2015-2016)

- 2015
 - 導入C-TPAT反恐系統。
 - 導入ISO 14001環境管理系統。
 - 增加兩輪展示樣品室，502會議室。
 - 拓展中國內銷櫥櫃市場。
 - 中國內銷品牌PAW成立(2015/5)。
 - 兩岸箱包設計大賽。
 - 昆山廠行政大樓、廠房裝修整併(2015/10)。
 - 重新取得國家(中國)「高新技術企業」認證(2015/11)。
 - 開發RL NFC電腦鎖(模型展示)。
 - ZL750行李箱藍牙拉鍊鎖(Bluesmart量產)。
 - SIEM 日本觀摩(觀展+市調)。
- 2016
 - 昆山廠 BSCI 認證通過#358014。
 - ISO 9001:2015 導入、建立與確認作業標準。
 - eKM平台 評估。
 - 開發AL500長條型電子鎖(矽膠按鍵式、薄膜按鍵;模型展示)。
 - 開發RL藍牙電腦鎖(模型展示)。
 - 開發ZL751/ZL752行李箱包電子鎖(指紋辨識、藍牙)。
 - 外貿業績陸續開花結果。

創新與變革 (2017啓動-)

- 2017
 - 五年創新策略計畫激發營(首發)。
 - 籌備四十週年慶祝活動。
 - 第一顆指紋辨識掛鎖PL480、指紋辨識箱包鎖ZL751、藍牙箱包鎖ZL752量產。
- 2018
 - 三合一電腦鎖量產。



SINOX Company Chronicles

NASCENT PERIOD (1978-1981)

- 1978 • Establish SINOX Co., Ltd., commence manufacturing combination locks.
- 1979 • Obtain Taiwan patent for 007-type attaché case combo lock, CL2000 series - SINOX's first patented product.
- 1980 • Obtain overseas customers and begin limited volume of exports to Southeast Asia and Europe; obtain Taiwan patent for CL product series.
- 1981 • Begin submitting applications for Taiwan and overseas patents; complete first company move to new location at Aiqun Towers.

GAINING A Foothold (1982-1988)

- 1982 • Conduct fact-finding visits to overseas markets, and solidify export-oriented operational strategy.
- 1983 • Purchase site and build factory (Plant I) at Ping-ho Rd., Chung-Ho City; develop XL101, company's first central resettable combination lock for hardside luggage.
- 1984 • Mass production of central combination lock XL series. Develop PL111, our first combination padlock, and change stereotypical image of padlocks for luggage.
- 1985 • Seek collaborative relationships with dominant global hardware and luggage manufacturers. Establish long-term cooperative relationship with Katsura of Japan.
- 1986 • Set up R&D-driven operation guidelines. Establish cooperative relationships with famous luggage makers Samsonite and Delsey. Develop first zipper lock, ZL700.
- 1987 • Develop the resettable 3-dial combination PL311 padlock, which paves the way for SINOX to enter the hardware security arena and lead to worldwide popularization of combination padlocks. Over a hundred models of various sizes and shapes have been made, and remain one of the top selling series today.
- 1988 • More positive emphasis on R&D; strengthen collaboration with major European factories.
 - Develop the PL660 (Delsey), the first flat-dial type combination padlock in the world which subsequently facilitates entry of this type of padlock into the gift and travel markets.
 - Develop the TL960 retractable cable lock, the first of its kind to feature a resettable combination function; followed by the innovative TL955, TL983 and TL956 models.

DIVERSIFICATION AND GROWTH (1989-1996)

- 1989 • Accumulation of experience establishes a solid foundation for growth, launching SINOX into the bicycle market. Soon thereafter we develop the WL430/WL630, the world's first resettable combination bicycle lock.
- 1990 • Collaborate with Kryptonite to reach the US bicycle market; adjust marketing strategy, strengthening product and packaging appearance to enhance company image.
 - Concentrate efforts towards developing the bicycle lock market.
 - Business expansion necessitates purchase of second factory site (Plant II) at Chien-6 Rd., Chung-Ho City.
 - Obtain US patent for TL960.
- 1991 • Relocate to newly purchased office at National Building on An-Ho Rd., Taipei. Further expand US market for travel goods and gifts; develop PL860, four-dial combination lock.
 - Consecutively developed the SL936 luggage strap combination lock and folder lock for Samsonite.

- 1992 • Expand R&D sphere, setting R&D as the main direction of operation. Collaborate with Samsonite to develop first fixed zipper lock, ZL558, which starts global trend of using zipper locks for soft luggage.
 - Begin exhibiting at overseas trade exhibitions (IFMA Germany).
- 1993 • Breakthroughs in marketing approaches include improved catalogue layouts, advertisements and exhibitions to attract customers. Exhibit at US Interbike Show for the first time.
 - Obtain US patent for WL633, subsequently widely imitated by manufacturers in Taiwan and China for its distinctive appearance.
- 1994 • Develop PL363, a "window" type combination padlock, taking on the US variable combination lock market.
 - Establish cooperative relationship with Master Lock.
 - Additional expansion of factory (Plant III) at Chien-3 Rd, Chung-Ho City.
- 1995 • At customers' request, add alarm function to retractable cable lock; mark entry into laptop computer security field; develop RL761 & RL801, alarm-type retractable cable locks.
 - Develop the SL938, a new strap combination lock.
 - Establish research scholarship at National Cheng Kung University.
- 1996 • Dramatic growth in sales; encourage R&D and innovation.
 - SINOX's international reputation steadily solidified.
 - Begin development of new generation of bicycle locks.
 - Obtain US design patent for PL363/PL373.
 - Introduce PL977 combination lock box.

ADJUSTMENT AND REORGANIZATION PERIOD (1997-1999)

- 1997 • Set new sales record, at the same time becoming increasingly aware of overlooked internal management issues and related structure. Resolve to promote computerization and incorporate Hekang management system to update established staff operations approach; conduct personnel organizational adjustment, setup new department to coordinate with company operation according to true division of labor for greater efficiency.
 - Obtain US patent for Strap Lock SL938.
- 1998 • Company enlists Ever-Trust Management Consulting to conduct full operational assessment with particular attention to soundness of operations flow; all operations are written down and recorded.
 - Develop RL501, laptop computer combination cable lock and AL100, first gun lock.
 - SINOX celebrates 20th Anniversary.
- 1999 • Named Model Company by Small and Medium Enterprises Administration (SMEA).
 - Relocate to newly purchased office in An-Tun International Building at An-Ho Rd., Taipei.
 - Old plant capacity is consolidated into newly purchased factory at Chung Shan Industrial Town, Chien-1 Rd., Chung-Ho city (current location); major management adjustments effected throughout all production units to facilitate efficient operation.

REASSESSMENT AND RESTRUCTURING (2000-2002)

- 2000
 - Receive Golden Cauldron Award for Top 10 Outstanding Enterprises of the New Century in the ROC.
 - Awarded Little Giant Award from the third Small and Medium Enterprises Administration (SMEA).
 - Company administration is fully computerized.
 - Excellent Product Design awarded to RL761, laptop computer alarm lock.
 - Company undertakes feasibility evaluation of expanding production to Mainland China.
 - Conduct in-depth assessment of future company operations models.
- 2001
 - Consolidate factory and office facilities: Consideration → Verification → Execution.
 - Integrate company structure, simplify operational procedures.
 - Purchase land in KunShan, China. Plan for move of personnel to KunShan, outside Shanghai; incorporate ISO 9000 certification procedures.
 - "SINOX 20th Anniversary" publication recognized for Excellent Graphic Design Publication.
 - Introduce RL508, the first computer security key lock.
 - 9/11 terror attacks in New York City and Washington, DC.
- 2002
 - Undertake full evaluation of ERP / paperless office.
 - Continue progress with KunShan plant setup and related tasks.
 - Conduct staff training and manpower inventory for staffing Mainland China operations.
 - Granted ISO 9000 standards of operation, implement quality control policy.
 - Continued reverberation felt worldwide from 9/11 attacks in US.
 - Conduct extensive R&D on computer locks and zipper locks.

EXPANSION INTO CHINA (2003)

- 2003
 - Complete SINOX China manufacturing plant construction in Zhangpu Town, KunShan; complete pre-production operations and personnel arrangements.
 - Move molds / products / materials to China factory.
 - Conduct ERP assessment.
 - R&D, production and delivery of TSA locks: PL396, the first TSA-approved padlock and ZL590, the first TSA-approved zipper lock.

EFFICIENCY AND MASS PRODUCTION (2004-2005)

- 2004
 - SINOX ERP online, implement personnel training.
 - Full efforts directed towards SINOX China's operation (transfer of client orders), SINOX China ERP operational.
 - Relocate major tooling and machinery to China.
 - Collaborate with Nike to develop outdoor carabiner lock, PL166.
 - Produce WL711, the first combination brake lock.
 - Complete R&D and production of TSA airport lock series.
- 2005
 - Mass production at SINOX China ramps up; export shipments gradually increase.
 - Complete R&D for the AL215, the first trailer lock.
 - Complete R&D for the ZL577 and ZL578. Establish partnership with German luxury luggage brand Rimowa.
 - Conduct feasibility assessment of Mainland China domestic market.

MANAGEMENT RESTRUCTURING (2006-2008)

- 2006 Expansion
 - Launch i-Box series products RL986/RL987 launched, featuring innovative designs.
 - Complete R&D for AL207 and AL208 closet / cabinet locks.
 - Complete R&D on SL162, SL163 and SL169 shoulder strap locks.
 - SINOX China achieves stable mass production, record-high sales.

- SINOX China sets up Parts Production Department with die casting, stamping, injection and tooling capability.
- SINOX Taiwan expands Business Department - with Leather Goods / Hardware / Computers sub-departments.
- SINOX Taiwan office moves to fifth floor of current location for better interaction and efficiency following expansion of R&D and Business Departments.

2007 Streamlining

- SINOX China expands Production Department, enlarges employees' dormitory, establishes Plant II.
- Establish new Market Development Section.
- Set up Representative Office in Southern China.
- Develop and operate Mainland China market.
- Establish R&D and marketing collaboration with prominent brands YALE / ASSA ABLOY.
- Undertake downsizing of SINOX Taiwan's Assembly Department.
- Expand R&D of AL series closet / cabinet locks.
- Cost down by 20%.

2008 Integration

- Restructure SINOX China's internal organization to streamline production and assembly operations.
- Augment SINOX China operations with luggage trolley factory and sales department.
- Incorporate trading company under the name "Kunox Co., Ltd.".
- Complete R&D of the PL997 push-button type lock box.
- SINOX China Manufacturing Division Building completed, accommodate expanded die casting injection, tooling and steel cable coating capacity.
- SINOX marks 30th anniversary.

TRANSITION AND EXPANSION (2009-2014)

- 2009
 - Develop auto reset mechanism (AL236) for use in closet / cabinet locks.
 - Actively expand two wheel security lock production line and market. Establish development partnerships with prominent bicycle componentry brands.
 - Set up SINOX China Cylinder Business Department; plan production of wafer, tubular pin, pin tumbler lock (YALE/KABA) and disc cylinders.
 - Set up SINOX China Industrial Design Department.
- 2010
 - SINOX Taiwan resumes staff expansion of Assembly Department to fill increasing orders.
 - COMPUTEX TAIPEI d&i awards 2010 awarded to RL552, RL647/RL643.
 - Achieve automated lock hook production at SINOX China.
 - 2010 IDA Congress Taipei International Design Alliance Recognition awarded to PL567, PL383, RL552, RL675.
 - Receive government grant: CITD (Conventional Industry Technical Development) Program.
 - Incorporate SINOX Info Center.
- 2011
 - Establish cooperative partnership with prominent US-based notebook security lock manufacturer for further joint development of computer security products.
 - WL798 named German reddot design award winner 2011.
 - Expand SIE to SIEM.
 - Establish PM structure (Product Planning Department).
 - Set up SINOX Facebook business page.
 - Complete Info Center.
- 2012
 - Partner with prominent US-based computer manufacturer; achieve significant computer lock sales growth.
 - Implement PM standard.

- Attend first MIFF (Malaysian International Furniture Fair) trade show.
- Attend first CIFM / interzum guangzhou woodworking machinery, furniture production and interior design trade show.
- Begin mass production of RL901, the first tablet computer lock.
- Launch new iPad/tablet lock series.
- Achieve ART certification for WD125 (bicycle U shackle lock).
- 2013 • Launch fourth edition of official company website.
- Attend first ISPO Munich trade show to expand sporting goods business.
- Second factory (TS2) at Chien-I Rd., Chung-Ho City, begins operation.
- Plan new BPM (Business Process Management) system.
- Hold company-wide photography competition.
- Achieve SSF certification for WD125 (bicycle U shackle lock).
- 2014 • Attend first Eurobike trade show in Germany.
- Launch new children's bicycle lock and folding lock series.
- Begin implementation of new BPM (Business Process Management) system.
- Obtain Sold Secure (gold standard) certification for WL892 (bicycle U shackle lock).
- Activate innovative luggage lock development project → Activate electric luggage lock development project.
- SEDEX ethical business practices membership accepted.

ARRIVAL TO THE DIGITAL AGE (2015-2016)

- 2015 • Incorporate C-TPAT counter-terrorism system.
- Incorporate ISO 14001 environmental management system.
- Expand facilities with two wheel security lock display room, fifth-floor conference room.
- Expand Chinese domestic cabinet lock market.
- Establish PAW brand for domestic Chinese market.
- Hold cross-strait luggage design competition.
- KunShan plant administrative building and plant merged following remodeling.
- Receive new High Tech Industry certification (China).
- Develop RL NFC computer lock (display model).
- ZL750 Bluetooth luggage zipper lock (mass production of Bluesmart).
- Conduct SIEM fact-finding mission in Japan (attend expo, conduct market survey).
- 2016 • KunShan plant passes BSCI certification #358014.
- Incorporate ISO 9001:2015 quality assurance, establish and verify operational standards.
- Conduct eKM platform assessment.
- Develop AL500 rectangular electronic cabinet lock (silicon keypad, membrane switch; display model).
- Develop RL Bluetooth computer lock (display model).
- Develop ZL751/ZL752 electronic luggage locks (with fingerprint recognition, Bluetooth).
- Global sales begin yielding results.

INNOVATION AND TRANSFORMATION (2017-)

- 2017 • Five-year Innovation Strategy Plan Stimulation Workshop (first edition).
- Plan 40th anniversary celebrations.
- Mass production of PL480 first fingerprint recognition padlock, ZL751 fingerprint recognition luggage zipper lock and ZL752 Bluetooth luggage zipper lock.
- 2018 • Full production of 3-in-1 computer locks.

