

行政院及所屬各機關出國報告
(出國類別：其他)

至塞內加爾協助 CCBM 集團設立 工業發貨中心及授予倉庫管理課程

服務機關：經濟部加工出口區管理處
儲運服務中心

出國人職稱：股長

姓名：胡曼軍

出國地區：塞內加爾

出國期間：92年9月1日至92年9月11日

報告日期：92年12月5日

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公 務 出 國 報 告 提 要

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報告名稱:

至塞內加爾協助CCBM集團設立工業發貨中心及授予倉庫管理課程

主辦機關:

經濟部加工出口區管理處

聯絡人/電話:

羅素蘭/07-3633583

出國人員:

胡曼軍 經濟部加工出口區管理處儲運服務中心 高雄所運輸股 股長

出國類別: 其他

出國地區: 塞內加爾

出國期間: 民國 92 年 09 月 01 日 -民國 92 年 09 月 11 日

報告日期: 民國 92 年 12 月 05 日

分類號/目: E9/經濟合作 E9/經濟合作

關鍵詞:

內容摘要: 塞內加爾位於非洲西部，西臨大西洋，甘比亞被包圍於塞國境內。塞內加爾全國人口九百六十萬，首都設於第一大城達卡，人口約一百八十餘萬。此行奉加工出口區管理處指派前往達卡了解塞國產業現況，協助當地CCBM集團成立工業發貨中心（IDC），並授予該IDC成員倉庫管理課程。塞內加爾共和國政治穩定，係西非最早的民主國家。其政治、經濟在西非地區扮演重要地位，自一九六〇年獨立以來，從未發生政變，是西非較文明國家。塞國位處西非門戶，經濟以農業為主，經濟成長率為5%，工業多為中小企業，如漁產加工、磷肥、花生油、紡織、水泥業等。我國於一九九六年元月與塞國建交，其中我國近年外銷塞國約409萬美元，外銷塞國主要產品為電腦及其零組件、機器、家用電器產品、汽機車零件、紡織品、玩具，塑膠橡膠製品等。塞國政治安定、地理位置優越、產品並可免稅銷歐美，塞國深盼我商至該國投資設廠，創造就業。

本文電子檔已上傳至出國報告資訊網

內容摘要：

塞內加爾位於非洲西部，西臨大西洋，甘比亞被包圍於塞國境內。塞內加爾全國人口九百六十萬，首都設於第一大城達卡，人口約一百八十餘萬。此行奉加工出口區管理處指派前往達卡了解塞國產業現況，協助當地 CCBM 集團成立工業發貨中心 (IDC)，並授予該 IDC 成員倉庫管理課程。

塞內加爾共和國政治穩定，係西非最早的民主國家。其政治、經濟在西非地區扮演重要地位，自一九六〇年獨立以來，從未發生政變，是西非較文明國家。塞國位處西非門戶，經濟以農業為主，經濟成長率為 5%，工業多為中小企業，如漁產加工、磷肥、花生油、紡織、水泥業等。

我國於一九九六年元月與塞國建交，其中我國近年外銷塞國約 409 萬美元，外銷塞國主要產品為電腦及其零組件、機器、家用電器產品、汽機車零件、紡織品、玩具，塑膠橡膠製品等。塞國政治安定、地理位置優越、產品並可免稅銷歐美，塞國深盼我商至該國投資設廠，創造就業。

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壹. 緣起與目的

緣起

加工出口區管理處周處長嚴於九十二年三月二十一至三十一日，受塞國駐華大使 H. E. Youssou Diagne 邀請組團參加塞國主辦之「中小企業國際論壇」，並蒙塞國總理 H. E. Idrissa Seck 接見，塞國政經業界均希能與我方進行工業合作，以發展塞國經濟；周處長並與塞國企業家洽談，且提出由塞國當地廠商投資設立工業發貨中心（Industrial Distribution Center，簡稱 IDC），向台灣進口工業產品、零組件及生產技術等，在塞國組裝生產後，內銷塞國及外銷臨近國家，如此能以較低的物流與工業產品成本來提昇塞國工業與經濟。

由於台、塞兩國業者均希望 IDC 合作案能早日達成，管理處遂於九十二年六月二十九至七月十一日二度前往塞國，並於七月四日由周處長與塞國政府選定之 IDC 投資團隊領導者 CCBM 集團總裁 Mr. Serigne Mboup 簽定合作備忘錄。

目的

此行乃奉加工出口區管理處指派至塞內加爾協助當地 CCBM 集團建立工業發貨中心（Industrial Distribution Center，簡稱 IDC），期能將台灣工業產品、零組件、生產技術，輸出至該國，以拓展我方商機及提昇塞國工業改善當地人民生活，並針對 CCBM 集團之 IDC 籌建負責人 Mr. Saliou 及其三位成員授予倉庫管理課程；此行其作業內容為：1. 與 CCBM 集團之 IDC 籌建負責人 Mr.

Saliou 研討採購合作合約 2. 向 CCBM 之 IDC 成員說明 IDC 設立之意涵 3. 向 CCBM 之 IDC 成員簡報加工出口區管理處之 IDC (儲運服務中心) 作業現況 4. 授予 CCBM 之 IDC 成員倉庫管理等課程 5. 對 CCBM 之 IDC 倉庫提出作業改善。

貳. 行程內容

九月一日 (星期一)

啟程→香港→巴黎

九月二日 (星期二)

20:30 抵達達卡

夜宿

九月三日 (星期三)

09:00~16:00

CCBM 會議室

九月四日 (星期四)

09:00~16:00

CCBM 會議室

九月五日 (星期五)

09:00~16:00

CCBM 會議室

九月六日 (星期六)

12:00~15:30

我駐塞國大使館石經濟參事心歡迎午餐及 City Tour

九月七日（星期日）

下榻旅館整理資料

九月八日（星期一）

10：00 參觀 CCBM 之 IDC 倉庫

13：30～16：00 CCBM 會議室

16：00～16：30 拜會 CCBM 集團總裁 Mr. Serigne Mboup

九月九日（星期二）

10：30 拜會我駐塞國大使館石經濟參事心

13：00 CCBM 會議室

22：50 搭機返台

參. 作業內容

九月三日（星期三） CCBM 會議室

一. 由 CCBM 集團之 IDC 籌建負責人 Mr. Saliou Gaye NDOYE 介紹 IDC 另三位成員：一位會計人員、一位市場調查人員與一位倉庫管理人員。

二. 向 CCBM 之 IDC 四位成員（如附件一）說明 IDC 設立目的為透過與國際物流公司如航空快遞公司（UPS）、船公司

（EVERGREEN）和陸上運輸公司（加工出口區管理處儲運服務中心 WTSC）等，以最經濟的成本、及時供貨的服務理念，將台灣的工業產品、半成品、零組件或機器設備等運送至開發中國家，以協助開發中國家提昇工業水準，進而改善當地人民生活。而整個 IDC 運作範圍包含開發中國家的 IDC、台灣加工

出口區管理處、加工出口區設立之國際行銷公司及加工出口區管理處儲運服務中心等。問題研討中，Mr. Saliou 指出當地氣候 1 至 6 月為乾季，7 至 10 月為雨季，乾季時蔬果盛產，但缺乏農產品加工及保存設備，以致於過產的蔬果腐爛壞掉，無法供應雨季時生產之不足；因此，急需向台灣進口農產品加工、保存設備及技術。

- 三. 與 Mr. Saliou 逐條研討 Purchasing Contract 之內容（如附件二），研討中，Mr. Saliou 提出 4 條需修改及增列條文，分別為：
1. 付款部份希望用歐元來付款（因歐元在該國匯率較穩定）。
 2. 在我方提供的產品目錄上應標明該項產品之最少訂購量。
 3. 在合約上應標明供貨者於產品目錄更新時應負有及時告知買方的義務。
 4. 在台灣的國際行銷公司（GMC）不能直接與買方國的商人直接洽談生意，必須要經由當地的 IDC 來洽談生意。

九月四日（星期四）CCBM 會議室

- 一. 向 CCBM 之 IDC 成員簡介經濟部加工出口區管理處儲運服務中心現行作業狀況（如附件三），說明儲運服務中心成立的宗旨、目前的組織型態、人力、機具設備以及未來朝向與國際接軌的國際物流公司發展。問題研討中，Mr. Saliou 希望未來在塞內加爾達卡也能成立儲運倉庫及工業區，而工業區內是由許多小型工廠所組成，其生產所需之原物料或其他半成品由儲運倉庫供貨及管理。由於塞內加爾電力發展薄弱，外加塞國陽光充

裕，Mr. Saliou 希望由台灣進口一些太陽能發電系統，以供未來工業區內的小型工廠生產之用。

- 二. 向 CCBM 之 IDC 成員授予「供應鍊管理的演進與發展」課程（如附件四），說明供應鍊管理的定義、供應鍊管理的發展（由單純的物流至整合物流運籌管理發展至現今的供應鍊管理）和供應鍊的特色及成功的供應鍊管理要達成 1. 認知不同顧客所需求的服務品質 2. 在整個供應鍊管理中，決定於何處擺置庫存品以及庫存品的數量 3. 必須發展出適當的方針程序以建立管理供應鍊的組織等三項目標。問題研討中，Mr. Saliou 希望儲運服務中心能協助該 IDC 成立顧客管理 E-hub 的系統；現場由職以簡單的 ABC 顧客管理方式介紹予該 IDC 的市場調查成員，並建議該成員能至台灣儲運服務中心學習 E-hub 的建立。

九月五日（星期五）CCBM 會議室

- 一. 向 CCBM 之 IDC 成員授予「倉庫管理」課程（如附件五），說明過去與現在倉庫在貨品儲存所扮演的角色、倉庫在物流系統中所扮演的角色、倉庫的基本作業、倉庫的面積需求及倉庫設計原則。問題研討中，Mr. Saliou 指出由於未來該 IDC 成立後，會進口許多不同項目的產品，在管理上希望儲運服務中心能提供該 IDC 有關庫存控制與管理的系統軟體，職向該 IDC 建議，在台灣有許多現成的庫存控制的套裝軟體，可向台灣採購。
- 二. 向 CCBM 之 IDC 成員介紹「倉庫物料搬運設備」（附件六）。由於該 IDC 缺乏物料搬運設備，倉庫物料堆置均靠人力，既費

時又費力，增加許多搬運成本。因而於問題研討中，Mr. Saliou 希望儲運服務中心能協助提供該 IDC 有關倉庫物料搬運設備的報價，如堆高機等。

九月六日（星期六）

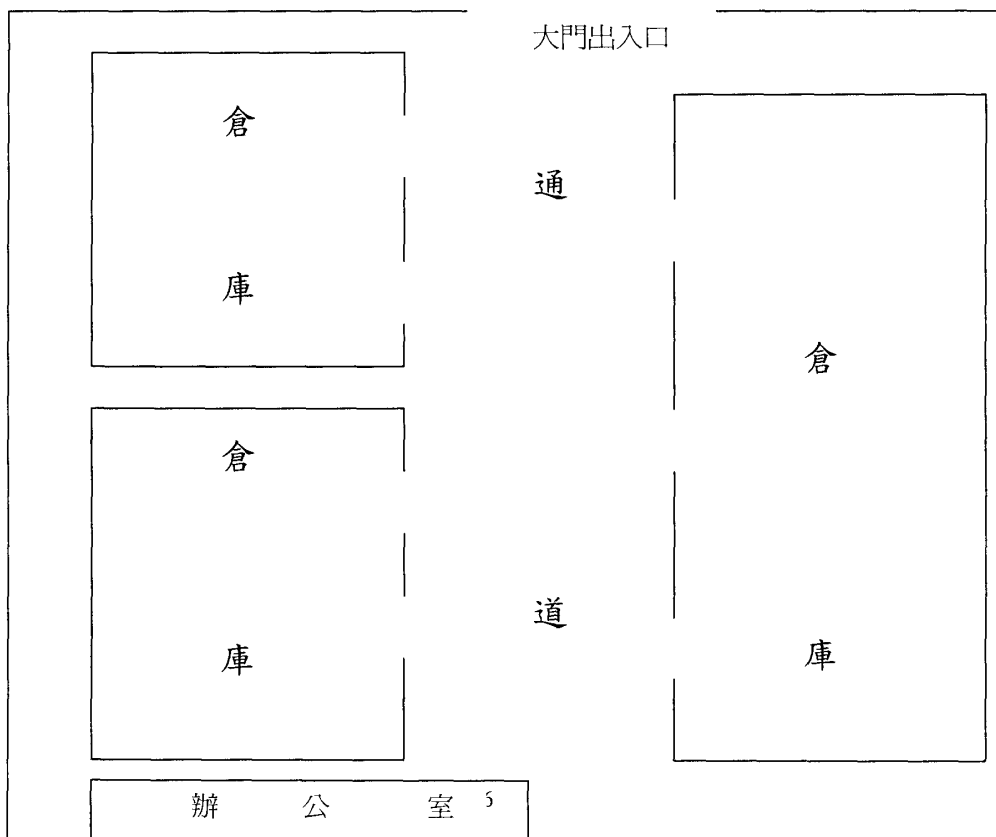
我國駐塞國大使館石經濟參事心歡迎午餐，餐中石參事談及塞國政經現況與當地治安；餐後並做了短暫 Dakar 的 City Tour。

九月七日（星期日）

於下榻旅館整理資料。

九月八日（星期一）

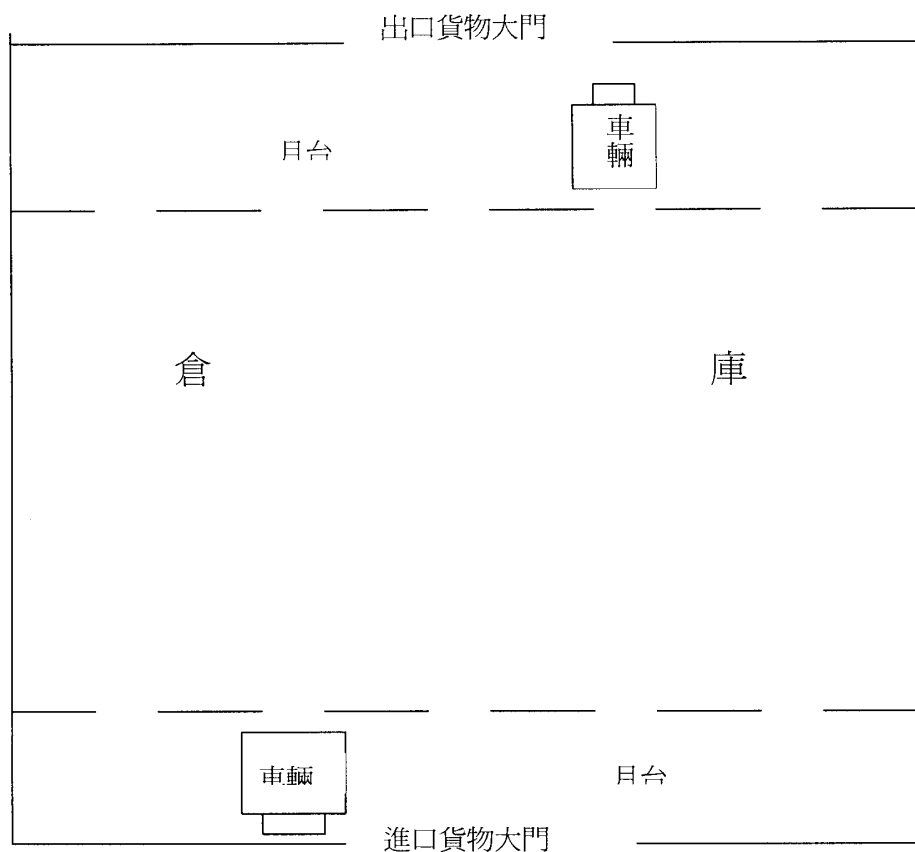
一.由 CCBM 集團之 IDC 籌建負責人 Mr. Saliou 陪同參觀該 IDC 所設立之倉庫（如附件七），該 IDC 目前倉庫佈置如下：



經參觀倉庫後，發現有幾項缺失並建議改進：

1. 倉庫內地平面比倉庫外的道路地平面還低，下雨時很容易淹水。
2. 倉庫內的通風口太少，氣流較不流通，會使倉庫內溫度增高容易使貨品變質。
3. 倉庫內貨品沒有分類擺置，一般貨品與危險易燃品擺置在一起，容易產生火災導致損失。
4. 貨物用人力搬運既費時又費力。
5. 車輛通道設於兩棟倉庫中間，浪費了可供儲存貨品的空間。

建議 IDC 倉庫佈置設計如下：



倉庫辦公室可設於倉庫內夾層，如此的倉庫佈置可使進出口貨物分別由兩個不同的門進出，較易讓倉庫管理員理貨、增加倉容量，由於地平面增高使用月台裝卸貨物，可防止倉庫內淹水。

- 二. 由 Mr. Saliou 陪同拜會 CCBM 集團總裁 Mr. Serigne Mboup，拜會中職提及希望 CCBM 之 IDC 能及早成立，並希望能從台灣進口工業產品至塞國，Mr. Serigne Mboup 當場口頭允諾，並希望多進口些電子產品。

九月九日（星期二）

- 一. 偕同 Mr. Saliou 拜會我國駐塞國大使館石經濟參事心（如附件八），討論 CCBM 集團設立 IDC 及 Mr. Saliou 至台參訪事宜。
- 二. 至 CCBM 會議室與 Mr. Saliou 討論儲運服務中心所提供 14 家國際行銷公司的商品目錄最好能有電子檔及產品圖片，可直接 e-mail 至該 IDC；並確認 Mr. Saliou 訪台之行程。
- 三. 搭機返台。

肆. 心得與建議

塞國國內物質缺乏，生產技術低落，急需國外投資與技術支援以提昇該國工業水準，而工業發貨中心（IDC）在塞國確為可行的做法，也受當地人的支持。IDC 的設立，不僅能從台灣進口工業產品、半成品、零組件在當地加工組裝後內銷國內，也能外銷至鄰近國家，例如當地居民對於電子產品 DVD、數位相機、隨身聽等，有極濃烈的興趣，惟電子產品在當地大部份均國外進口，價格甚高，非一般民眾所能購買，如能由台灣出口成本較低電子

產品至該國，甚至技術轉移，不但能拓展我國商機，且能改善當地居民生活。塞國地處西非門戶，地理位置優越，產品並可免稅銷往歐美，實可供為我國廠商選擇投資基地之一。

此行至塞國協助 CCBM 設立 IDC 並授予倉庫設立及管理課程，惟因無提供倉庫管理電腦軟體系統，無法現場實際操作倉庫貨品之庫存管理，因而建議該 IDC 成員能至台灣參訪，一則方便學習，二則瞭解台灣經貿實力及製造業強大的生產能力，更有助於雙方合作契機。

伍. 附件

(附件一)



(附件二)

(Draft of 06/25/2003)

Purchasing Contract

Serial No.:

This agreement (the "Agreement") is made on this _____ day of _____, 20_____ by and between Warehousing And Transportation Service Center called WTSC, an organization organized and existing under the laws of the Republic of China, having its principal place of business at 107 Nei Huan North Road N.E.P.Z., Kaohsiung, Taiwan, 811, ROC(hereinafter called the "SUPPLIER")and _____, a company organized and existing under the laws of _____, having its principal place of business at _____(hereinafter called the "BUYER").

Both parties mutually agree to the following terms and conditions with respect to purchasing/selling products as described in the attached Schedule A to this Agreement (hereinafter referred to as the "Products").

Article 1: Definitions

In this Agreement, the following terms shall have the following meanings:

- 1) "Dollars" means the lawful currency of Euro Dollar
- 2) "Products" means the products listed under Schedule A hereto, which SUPPLIER will sell to BUYER pursuant to the terms and conditions of this Agreement.
- 3) "Specifications" means the details of technical function, configuration, measurement of the products. The Specifications shall include item name, brand name and origin of products.

Article 2: Relationship of Parties

2.1 Supply and Purchase

Subject to and in accordance with the terms and conditions set forth in this Agreement, SUPPLIER shall supply to BUYER and BUYER shall purchase from SUPPLIER its entire requirements (100%) of the Products to enable it to sell the

Products in the territory of _____
(the "Territory").

2.2 No Agency

Except as otherwise specifically provided in this Agreement, no party is granted, expressly or impliedly, any right or authority to assume and/or create any obligation and/or responsibility on behalf of or in the name of the other party in any manner. Nothing in this Agreement shall constitute or be deemed to constitute between the parties the relationship of agent, partners or partnership.

Article 3: Specifications

SUPPLIER may change or modify, at any time, the specifications of the Products; provided, however, that SUPPLIER shall give BUYER reasonable advance written notice of its intention to make material changes or modifications therein. Where any change in or modification to such specifications affects the substantial business of BUYER in Territory, SUPPLIER and BUYER will hold consultations on the implementation of such change or modification with a view to minimizing any damage or loss to BUYER arising from such change or modification.

Article 4: Price and Payment for the Products

4.1 Prices

The price of the Products is set out in Schedule B hereof and is based on FOB port of Taiwan. (hereinafter referred to as the "Purchase Price"). The term "FOB" used herein shall be interpreted in accordance with the International Chamber of Commerce, INCOTERMS 2000.

4.2 Price Changes

During the term of this Agreement, SUPPLIER may in good faith propose to BUYER reasonably any revised Purchase Price changes caused by any change in source or modification introduced by SUPPLIER in the design or specifications of the Products. BUYER

shall not unreasonably withhold their agreement to such price revision proposed by SUPPLIER in accordance with this Article 4.2.

Unless otherwise agreed in writing, the prices between SUPPLIER and BUYER of each shipment of the Products shall be the prices in effect at the time of BUYER's orders in accordance with Article 5.2.

4.3 Payment

Payments for the Products by BUYER to SUPPLIER shall be made by wire transfer to the account designated by SUPPLIER within (_____) after the date of Acceptance of Products (hereinafter defined in Paragraph 3 of Article 5.5) of the Products.

For the convenience of payment for the transaction herein, BUYER and SUPPLIER agree to open respectively an account at the same bank which shall be mutual determined by the parties.

4.4 Taxes

Except as otherwise expressly provided in this Agreement, BUYER hereby agrees to pay, indemnify, and hold SUPPLIER harmless from all taxes of any kind, payments in lieu of taxes, import duties, assessments or fees (including, without limitation, license, documentation, recording, and registration fees), charges, and withholdings of any nature whatsoever, together with penalties, fines, additions to tax, or interest thereon, howsoever imposed, whether levied or asserted against SUPPLIER by the tax authority or any administrative agency of any country or subdivision thereof, other than the United States of America (hereinafter referred to as "Taxes"), with regard to this Agreement or any payments

thereunder, and SUPPLIER shall not be liable for any Taxes by reason of any of the foregoing.

Article 5: Supply and Purchase Arrangement for the Products

5.1 Purchase Estimates

In order to assure the smooth supply and purchase of the Products between SUPPLIER and BUYER, BUYER shall submit to SUPPLIER, within ten (10) days from the execution of this Agreement and every quarterly year thereafter, its purchase estimates for the Products in accordance with the time schedule, method and form to be separately designated by SUPPLIER (the "Running Forecast"). SUPPLIER agrees that on the basis of BUYER's Running Forecast, SUPPLIER shall use its best efforts to arrange its inventory storage to satisfy the quantity required by BUYER.

5.2 Orders

Unless otherwise agreed, BUYER shall submit to SUPPLIER orders for the Products, on the form designated by SUPPLIER, so as to be received by SUPPLIER no less than _____ () days before the delivery of such Products. Once submitted, such order should not be modified or canceled by BUYER, in entirety or in part, except with the prior written approval of SUPPLIER. The minimum purchase quantity of BUYER for each of the Products shall not be less than _____ pieces per order.

5.3 Acceptance of Orders

SUPPLIER reserves the right, in its sole discretion, to accept or reject, in entirety or in part, any order for the Products submitted by BUYER in accordance with Article 5.2. SUPPLIER shall notify BUYER of SUPPLIER's acceptance or rejection of such order within seven (7) days upon receipt of BUYER's order, or the order will be regarded as rejected if SUPPLIER fails to respond within such seven-day period.

The purchase order for the Products between SUPPLIER and BUYER shall become effective upon BUYER's receipt of SUPPLIER's notification of acceptance of order placed by BUYER in accordance with Article 5.2 of this Agreement.

5.4 Delivery and Order Cancellation

Delivery of the Products by SUPPLIER to BUYER shall be on F.O.B. basis at the port of Taiwan. or other basis to be separately negotiated and agreed in writing by the parties hereto, with the details thereof.

SUPPLIER will employ its best efforts to fulfill BUYER's orders promptly on acceptance, but reserves the right to allot available inventories as it deems best. Although, SUPPLIER will observe the requirement of QS9000 or ISO 9000, SUPPLIER shall not be liable for failure to ship its products specified in any accepted order because of strikes, differences with workmen, inability to secure transportation facilities, or other circumstances beyond its control. Any and all orders offer by BUYER and accepted by SUPPLIER shall constitute part of this Agreement. However, any contradiction, difference or dispute between an order and this Agreement, the provisions of this Agreement shall prevail.

If, without SUPPLIER's agreement, BUYER purports to modify or cancel its order for such Products after such order has been accepted by SUPPLIER, or fails or refuses to receive delivery of such Products in breach of BUYER's obligations under this Agreement, SUPPLIER may sell such Products to another BUYER or make other arrangements for the disposal of such Products. BUYER shall reimburse SUPPLIER for any costs and expenses incurred by SUPPLIER as a result of BUYER's modification or cancellation of its order and/or failure or refusal to accept such Products. SUPPLIER's exercise of the remedy provided by this Article 5.4 shall be without prejudice to any other rights or remedies which may

be provided at law or in equity or by this Agreement with respect to breach of contract.

5.5 Packaging, Inspection upon Delivery

All shipments should be packaged properly with method and display of attached labels of specifications, manufacturing date, validity or warning sign, etc. agreed upon by both parties to ensure the exact delivery to the destination as well as maintain the quality of shipments. In each shipment, SUPPLIER shall specify BUYER's order number and part number in SUPPLIER's delivery note, packing list and customs invoice.

BUYER shall inspect the Products as soon as BUYER is informed by the carrier of the Products that the Products have arrived in the Territory. Inspection shall be made while the goods are still in the hands of the carrier. Any charges made by the carrier in connection with BUYER's inspection, including charges for demurrage, shall be paid by BUYER.

Upon inspection of the Products in a shipment, if BUYER discovers any misdelivery, short delivery or any loss, damage, rust, discrepancy or non-conformity of any kind with SUPPLIER's specifications or defect of any kind, BUYER shall give SUPPLIER notification of defect thereof not later than three (3) days after inspection. Upon receiving such notification, SUPPLIER shall immediately notify BUYER whether SUPPLIER will deliver replacements to BUYER or take such other appropriate actions as acceptable by the parties. If BUYER fails to give SUPPLIER notification of defect within the three-day period, BUYER's failure shall constitute an irrevocable acceptance of the Products and admission that the Products fully comply with all terms, conditions, and specifications of this Agreement (the "Acceptance of Products").

Article 6: Warranties

SUPPLIER warrants to BUYER that each Products, when delivered, will conform to SUPPLIER's specifications therefor, and shall be new, free from defects in material and workmanship, and will meet SUPPLIER's requirements as stated in the Specifications furnished by SUPPLIER to BUYER.

The warranties for Products covered under this Article 6 hereof will begin on the date the Products are sold by SUPPLIER to its customers or end users and continue for the periods of one (1) year, but for whatever reasons should not be longer than eighteen (18) months from the date the Products are shipped by SUPPLIER to BUYER.

If during the applicable warranty period SUPPLIER receives notice of a defect or non-conformance to the Specifications hereof, SUPPLIER's sole and only liability will, at its option, repair (and recalibrate only as necessitated by repairs), or replace the affected Products. SUPPLIER will pay any and all expenses of transportation, shipment and governmental duties for BUYER's return of the affected Products to SUPPLIER; and BUYER will pay any and all expenses of transportation, shipment and governmental duties for ex-factory of repaired or replacement of the Products from SUPPLIER to BUYER or to other country which BUYER will return such Products to its customers and/or end users.

SUPPLIER does not warrant that the operation of SUPPLIER's Products will conform to any reliability or performance standards beyond those covered in the Specifications hereof. SUPPLIER also does not warrant that the Products will be compatible with future SUPPLIER's products or those of other vendors.

OTHER THAN SPECIFICALLY STATED ABOVE, THERE ARE NO OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING ANY IMPLIED WARRANTY OF MERCHANTABILITY OR FITNESS FOR PARTICULAR PURPOSE OR COMPATIBILITY WITH OTHER PARTS PROCURED BY BUYER FROM THIRD PARTY OR MANUFACTURED BY BUYER OR EFFICIENCY, PERFORMANCE OR MERCHANTABILITY OF CONDENSING UNITS MANUFACTURED AND ASSEMBLED BY BUYER BY USE OF THE PRODUCTS. EXCEPT FOR ITS EXPRESS LIABILITY UNDER THE TERMS OF THIS AGREEMENT, SUPPLIER ASSUMES NO OBLIGATIONS OR LIABILITIES AND IT AUTHORIZES NO PERSON OR PARTY TO ASSUME FOR IT ANY OBLIGATIONS OR LIABILITIES IN CONNECTION WITH SUCH PRODUCTS.

IN NO EVENT SHALL SUPPLIER BE LIABLE FOR CONSEQUENTIAL, INCIDENTAL, SPECIAL AND/OR INDIRECT PHYSICAL LOSSES OR DAMAGES TO BUYER.

The warranties provided in this Article 6 will not apply to defects or non-conformance resulting from:

- (a) Unauthorized, improper or inadequate maintenance or calibration by BUYER, BUYER's affiliates and/or its customers or any third party other than SUPPLIER.
- (b) Unauthorized modification of the Products.
- (c) Improper use or operation of the Products, or failure of BUYER, its affiliates and/or customers to comply with any applicable specifications.
- (d) Normal wears and tears of any disposable parts and/or accessories of the Products.

Article 7: Product Liability Insurance

SUPPLIER and BUYER shall each procure and keep valid, through the term of this agreement, a product liability insurance policy covering their respective undertakings and liabilities hereunder, as supplier and buyer. Each party shall be provided with a copy of the other party's policy.

Article 8: Confidentiality

It is the general intent of the parties that the information, data and materials provided by one party to the other(s) will be utilized by the other(s) solely in connection with performance of its responsibilities and obligations under and in furtherance of the purposes contemplated by this Agreement, and without the prior written consent by the other party, no party shall disclose or transmit to anyone not a party hereto such information, data and materials provided by the other party, and shall establish adequate procedure to prevent such disclosure and transmittal; provided, however, that any party may disclose such information, data or materials (a) when required by law to disclose them; (b) when such information, data or materials are pertinent to judicial or other governmental proceedings; (c) where the information, data or materials were known to the person receiving it prior to the date thereof, and not obtained or derived under this Agreement or any other agreement contemplated herein; (d) where the information, data or materials have already been, at the time of disclosure, in the public domain; or (f) where the information, data or materials are obtained from a third party in lawful possession of such information, who is not under a confidentiality obligation to the person from whom the information originated.

The confidentiality obligations imposed under this Article 7 shall survive any expiration or termination of this Agreement.

Article 9: Force Majeure

Any party hereto shall not be liable for failure to perform its responsibilities and/or obligations under this Agreement (except the payment of monetary obligations) in the event that such performance is rendered impossible or highly

impracticable due to acts beyond such party's control, such as but not limited to acts of God, war, threat of war, warlike conditions, hostilities, mobilization for war, blockade, embargo, detention, revolution, riot, port congestion, looting, strike, lockout, plague or other epidemic, destruction or damage of goods or premises, fire, typhoon, earthquake, flood or accident, or due, in whole or in part, to acts of governmental or quasi-governmental authorities or any political subdivision or department or agency thereof, or to regulations or restrictions imposed by law, court action or administrative guidance or requirement, or to voluntary co-operation by industry under such regulations or restrictions, or to acts of persons engaged in subversive activities or sabotage, or to any labor, material, transportation, or utility shortage or curtailment, or to any labor dispute at the place of business of any party or their suppliers, or due to any other cause or causes beyond the control of any party.

Article 10: Term

This Agreement shall become effective as of the date hereof, and unless earlier terminated as provided in this Agreement, shall continue in full force and effect for a period of ___ () years from the date hereof. This Agreement shall be automatically renewed for further successive terms of ___ () year each, unless any party gives to the other party written notice of its intention not to renew this Agreement by registered letter at least ninety (90) days prior to the expiration of the relevant term.

Article 11: Termination before Expiration

11.1 Breaches of this Agreement

If any party hereto breaches any provision of this Agreement, the non-breaching parties shall have the right, without prejudice to any other remedies available at law or in equity, to terminate this Agreement and/or any purchase order concluded hereunder by serving on such breaching party thirty (30) days written notice describing such breach; provided, however, that if such breach is cured during the period of such notice, this Agreement and all purchase order concluded hereunder shall continue with the same force and effect as if such notice had not been given.

Under this Article 11.1, the non-breaching party shall have the right to receive compensation from the breaching party for damages caused by such party's breach of any provision of this Agreement, whether or not the non-breaching party terminate this Agreement or any such purchase order in accordance with preceding paragraph.

11.2 Occurrence of Certain Facts

If any of the following occurs regarding any party hereto, SUPPLIER may, without prejudice to any other remedy available at law, forthwith terminate this Agreement and/or any purchase order concluded hereunder by serving on BUYER written notice thereof:

- (a) The assets of BUYER becomes subject to attachment, provisional attachment, provisional disposition, disposition by public sale, disposition for failure to pay taxes or any other similar disposition by a public authority; or any party files a petition or has a petition filed against it by any person for corporate rehabilitation, corporate reorganization, bankruptcy or sale by public auction or similar procedure;

- (b) Any note or draft issued by BUYER is dishonored, or BUYER otherwise becomes unable to make payments on any of its obligations.

Article 12: Effect of Expiration or Termination

12.1 Survival Provisions

All provisions hereof and of all Schedules hereto which by their nature should survive the expiry or termination of this Agreement shall survive such expiration or termination.

12.2 Effect of Sale and Purchase after Termination

Neither the acceptance by SUPPLIER of orders from BUYER nor the continued supply of the Products by SUPPLIER to BUYER nor any other act of SUPPLIER after expiration or termination of this Agreement shall be construed as a renewal or extension of this Agreement for any further term or as a waiver of the termination.

Article 13: Assignment

No party hereto shall assign or transfer, or attempt to assign or transfer, this Agreement or any interest herein unless and until the other parties have given their prior written consents thereto. Any assignment not made in accordance with this Article 13 shall be null and void.

This Agreement shall bind each party and its successors and permitted assigns.

Article 14: NOTICE

Any notice, request, consent, demand, waiver, or other communication given or required to be given hereunder ("Notice") shall be written in English and shall be given by hand-delivery, facsimile or email (followed by mailing the same by certified or registered air-mail) or by certified or registered air-mail in case of notice from one country to

another country, and by ordinary registered mail in case of notice within the same country, postage prepaid, to the addresses set forth below or to such other addresses and to the attention of such other persons as may be hereafter designated by like notice hereunder:

To BUYER:

For attention of:

To SUPPLIER:

For attention of:

Any Notice that is given as aforesaid shall be effective upon the actual receipt thereof by the addressees.

Article 15: GENERAL

15.1 The failure of either party to this Agreement at any time to require performance by the other of any provision thereof shall never affect the full right of that party to require such performance at any time thereafter; nor shall the waiver by either party of a breach of any provision thereof ever constitute a waiver of any succeeding breach of the same or any other provisions thereof, or constitutes a waiver of the provision itself.

15.2 This Agreement cancels and supersedes all previous agreements of the parties relating to the subject matters covered herein. There are no agreement or understandings between SUPPLIER and BUYER, either oral or written, other than

this Agreement, relating to the supply of the Products thereof. Each change, variation or modification of this Agreement shall be effective only when made in writing signed by an authorized officer or representative of each of the parties.

15.3 This Agreement and all other agreements, instruments, certificates and notices that are referred to herein or are supplementary hereto shall be prepared or furnished in, and governed and controlled by, the English language.

15.4 This Agreement and all Schedules hereto, attached documents and the purchase orders constitute one and the same agreement. In case of any conflict between this Agreement, its Schedules, attached documents and purchase orders, the former shall always prevail.

15.5 All the GMCs are requested to update the catalogue monthly and send to BUYER, the minimum order quantity will be listed in the catalogue.

15.6 All GMCs are strictly prohibited to do business with IDC's customers directly.

Article 16: GOVERNING LAW AND ARBITRATION

16.1 This Agreement shall be governed by and construed in accordance with laws of the ROC.

16.2 In the event of any dispute between the parties hereto arising in connection with this Agreement, the parties hereto shall make every effort to amicably settle it. All disputes arising in connection with this Agreement which the parties hereto are unable to settle amicably shall be finally settled under the Arbitration Law of the ROC. The arbitral tribunal shall consist of three arbitrators -- one appointed by SUPPLIER and the second appointed by BUYER, and the third appointed by the two selected arbitrators. If they cannot agree on a third arbitrator, the third arbitrator shall be

appointed by the ROC Association of Arbitrators. The place of Arbitration shall be Kaohsiung, Taiwan. The decision or award rendered or made in connection with such arbitration shall be final and binding upon the parties hereto.

Article 17: Attached Documents

1. Quotation- _____ copy
2. Purchase order- _____ copy
3. Supplier's Corporate License Certificate- one copy
4. Supplier's Registered Business License Certificate- one copy
5. Catalogue or product design- one copy
6. Distribution contract or factory registration permit- one copy

IN WITNESS WHEREOF, the parties hereto executed this Agreement in duplicate on the date set forth above.

The Buyer: _____

Name: _____ Title: _____

Address: _____

The Supplier: Warehousing and Transportation Service Center

Name: James S. Lee _____ Title: Director _____

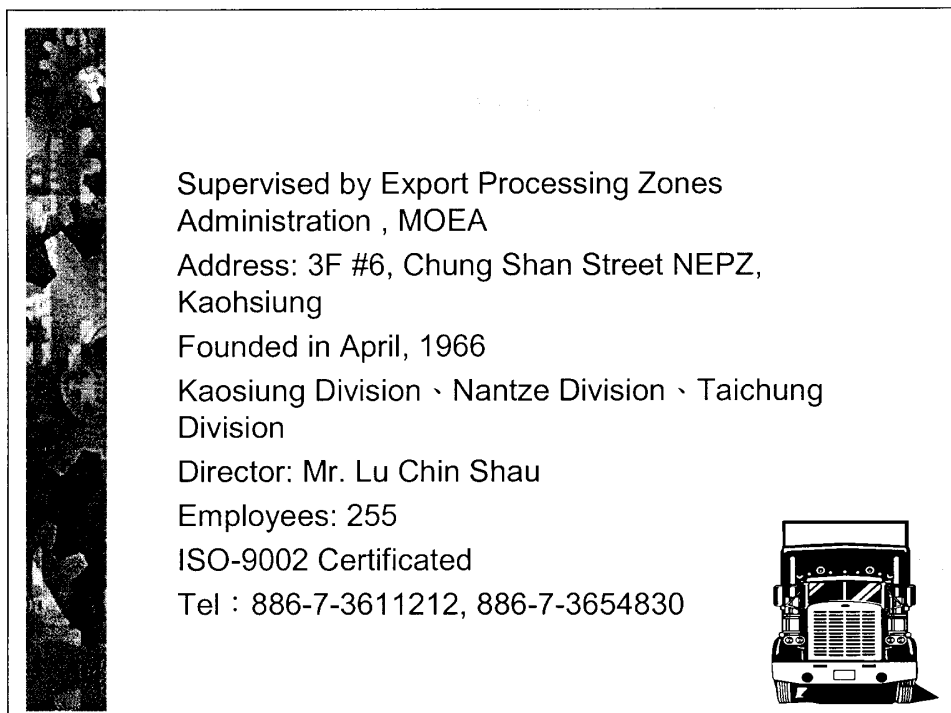
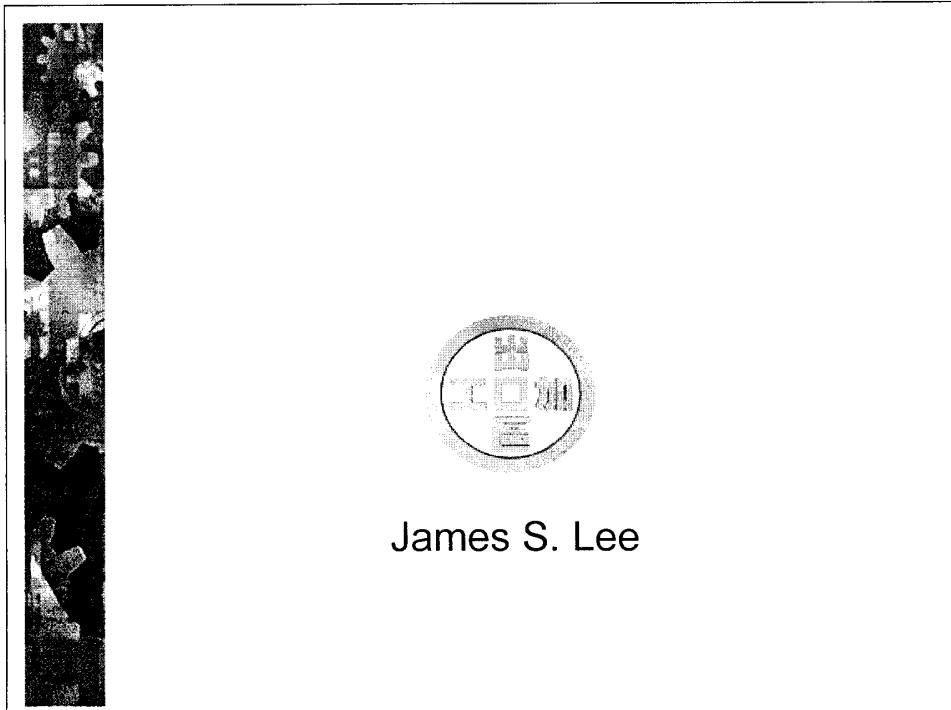
Address: 107 Nei Huan North Road, NEPZ, Kaohsiung, Taiwan, ROC


SCHEDULE A

PRODUCTS TO BE SOLD BY SUPPLIER TO BUYER

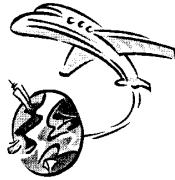


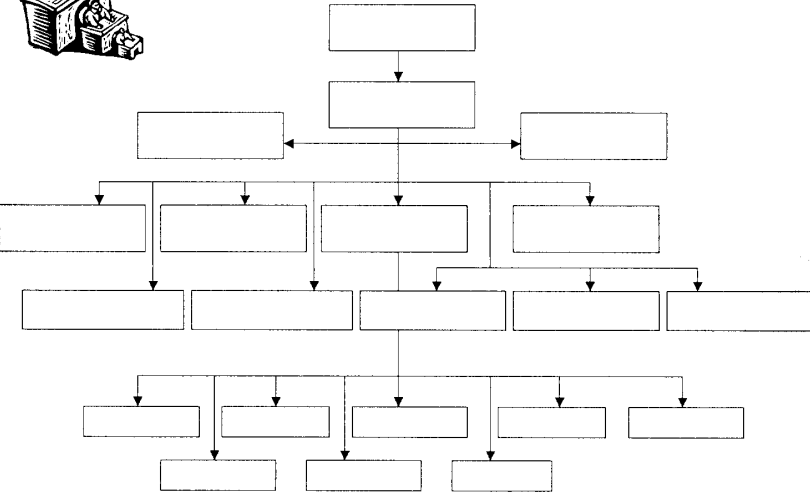
SCHEDULE B
PRICE OF THE PRODUCTS


(附件三)







Safety
 Quickness
 Convenience
 Service-oriented
 Customer-oriented









(Product storage, Inventory Management, Product packaging and Assembly, Information Service, and etc.)



7-11 full service
Insurance: NT\$10,000,000.0 per case
Government Support
Real Time and Exact Information Service
Reasonable rate
One stop shopping and All In One Service





CKS Airport

Taichung EPZ

Taichung Harbor

Taichung Harbor EPZ

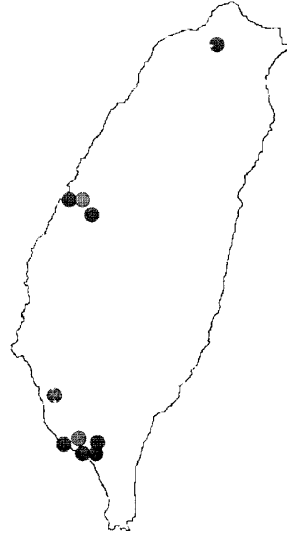
Kaohsiung Airport

Kaohsiung Harbor

Kaohsiung

NEPZ and KEPZ

Linguang EPZ

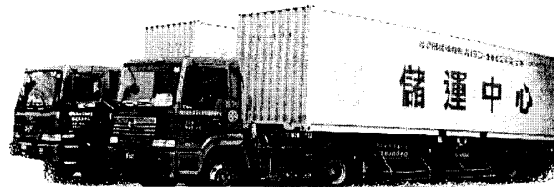


Many kinds of Tractors and Trucks--100

20 feet and 40 feet containers --301

20 feet and 40 feet frozen containers--2

Air Cushion Tractor & Trailer--4



KEPZ: 21,020 m²
NEPZ: 22,014 m²
Taichung EPZ : 19,806 m²
Taichung Harbor EPZ : 6,880 m²
Linguang EPZ : 1,200 m²
Logistics Center(NEPZ) : 13,200 m²
Product and goods packing machines
2,332PLs in rack storage area
25 docks in logistics center



Hazardous product transportation drivers
---17
Drivers---77
Warehouse technician and workers---36
P.H.D.---1(0.3%)
Master Degree---5(1.9%)
Undergraduate---37(14%)

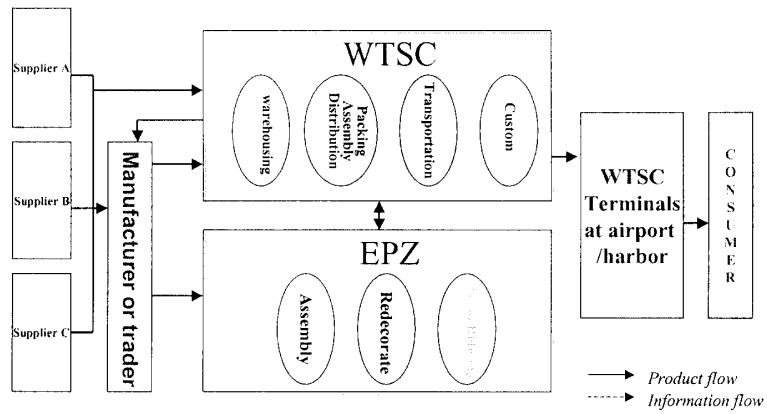


Warehousing, Transportation and Customs Management System

Global Logistics Management System



WTSC Integrated Information System





Integrated Logistics Service
All In One Distribution Service
Global Logistics Service Provider
Ally with E-CAN, Airlines, and UPS
Ally with Customs and Forwarder



**Considerate Service Makes You
Beneficial and Well !**
**Real Time and Exact Information Makes
Your Customer Trust You !**



(附件四)

The Development and Evolution of Supply Chain Management

By Victor Hu

Contents

*Definitions of Supply Chain Management

*Development of Supply Chain Management

*Supply Chain Characteristics

*Supply Chain Objectives

一、 Definitions of Supply Chain Management

There are some definitions of a supply chain as follows:

*An integrating philosophy to manage the total flow of a distribution channel from supplier to ultimate customer

(Cooper and Ellram)

*A strategic concept that involves understanding and managing the sequence of activities—from supplier to customer—that add value to the product supply pipeline

(Battaglia and Tyndall)

*Integrative management of the sequential flow of logistical, conversion, and service activities from vendors to ultimate consumers necessary to produce a product or service efficiently and effectively (Stenger and Coyle)

All three definitions indicate the supply chain for the purpose of managing and coordinating the flow of material from raw materials through the final product,

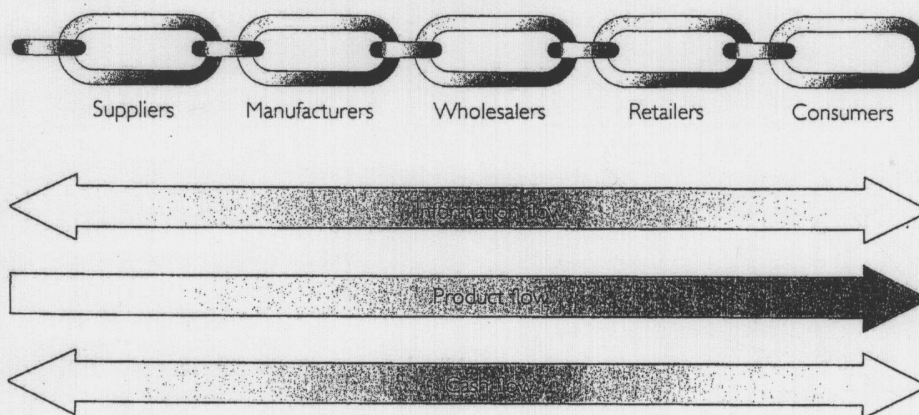
Supply chain management is an approach to analyzing and managing logistics networks that has captured the attention of

many companies and their CEOs.

Supply chain management is the opportunity for cost savings (efficiency) and better customer service (effectiveness). The ultimate objective is to improve a company's competitive position in the global marketplace and to sustain that position in spite of intensive competitive forces and rapidly changing customer needs.

Successful supply chain management is based upon the integration and management of three types of flows—product, information, and cash.

FIGURE 1-4 Integrating Supply Chain Processes



二、 Development of Supply Chain Management

The First Step: Physical Distribution

During the 1960s and 1970s, many companies focused attention upon what was defined as physical distribution or outbound logistics systems. They attempted to systematically manage a set of interrelated activities including transportation, distribution, warehousing, finished goods, inventory levels, packaging, and materials handling to ensure the efficient delivery of finished goods to customers.

There were many mitigating factors that caused companies to attempt to manage physical distribution more efficiently, including:

**Product line expansion.* Many consumer product companies expanded their product lines not only in terms of additional brands of the same basic product, but also in the terms of the size, shape, color, and form in which you could purchase the product.

**Rate increases.* The regulatory environment of the 1960s and

1970s gave rise to a steady increase in rates.

**Higher-valued products.* These higher-valued products resulted in higher physical distribution costs, since inventory carrying costs, packaging costs, and transportation costs usually increase with higher-valued products.

The Second Step: Integrated Logistics Management

During the 1970s and 1980s, companies increasingly began to recognize the additional opportunities for savings by combining the inbound side (materials management) with the outbound side (physical distribution).

Again, there were a number of mitigating factors:

**Deregulation of transportation.* The additional freedom of carriers to negotiate rates with shippers, serve new geographic points, and establish longer-term relationships with shippers led to the expansion of opportunities for shippers to use systems analysis and value chain analysis to lower costs or improve service in the logistics system of the firm.

**Global competition.* Many companies had introduced management practices such as just-in-time (JIT) production

and inventory approaches and total quality management (TQM), which improved their total logistics systems (inbound and outbound).

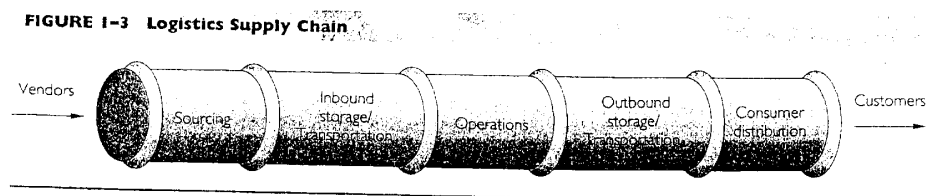
**Foreign sources of supply.* Many companies became increasingly dependent upon foreign sources of supply. This developed first with raw materials, but quickly spread to parts and other work-in-process inventory, which could be produced cheaper overseas. The longer pipelines had impacts on transportation cost and inventory and led to more focus on the total logistics system.

**Economic factors.* The world economy experienced a recession during this period, which added to the need to manage logistics systems more efficiently and to carefully examine the potential trade-offs for savings.

The Third Step: Supply Chain Management

During the 1980s and 1990s many companies expanded their perspective on the logistics processes to include all of the firms involved in ensuring that the final customer received the right product, at the right cost, at the right time, in the right condition,

and in the right quantity. From its narrowest perspective, this meant including the vendors and channels of distribution. As this concept developed, it was referred to as the logistics pipeline or supply chain for somewhat obvious reasons. It was also based upon the partnerships/alliances that were developing between manufacturing companies and their suppliers/vendors, customers, and other logistics-related parties such as transportation and public warehousing companies.



三、 Supply Chain Characteristics

1. Visibility

One of the major challenges of supply chain management is to maintain the visibility of the inventory in the entire pipeline and to strive to minimize the uncertainty that leads to building safety-stock inventory or to nonoptimal

pipeline practices such as forward buying.

2. Provide Accurate Information to Minimize Inventory

Investment Cost

The level of inventory must be coordinated all along the supply chain to minimize inventory investment and cost. In the past, inventory was frequently pushed forward or backward, depending upon who had the most leverage in the supply chain. For example, when Chrysler initially introduced its JIT inventory program for inbound parts, its vendors dramatically increased their inventory levels to meet the Chrysler-imposed JIT delivery schedules. Pushing the inventory back to vendors did not lower inventory investment in the pipeline, it merely transferred it. The problem was resolved by providing vendors with more accurate and timely information about the inventory levels (provide visibility) that both Chrysler and its vendors had.

3. Minimize Landed Cost

Not providing vendors with sufficient lead time information or requiring customers to buy in large

quantities may increase their inventory costs, and landed cost which are then passed along the pipeline to final customer.

4. Sharing Risk

The sharing of information will continue to be a thorny issue, particularly in cases where vendors and/or channel customers may also deal with competitors of a manufacturer. Some balance and judgment may be necessary, but shared information is a key ingredient to success. Risk is another characteristic likely to cause concern, since a supply chain perspective requires sharing of risk. One approach to sharing risk with third-party companies involves guaranteeing certain volumes of business over a stipulated period of time, which reduces the risk of losing business.

5. Supply Chain Planning

Supply chain planning is becoming more popular in a number of industries. Vendors have become more involved with auto manufacturers as the JIT programs have matured

to the point where vendors have become part of the platform design teams and are providing engineering expertise in the development phase of the models. Even the dealers, who make up the primary component of the distribution channel, have been playing a larger role in providing feedback for design and other customer service-related features.

四、Supply Chain Objectives

Successful supply chain integration appears to be based upon achieving three objectives:

- *Recognizing the final customer's service level requirements
- *Deciding where to position inventories along the supply chain and how much to stock at each point
- *Developing appropriate policies and procedures for managing the supply chain as a single entity

The first objective seems obvious, successful manufacturing firms are able to identify who the customer is and what the customer wants and then coordinate inventory flows throughout their own locations as well as through the entire channel.

The second objective is a recognized basic operating principle of logistics management: what, where, and how much inventory is needed to satisfy customer and cost requirements.

The third objective indicates that some type of coordinating mechanism should be present in the supply chain in the form of policies and procedures. This can be accomplished through the development of a comprehensive logistics organization in the manufacturer's firm or leadership farther down the supply chain.

(附件五)

Warehousing management

By Victor Hu

Contents

- * The Role of Warehouse in Pass and Today
- The Role of Warehouse in The Logistics System
- Basic Warehouse Operations
- Warehouse Space Requirements
- Warehouse Layout and Design Principles

一、The Role of Warehouse in Pass and Today

1. Traditional Warehouse

Traditionally, warehousing served the strategic role of long-term storage for raw materials and finished goods. Manufacturers produced for inventory and sold out of inventory stored in the warehouse. Warehouse had to support inventory levels of 60 to 90 days' supply.

2. Current Warehouse

With the arrival of just-in-time, partnership, and logistics supply chain philosophies in the 1980s and 1990s, the warehouse has taken on a strategic role of attaining the logistics goals of shorter cycle times, lower inventories, lower costs, and better customer service. So the warehouse of today is not a long-term storage facility; the activity level in the facility is fast paced. In many companies the product is in the warehouse for just a few days or even a few hours.

二、The Role of Warehouse in The Logistics System

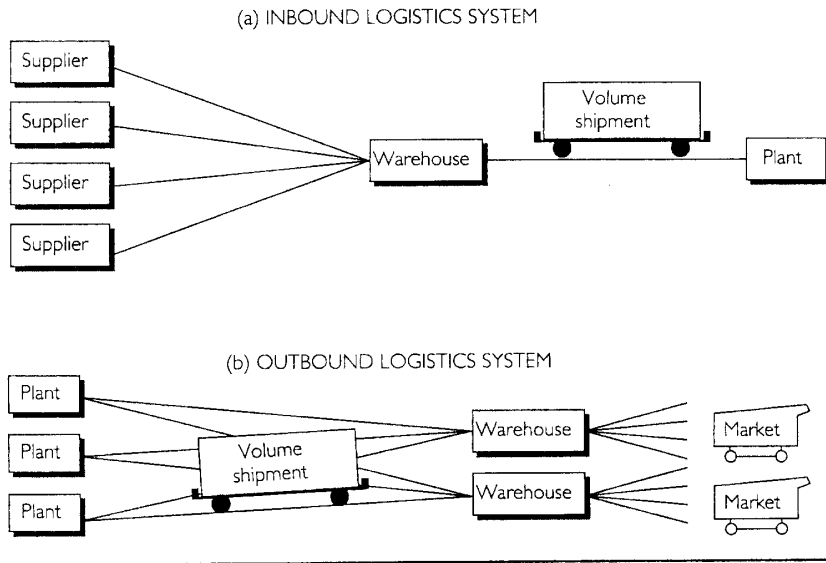
The warehouse serves several value-adding roles in a

logistics system: transportation consolidation, product mixing, service, contingency protection, and smoothing.

1. Transportation Consolidation

Companies will sometimes face less-than-truckload (LTL) and less-than-carload (LCL) shipments of raw material and finished goods. Shipping goods long distances at LTL or LCL rates is more costly than shipping at full truckload or carload rates. Warehousing can allow a firm to consolidate smaller shipments into a large shipment (a carload or truckload), with significant transportation savings. For the inbound logistics system, the warehouse would consolidate different suppliers' LTL or LCL shipments and ship a volume shipment (TL or CL) to the firm's plant. For the outbound logistics system, the warehouse would receive a consolidated volume shipment from various plants and ship LTL or LCL shipments to different markets.

FIGURE 7-1 Transportation Consolidation

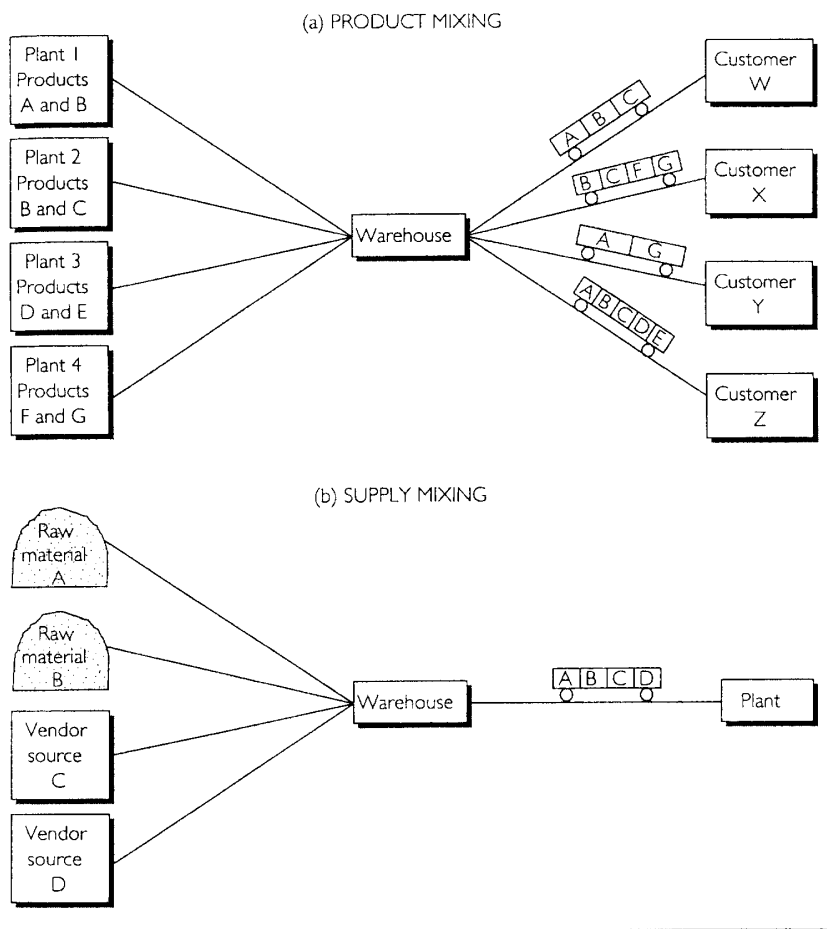


2. Product Mixing

Companies frequently turn out a product line that contains thousands of different products, if we consider color, size, shape, and other variations. When placing orders, customers will often want a product line mixture. Because companies often produce items at different plants, a company that did not warehouse goods would have to fill orders from several locations, causing different arrival times and opportunity for mix-ups. Therefore, a product mixing warehouse for a multiple-product line leads to efficient order filling.

In addition to product mixing for customer orders, companies using raw materials or semifinished goods commonly to a plant. This strategy not only reduces transportation costs from consolidation, but also allows the company to avoid using the plant as a warehouse.

FIGURE 7-2 Supply and Product Mixing



3. Service

A third warehouse function is to provide service. The

importance of customer service is obvious, Having goods available in a warehouse when a customer places an order, particularly if the warehouse is in reasonable proximity to the customer, will usually lead to customer satisfaction and enhance future sales.

4. Contingencies

A fourth warehousing function is protection against contingencies such as transportation delays, vendor stockouts, or strikes.

5. Smoothing

A fifth warehousing function is to smooth operations or decouple successive stages in the manufacturing process, and allow a company to reduce its manufacturing capacity investment.

三、 Basic Warehouse Operations

The basic warehouse operations are movement and storage.

1. Movement

Movement is a very vital aspect of warehousing, and we

can divide this aspect into four somewhat distinct operations: (1) receiving goods into the warehouse from the transport network; (2) transferring goods into a particular location in the warehouse; (3) selecting particular combinations of goods for customer orders or raw materials for production; and (4) loading goods for shipping to the customer or to the production line.

2. Storage

Storage is a very obvious and important warehousing function. In cross-docking warehouses, the storage or holding function is very temporary or short-term. In fact, some items will turn in twenty-four to forty-eight hours. Firms often associate holding goods for longer time periods (over ninety days) with raw materials or semifinished goods, because they have a lower value, involve less risk, require less-sophisticated storage facilities, and may involve quantity purchase discounts.

四、 Warehouse Space Requirements

1. Forecast Company's Products

The first step in determining warehouse space requirements is to develop a demand forecast for a company's products. The next step is to convert the units into cubic footage requirements, which may need to include pallets and which usually include an allowance of 10 to 15 percent for growth over the relevant period. At this point, the company has an estimate of basic storage space requirements. To this the company must add space needs for aisles and other needs such as lavatories and meeting rooms.

2. Transportation Interface

One additional warehouse space requirement provides an interface with the transportation part of the logistics system—*receiving* and *shipping*. This area may need space for storage, checking, counting, and inspecting.

3. Order-Picking Space

Another space requirement in physical distribution warehouses is for *order picking* and *assembly*. The amount of space these functions need will depend upon order

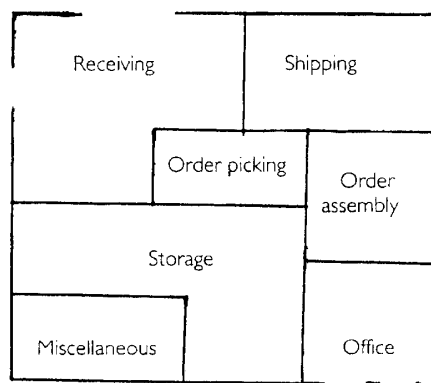
volume and the product's nature.

4. Storage Space

A third type of space is the actual *storage* space. In a warehouse, a firm must use the full volume of the cubic storage space as efficiently as possible.

Finally, a firm must consider three additional types of space. First, many physical distribution warehouses have space for recouping—that is, an area to salvage undamaged parts of damaged cartons. Second, administrative and clerical staff generally require *office space*. Finally, rest rooms, an employee cafeteria, utilities, and locker rooms require *miscellaneous* space.

FIGURE 7-4 Warehouse Space Requirements



五、 Warehouse Layout and Design Principles

The most commonly accepted warehouse design and layout principles are as follows:

1. One-story Facilities

Use a one-story facility wherever possible, since it usually provides more usable space per investment dollar and usually is less expensive to construct.

2. Move Goods in a Straight Line

Use straight-line or direct flow of goods into and out of the warehouse to avoid backtracking and inefficiency.

3. Efficient Materials Handling Equipment

Use efficient materials handling equipment and operations.

4. Effective Storage Plan

Use an effective storage plan to maximize warehouse operations and avoid inefficiencies.

5. Minimize Aisle Space

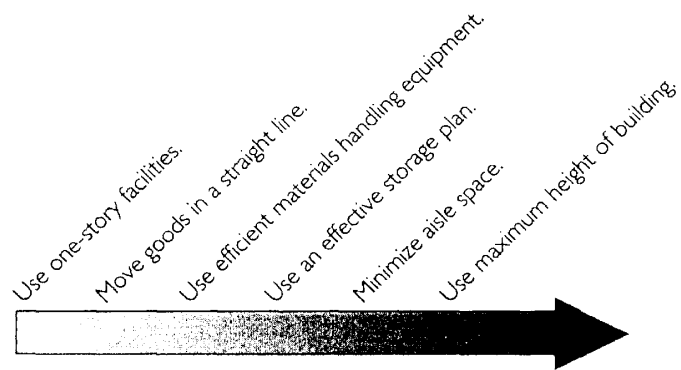
Minimize aisle space within the constraints that the size,

type, and turning radius of materials handling equipment impose.

6. Maximum Height of Building

Make maximum use of the building's height- that is, to utilize the building's cubic capacity effectively.

FIGURE 7-5 Principles of Warehouse Layout Design



(附件六)

The Equipments of Material Handling

By Victor Hu

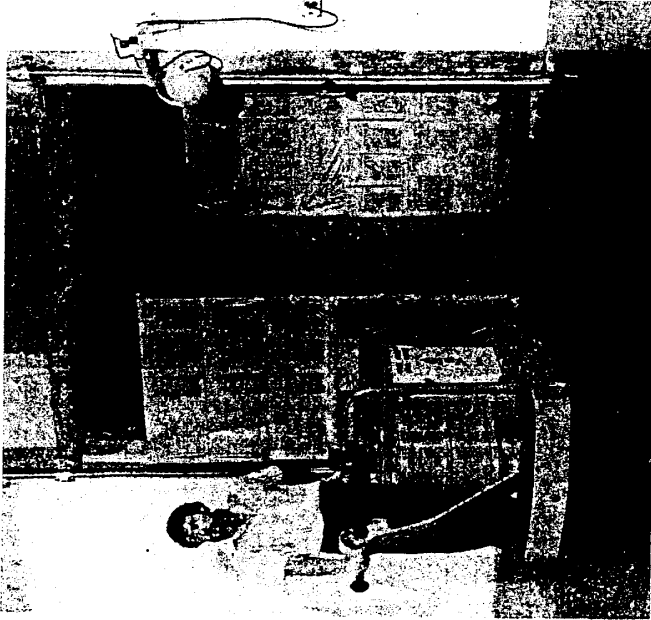


Figure 6.40 Pallet truck. (Courtesy of Yale Industrial Trucks.)

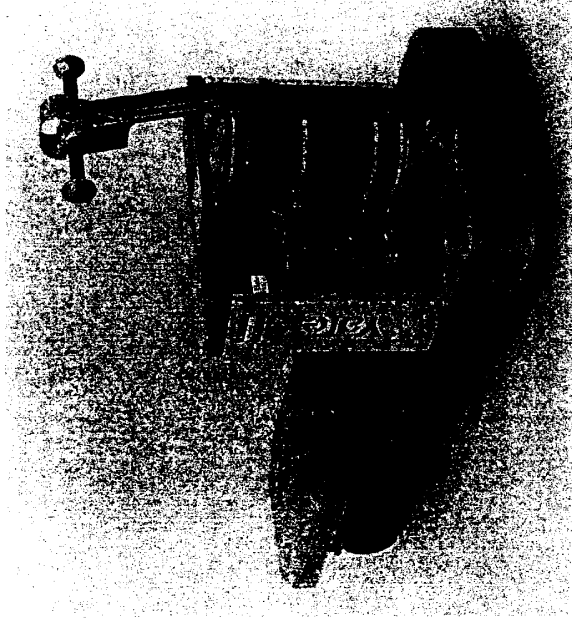


Figure 6.41 Platform truck. (Courtesy of Yale Industrial Trucks.)



Figure 6.39 Walkie stackers. (Courtesy of Crown Lift Trucks.)

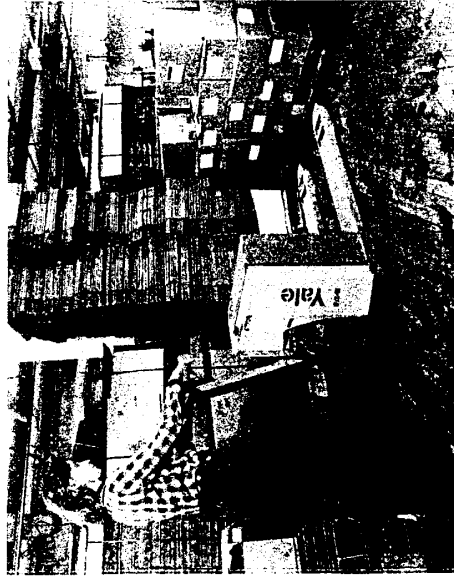


Figure 6.38 Pallet jack. (Courtesy of Yale Industrial Trucks.)

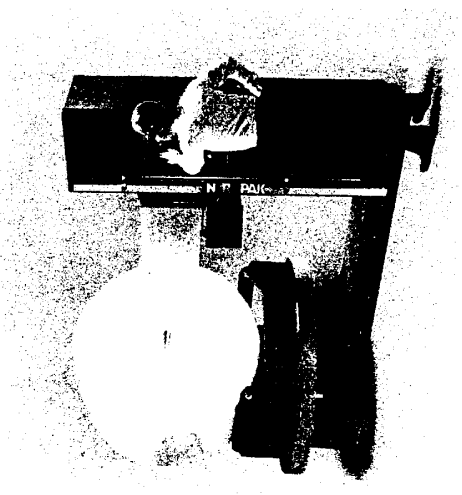
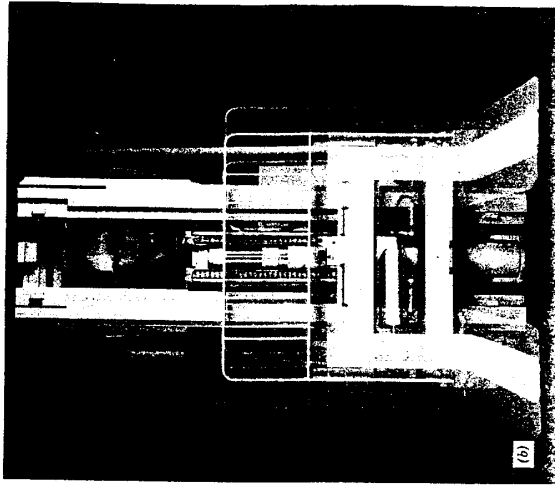
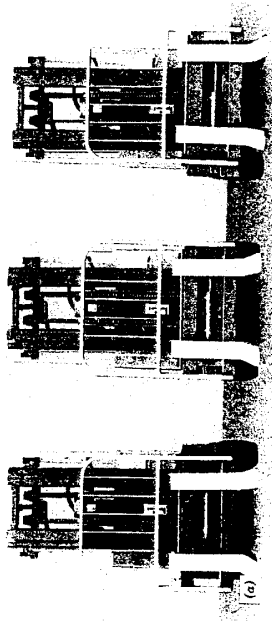


Figure 6.59 Stretchwrap equipment. (Courtesy of Intra Pak.)

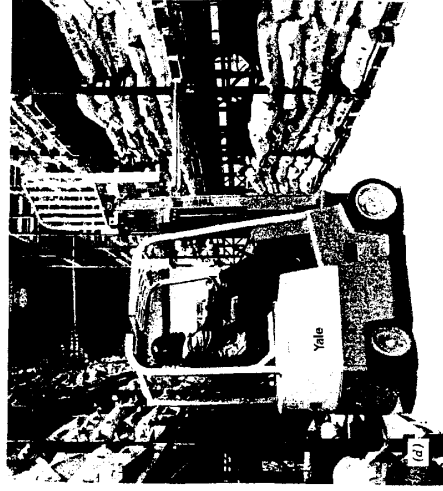
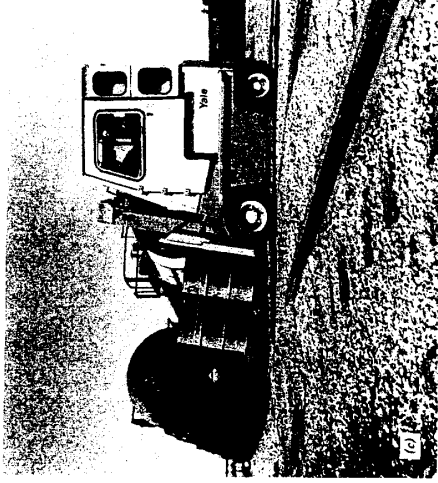


Figure 6.44 (cont.)

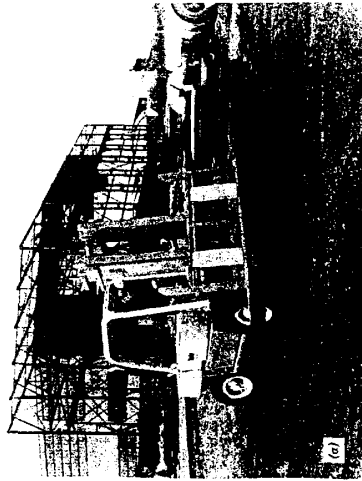


Figure 6.44 Counterbalanced lift trucks. (Courtesy of Yale Industrial Trucks.)

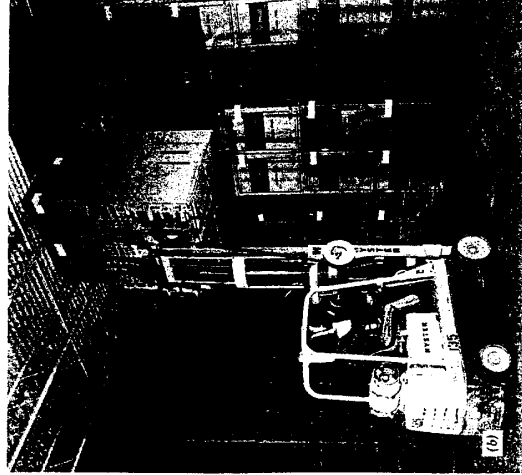
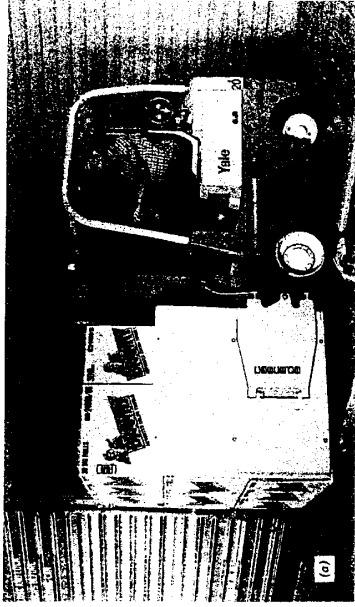


Figure 6.62. Carton clamps. (Courtesy of Cascade Corporation.)



Figure 6.61. Load push/pull attachment. (Part a courtesy of Clark Equipment)

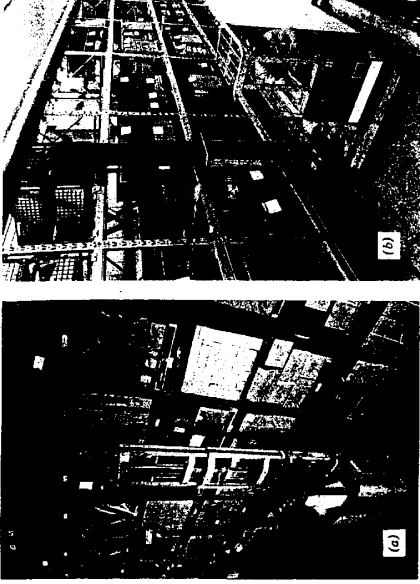


Figure 6.46 Narrow-aisle reach trucks. (a) Fork-reach. (Courtesy of Clark Equipment Company.) (b) Mast-reach. (Courtesy of Lansing Bagnall.) (c) Double-deep reach. (Courtesy of the Raymond Corp.)

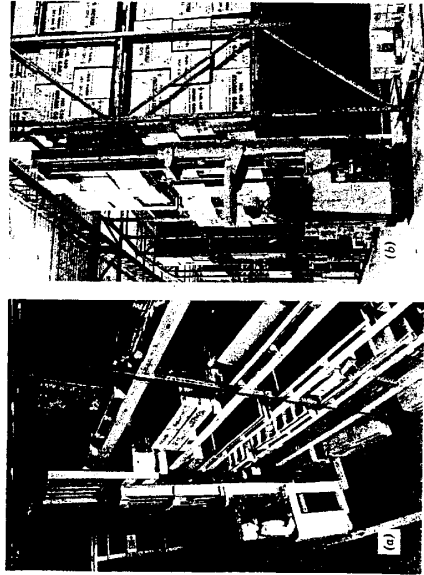


Figure 6.45 Narrow-aisle straddle trucks. (Part a courtesy of Clark Equipment Company; part b courtesy of the Raymond Corp.)

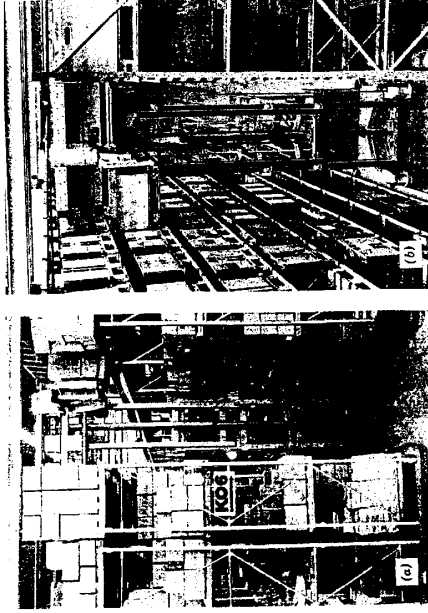


Figure 6.48 Narrow-aisle turret trucks. (a) Swing fork. (Courtesy of the Raymond Corporation.) (b) Swing fork. (Courtesy of L. Anisimov, R. Bonall.) (c) Swine mast. (Cour-

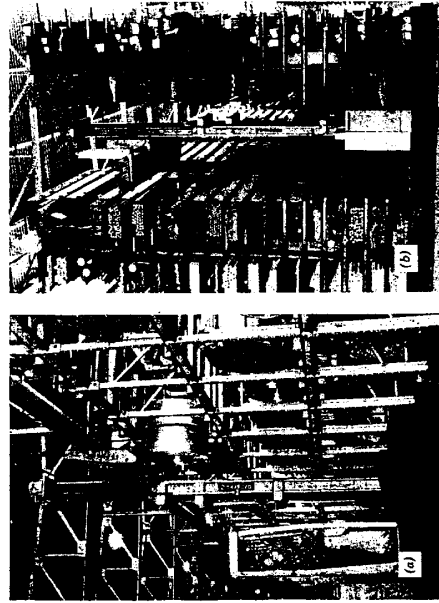


Figure 6.47 Narrow-aisle sideloader trucks. (Courtesy of the Raymond Corp.)

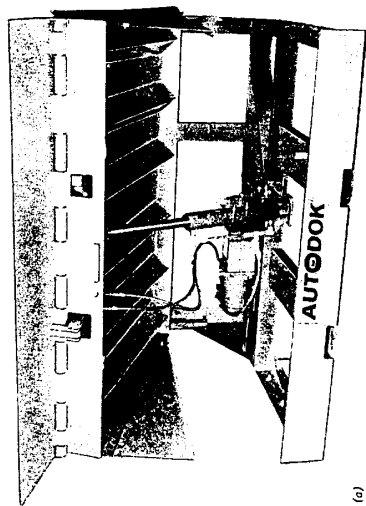


Figure 9.9 Permanent adjustable dock boards. (a) Hydraulic. (Courtesy of W. B. McGuire C., Inc.) (b) Face-of-dock. (Courtesy of Brooks and Perkins, Inc.)

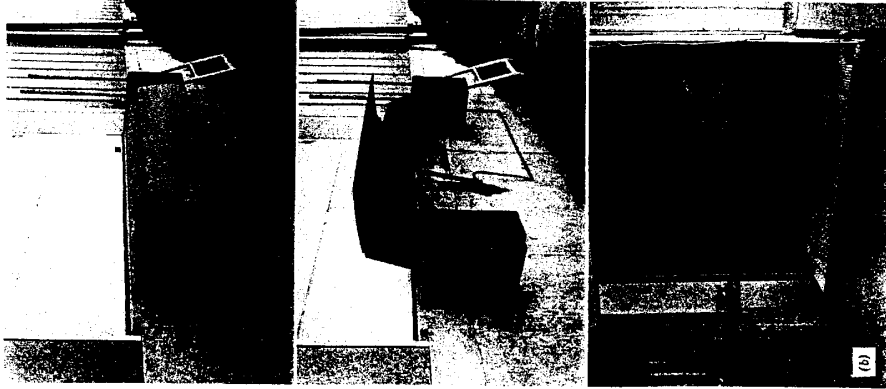


Figure 9.9 (cont.)

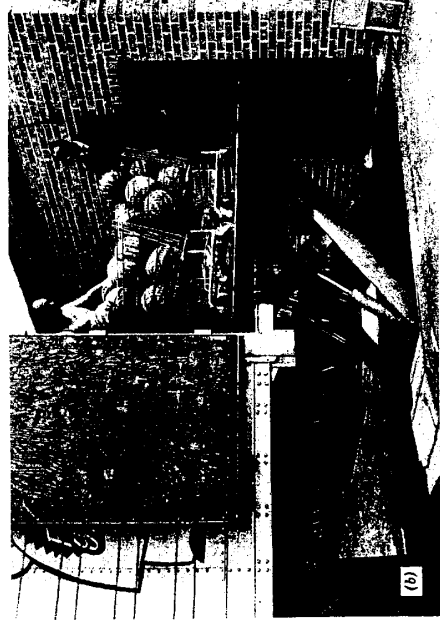
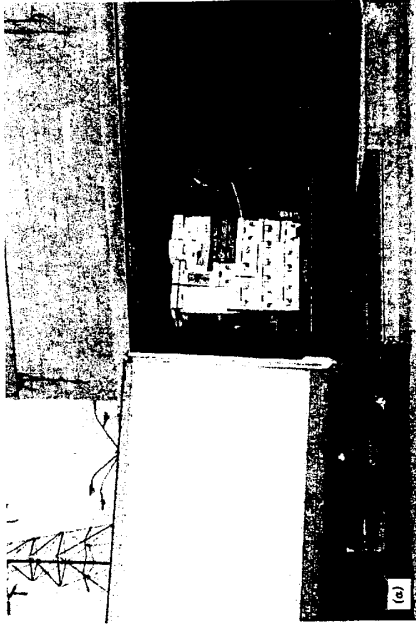


Figure 9.11 Scissors-type lifting docks. (Part a courtesy of Southworth Inc.; part b courtesy of Autoquip Corporation.)

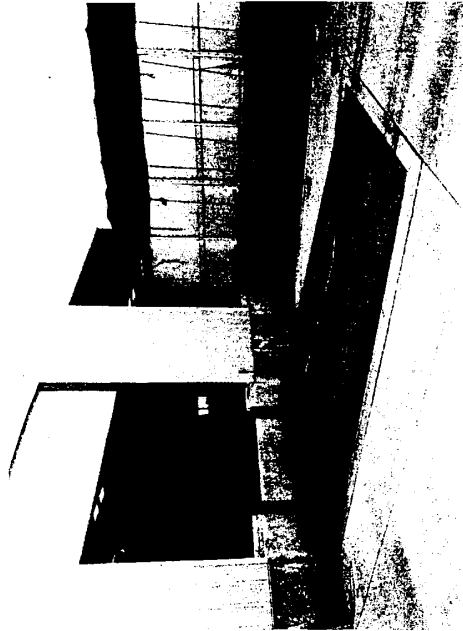
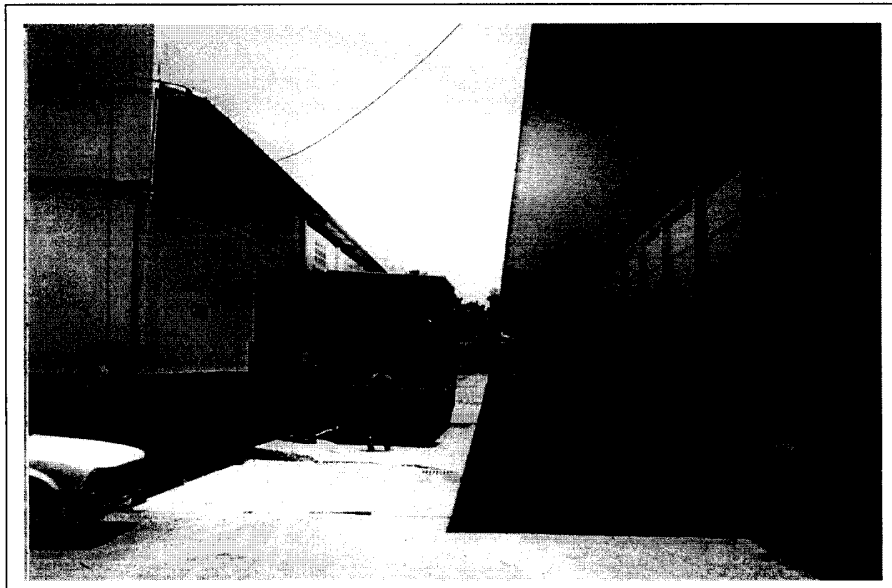
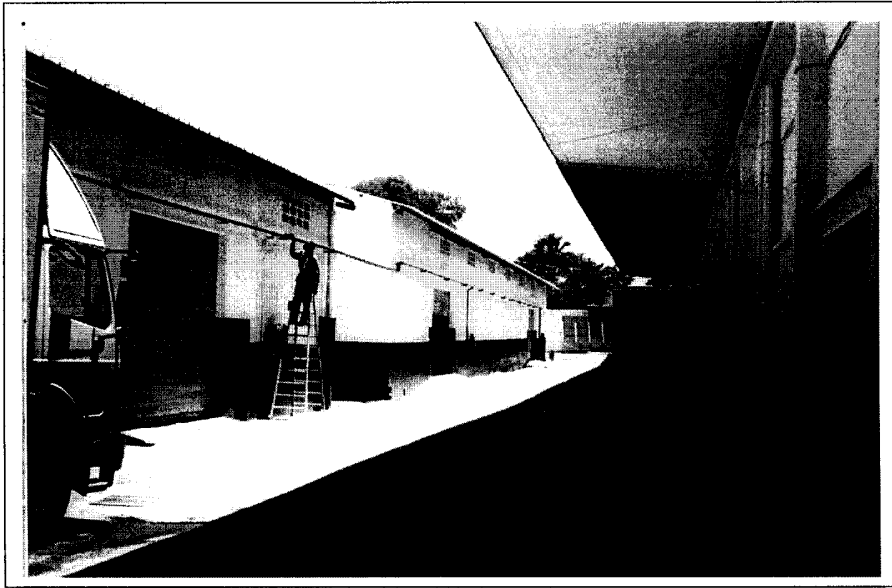
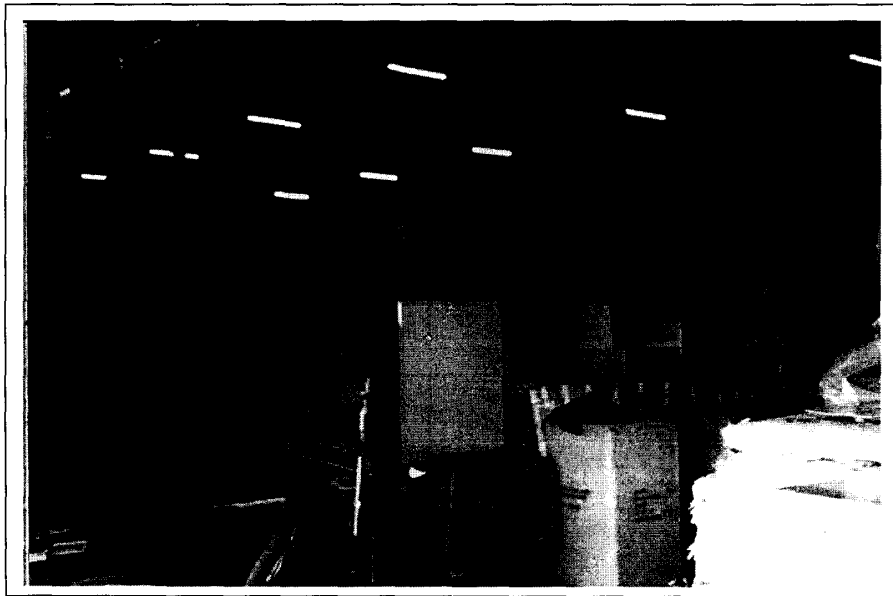
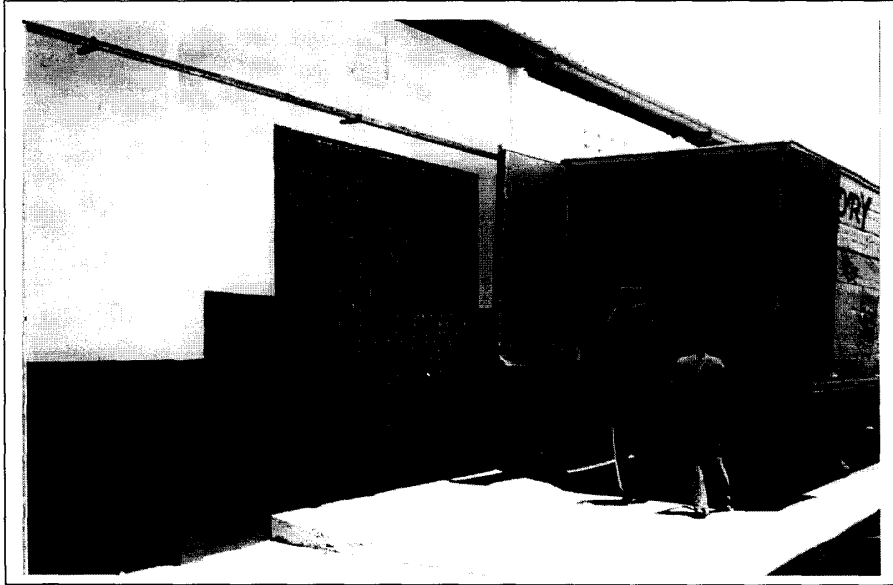


Figure 9.10 Truck leveler. (Courtesy of Autoquip Corporation.)

(附件七)







(附件八)

