

USI[®] No.75 Newsletter

2018

December
12月

模組化 多元化 全球化

Modularized, Diversified And Globalized

人物特寫

FEATURE CLOSE-UP

2017 直接人員模範員工 昆山 & 墨西哥廠
2017 DL Model Employee - KS & MX Site

特別企劃

SPECIAL COVERAGE

骨中骨 馮君藍攝影個展

Bone Of Bones - Solo Photography Exhibition Of Stanley Fung

DISC 人格特質在管理中的應用

Application Of DISC Personality Traits In Management

2018 明華園公演 和USI作伙逛市集看戲

2018 Ming Hwa Yuan Performance - Visit The Market And See The Play With USI

2018 百萬植樹計畫 寧夏

2018 USI Million Tree Project - Ningxia



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「模組化 多元化 全球化」

作者：董事長 / 陳昌益

自 6 月 28 日接任環旭董事長，已超過「100 天」。在此期間，通過「學習之旅」，我走訪了環旭的各個工廠，我的心境跟之前截然不同。我不敢說全然瞭解環旭，但是對環旭確實有了更深的認知。

首先，我認為環旭的整個組織架構及制度非常完整，匹配本身的企業文化，是個「靠譜的文化」。和八年前，魏總在中國證監會做公司上市推介時，具有說服力的描述一樣，我著實體會到這是個好文化。

其次，從 42 年前直至今，環旭的發展經歷了不同的階段。從 2000 年開始陸續將大部分生產基地搬遷到中國，又成功在中國上海 A 股主板上市，事業蒸蒸日上。對比臺灣很多同期、同類的企業，已退出了中國市場，環旭的興旺必然有它的獨特之處。

每個人都有三天：昨天、今天、明天。企業如人，昨天代表了過去、今天代表現在、明天就是未來。我的工作哲學就是不忘初心，但重點關注現在與未來。也許有些同仁們會納悶：為何環旭每年都在進行策略檢討？這些檢討不是在做策略改變，而是在評估全球大環境有什麼變動？我們欠缺什麼？策略要如何調整？所以，在今年策略會議啟動時，我提出了 3W 命題，即：Where are we today? Where do we go tomorrow? What steps do we take to get there?

我思考，在擔任董事長期間，能否幫環旭奠定百年基業？能不能讓環旭再輝煌 42 年，成為一家百年企業？我認為模組化、多元化、全球化策略和積極的人才發展計畫將是必然選擇。

模組化—降低產品成本 縮短開發時間

為什麼要「模組化」？從技術層面來看，模組是介於單一元器件和整機系統之間的子系統，它可以有效降低整機系統廠商在開發以及製造終端產品時的成本，並有效縮短開發時間。隨著未來電子產品的發展，對其便攜性、微小化的要求越來越高。因此，開發和應用尺寸更小、元件密集度更高的微小化系統模組，預計可以為整個半導體產業鏈中的 PCBA(電路板構裝) 和 OSAT(委外封裝測試) 板塊帶來高達 700 億美元的發展商機。

過去 10 年中，環旭一直專注於發展高密度表面黏著技術，從事微小化模組、系統產品的設計與製造。在高集成度微小化模組方面積累了豐富的產品設計和製造能力，能為客戶提供模組化技術的全方位解決方案，在現有的產品供應鏈中開創出新的格局和高附加價值的服務。

同時環旭的電子產品微小化模組技術已擁有可觀的市場份額，成為公司拓展、服務終端客戶，提高產品附加價值、持續獲利的利器。



多元化—客戶分散 多產品

什麼叫「多元化」？從行業來說，環旭的產品要加強汽車、醫療跟工業相關產品。從客戶來看，就是要降低客戶集中度。從目前單一客戶占公司主要營收的局面，轉變為增加更多的重要客戶，以及引入策略性客戶，今年跟中科曙光的合作，就是最佳的案例。

目前單一客戶的訂單金額，無論維持不變或提高占比，要實現既定的營收目標，環旭的非單一客戶訂單金額的增長都必須呈倍速增長，挑戰巨大。環旭只有做好模組化的發展，堅持多元化，從依賴單一客戶的現狀轉為客戶分散、多產品的目標，才能戰勝挑戰。

全球化—全球化需求 區域化生產

一直以來我們把「全球化」單一理解為「全球化佈局」。然而現在整個世界的格局發生了變化。企業本身要因應外界環境的變化而自行調整。只做「全球化佈局」並不可行。我認為中美貿易摩擦將會成為未來的新常態，它打亂了全球供應鏈的互信，使得整個電子產業佈局正發生改變。因此，我提出了「全球化需求 區域化生產」的概念。

全球電子產業委外代工製造的產值約 4,300 億美金，近 5,000 家工廠，廠房面積有 4 億平方英尺。以營業額來看，有 70% 分佈在亞洲，3C 產品占其 74%；以工廠佈局來看，有 42% 在亞洲，30% 在歐洲，28% 在美洲；以廠房面積來看，有 62% 在亞洲。

然而我們和臺灣的競爭者一樣，生產高度集中在中國。環旭的生產在中國占了 84%。而非臺灣的競爭者，如：Flex、Jabil、Celestica、Sanmina 等企業幾乎全世界都有生產線。這是因為現在電腦、通訊產品及消費性電子產品大部分都在亞洲生產，而汽車電子跟醫療產品為了更接近客戶，很多都分佈在美洲跟歐洲。未來要加強汽車、醫療、工業等領域的市場佔有率，我們必須加強全球佈局，以應對整個產業鏈的變動，及中美貿易戰所帶來的風險。

由於擔心課稅以及消費者對品牌產品需求的短期不確定性，導致全球產業鏈失去互信，這會讓供應鏈全球化產生結構性的改變。今後的全球化需求可能會結合區域化生產，最極端的可能，例如：手機銷售在歐洲，組裝就在歐洲；在美國賣就要在美洲組裝。這樣的改變需要 3 到 5 年的時間。

未來 5 到 7 年，如果環旭的營收目標要從 50 億美金到 100 億美金，假設未來單一客戶的比重約占 40% 到 50%，非單一客戶的營收就要成長 2 到 3 倍，公司就要在世界各地發展生產基地，可能還需要搭配並購。隨著生產基地的增加，我們就需要更積極的國際化人才發展計畫。

積極的國際化人才發展計畫

麥肯錫研究指出，一家成功的企業必須有一個好的組織架構，否則快速的內部擴充與並購的整合，將會困難重重。可能有人認為環旭的組織架構彈性不夠。但是，當我們要繼續擴大規模時，完整的組織架構會絕對顯現它的優點。

2018 年底環旭的員工數預估會有 18,000 人，營收在 50 億美金左右。如果在接下去的 5 到 7 年內，營收要實現 100 億美金的話，那公司的規模及客戶服務的規模就不一樣了。在這樣的擴充和增長中，結合全球化的策略，公司需要更多國際化的人才，包含了行政、研發、生產及管理階層。

所以，我們會更積極推進「人才發展」，招募更多的人加入企業、認同企業文化。同時，調整部分的企業文化，使之有利於環旭與其他全球化公司展開競爭。我也會帶領

管理階層，積極參與「人才發展」的工作。

以上是我對整個戰略的想法，戰略的意義是確定企業的方向。但對一個企業而言更重要的是員工。我在剛上任的一個月內開展了一場「學習之旅」，遍訪環旭全球所有生產基地，在整個學習中我深受感動。

持續努力 奠定百年基業

我要在這裡向大家說聲感謝：感謝長久以來一直在第一線生產默默耕耘的廣大同仁、每天都在為公司能順利出貨而努力不懈的同仁、因業務變動而背井離鄉，前往異地支持的同仁，還要感謝新加入，對環旭充滿信心和希望的同仁。是你們一直以來的付出和投入，才創造了一個又一個奇蹟，有了你們才會有現在的環旭，未來的環旭和百年的環旭。我希望同仁們能持續本有的精神，接受未來在組織架構上可能發生的變動，堅守崗位，持續努力。

最後，猶如約翰·甘迺迪在 1961 年的總統就職演說中提到「所有這一切都不會在頭 100 天完成，也不會在頭 1,000 天完成……但是讓我們從現在開始。」所以請各位同仁與我一起，從現在開始，為環旭奠定百年基業共同努力奮鬥！

Modularized, Diversified And Globalized

Author: Chairman / Jeffrey Chen



It's been more than 100 days since I became Chairman of USI. Through my learning trip to all production facilities of USI with a changed mindset, I have gained a better understanding, if not a full one, of it.

To begin with, I believe that USI has a robust organizational structure and great systems and processes that well bolster its corporate culture. So, as President CY Wei described convincingly in his presentation at the office of the China Securities Regulatory Commission 8 years ago, USI has a veritably reliable culture.

What's more, USI has experienced different development phases since 42 years ago. In 2000, it started to relocate most of its production facilities to China and went public on the main board of the Shanghai Stock Exchange (SSE). From then on, its business kicked off. Compared with many Taiwanese-based competitors that have exited from the market, there are differentiating drivers behind the prosperity of USI.

A person's life can be divided into 3 periods, namely, yesterday, today, and tomorrow. So is an organization's. While yesterday represents the past, today stands for the present, and tomorrow is the future. My work philosophy is to stay true to where and why we started while focusing on the present and future. Some of you may wonder why USI conducts an annual strategy review. Rather than introducing strategic changes, such review is intended to evaluate what changes are taking place in the global business landscape, where we need to develop and improve, and how we should adjust our strategies. Therefore, upon the launch of this year's strategy review session, I proposed the **3W** questions, including "**Where** are we today?", "**Where** do we go tomorrow?", and "**What** steps do we take to get there?".

Can I help lay a solid foundation to sustain USI's boom for another 42 years? **It seems to me an inevitable option to develop modularization, diversification, and globalization strategies as well as proactive people development programs.**

Modularized - To Reduce Production Costs And Shorten R&D Time

Why is it important to be modularized? Technically, the module is a subsystem bigger than a single component and smaller than an entire system, which can effectively reduce system manufacturers' R&D and production costs, and shorten the R&D cycle. Nowadays, the market has increasing needs for portable and miniaturized electronic products. Thus, to develop and apply miniaturized system modules of smaller size and higher density are expected to generate \$70 billion dollars' worth of business opportunities for PCBA (printed circuit board assembly) and OSAT (outsourced assembly and test).

Over the past decade, USI has always been devoted to the development of high-density surface-mount technology (SMT), as well as the design and manufacture of miniaturized modules and systems. With extensive experience and expertise in designing and manufacturing highly integrated miniaturized modules, we are able to provide customers with comprehensive module solutions and create new opportunities and services of high added value based on the existing product categories.

Besides, USI's miniaturized module technology for electronic products has secured a remarkable market share, and is now a powerful driver behind the Company's expansion of its consumer base, improvement of added product value, and sustainable profitability.

Diversified - To Diversify The Customer Base And Product Offerings

What is the so-called diversification? USI needs to focus more on products related to automobile, medical and industrial. In terms of targeted clients, we need to reduce client concentration. It's important for us to change from relying on a single client as the major source of revenue to attracting key clients and forming strategic partnerships. Our cooperation with Sugon this year is one of best examples to illustrate my point.

Whether the total amount of orders from our biggest client remains unchanged or rises, we face the enormous challenge to exponentially increase orders from more clients to meet our revenue targets. To this end, it's imperative for USI to develop its module technology and change from depending on a single client to diversifying its client base and product portfolio.

Globalized - Localized Production To Meet Global Needs

For a long time, we have simply considered globalization as globalized presence. However, as the international landscape changes, organizations need to adapt themselves to such changes in the external environment. Now, merely focusing on globalized presence is not feasible. To me, the Sino-US trade friction will become the new norm in the future, which is disrupting mutual trust in the global supply chain and reshaping the whole electronics industry. Given that, I propose the idea of "Localized Production to Meet Global Demand".

The output value of global electronics contract manufacturing reaches approximately \$430 billion. There are nearly 5,000 factories with a total area of 400 million square feet around the globe. In terms of turnover, 70% is from Asia, with that of 3C products representing 74%. In terms of factory location, 42% is located in Asia, 30% in Europe, and 28% in the Americas. In terms of factory area, 62% is in Asia.

Just like Taiwanese-based competitors, our production is also highly concentrated in China, accounting for 84% of the total. In contrast, non-Taiwanese competitors, such as Flex, Jabil, Celestica, and Sanmina, have production facilities around the world. This is because while most of the computers, communication products and consumer electronics are produced in Asia, production facilities of automotive electronics and medical products are mainly located in the Americas and Europe for easier access to clients. To seize a

bigger market share in automobile, medical and industrial markets, we need to expand our global presence to cope with changes in the entire industry chain and risks arising from the Sino-US trade war.

Growing concerns about taxation and short-term uncertainties of market demands for branded products lead to loss of mutual trust in the global industry chain, thus resulting in structural changes in the global supply chain. In the future, to meet global market needs, we may need to rely on localized production. In the most extreme scenario, for example, mobile phones sold in Europe will be assembled in Europe, and products sold in the United States will be assembled in the Americas. It may take 3 to 5 years to execute such changes.

In the next 5 to 7 years, to increase its target revenue from \$5 billion to \$10 billion, USI needs to double or triple its revenue from other clients if its revenue from a single client represents around 40% to 50%. To this end, we need to build new production facilities supplemented by mergers and acquisitions in different parts of the world. And, we need to develop a more proactive people development program for increasing production facilities.

Proactive People Development Program

A separate study by McKinsey found that a successful organization must have a good organizational structure, or it would face tremendous challenges during rapid internal expansion and external mergers & acquisitions. Some may think that USI's organizational structure is not flexible enough. However, during the expansion of our size, a complete organizational structure will definitely demonstrate its advantages.

By the end of 2018, USI is estimated to have 18,000 employees, and generate gross revenue of around \$5 billion. To increase our revenue to \$10 billion in the next 5 to 7 years, we will need to increase our business size and customer

services. During this process, it's important for us to build a pipeline of international talents for administrative, R&D, production and management positions.

We will vigorously advance our people development program by recruiting more people to join us and identify with our culture. Furthermore, we will also make adjustments to our corporate culture so as to better compete with other global giants. I will also lead our management to proactively participate in the implementation of the people development program.

The above are my views on our business strategy, the significance of which is to determine the direction of the Company. However, I need to point out that people are our most valuable asset. During my learning trip in the 1st month of my tenure, I visited all the production facilities of USI in the world, which impressed me a lot.

Continuous Efforts For A Long-Lasting Business

Here, I would like to express my sincere gratitude to all of you! First, please allow me to thank our employees for your hard work to ensure timely deliveries of orders, and those personnel for your relocation to other regions to support our business development. I also want to thank our new employees for your firm confidence in us. It's because of your long-term devotion and engagement that we are able to work wonders. Because of you, we are where we are now, and we are confident about our future. To ensure long-term success of our business, I hope all of you can continue your hard work, and embrace all changes that might occur to our organizational structure.

As John F. Kennedy said in his 1961 Inaugural Speech, "All this will not be finished in the first 100 days. Nor will it be finished in the first 1,000 days...But let us begin." In the end, I would like to invite all of you to join me to work for the goal of developing USI into a long-lasting business!

「機會留給誰

作者：營運長 / 魏鎮炎



常言道「機會是留給有準備的人」，這句話確實是我們做事情很重要的圭臬。不過自從今年的被動元件缺貨議題爆發以來，我深刻體會到另外一句話：那就是「機會留給鏗而不捨的人」。

打從 2017 年初，SCM 就不只一次提醒 2018 年被動元件會大缺料。VPD 有採取及時的因應措施，確保貨源，因此 2018 年不但能夠脫穎而出創造佳績，更加深客戶對我們的信任，為後續的成長鋪下一片坦途。這正是「有備無患」、「機會留給有準備的人」的最佳實務見證。

反觀其他 BU，有的事前準備不夠充分，有的甚至沒有特別準備，因此被被動元件的短缺，搞得焦頭爛額、疲於奔命！客人一直追著要我們承諾交期，而供應商卻不能給我們足夠的份額，或是隨便說個交期 360 天，應付了事！有的客戶受不了，直接找上我，然而我實在也變不出來！只好一方面要求 Sales/BU 硬著頭皮預估一個客人勉強可以接受的交期，另一方面則催促 SCM 用最笨的方法，不間斷地，從各種管道，用各種方式，點點滴滴去獲取材

料，星期六和星期天也不能休息。第二季和第三季，總算勉強度過了。有的客人在謾罵之後，還跟我們說聲謝謝，讓我們總算得到一點兒安慰。

如今進入第四季生產的高峰期，材料不足的困境並未解除。我們一方面要繼續追當期的材料，同時要開始鞏固明年的貨源。藉這個機會勉勵大家成為有準備的人，如果準備不周，則要做個鏗而不捨的人。



營運長專訪專欄

開放讓全體員工參與提問！
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Chance Favors The Prepared Mind

Author: COO / CY Wei

People always say that chance favors the prepared mind. This is an important inspiration for us while doing things. Nevertheless, I have deeply realized another inspiration that chance favors the persistent soul since the shortage of passive components happened this year.

From the beginning of 2017, SCM had put out warning of the passive component shortage of 2018 many times. VPD took prompt actions to make sure sufficient supply. Therefore, it stands out to create achievements and deepen the trust of customers to spread a royal road for future growth. This is the best proof of the inspiration of "preparedness averts peril" and "chance favors the prepared mind".

In contrast, some BUs were underprepared in advance and others were even unprepared. As a result, they were bogged down and tired from rushing around on the shortage of passive component. Customers pushed us to promise the delivery time. However, suppliers could not give us adequate supply or carelessly responded 360 day delivery time. Some customers could not stand it and contacted me straightly! In fact, I cannot make materials magically appear. I was forced to request Sales/BU teams to propose the barely acceptable delivery time to customers. At the same time, I urged SCM to gather materials bit by

bit constantly from any kind of channels and by any methods and cannot stop on weekends. The 2nd and 3rd seasons have barely passed. Some customers said thanks to us after complaining. Finally, it comforted us a little.

The 4th quarter is the peak season of production, but the shortage of insufficient materials has not been solved. We have to obtain the materials for current period continually. At the same time, we also need to secure the supply of materials for the coming year. By this chance, I would like to encourage you to be prepared. If we cannot prepare well, we must be perseverant.



COO Interview is open to all staff members to ask questions! Please email your questions to tw.gp.newsletter@usiglobal.com

「 昆山 & 墨西哥廠

2017 直接人員 模範員工專訪

採訪編輯：CSO / 行銷企劃部

Newsletter 2017 模範員工專訪主題來到了尾聲，這期專訪昆山廠與墨西哥廠模範員工中的直接人員，讓同仁們瞭解他們的工作內容以及面對工作的態度，進而從不同職位、年齡的同仁分享中，瞭解不同的工作哲學與生活智慧。



昆山廠



培育與堅持

朱延靜 (2008.05 入職)

身材嬌小的朱延靜是 PD1 的教育培訓員，在車間中看見她不時穿梭在比她高大的機台與同仁間，叮嚀著新進還不太上手的同仁工作要點，態度認真卻不嚴肅、親切而有條理。

職校畢業後，從庫房工作做起，再到產線學習各項作業程序，協助作帳及部分文書工作，最後成為教育培訓員，「這是一項非常有意義的工作，能替 USI 培養出更多優秀的人才，看到他們比我還優秀時，就是最開心的時刻。」而這份工作最需要耐心地與每位員工相處、溝通，甚至同理他們的處境，才能做得好。

因為朱延靜待在同一個部門 7 年了，對同部門甚至是跨部門的人都相當熟悉，她笑著說「我這邊認識的可能比不認識的人多。」因為和每個人感情都好，所以她時常擔任「心靈導師」，只要聽到別人不順心或是生活有困難，都會在下班後主動找時間與他們談談，因此挽留了很多資深員工，也交到了許多好朋友。

她認為自己另一個特色是「堅持」，比別人能忍耐、吃苦，工作中難免有不順心的時刻，但是她往往告訴自己「如果連這點問題都克服不了，那麼到其他公司上班肯定會遇到一樣的情形。」如今一堅持就是 10 年，她也在 USI 中找到自己的另一半，去年在廠區附近買了房子，有了自己的家。她表示獲獎就像生活一樣，「一切努力終有回報的一天」。

因為 USI，她認識了很多姊妹，吃、住、玩、工作都一起，許多同事對她來說就像是親姊妹一般，關心彼此生活；主管們也都給予很多認可與支持。她希望能夠待在 USI 直到退休，因為這邊就像另一個家。「不過未來很難定論，現在應該把握、過好每一天！」在訪談的最後，她想用這句話鼓勵其他同仁，活在當下，做好自己就是最棒的禮物。



關懷與負責

李冬冬 (2007.01 入職)

「大家都叫他老頑童！從他進廠那一天起至今，嘴上總掛著笑容，很能在生活中自己找樂趣的人。」從組長陳麗的口中聽得出來，李冬冬是個有趣的人，在拍攝採訪照時，總是想出許多活潑又別出心裁的姿勢。

一開始李冬冬只是普通的包裝工，但是後來上手了之後想學習更多，於是主動詢問主管是否有操作機台的機會，直到現在升為領班，要管理員工、安排人員，也要處理大小事情。在產線人員流動率大的情況下，還能達成產線人員半數以上留任一年的目標，讓產線的效率維持水準。

他表示一切都要從關懷著手，細心留意員工的心情與表現，進一步為他們分析解決問題，感性與理性雙管齊下，「每個人在外工作難免遇到困難，盡量幫助別人，大家過得好，工作才會更好」他簡單的說。現在直接員工年齡層偏低，遇到問題與思考方式都與過去不同，需要更細心的關懷各方面，才能為他們解決問題。

在多年工作生涯中，他語重心長的表示自己也學到很多，因為過去他曾是一個「獨善其身」的人，完成自己的工作後，他不在乎別人怎麼樣。但隨著年紀增長與經歷不同，他也學著開始為其他人著想，付出的多了，自己得到的並不會減少，反而是一起進步。他覺得這件事對許多人來說需要時間才能體會，但是分享與體諒也是讓團隊能變得更好的秘訣。

過去他也曾幾次被提名為模範員工，而這次終於入選了，他想和其他同仁分享的是，「不管做什麼事最重要的就是責任心，技術、能力可以磨練，但沒有責任心什麼事都做不好。」未來他希望能夠和 USI 一起變好，公司和自己的能力都能隨著時間成長、茁壯。



墨西哥廠

Angélica María Ríos Gómez (1999.04 入職)

明年即將入職滿 20 年的 Angélica 是墨西哥廠資深的員工，見證墨西哥廠一路成長。當初只是因為家裡離 USI 很近，加上福利也不錯，所以就來上班了，從操機員、品檢員等各式工作都做過，熟稔生產線上的一切事務，是主管最信賴的員工之一。

對於目前工作最大的成就感來自看到一小部分的汽車電子零件慢慢組裝成成品，並學習各種知識，就覺得每一天都有所成長。她說「就像頭燈零件，其實是汽車安全重要的一部分，所以當下看起來很簡單的檢測工作，也是非常重要的！」

工作中難免會遇到不被認同或是沒有動力的時候，此時她總被部門同事鼓勵要振作，「周遭的同事都是很棒的學習榜樣，只要想到大家一起努力，就能重新振奮自己」。拿出最敬業的態度還有不斷學習的精神，就能擺脫低潮，而且只要大家願意像一個團隊一起工作，就能發揮更大的效益，共享成果。



最後她相當感謝 USI，因為在這裡，即便像她這種無法接受更好教育的人，也能找到屬於自己的一片天。「我在 USI 每天都在學習，也經歷了很多事情，包括建立自己的家。」未來她保證也會以 100% 的努力態度完成每一項交辦的事情，繼續保持好的表現貢獻給 USI。

Margarita Bue Alférez (2012.10 入職)

「樂觀、樂觀，還是樂觀！」這是 Margarita 最想與我們分享的人生信條，在 USI 的工作職涯中她都在產線上調動，雖然這會帶來不習慣，但是她卻很樂觀的說：「每一個變動都是最好的安排。」

Margarita 在訪談中提到她不是喜歡而是相當「熱愛」這份工作，她分享，「工作當中最快樂的事情就是與其他人合作，站在同一陣線，團結起來的感覺很好！」在團隊之中，她尤其想感謝她的主管 Emilia Gomez，因為在每一個需要她的時刻，她都會像超人一樣給予她所有需要的支持與幫助。



這些年在 USI 工作，讓她足以支付頭期款買房子，談論起未來目標，「我會更努力工作，把貸款還清，讓我的母親能夠更悠閒、更快樂的過生活。」她期望每天下班回家可以和母親一人抱著一桶冰淇淋，快樂的看著電視，享受平凡的生活。最後她想感謝 USI，「我認為這份工作是上帝給我的禮物，給了很多像我一樣的人安穩的生活，並且可以無憂無慮的生活下去。」



好學與態度



樂觀與團結



Ma del Refugio Castellón Flores (2017.03 入職)

大多數人可能在 60 歲之後就開始準備或已經享受退休生活，但對 Refugio 來說，60 歲是一個重新的開始，她大概是 USI 裡面年紀最大的直接人員了。「就是不想閒下來，我認為我還有力氣能夠將自己貢獻在工作中，當一個有用的人！」訪談中仍能從她的語氣中感受到不服老的蓬勃朝氣。

Refugio 是一名產線作業員，負責做一些簡單的檢測，並把不良品回報主管。對許多人來說這可能是繁瑣而無趣的工作，但她卻興致滿滿。「在我的這個年紀還能夠游刃有餘的完成、理解工作，已經很有成就感了！」她開心的說。

現在每天她都帶著笑容上班，極力完成每日工作目標，「在工作量還沒完成時，我恨不得時間不要過去；但是當我知道達標的那一刻，我就滿足得像一隻快樂的小鳥一樣。」對她來說，這似乎已經不是工作，而是每天的里程碑。

然而，因為年紀與體力上的限制，有些時候怎麼努力還是達不到當天目標，她就會對自己非常失望。但是主管 Ma del Refugio Casas Martínez 總能以鼓勵的方式，讓她再次對工作充滿熱情。「我對 USI 裡的每件事都充滿熱情，只要還有力氣，我就會繼續工作、學習下去。」而且，如果遇到對工作有點消極的部門同事，她就會以她多年的人生歷練與智慧替他們開解，她希望用熱情與積極的態度感染每一位產線員工。



最後，她想鼓勵每一位同仁，「人在工作或生活中，難免遇到低潮，盡量不要讓這兩者的情緒互相影響，困難總有解決的一天，要開開心心的來上班，這樣做起工作才有效率。」Refugio 感謝 USI 給了她工作機會，還能夠在這個年紀貢獻自己，未來她希望能夠保持健康、享受每一天充實的日子。



熱情與積極

KS & MX Site

2017 DL Model Employee

Interviewed By: Central Staff Office / Marketing Communication



Newsletter 2017 model employee interview came to an end. This issue interviewed the DL Model Employee of Kunshan Site and Mexico Site to let the colleagues understand their work and attitude towards work. And from the employees' sharing of different positions and ages, you can understand different work philosophies and life wisdom.

Kunshan Site



Cultivation And Persistence

Yanjing Zhu (Be employed in 2008.05)

Petite Yanjing Zhu is an education trainer of PD1. You can see her shuttling back and forth between the machines and colleagues that are taller than her in the working area, and reminding the newcomers who are not familiar with some works. Her attitude is conscientious but not strict, and is friendly and organized.

After graduating from the vocational school, Yanjing Zhu started to work from the warehouse, and then went to the production line to learn about various operating procedures, assist in accounting and part of the paperwork, and finally became an education trainer. "This is a very meaningful job.

I am able to train more outstanding talents for USI. It is my happiest moment when I see them being more outstanding than me." This job requires patience to get along with each employee, communicate and even empathizes their situations to do it well.

Because Yanjing Zhu has been in the same department for 7 years, people from the same department or even from other departments are all well acquainted with her. She smiled and said, "I probably know more people than I don't know here." Because she has a good relationship with everyone, she often acts as a "mentor". As long as she hears about others having a bad day or having difficulties in their lives, she would voluntarily find some time to talk with them after work. Therefore, many senior employees have been retained and she also has made many good friends.

Yanjing Zhu thinks her one of characteristics is "persistence". She is able to endure hardship more than others. It is inevitable that there will be disappointing moments at work, but she often tells herself that "if you cannot overcome even this small problem, then you will definitely encounter the same situations when working in other companies." Now that she has been persisting for 10 years, she also met her husband in USI. She bought a house near the site last year. Now she has her own house. She said that winning the award is like living the life, "one day all the efforts will pay off".



Care And Responsibility

Dongdong Li (Be employed in 2007.01)

"Everyone calls him an old urchin! From the day he entered the factory, he always wears a smile on his face. He is very capable of finding the fun in life." From what the team leader Li Chen said, we can tell that Dongdong Li is a fun guy. When we were taking interview photos, he always came up with many lively and ingenious poses.

At the beginning, Dongdong Li was just an ordinary packer, but after he got the hang of the job, he wanted to learn more and thus asked the supervisor whether he had the opportunity to operate the machines. Until now he was promoted to the foreman. He had to manage the staff, arrange the staff and deal with everything. In the case of a large turnover rate of production line personnel, he still achieved the goal of retaining more than half of the personnel over a year, so that the efficiency of the production line can be maintained.

Dongdong Li said that everything must be done from the care. He pays close attention to the employees' mood and performance, and further analyzes and solves problems for them with both sensibility and rationality. "Difficulties are inevitable for everyone. I try my best to help them. If everyone has a good life, our work will be better." He said in brief. Now the age of employees is getting younger. Their problems and ways of thinking are different from the past. We need more thorough care in all aspects to help them solve problems.

During his years of career, Dongdong Li spoke meaningfully that he himself has also learned a lot because he used to be a selfish person who only cares himself". After he finished his job, he didn't care about others. But as he grew up and experienced differently, he also learned to start thinking about other people. If he contributed more, he wouldn't get less, but instead, they would progress together. He thinks that this takes time for many people to understand, but sharing and understanding are also the secrets to making the team better.

In the past, Dongdong Li has been nominated as a model employee several times, and this time he was awarded. What he wants to share with other colleagues is, "No matter what you do, the most important thing is responsibility. Skills and ability can be trained, but without responsibility, nothing can be done well." In the future, he expectingly become better along with USI, and the company and his own capabilities can grow and thrive over time.



Mexico Site

Angélica María Ríos Gómez (Be employed in 1999.04)

Angélica, who will work for USI for 20 years next year, is a senior employee of the Mexico Site who witnessed its growth. She came to work initially because her home was close to USI and the welfare was good at first. She has done all kinds of work, from the operators, the quality inspectors, etc. She is very familiar with everything on the production line. She is one of the most trusted employees of the supervisor.

The greatest sense of accomplishment in the current work comes from seeing a small part of the automotive electronic components being assembled into finished products as well as learning a variety of knowledge. She feels there is some growth every day. She said, "Like headlight components, they are actually important parts for car safety, so the testing work which seems very easy is very important!"

At work, it is inevitable that sometimes she would not be identified with or motivated. At that moment, she is always encouraged to pull herself together by her colleagues in the department. "The colleagues around me are great examples to learn from. As long as thinking of striving hard with everyone, I can reinvigorate myself." Having the most professional attitude and the spirit of continuous learning can help get rid of the lows, and as long as everyone is willing to work together as a team, we can exert greatest contribution and share results.

In the end, she is very grateful to USI, because here, even people like her who cannot receive better education can find their own way. "Every day I am learning in USI and I have experienced many things, including building my own home." In the future, she promises to complete every assignment with 100% effort and continue to maintain good performance to contribute to USI.



Studiosness And Attitude

Margarita Bue Alférez (Be employed in 2012.10)

"Be optimistic, optimistic, and optimistic!" This is the life creed Margarita wants to share with us. In her career of USI, she mobilizes on the production line. Although this will bring unaccustomedness, she said with great optimism, "every change is the best arrangement".

During the interview, Margarita mentioned that she didn't like the job but she "loves" this job. She shared, "the happiest thing in the work is to work with colleagues and stand on the same front. The feeling of unity is very good!" Among the team, she especially wants to thank her supervisor

Emilia Gomez, because every moment when she needs her, Gomez will give her all the support like a Superwoman.

Working at USI for years was enough for Margarita to pay for the first installment to buy a house. Talking about future goals, "I will work harder to pay off the loans and let my mother live a more leisure and happier life." She expected that after going home from work every day, she could hold a bucket of ice cream with her mother, happily watch TV and enjoy an ordinary life. Finally, she would like to thank USI, "I think this job is a gift from the God, giving a lot of people like me a safe life and living without worries."



Optimism And Unity

Ma del Refugio Castellón Flores (Be employed in 2017.03)

Most people may start preparing for or already enjoying retirement lives after the age of 60, but for Refugio, the age 60 is a new start of her career. She is probably the oldest direct labor in USI. "I just don't want to be idle. I think I still have the strength to contribute myself to work and be a useful person!" In the interview, we can still feel the youthful vigor from her tone.

Refugio is a production line operator who is responsible for doing some simple tests and reporting the defective products to the supervisor. For many people, this may be a tedious and boring job, but she is full of interest. "At my age, I can still complete and understand my work with great ease. I already have a great sense of achievement!" she said happily.

Now every day she goes to work with a smile and tries her best to achieve her daily work goal. "When the workload is not finished, I wish that the time would not pass. But when I know that I reach the standard, I would be satisfied like a happy bird." For her, this seems to be no longer a job but a daily milestone.

However, due to age and physical limitations, sometimes when Refugio struggles to achieve the goal of the day but failed, she would be very disappointed with herself. But the supervisor Ma del Refugio Casas Martínez always encourages her and let her be passionate about her work again. "I am passionate about everything in USI. As long as I have the strength, I will continue to work and learn."

Moreover, if she encounters colleagues from the department who are a little negative about their work, she would share her years of life experiences and wisdom to encourage them. She hopes to use passionate and positive attitude to influence every production line employee.

Finally, Refugio wants to encourage every colleague, "in people's work and life, it is inevitable to encounter low tide. Try not to let the emotions of the two affect each other. There is always a solution to the problems. How to be more effective is to be happy while working." Refugio thanked USI for giving her a job opportunity and was able to contribute herself at this age. In the future, she hopes to stay healthy and always enjoy enriched days.



Passion And Positiveness



外交播報站

USI EXTERNAL NEWS

編輯整理：CSO / 行銷企劃部



①



②



③



④

張江 ZHANGJIANG

- 「臨港杯」百團健康跑
The "Lingang Cup" Health Run — 2018/05/20

「奔跑吧 USI」團隊參加浦東新區「臨港杯」百團健康跑活動，本次共 30 個人參與。在所有人的堅持與努力下，USI 獲得了百團中第 14 名，雖無緣前三，但我們是自己的冠軍。隊友之間的互相監督、鼓勵，讓我們的感情更深厚，也認識到工作以外更好的自己。

The "Let's run, USI" racing team joined the Pudong New District "Lingang Cup" health run. With the continuous efforts of all 30 USI runners, USI was positioned on the 14th place among 100 run groups. Although we do not rank as the top three, we are already the champion of ourselves. The way that we supported and encouraged each other have not only enhanced our relationships, but also enabled us to know the better us different from the workplace. ①

草屯 TSAOTUEN

- 環電志工日 讓愛作伙 傳遞愛心到南投仁愛之家
The USI Volunteer Day - Be Accompanied With Love Deliver The Love To Nantou Ren - Ai's Home — 2018/09/02

環鴻科技所屬之「環電聯合職工福利委員會」，攜手 40 位 USI 社團志工們，帶著捐贈物資及舉辦歡樂溫馨的闖關遊

戲活動，傳遞愛心至南投仁愛之家。環電聯合職工福利委員會藉由對南投仁愛之家的支持，期望持續帶動環電員工熱心公益及投入社會關懷，傳遞幸福。

The "USI Joint Workers Welfare Committee" led 40 USI volunteers to visit Nantou Ren-Ai's Home. With donation of materials and the joyful and interesting multi-stage games, the USI volunteer team succeeded in delivering love to Nantou Ren-Ai's Home. USI Joint Workers Welfare Committee expects to, by supporting Nantou Ren-Ai's Home, continuously lead USI employees to join and contribute to public welfare activities and deliver happiness. ②

昆山 KUNSHAN

- 環鴻電子志工團探望福利院失親兒童
The USI Volunteer Team Visited The Orphan Welfare Home — 2018/07/22

環鴻電子志工團 12 名同仁帶著公司準備的食品、生活用品到達昆山福利院。志工團的同仁都把小朋友當成自己的孩子一樣，與他們互動，傾聽心聲，給他們最溫暖的關愛。

Twelve members of the USI volunteer visited Kunshan Orphan Welfare Home with donation of materials, including food and daily necessities. The volunteers treated these children as their own by not only interacting with and listening to them, but also giving them the warmest support. ③

深圳 SHENZHEN

- 公益捐血活動
Welfare Blood Donation Activity — 2018/09/05

今年已經是第三次與深圳市血液中心聯合舉辦公益捐血活動，本次共有 73 名同仁為公益捐血活動奉獻出了 26,400 毫升的血液。一些同仁更是活動中的熟面孔，熱衷公益的氛圍已然在公司內形成。在 USI 中，同仁攜手於公益之路，共同砥礪前行，樂於奉獻的同時，我們還學會了愛自己更愛他人。

This is the third time that USI cooperates with Shenzhen Municipal Blood Center to jointly hold blood donation activity this year. There were about 73 USI employees joined the welfare blood donation activity and totally contributed 26,400 ml of blood. Among the participants, we see some faces that are familiar to us, implying that the atmosphere of joining public welfare activity already started to shape inside the company. While making contributions happily, we have learned not only to support each other, but also love ourselves and the others. ④

金橋 JINQIAO

- 頒發 2017 年和諧勞動關係達標企業證書與獎牌
Issuance Of The 2017 Enterprise With Harmonious Labor Relations Certificate And Medal — 2018/07/30

上海市人力資源和社會保障局及企業工會、協會的合作下，進行了「和諧勞動關係評選活動」，其涵蓋了依法簽訂勞動合同、企業建立和完善規章制度、吸納就業困難人員等 57 項指標。USI 憑藉社保審計零缺失、工傷認定零申報等優異成績，經主辦方實地考察、層層篩選，正式獲頒「上海市和諧勞動關係達標企業」。

By cooperating with unions and associations of enterprises, Shanghai Municipal Human Resource and Social Security Bureau carried out the evaluation campaign of "Harmonious Labor Relations Campaign" based on 57 indicators, such as the legal compliance of labor contract, corporate system and code of conduct, and recruitment of personnel with employment difficulties. With zero deficiency in social security audit and injury rate, USI has shown an extraordinary performance, which was examined by the organizer with field trips. Eventually, the organizer selected USI among the others and awarded it as the "Enterprise with Harmonious Labor Relations in Shanghai City".



無聲無息 慢性腎臟病

作者：草屯廠 / QA&CSR / G&EHS / 醫護室 / 謝蹕鸞 護理師

腎臟生病總是靜悄悄的，當真的出現嚴重不適症狀時，通常已經是慢性腎臟病後期。所以要瞭解我們的腎臟，才能知己知彼，百戰百「腎」。根據國家衛生研究院的研究顯示，臺灣地區慢性腎臟病盛行率高達 11.9%，代表平均每 8 個成人中就有 1 人罹患慢性腎臟病，其中知道自己罹患慢性腎臟病的人僅有 3.5%，顯然慢性腎臟病已成為臺灣的新國病。因此，如何早期發現、避免或延緩腎衰竭的發生是腎臟病防治上刻不容緩的事。

何謂慢性腎臟病

所謂「慢性腎臟病」是指腎臟受損超過 3 個月以上，導致其結構或功能無法恢復正常。一般醫護人員會參考血清肌酸酐指數、年齡、性別、體重，來推算腎絲球過濾率 (GFR) 以評估腎臟功能，當腎絲球過濾率 $\geq 60\text{ml/min/1.73 m}^2$ 加上腎臟實質傷害 (微蛋白尿、血尿、影像學證據、病理學證據) 且時間超過 3 個月以上，或腎絲球過濾率 $< 60\text{ml/min/1.73 m}^2$ 且時間超過 3 個月以上，都可定義為「慢性腎臟病」。

自我檢查 5 字訣 泡水高貧倦

「泡」即為泡泡尿，解尿時，尿液沖激到馬桶水面易產生泡沫，所以可將尿液靜置 30 秒後再觀察尿液異常，如：血尿、蛋白尿等；「水」代表下肢水腫，按壓後產生的凹陷無法馬上恢復。「高」為高血壓；「貧」代表不明原因的貧血及臉色蒼白；「倦」是時常莫名感到倦怠。若有以上任一症狀，請盡快找腎臟專科醫師諮詢，並安排適當的檢查。

易罹病的高危險群

- 糖尿病患者：血糖過高會造成血管病變，影響腎臟的血流量。
- 高血壓患者：血壓過高引起腎臟結構改變，影響腎臟排泄廢物及平衡水分的功能。
- 痛風患者：血液的尿酸濃度過高時，尿酸會沉積在腎臟組織中，影響腎功能。
- 心血管疾病患者：心臟衰竭容易導致腎功能惡化。
- 蛋白尿患者：蛋白尿的出現已屬於慢性腎臟病且是心血管疾病的危險因子。
- 抽菸者：抽菸會刺激交感神經，升高血壓造成腎臟負擔而影響腎功能。

- 藥物濫用者：長期濫用消炎止痛藥，或是使用標示不清的草藥或偏方。
- 腎臟病家族史者：家族中若有人罹患慢性腎臟病，其罹病的機會較一般人高。
- 65 歲以上老人家：因身體器官較易退化，更要格外注意。

若您是慢性腎臟病高危險群之一，請記得「護腎 33 制」，每 3 個月做 3 種檢查：驗尿 (肌酸酐)、量血壓。

護腎撇步

- 健康生活：每週運動 150 分鐘，維持理想體重，不要有鮪魚肚；不抽菸、不酗酒；適度喝水、勿憋尿；充足睡眠、不熬夜。
- 謹「腎」飲食：均衡飲食，無須大補特補，每天吃足 5 份蔬果 (3 份蔬菜 +2 份水果) 適量蛋白質，避免大魚大肉，少鹽、少油、少糖、少加工醃漬品，避免造成腎臟負擔。
- 謹「腎」用藥：需要用藥或服用保健食品時，應諮詢且遵從醫藥人員的指導；不長期濫用止痛藥與感冒糖漿；勿信偏方、來路不明之中草藥、不實廣告成藥、電台藥物。

- 定期健康檢查與自我監測：定期健康檢查包括員工健檢、成人健檢、老人健檢；定期自我監測時，若出現「泡、水、高、貧、倦」任一症狀，應及早就醫。

如何控制相關疾病

- 糖尿病：積極控制血糖，維持糖化血色素在 7% 以下，若出現蛋白尿，須配合營養師建議限制蛋白質攝取量。飲食定時定量，均衡飲食搭配，多攝取膳食纖維。
- 高血壓：適當管理血壓，應遵從醫師指示按時用藥，勿自行調整或停藥。放鬆心情、適時紓壓。飲食採用低鹽為主，減少調味料及加工醃漬食品。保持理想體重，維持運動習慣、不抽菸、不喝酒、不熬夜。
- 高血脂：選用植物油，如：橄欖油、花生油、大豆油、葵花油等，取代動物油，採取低油烹調，如：清蒸、水煮、涼拌、燒、烤、燉等，減少高膽固醇食物，如：肥肉、內臟、腦及蛋黃等，可用植物性蛋白質取代部分動物性肉類，以及攝取足夠纖維質。必要時並用藥物療法來改善血脂。
- 高尿酸：維持理想體重、多喝水、不喝酒、不攝取過量蛋白質、少吃海鮮、少油炸、少內臟、少肉湯或肉汁。



Silent Chronic Kidney Disease

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High Risk Group Of This Disease

- Diabetic patients: Hyperglycemia can cause vascular disease and affect blood flow to the kidneys.
- Hypertensive patients: High blood pressure causes changes in kidney structure, affecting the function of the kidneys to excrete waste and balance water.
- Gout patients: When the uric acid concentration in the blood is too high, uric acid will deposit in the kidney tissues and affect kidney functions.
- Careful diet: A balanced diet. No need to make up special supplements. Eat 5 servings of fruits and vegetables (3 servings of vegetables and 2 servings of fruits) every day and moderate amount of protein. Avoid lavish meals. Consume less salt, less oil, less sugar, less processing pickles to avoid causing kidney burden.
- Careful with medication: When you need to take medicines or health food, you should consult and follow the instructions of medical personnel. Do not abuse painkillers and cold syrup for long period. Do not believe in folk medicine, unidentified Chinese herbal medicines, false advertisements, or radio drugs.

Kidney disease is always quiet. When one feels severe uncomfortable, it is usually in the later stage of chronic kidney disease. Therefore, we need to understand our kidneys, so that we know our enemy and know ourselves, and therefore can fight against kidney disease without defeat. According to a study by the National Health Research Institution, the prevalence of chronic kidney disease in Taiwan is as high as 11.9%, representing an average of one in every eight adults suffering from chronic kidney disease, of which only 3.5% know that they have chronic kidney disease. Obviously, chronic kidney disease has become a new national disease in Taiwan. Therefore, how to detect, avoid or delay the occurrence of renal failure at an early stage is an urgent task in the prevention and treatment of kidney disease.

What Is Chronic Kidney Disease

The term "chronic kidney disease" means that the kidney has been damaged for more than 3 months, causing its structure or function to fail to return to normal. The general medical staff will refer to the serum creatinine index, age, sex and weight to calculate the glomerular filtration rate (GFR) to assess renal function. When the glomerular filtration rate is greater than or equal to 60ml/min/1.73 m² plus renal parenchymal damage (microalbuminuria, hematuria, imaging evidence, pathological evidence) and the time is more than 3 months, or the glomerular filtration rate is lower than 60ml/min/1.73 m² and the time is more than 3 months, it can be defined as "chronic kidney disease".

Self-Examination 5 Words Formula-Bubble, Edema, Hypertension, Anemia, Exhaustion

"**Bubble**" means bubbly urine. When the urine is released, the urine is easy to foam on the surface of the toilet. Therefore, one can let the urine sit for 30 seconds before observing abnormal urine, hematuria, proteinuria, etc. "**Edema**" represents the edema of the lower extremities, and the depression generated after the compression cannot be recovered immediately. "**Hypertension**" is high blood pressure. "**Anemia**" represents an unexplained anemia and a pale face. "**Exhaustion**" is frequent inexplicable burnout. **If you have any of the above symptoms, please consult a kidney specialist as soon as possible and arrange an appropriate check.**

- Cardiovascular patients: Heart failure can easily lead to deterioration of kidney function.
- Proteinuria patients: The appearance of proteinuria is a chronic kidney disease and a risk factor for cardiovascular diseases.
- Smokers: Smoking stimulates the sympathetic nerves, and the rise in blood pressure causes kidney burden and affects kidney function.
- Drug abusers: Long-term abuse of anti-inflammatory painkillers, or the use of unclear herbs or remedies.
- Family history of kidney diseases: If someone in the family suffers from chronic kidney disease, the chance of morbidity is higher than that of average people.
- Elders over the age of 65: Because the body organs are more susceptible to degradation, more attention must be paid.
- Regular health check and self-monitoring: Regular health check includes employee health check, adult health check, and elderly health check. If you have any symptoms of "Bubble, Edema, Hypertension, Anemia, Exhaustion" during regular self-monitoring, you should seek medical attention as soon as possible.

How To Control Related Diseases

- Diabetes: Actively control blood sugar and maintain glycated hemoglobin below 7%. If proteinuria occurs, it is recommended to limit the protein intake with the nutritionist. Maintain regular diet, balanced diet, and more dietary fiber.
- Hypertension: Proper management of blood pressure should be followed by medication according to the doctor's instructions and do not adjust or stop the drug on your own terms. Relax and destress at the right moment. The diet should be based on low salt, reducing seasonings and processing pickled foods. Maintain ideal weight, maintain exercise habits, do not smoke, do not drink, and do not stay up late.
- High blood fat: Use vegetable oil, such as olive oil, peanut oil, soybean oil, sunflower oil, etc. instead of animal oil. Practice low-oil cooking, such as steaming, boiling, cold and dressed, roasting, grilling, stewing, etc. Reduce high-cholesterol food, such as fatty meat, viscera, brain etc. You can replace some animal meat with plant protein, and consume enough fiber. If necessary, use medication to improve blood lipids.
- High uric acid: Maintain ideal body weight, drink plenty of water, do not drink alcohol, do not consume excessive protein, eat less seafood, less fried, less viscera, less broth or gravy.

Kidney Protection Tips

- A healthy life: Exercise 150 minutes a week. Maintain ideal weight. Do not have a beer belly. Do not smoke, and do not drink alcohol too much. Drink water moderately and do not hold urine. Have adequate sleep, and do not stay up late.

匯率對經濟及企業的影響

編輯整理：昆山廠 / 行政管理 / 財務總處 / 黃建中

今年以來，受美國聯邦儲備系統管理委員會預期加息及中美貿易戰的影響，使得人民幣匯率從年初最低的 6.3 一路走貶，最低點來到了 6.9 對 1 美元。面對匯率大幅波動，這期內容將帶大家從整體經濟及企業的觀點來看看匯率波動的影響。

對經濟的影響

一般而言，本國貨幣貶值，外匯匯率提高，國內物價未大幅變動的情況下，外國購買本國商品及勞務的購買力增強，增加了本國商品出口的需求，進而擴大本國商品的出口規模。從另一方面看，本國貨幣貶值後，出口商品以外幣表示的價格降低，提高了出口商品的競爭力，有利於擴大商品出口。同時，受匯率下降影響，本國貨幣所表示的進口商品的價格則相對提高，影響進口商品在本國的銷售，有抑制進口的作用。

當然，貶值在一定情況下也會吸引外資的流入，因為在貶值不造成匯率不穩和金融危機的前提下，外資在本國貨幣貶值後，可以用相同的金額在國內購買更多資本。但當本國貨幣升值，則會發生以上相反的結果。

過去經常看到亞洲新興國家以貶值的方式刺激出口，美國則以貿易制裁的方式，如：301 條款（註一）、對進口美國的商品加稅等措施，遏止這些國家貶值，避免造成更大的貿易逆差，如同本次的中美貿易戰。



對企業的影響

匯率波動除了造成商品價格變動外，進出口企業也常因帳上留有大量外幣在每月結帳評價時造成損益影響。以昆山廠為例，每月營收中，出口金額佔 97% 以上，其中 DM（直接材料）80% 以美元計價，所以帳上需留有大量美元以供生產所需。當人民幣貶值時，假設 USD: CNY 由 1: 6.7 變成 1: 6.8，美元收款則對公司有利，假設帳上原有應收帳款（AR）為 USD 1,000，匯率 6.7，但實際收款或月底結帳時匯率為 6.8，那就會產生了 CNY 100 的匯兌收益，但相對的在材料付款時則對公司不利，假設應付帳款（AP）為 USD 1,000，實際付款或月底結帳評價時，則會產生了 CNY 100 的匯兌損失。

以昆山廠為例，因人民幣收款較少，每月需進行結匯來支付員工薪資、廠房租金、水電費及支付國內供應商費用。當人民幣貶值時，公司可兌換出較多的人民幣來支付國內的費用，對公司也較有利；反之，在人民幣升值時，上述的例子都會是相反的影響。

在匯率波動的情況下，USI 各廠在外匯上的操作主要以避險為主，各廠先依據 BU 提供的預測營收（產生應收帳款 AR）及採購單位下單的物料成本（產生材料付款 AP）以自然對沖的方式（AR 減去 AP），再參考外部機構對未來匯率可能的走向，依各廠彙總後的美元部位判斷是否進行避險。

簡單來說，當 AR 大於 AP 時，為美元正部位則進行結匯，減少美元部位，反之當 AR 小於 AP 時，則為美元負部位可進行購匯，避免受匯率雙向波動影響造成公司損失，結匯或購匯可透過即期外匯市場或遠期衍生性商品來操作。

財務部門對部位的掌握，除了受產品生產季節的影響外，營業及採購部門提供預測的準確性亦影響外幣部位的變動，有效的掌握外幣部位的狀況才能進行匯率避險操作的判斷，理性對沖外匯部位有助於企業各部門聚焦於主要營業業務，並使公司擁有更穩健的報表，避免「黑天鵝事件」（註二）的極端影響。除了達到避險的目的外，並可靈活運用不同市場和衍生性商品幫助企業在降低風險的前提下獲得額外的收益。

註一：301 條款授權美國貿易代表可對他國的「不合理或不公正貿易做法」發起調查，並可在調查結束後建議美國總統實施單邊制裁，包括撤銷貿易優惠、徵收報復性關稅等。這一調查由美國自身發起、調查、裁決、執行。

註二：黑天鵝事件指非常難以預測，且不尋常的事件，通常會引起市場負面連鎖反應。因為在發現澳洲之前，17 世紀之前的歐洲人認為天鵝都是白色的，在澳洲發現黑天鵝後，歐洲人才翻轉想法。這種翻轉會造成人們心理很劇烈的變動，因為「天鵝都是白的」概念，只需要一隻黑天鵝就足以推翻。因此人們習慣的信念、樂觀看待的事件，都有可能是錯的，而我們從未思考過「它是錯的」所造成的後果，如：美國 911 恐怖攻擊、SARS 非典型肺炎及 2008 金融風暴都是頻率低、影響大的黑天鵝事件。





The Impact Of Exchange Rates On Economy And Corporation

Author: Kunshan Site / ADM / Finance / Jason Huang

Affected by the US Federal Reserve System Management Committee's expected interest rate hike and the US-China trade war, the RMB exchange rate has gone down from the lowest of 6.3 at the beginning of the year, and the lowest point has reached 6.9 to 1 US dollar. In the face of large exchange rate fluctuations, this issue will take you from the perspective of the overall economy and corporation to see the impact of exchange rate fluctuations.

Impact On Economy

Generally speaking, when the domestic currency depreciates, the foreign exchange rate increases. In the absence of significant changes in domestic prices, foreign countries' purchasing power of domestic goods and services has increased, increasing the demand for domestic exports of goods and thereby expanding the scale of domestic exports. On the other hand, after the depreciation of domestic currency, the price indicated by the foreign currency of the exported commodity is lowered, which increases the competitiveness of the exported commodity, and is advantageous for expanding the export of the commodity. In the meanwhile, affected by the decline in the exchange rate, the price of imported goods expressed by the domestic currency is relatively higher, which affects the sales of imported goods in the country and has the effect of suppressing imports.

Of course, depreciation will also attract foreign capital inflows under certain circumstances because under the premise that the depreciation does not cause exchange rate instability and financial crisis, foreign capital can purchase more capital with the same amount after the domestic currency depreciation. However, when the national currency appreciates, the opposite result will occur.

In the past, it was often seen that emergent Asian countries stimulated exports by depreciation. The United States used trade sanctions, such as Special 301 (**Note 1**) and raising taxes on the goods imported to the States to curb the depreciation of these countries and avoid a greater trade deficit like the US-China trade war this time.

Impact On Corporation

In addition to the changes in commodity prices, the fluctuations of exchange rate also lead to profit and loss impact when import and export enterprises do monthly checkout and evaluation and have a large amount of foreign currency left on the account. Take Kunshan Site as example. In the monthly revenue, the export value accounts for more than 97%, of which 80 % of the DM (direct material) is denominated in US dollars, so a large amount of US dollars is required for the production. When the RMB depreciates, if we assume that USD: CNY changes from 1:6.7 to 1:6.8, the US dollar receipt is beneficial to the company. If we assume that the original accounts receivable (AR) is USD 1,000, the exchange rate is 6.7 but the actual receipt or at the end of the month the exchange rate is 6.8, then the exchange income of CNY 100 will be generated. However, relatively, the payment of materials is not good for the company. If we assume that the accounts payable (AP) is USD 1,000, when the actual payment or the monthly checkout and evaluation is settled, there will be a foreign exchange loss of CNY 100.

Take Kunshan Site as example. Due to the small amount of RMB collection, monthly settlement is required to pay employee salaries, factory rent, utilities, and domestic supplier fees. When the RMB depreciates, the company can exchange more RMB to pay domestic fees, which is more beneficial to the company. On the contrary, when the RMB appreciates, the example mentioned above will have the opposite effect.

In the case of exchange rate fluctuations, every USI site operations in foreign exchange are mainly based on hedging. Each site first relies on the forecasted revenue (AR) and the material cost of the order placed by the procurement unit (AP) provided by BU, uses the natural hedging method (AR minus AP), and then refers to the external organization's possible future exchange rate. According to the US dollar position collected by each site, they determine whether to hedge.

To put it simply, when the AR is greater than the AP, the positive position of the US dollar is settled to reduce the US dollar position. Conversely, when the AR is smaller than the AP, the US dollar can be purchased at a negative position to avoid the loss of the company caused by the two-way fluctuation of the exchange rate. The foreign exchange settlement or purchase can be operated through the Spot Market or forward derivative goods.

The financial department's grasp of the position is affected by the product production season. Besides, the accuracy of the forecast provided by the business and procurement departments also affects the change of foreign currency position. Effectively grasping the status of foreign currency position can help judge the exchange rate hedging operation. Rationally hedging the foreign exchange position helps every department of the company to focus on the main business and make the company have more stable statements to avoid the extreme impact of the "Black Swan Events" (**Note 2**). Besides achieving the purpose of hedging, different markets and derivative products can be flexibly used to help companies obtain additional benefits while reducing risks.

Note 1

Special 301 authorizes US trade representatives to initiate investigations into "unreasonable or unfair trade practices" in other countries and may recommend the president of the US to impose unilateral sanctions after the investigation, including the abolition of trade preferences and the imposition of retaliatory tariffs. This investigation was initiated, investigated, decided, and executed by the United States itself.

Note 2

Black Swan Events refer to very unpredictable and unusual events that often cause negative chain reactions in the market. Because before the discovery of Australia, the Europeans before the 17th century thought that the swan was white. Not until the black swan was discovered in Australia did the Europeans flip the idea. This kind of flipping will cause people to change their mind very sharply, because the concept that "the swan is white" only needs a black swan to be overthrown. Therefore, the belief that people are used to and the incidents that people look on the bright side are potentially wrong, and we have never thought about the consequences of "it is wrong"; for example, the US 9/11 terrorist attacks, SARS atypical pneumonia and the 2008 financial turmoil are all black swan events with low frequency and great influence.

「Learning English With News」 從新聞時事學英文

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew



學習英文其中一個好方法就是閱讀英文新聞。英文新聞簡短且訊息貼近生活，適合大眾閱讀。這一期 Newsletter 就要帶大家從新聞時事學習英文，請先閱讀以下文章後，著手下列的三部分習題，最後在文末找答案。

如果遇到不熟悉的單字，請不要直接查詢字典，先反覆閱讀上下文，以推測的方式理解文意，閱讀完整篇文章後，再一一核對自己推測的原意是否與字典相符，進步更快。

Flying 'Car' Could be on Sale Next Year

Humanity is **set** to enter a new era of transport as a flying car could go on sale next year. The BlackFly airborne vehicle was **unveiled** by maker Opener in California on Thursday. It is the brainchild of Google co-founder Larry Page. BlackFly's designers say it can travel for up to 40km at a speed of 100kph. It will **eventually** cost the same as a typical sports-utility car. The vehicle has been tested in Canada, which has **authorized** its use. Even though it will take to the skies, drivers (or pilots) will not need a pilot's license to get behind the controls. However, BlackFly operators will have to successfully complete a pilot's written examination and receive **training** in how to use the vehicle.

Critics say the term "car" is somewhat of a misnomer as it has no wheels and cannot be driven on roads. A more **accurate** description would be a person-carrying drone. The vehicle can only carry one person and is powered by eight propellers - four at the front of the car and four at the back. Company CEO Marcus Leng said: "Opener is reenergizing the art of flight with a safe and affordable flying vehicle that can free its operators from the everyday **restrictions** of ground transportation." A former vice-president of knowledge at Google said the age of personal flight could be arriving with BlackFly. He said: "I've **noticed** in my career that things go from impossible to **inevitable** in a very short period of time."

Sources: bbc.com / forbes.com / techradar.com

• Comprehension Quiz: True / False 文意理解：讀完文章後，請判斷下列敘述是否正確。(T 正確 / F 錯誤)

- (a) The article said a new era of transport will start in June 2019. T / F
- (b) A founder of Google initiated the idea for this flying car. T / F
- (c) The new flying car will travel at a speed of 100kph. T / F
- (d) People won't need to get a pilot's license to fly the car. T / F
- (e) Critics of the car say it isn't really a car. T / F
- (f) The new car can carry two people. T / F
- (g) The company CEO said the car will encourage people to like art. T / F
- (h) An ex-Google executive said the idea of a flying car is impossible. T / F

• Synonym Match: The words in bold are from the news article. Replace them with the appropriate synonym. 同義詞配對：左欄為在文章中出現的英文字彙，請從右欄為它們找到可替換的同義字。

1. set	a. limitations
2. unveiled	b. in the long run
3. eventually	c. instruction
4. authorized	d. reviewers
5. training	e. shown
6. critics	f. unavoidable
7. accurate	g. allowed
8. restrictions	h. observed
9. noticed	i. ready
10. inevitable	j. correct



• Word Pairs: Circle the correct word

字彙圈選：請從每組字中，選出能傳達上下文意的正確用字。

Humanity is set to enter a new era of transport as a flying car could go **on / in** sale next year. The BlackFly airborne vehicle was unveiled by maker Opener in California on Thursday. It is the brainchild **for / of** Google cofounder Larry Page. BlackFly's designers say it can travel **along / up** to 40km at a speed of 100kph. It will **eventual / eventually** cost the same as a typical sports-utility car. The vehicle has been **testing / tested** in Canada, which has **authorized / authority** its use. Even though it will take to the skies, drivers (or pilots) will not need a pilot's license **for / to** get behind the controls. However, BlackFly operators will have to successfully **compete / complete** a pilot's written examination and receive training in how to use the **vehicular / vehicle**.

Answers

文意理解

a	b	c	d	e	f	g	h
F	T	T	T	T	F	F	F

同義詞配對

1	2	3	4	5	6	7	8	9	10
i	e	b	g	c	d	j	a	h	f



詞彙圈選

- **on / in**: Sale 經常以 on sale (發售) 或 for sale (出售) 的形式出現，沒有 in sale 的用法。
- **for / of**: brainchild (n) = 智慧結晶，文意為某人的智慧結晶，故選用 of。
- **along / up**: up to 為「達、接近」之意。
e.g., "It can travel for up to 40km at a speed of 100kph." 它可以 100 公里 / 小時的速度行駛多達 40 公里。
- **eventual / eventually**: 副詞修飾動詞。
eventual (adj) = 最終的 (形容詞)
e.g., We were the eventual winners of the competition. 我們是比賽的最終的贏家。
eventually (adv) = 終於 (副詞)
e.g., We were eventually the winners of the competition. 我們最終成為了比賽的贏家。
- **testing / tested**: 被動用法。
e.g., "The vehicle has been tested in Canada..." 該車已在加拿大進行了測試。
e.g., "The makers have been testing the vehicle in Canada..." 製造商已在加拿大測試該車。
"The vehicle has been testing..." 該車已在加拿大進行測試。不能用 testing 原因是車子不能作為主動的測試者，應為被測試之物。
- **authorized / authority**: 詞性選擇。
authorized (adj/v) = 授權的 / 批准 (形容詞 / 動詞)
e.g., Several unreliable dealers have been struck off our list of authorized (adj) suppliers. 幾個不可靠的經銷商已經從我們的授權的供應商名單中刪除。
e.g., The United Nations has authorized (v) the use of air strikes. 聯合國已授權使用空襲。
authority (n) = 權力 (名詞)
e.g., I don't have the authority to let you leave. 我沒有權力讓你離開。
- **for / to**: to 為連接動詞與動詞間的介詞，後面必須加動詞。
- **compete / complete**: 字彙選擇。
compete (v) = 競爭 e.g. We will compete in the bidding. 我們將參與競標。
complete (v) = 使完整 e.g., The palace took over 20 years to complete. 這宮殿花了 20 多年才建造完成。
- **vehicular / vehicle**: 文法問題。
"... training in how to use the..." 句中不能接形容詞，應該接名詞作為受詞之用。
vehicular (adj) = 與車輛有關的 (形容詞)
vehicle (n) = 陸上的交通工具，如汽車、卡車或手推車 (名詞)

行動通訊認證介紹

作者：草屯廠 / WSS / RD2 / 苑采旭

1940 年 Motorola 為美軍製造了第一部手持無線對講機，並於 1944 年生產了第一台商用無線對講機，展開了行動通訊技術的序幕。直到 1982 年發展了第一代的先進移動電話服務系統，我們的生活正式進入了無線行動通訊技術應用在生活中的新時代里程碑。

自此開始有許多廠牌的行動通訊產品，如：手機，開始百花齊放出現在大家面前。電信業者扮演了推動行動通訊發展的重要巨輪。除了提供一般民眾使用行動通訊服務，更針對販售及使用其網路的行動通訊產品在品質上做重要把關，因而定義了各種行動通訊產品的認證測試。

認證之重要性

一般市售的行動通訊產品會執行的認證包含強制性認證，如歐洲的 CE (Communate Euoppene)、美國的 FCC (Federal Communication Commission)、加拿大的 IC (Industry Canada)、臺灣的 NCC (National Communications Commission)、中國的 CCC (China Compulsory Certification) 等；安規認證，如：CB (Certification Bodies)、UL (Underwriters Laboratories Inc.)；無線通訊技術的相容性測試，如：WiFi Alliance、BQB (Bluetooth Qualification Body)、NFC (Near Field Communication) 等認證；一致性認證，如：PTCRB (PCS Type Certification Review Board)、GCF (Global Certification Forum)，還有強調友善環境的能源及環境認證等。

電信界者為了讓使用者有良好的行動通訊產品使用體驗，除了要求製造商取得以上認證作為基本門檻之外，更額外要求產品於軟、硬體品質及系統穩定度上的標準，使製造商必須花費額外心力與開發成本來達成要求。以下將為大家介紹常見的 4 種認證的要求與規範。

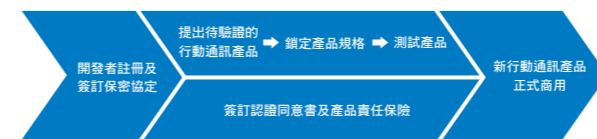
認證的規範介紹

● 美國電信業者 AT&T 的認證

AT&T (American Telephone & Telegraph, 美國電話電報公司) 是美國第二大的電信業者，用戶數截至 2018 年第二季達到 1.44 億。AT&T 希望終端設備 (Terminal Unit, TU) 和配件能夠以高效率並且可預期的方式完成技術驗收 (Technical Acceptance, TA)。行動通訊產品在經過以下程序後可獲得認可。

1. 能夠將正式量產及維護版本的問題達到最小化或甚至完全消除，達成相當水準的品質，並為 AT&T 的客戶提供正面且高品質的體驗。
2. AT&T 將終端設備和配件如何取得技術驗收的流程及要求，用清晰簡潔的方式記錄在 14782 號文件中，增進讓 AT&T 人員及其供應商提供支援，並以最有效和可預測的方式完成這些技術驗收的可能性。

● 美國電信業者 Verizon Wireless 的認證



資料來源：ODDeviceCertificationProcess.pdf, page 10

Verizon Wireless(簡稱 VZW) 是美國第一大的電信業者，用戶數截至 2018 年第二季達到 1.51 億。Verizon 要求所有的無線通訊產品必須經過美國聯邦通信委員會 FCC (Federal Communications Commission) 認證，並在開放式開發 (OD, Open Development) 的一致性測試開始之前，經由商務部工業和安全局 (BIS, Bureau of Industry and Security) 進行分類。

Verizon 要求具有 LTE 無線技術的行動通訊裝置，並預計執行 Verizon 認證的 OEM 或 OD 設備開發商，必須在 OD 一致性測試開始之前取得 GCF 認證。Verizon 也要求所有支援 LTE 無線技術的行動通訊產品必須 FOTA (Firmware Over the Air) 更新。

想要獲取 Verizon 行動通訊產品認證，並在 Verizon 實網上啟用認證後的行動通訊產品，必需要能夠完全滿足技術和合約中的要求。協議由 Verizon 簽發並由開發商共同簽署，可以在行動通訊產品進行註冊及測試的過程中同步審查。

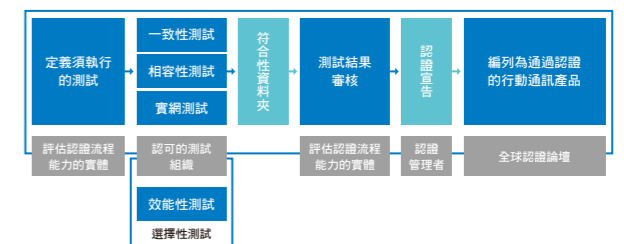
● 北美及中美國家常見的一致性認證 PTCRB



資料來源：PTCRB_InfoSheet.pdf, page 2

PTCRB (PCS Type Certification Review Board 北美 PCS 型號認證委員會) 為北美洲及中美洲電信業者常要求的一致性認證。由於行動通訊產業採用了廣泛的標準、規範和測試，使得行動通訊產品得以可靠地運作。PTCRB 用於整合和最小化所有類型的行動通訊設備的測試要求。PTCRB 的測試和認證可用來確保行動通訊產品可在規定的全球性及產業規範內運行，並符合 PTCRB 成員們所建設之最低的網路性能水準。PTCRB 認證是針對在 PTCRB 電信運營商成員的各種運行頻段中的所有行動通訊設備的要求，包括 AT&T、T-Mobile、Rogers、Bell Canada 及 TELUS。

● 歐洲及亞洲常見的一致性認證 GCF



資料來源：gcf_brochure_a5_web_08_17.pdf, page 7

GCF (Global Certification Forum)，為歐洲及亞洲電信業者常要求的一致性認證。GCF 認證標明定義了行動通訊產品符合行動通訊技術的國際標準。行動通訊產品若能符合這些全球性的標準，便能在多個市場發售。這樣的認證設計架構增加了行動通訊產品的選擇性，通過可提供各種各類認證過的行動通訊產品，以及行動網路服務，能夠有效的拓展全球性市場並造福數十億人口的生活。GCF 透過值得信賴的認證測試架構標準化，有效的降低行動通訊產品製造商及電信業者的開發認證測試成本。

結語

行動通訊產品的普及大幅地改變了我們的世界以及生活型態，帶來的便利及快速的轉變讓我們充分享受科技的美好。電信業者與一致性認證組織所推廣的認證為行動通訊產品建立了層層守護關卡，讓使用者能獲得更完整及完美的體驗，以及高品質、效能的產品。

WWAN Certification Introduction

Consolidated By: Tsaotuen Site / WSS / RD2 / Gwendolyn Yuan



In 1940, Motorola produced the first hand-held wireless walkie-talkie for the US military, and in 1944, it produced the first commercial wireless walkie-talkie and started the mobile communication technology. It is not until the development of the first generation of advanced mobile phone service systems in 1982 did our life officially entered the new era in the application of wireless mobile communication technology.

Since then, there have been many brands of mobile communication products, such as mobile phones, which have begun to appear in front of everyone. Telecommunications operators have played an important role in promoting the development of mobile communications. In addition to providing general public with mobile communication services, they keep close tabs on the quality of mobile communication products they sell or use their networks. Therefore, certification tests for various mobile communication products have been defined.

The Importance Of The Certification

General certification performed on commercial mobile communication products include mandatory certification, such as the Europe's CE (Communate Europene), the US' FCC (Federal Communication Commission), Canada's IC (Industry Canada), Taiwan's NCC (National Communications Commission), China's CCC (China Compulsory Certification); safety certification, such as: CB (Certification Bodies), UL (Underwriters Laboratories Inc.); wireless communication technology compatibility testing, such as WiFi Alliance, BQB (Bluetooth Qualification Body), NFC (Near Field Communication), etc; conformance certifications such as PTCRB (PCS Type Certification Review Board), GCF (Global Certification Forum), and energy and environmental certifications that emphasize friendly environments.

In order to give users a good using experience of mobile communication products, in addition to requiring manufacturers to obtain the above certification as a basic threshold, the telecommunications operators require additional standards for soft, hard quality and system stability so the manufacturers have to spend extra effort and development costs to meet the requirements. The following will introduce the requirements and specifications of the four common certifications.

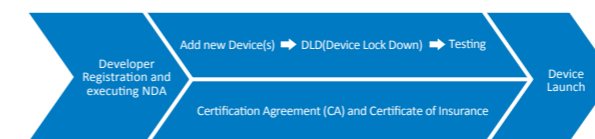
Introduction To Certification Specifications

• US Telecommunications Operator AT&T Certification

AT&T (American Telephone & Telegraph) is the second largest telecommunications operator in the United States, with users reaching 144 million in the second quarter of 2018. AT&T expects Terminal Units (TUs) and accessories to perform Technical Acceptance (TA) in an efficient and predictable manner. Mobile communication products are recognized after the following procedures.

1. Being able to minimize or even eliminate the issues of official production and maintenance releases, achieving a level of quality and providing a positive and high quality experience for AT&T customers.
2. AT&T will record the procedures and requirements for the acceptance of the terminal equipment and accessories in a clear and concise way in document No. 14782 to enhance the support of AT&T personnel and their suppliers, and to complete the possibility of acceptance of these technologies in the most effective and predictable way.

• US Telecommunications Operator Verizon Wireless Certification



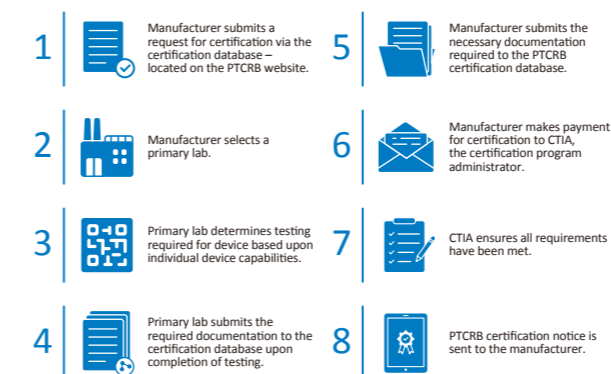
Source: ODDeviceCertificationProcess.pdf, page 10

Verizon Wireless (VZW) is the largest telecommunications operator in the United States, with users reaching 151 million in the second quarter of 2018. Verizon requires all wireless communications products to be certified by the Federal Communications Commission (FCC) and to be classified by BIS (Bureau of Industry and Security) prior to the start of conformance testing at OD (Open Development).

Verizon requires mobile communication devices with LTE wireless technology and expects Verizon-certified OEM or OD device developers to obtain GCF certification before OD conformity testing begins. Verizon also requires all mobile communication products that support LTE wireless technology to be updated with FOTA (Firmware Over the Air).

To get Verizon mobile communications product certification and to enable certified mobile communications products on the Verizon website, you must be able to fully meet the requirements of the technology and contract. The agreement is issued by Verizon and co-signed by the developer, and they can be reviewed simultaneously during the registration and testing of the mobile communication product.

• Common Conformity Certification PTCRB In North America And Central America

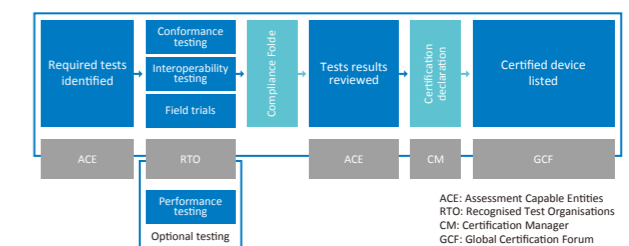


Source: PTCRB_InfoSheet.pdf, page 2

PTCRB (PCS Type Certification Review Board) is a conformity certification required by North American and Central American telecommunications operators. Because the

mobile communications industry adopts a wide range of standards, specifications and tests, mobile communication products operate reliably. PTCRB is used to integrate and minimize the testing requirements of all types of mobile communication devices. PTCRB's testing and certification can be used to ensure that mobile communications products operate within defined global and industry specifications and meet the minimum network performance standards built by PTCRB members. PTCRB certification is for the requirements of all mobile communications equipment in various operating bands of PTCRB telecommunications carrier members, including AT&T, T-Mobile, Rogers, Bell Canada and TELUS.

• GCF Common Conformity Certification GCF In Europe And Asia



Source: gcf_brochure_a5_web_08_17.pdf, page 7

GCF (Global Certification Forum) is a conformity certification required by European and Asian telecommunications operators. The GCF certification defines the international standards for mobile communications products that are compliant with mobile communications technologies. Mobile communication products can be sold in multiple markets if they meet these global standards. Such a certification design structure increases the selectivity of mobile communication products. By providing a wide range of certified mobile communication products and mobile network services, it can effectively expand the global market and benefit the lives of billions of people. Through the trusted certification testing structure standardization, GCF effectively reduces the cost of development certification testing for mobile communication product manufacturers and carriers.

Conclusion

The popularity of mobile communication products has dramatically changed our world and lifestyle, and the convenience and rapid change have enabled us to fully enjoy the beauty of technology. The certifications promoted by telecommunications operators and conformity certification organizations have established layers of guardianship for mobile communication products, enabling users to have a more complete and perfect experience, as well as high quality and performance products.

USI News

編輯整理：CSO / 行銷企劃部



環旭電子與母公司日月光集團促進兩岸棒球人才交流 共同贊助海峽兩岸學生棒球聯賽

(2018-07-27) 第二屆海峽兩岸學生棒球聯賽臺中場複賽，7月27日在臺灣體育大學棒球場熱鬧開幕。為促進兩岸棒球人才交流，今年是環旭電子與母公司日月光集團第2年共同贊助海峽兩岸學生棒球聯賽，3天賽程中，將決選出12支隊伍進入12月深圳總決賽。



環旭電子全球擴張戰略再下一城 併購東歐生產據點 戰略布局更趨完整

(2018-08-20) 環旭電子公告全資孫公司環海電子股份有限公司與昶虹電子（蘇州）有限公司簽訂《股權轉讓協議》，擬購買其100%持有的東歐波蘭子公司 Chung Hong Electronics Poland SP. Z.O.O.。此後環旭電子在歐洲將擁有生產據點，拓展歐洲業務版圖，藉此建立更完整的全球供應體系，在當前中美貿易戰加劇的形勢下，完成併購波蘭公司對環旭電子的業務擴張和加快發展具有標誌性意義。



環旭電子與中科可控簽署合資協定 共同組建伺服器部件公司

(2018-09-01) 8月31日，環旭電子之全資子公司環鴻電子（昆山）有限公司與中科可控簽署《合資經營框架合同》及《股東協議》，合資專案正式啟動。雙方將共同出資人民幣2.2億元成立合資公司，環旭電子和中科可控將在安全可控高性能伺服器產品的研發設計與生產方面深入合作，並整合環旭電子和中科曙光的產業資源，為中國國內市場客戶提供符合網路安全和相關標準產品的解決方案。



環電志工日 讓愛作伙 傳遞愛心到南投仁愛之家

(2018-09-02) 環旭電子台灣子公司環鴻科技所屬之環電聯合職工福利委員會，昨日上午由40位環電社團志工們攜手，帶著捐贈物資及歡樂溫馨的闖關遊戲活動至南投仁愛之家。期能達到「幼有所養，老有所終」，永續經營服務群眾的使命，持續帶動環電員工熱心公益及投入社會關懷，傳遞幸福的精神。



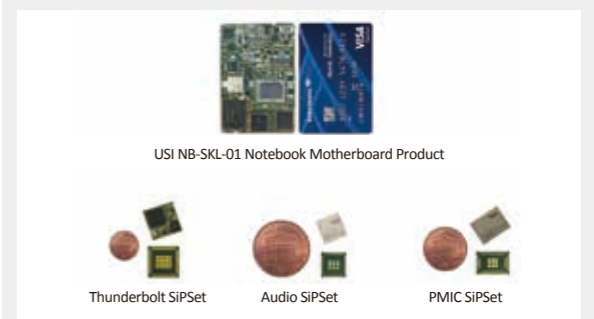
環鴻科技連續17年舉辦明華園公演 數千眾聚集看《貓神》

(2018-10-15) USI 連續第17年贊助草屯工藝稻草文化節明華園公演，10月10日在草屯中山公園熱鬧登場。明華園戲劇總團《貓神》是明華園團慶80週年的大戲，首次在南投戶外演出，兩個多小時的好戲，在數千觀眾隨著精采劇情及驚喜的舞台效果發出讚嘆聲和給予熱烈掌聲中，圓滿落幕！期待明年有更多觀眾作伙來和USI一起看戲。



環旭電子種下2萬棵樹 為內蒙和寧夏抵禦土地沙化

(2018-09-07) 環旭電子植樹志願者團隊，於9月1日至4日前往寧夏靈武白芨灘國家級自然保護區參與上海根與芽的百萬植樹計畫，親身實作栽種沙冬青並製作「草方格」，為環境保護盡一份心力。除了公司捐贈外，全球員工也在2016年開始加入捐贈活動，三年累計數量為10,818棵，以實際行動落實地球公民的責任。



USI 環旭電子開發出全球首張信用卡大小 SiPSet 筆記型電腦主板

(2018-10-16) USI 環旭電子運用其微小化技術發展出一系列的系統級封裝模組產品，如 Thunderbolt SiPSet、音訊系統級封裝組和電源管理積體電路系統級封裝組，將更多功能整合進現有尺寸的主板，或是將現有主板縮小尺寸卻不犧牲任何功能。USI 環旭電子 SiPSet 模組產品不僅能提升產品設計的自由度，更能將產品設計者的創意發揮到最大，創造出最具競爭力的產品。



USI News

Consolidated: Central Staff Office / Marketing Communication

USI and Its Parent Company ASE Group Co-Sponsor Cross-Strait Student Baseball League to Promote Cross-Strait Baseball Exchange



(2018-07-27) Let's play with passion! The second round games of the 2nd Cross-Strait Student Baseball League were held at Taichung opened at the baseball field of the National Taiwan University of Sport on July 27. This year is the second year that USI and its parent company, ASE Group, co-sponsored the Cross-strait Student Baseball League. In three days, twenty cross-strait university baseball teams will compete to select 12 teams to enter the finals in Shenzhen in early December.



USI Marks another Milestone in Global Expansion with Merger and Acquisition of Production Base in Eastern Europe



(2018-08-20) USI has announced that its whole-owned subsidiary Universal Global Electronics Co., Limited entered into Equity Transfer Agreement with Chung Hong Electronics (Suzhou) Co., Ltd., intending to acquire its entire 60% stake in its Polish subsidiary Chung Hong Electronics Poland SP.Z.O.O. in Eastern Europe. After the completion of the equity acquisition of Polish company for this time, USI will have a production base in Europe to expand its footprint in the Europe so as to build a much more complete global supply system. In the context of intensified trade war between China and the United States, the completion of merger and acquisition of Polish company is of symbolic significance to the business expansion and accelerated development of USI.



USI Signed Joint Venture Agreement with Cancon to Jointly Establish a Server Component Company



(2018-09-01) On August 31, Universal Global Technology (Kunshan) Co., Ltd., a wholly-owned subsidiary of USI, signed the Joint Venture Framework Contract and Shareholder Agreement with Cancon, to formally launch the joint venture project. The two parties would jointly invest 220 million RMB to establish a joint venture. USI and Cancon will deepen their cooperation in the R&D, design and production of safe and controllable high-performance server products, and integrate the industrial resources of USI and Sugon to provide solutions that conform to network security and related standard products for customers in the domestic market.



USI Volunteer Day – Passing on Love to the Nantou Ren-Ai's Home



(2018-09-02) 40 volunteers who are from "USI Joint Employee Welfare Committee" of USI-TW, the subsidiary of USI, passed on donations and heart-warming games to Nantou Ren-Ai's Home. They expect to achieve the goal of "taking care of children and looking after elders properly" while fulfilling the destiny of consistently serving the public. The USI Joint Employee Welfare Committee expects to continue lead USI employees in engaging in charity activities and contribute to social caring to pass on happiness to more people.



USI Planted 20,000 Trees in Inner Mongolia and Ningxia to Combat Desertification



(2018-09-07) From September 1 to 4, the tree-planting volunteer team of USI, went to Ningxia Lingwu Baijitan National Nature Reserve to participate in the Million Tree Project (MTP) initiated by Shanghai Roots & Shoots. The volunteers planted ammopiptanthus mongolicus and created grids of grass squares in an endeavor to protect the environment. Apart from donations from the company, employees around the global also began to donate trees from 2016, and a total of 10,818 trees have been donated over the past three years, indicating their determination to take actions to perform their responsibilities as citizens of the Earth.



USI Has Held the Performance of Ming Hwa Yuan for the 17th Straight Year with Thousands of Audiences Watching "Cat God" Together



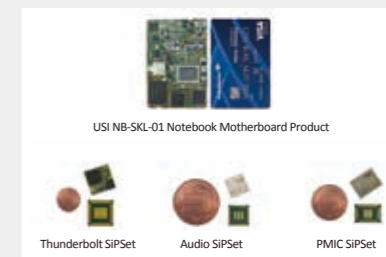
(2018-10-15) USI TW has sponsored the Ming Hwa Yuan performance of Tsautun Craft Straw Cultural Festival for the 17th year. The performance was held on October 10 at Caotun Zhongshan Park. "Cat God" is the 80th anniversary performance of Ming Hwa Yuan and was performed for the first time outdoors at Nantou. The good more than 2-hour performance ended successfully with thousands of audiences astonished by the spectacular plot and amazing stage effects, and the roaring applause! We expect more audiences to watch the performances along with USI next year.



USI Developed the World's First SiPSet Notebook Motherboard in the Size of Credit Card



(2018-10-16) USI has developed a series of System-in-Package Set (SiPSet) modularized products using its Miniaturization Technology, such as Thunderbolt SiPSet, Audio SiPSet and PMIC SiPSet, to help system product R&D personnel integrate more functions into motherboards of existing size, or reduce the size of existing motherboards without sacrificing any function. USI's SiPSet modularized products can not only improve the freedom of product design, but also maximize the creativity of product designers to create the most competitive products.



「骨中骨」 馮君藍攝影個展

作者：馮君藍 / 資料來源：M 藝術空間



《創世記》：「造物主就用那人身上所取的肋骨造成一個女人，領他到那人跟前，那人說，這是我的骨中的骨……。」

相信不單是我，許多人都曾經對骨骼莫名著迷。

大約四、五歲，有一回飯後，我把幾根豬排骨吃淨、洗刷、曬乾，充當積木玩具，好比大人把玩胡桃核。小學四年級，放學後和幾個同伴在一塊野地刨坑、烤紅薯，卻意外掘出一個人類的顱骨，幾個孩子先是驚嚇，繼而惡作劇地把頭骨拋來扔去、當球踢，我隨即勸阻，只因為出於私慾想佔有它，但最終眾人決議，還是把它上交校方，讓我頗為失落。成長過程中，我先後收集過不同動物的零散骨骼：鳥、鼠、雞、狗、牛、羊、豬、鹿、馬和貝類。有一趟在內蒙古二連浩特的旅行，我甚至撿拾到巨蜥乃至鴨嘴龍的骨骼化石碎片和牙齒。在我眼裡，骨骼是物質世界裡最美麗的東西之一。

骨骼是組成脊椎動物的堅硬器官，支撐並保護身體、協助運動、儲藏礦物質，並有造血功能。骨骼的細胞排列形成最輕盈的結構，卻足以支撐全身的重量。生物的生存必須運動，兔子逃避土狼、獵豹掠食羚羊，人類的屯墾蓋造，全得仰賴骨骼，才得以運動。對於許多低等生物，好比昆蟲、軟體動物、貝類、蝦蟹，外骨骼形成牠們的避難所。昆蟲能跑、跳、飛，但唯獨具備內骨骼，才能使得大如丹頂鶴和兀鷹可以撐起幾尺寬的翅膀，抗拒地心引力翱翔天際；骨骼也使重量數以噸計的大象，可以驚天動地的橫越大草原。骨骼的力量是隱藏、安靜可靠的，它不卑不亢的聯絡、供應並支撐起全副身軀，以完成那些從最實際以至浪漫，最強力以至最溫柔細緻的行動：吃喝行走、挖掘搬運、操作工具機械、舞蹈運動、彈奏樂器、圖繪書寫，以至照護擁抱和愛撫。聚焦骨骼，使我驚訝於造物主精妙的設計，以及祂的慷慨慈悲。

這次展覽是以「骨中骨」為名的攝影計劃開端，藉由定睛在零散的動物骨骼和隨興排列，那本是造物主的雕塑，是達芬奇、羅丹、布朗庫西、亨利摩爾和高第靈感的來源，卻也是超越語言文字的立體詩篇，一則又一則神哲學的寓言。

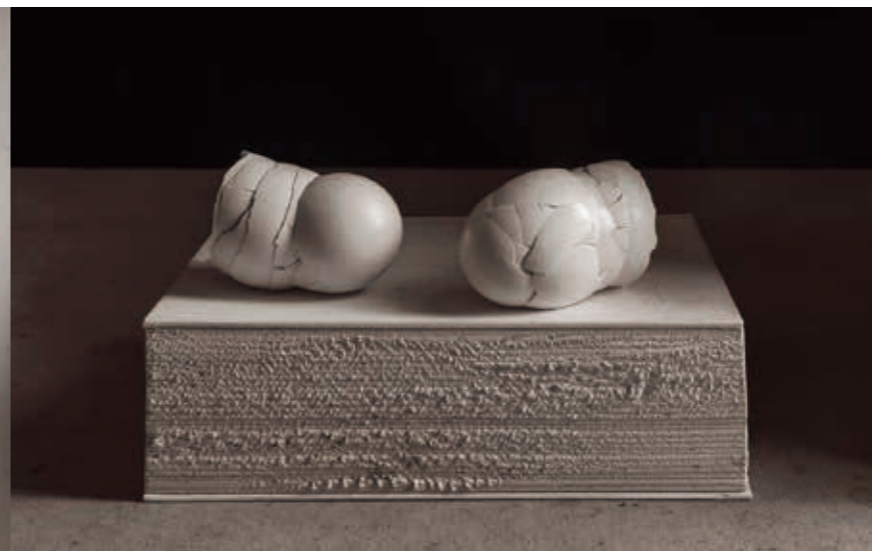


馮君藍

一個篤鈍的罪人，卻蒙上主垂憐；從此矢志跟隨基督，做上帝與眾人的僕人。現為中華基督教禮賢會有福堂牧師，並耕耘攝影藝術。

重要展歷

- 2018 「馮君藍周慶輝寫真展」，聯展，FUMA Contemporary Tokyo | BUNKYO ART，日本東京。
- 2018 「骨中骨」，個展，M 藝術空間，上海。
- 2018 「PHOTOFAIRS Shanghai 影像藝術博覽會」，聯展，上海展覽中心，上海。
- 2017 「微塵聖像—阿藍的凝視」，個展，策展人陳丹青，中國油畫院美術館，北京。
- 2017 「微塵聖像」，個展，M 藝術空間，上海。
- 2017 「七——惟道是從之所見：馮君藍七個系列攝影展」，個展，百藝畫廊，臺北。



A | B | C | D

- A. 屈膝 Bow the Knees
- B. 窄門 The Narrow Gate
- C. 冠冕 The Coronet
- D. 每一早晨 Every Morning

Bone Of Bones

Solo Photography Exhibition Of Stanley Fung

Author: Stanley Fung / Source: M Art Center

*"The LORD God built the rib, which He had taken from the man, into a woman.
Then He brought her to the man. Then the man said, 'this one, is a bone of my bones...' "*
- Genesis

I believe that the beauty of bones is not just fascination to me, but one that has amazed lots of people once in a time.

Around my four or five, I cleaned and dried several pork ribs after a meal and made them toy blocks as the toy walnuts in those adults' hands. In my fourth grade in the elementary school, a human skull was unexpectedly unearthed when my companions and I were digging a hole to roast sweet potatoes. My friends got shocked, but just after a second, they started to play with the skull like football. I tried to stop them because I wanted to keep the skull for my own. Finally, they still decided to hand it over to the school, which much disappointed me. I grew up with collections of the bones of different animals such as birds, mice, chickens, dogs, cows, sheep, pigs, deer, horses and shells. And I even found the fossil scraps of the bones and teeth of a giant lizard and hadrosaur during my trip in Erlianhot, Inner Mongolia. In my eyes, the bone is one of the most beautiful things in the world.



Stanley Fung

Considering himself as a foolish sinner, though with mercy of God, he has dedicated himself to the mission. He follows His steps and is willing to be the servant of God and everyone. He serves as a pastor at Chinese Rhenish Church, Blessedness, and also works on photography and art.



Bones are the main substantial components constituting vertebrates which help with body protection, movement, mineral storage and hematopoiesis function. The cells in the bones form up the lightest structure but it is strong enough to support the weight of the whole body. Rabbits escape from wolves. Leopards catch antelopes. Humans cultivate grains and build houses. Life is movement that depends on the bones. For many low-level life forms such as insects, mollusks, shells, shrimps and crabs, the exoskeleton becomes their shelter and enables them to run, leap and fly. However, only with the structure of endoskeleton can big animals like red-crowned cranes and condors spread the several-foot wings to fly in the air, and can heavy elephants make the earthshaking dash across the grand savannahs. Invisible, silent and reliable, the power of bones connects, supplies and supports every part of a body to complete those practical, romantic, strong and even gentle movements, which ensuring our basic life of feeding, walking, digging, carrying, operating tools and machines to our artistic and emotional life of dancing, exercising, playing, drawing, caring and hugging. Focusing on bones, I am deeply fascinated by the LORD God's intelligence and compassion on life.

This exhibition is the beginning of my photography project which is named Bone of Bones. The thoughtful observation and random permutation of scattered bones used to be the LORD God's sculpture and inspired many great masters such as Leonardo da Vinci, Auguste Rodin, Constantin Brancusi, Henry Moore and Antonio Gaudi. Today, the visual composition will create a group of stereoscopic poems beyond any language, telling philosophic fables about divinity one after another.



A | B | C

A. Power and Position
B. The Little Prince
C. The Holy Covenant

Selected Exhibitions

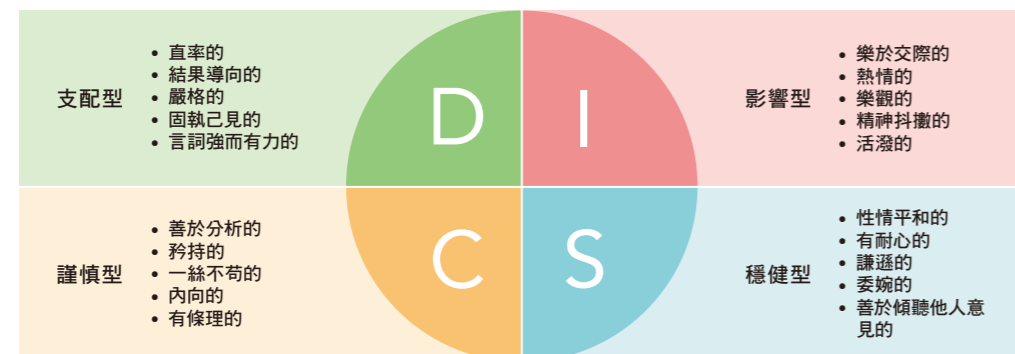
- 2018 "Stanley Fung and Chou Ching-Hui Exhibition", Joint Exhibition by Stanley Fung & Chou Ching Hui, FUMA Contemporary Tokyo | BUNKYO ART, Tokyo, Japan.
- 2018 "Bone of Bones", solo photography exhibition, M Art Center, Shanghai, China.
- 2018 "PHOTOFAIRS Shanghai ", Shanghai Exhibition Center, Shanghai, China.
- 2017 "DUST ICON — THE GAZE OF A-LAN", solo photography exhibition, curator Chen Danqing, Chinese Academy of Oil Painting, Beijing, China.
- 2017 "DUST ICON", solo photography exhibition, M Art Center, Shanghai, China.
- 2017 "Seven — Seeing from The Word; Seven Series of Stanley Fung", solo photography exhibition, Gallery 100, Taipei, Taiwan.

「DISC 人格特質 在管理中的應用」

作者：草屯廠 / 行政管理 / 企業服務總處 / 陳仕勳

DISC 人格特質分析的理論基礎，來自於發明測謊儀的 William Moulton Marston 博士於 1928 年 DISC 行為與語言的研究成果。DISC 分別代表 Dominance 支配型 (指揮者)、Influence 影響型 (社交者)、Steadiness 穩健型 (支持者)、Compliance 謹慎型 (思考者) 4 種不同人格特質。

人格與管理活動的關係十分重要。目前，越來越多的企業使用人格測驗作為管理者招募選才的依據。人格特性在一定程度上決定了員工適合什麼樣的工作及可能取得的績效，因此可以通過診斷一個人的人格特徵或類型，來部分地確定其合適的可能性。研究證明，人格會影響到職業選擇、工作滿意度、壓力感知、領導行為和工作績效等方面。



每個人的性格行為都能大致歸納在上圖 DISC 表裡，這 4 種性格描述分別如下。

- **D 型性格的人**：D 在這裡代表 Dominance，D 型的人有野心，做事情果斷，直接要結果，不會和你客套，膽子大，也不會過問你太多細節，而是直接要求答案。
- **I 型性格的人**：I 代表 Influence，樂觀、熱情及有影響力，I 型的人很能影響到別人的情緒，十分善於社交，但缺點是對數字不敏感，較缺乏邏輯性。我們周遭經常有些很容易和別人打成一片的人，大部分都是 I 型的，不過如果 I 值很高的人做事常過於樂觀。
- **S 型性格的人**：S 代表 Steadiness，S 型的人非常穩定，有耐心，並善於傾聽。具備很強的服務意識，創業意願低，適合團隊合作，忠誠度相對高。但不喜歡爭論，也不喜歡無計畫或無預期的變動。S 值很高的人不太容易情緒化。
- **C 型性格的人**：C 代表 Compliance，邏輯思維強，凡事看資料，相信數據，喜歡分析。往往做事情要求高，屬於技術性人才，但做事相對悲觀，容易太過專注於細節。C 值很高的人容易悲觀，擔心太多。

如何運用 DISC 分析

- **企業人才訓練**：招募到需要且合適的人才，發揮及激發員工最大績效，避免流失優秀人才，清楚評估員工的工作績效，正確的調整職務及工作屬性，輔導下屬的工作態度與習慣，建立公司共同的企業文化，主管有效領導及管理員工，促進各部門的協調與合作，提升團隊的工作績效。
- **個人生涯規劃**：瞭解自我個性特質，清楚自己優缺點，發揮自我天分長才，找出自己人生目標，做好生涯規劃發展。

結論

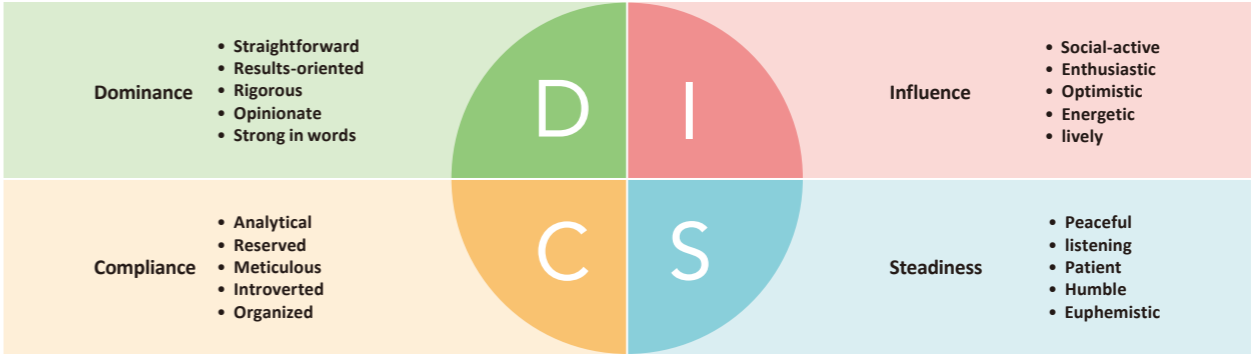
性格沒有好壞，也不是一成不變的，只有適不適合，發揮您的優勢，調整劣勢，每個崗位都需要各種性格色彩的人物。藉由各種經驗與學習，累積更多優勢，接納自己，接納他人，看見彼此的優點，讓人際相處更為融洽。透過 DISC 的測驗雖然可以簡單歸納每個人的性格，但也不可以因此亂貼標籤或斷章取義，甚至評論他人的人格特質，自己也不能藉由那些特質合理化自己的缺點與盲點，應該要試著改善，多發揮優點並改善缺點。

Application of DISC Personality Traits In Management

Author: Tsaotuen Site / ADM / Corporate Service / Stanley Chen

The theoretic basis of the personality traits analysis derives from the research results of Dr. William Moulton Marston (who invented the lie detector) on DISC behaviors and languages in 1928. DISC respectively represent 4 different personality traits: Dominance, Influence, Steadiness, and Compliance.

The relationship between personality and management activities is crucial. Currently, more and more companies use the personality test as the basis for managers to recruit employees. Personality traits determine what kind of work the employee is suitable for and performances that can be achieved. Therefore, it is possible to partially determine the suitability by diagnosing a person's personality traits or type. Researches proved that personality affects various aspects such as career choices, work satisfaction degree, pressure sentiment, leading behavior and work performance.



Every person's personality can be generally sorted in the above DISC diagram and here are the descriptions of the four types of personality:

- **Type D:** D means Dominance. People in type D are ambitious and they do not procrastinate. When they ask for results from you, instead of being polite and asking about the details, they are bold and direct to collect the answers.
- **Type I:** Type I means Influence. Optimistic, passionate and influential, people of type I are capable of affecting others' emotions, but their flaw is being insensitive to numbers and lacking logics. The people who get along with others easily around us are mostly in type I, but they tend to be over optimistic.
- **Type S:** Type S means Steadiness. People in type S are stable, patient, good at listening to others and possessing strong sense of service, but lacking the willingness to start up their own career. They are suitable of team-work and relatively loyal. However, they don't like arguments, lacking plans and unexpected changes. It is uneasy to get people in type S emotional.
- **Type C:** C means Compliance. People in type C are logical, and constantly relying on information and data. They love to analyze things. They are the technical talents who have high standards to their tasks. However, they can be relatively pessimistic and care too much about details. People in type C get pessimistic easily and tend to worry too much.

How To Use DISC Analysis

- **Talent Training In Corporations:** Recruit suitable talents that are needed, inspire and motivate employees to have maximum performance, avoid losing excellent talents, clearly assess employees' performances, correctly adjust their tasks and positions, coach subordinates' work attitudes and habits, and establish corporate culture. Supervisors should effectively lead and manage the employees, promote coordination and cooperation of various departments, and improve the performance of the team.
- **Personal Career Planning:** Understand the characteristics of self-personality, know your own strengths and weaknesses, develop your own talents, find out your own life goals, and make good career planning and development.

Conclusion

Personality is nothing about good or bad, and it is not static. Try to let out your strengths and adjust the disadvantages. Different positions require a variety of characters. With all kinds of experience and learning, you can accumulate more advantages, accept yourself, accept others, see each other's strengths, and let people get along better. Although the DISC test can simply summarize each person's personality, it can't be used to label anyone or be taken out of context, and even judge the personality traits of others. You can't rationalize your shortcomings and blind spots by these traits, either. You should try to improve. Do more to show the advantages and improve the shortcomings.



「2018明華園公演 和 USI 作伙逛市集看戲

採訪編輯：CSO / 行銷企劃部

還記得過年過節時，你和家人、鄰居或朋友一起搬著板凳坐在廟口廣場上欣賞歌仔戲嗎？那是許多臺灣人從小到大的難忘回憶。今年是 USI 贊助草屯工藝稻草文化節—明華園戲劇總團公演的第 17 年，以「和 USI 作伙逛市集看戲」為主題，並與好約作伙工作室合作將發跡於中興新村的轆轤散步市集帶至草屯中山公園，展現不同氣象，活動共吸引數千觀眾到場觀戲，獲得民眾一致好評。

從 2002 年開始至今，USI 贊助南投縣草屯鎮公所舉辦的「工藝稻草文化節」，每年邀請明華園戲劇總團到草屯公演，以戶外搭台的形式，讓民眾在草屯中山公園欣賞歌仔戲演出。歌仔戲發源於宜蘭，為臺灣唯一土生土長的戲曲劇種，發展至今有百餘年的歷史，歌仔戲因唱詞與唸白皆使用閩南語，且音樂曲調及故事情節多為普羅大眾熟悉之故事，因此很快地風行臺灣，明華園歌仔戲團乘勢而起，進而加入現代化編制與思維，發揚臺灣在地文化。



17 年來，從一開始的《鴨母王》、《武松打虎》、《濟公活佛》等民間故事，到今年的懸疑劇作《貓神》，逐年帶給草屯民眾不同的精彩劇碼與視覺享受，與時俱進的聲光、舞台技術，都讓在場民眾直言「每一年都來的值得」！《貓神》讓觀眾一起隨著劇情推理之餘，側重人物性格的描寫，帶領觀眾抽絲剝繭找出兇手，更探討情感下人性的掙扎。

今年 USI 也首度結合在地轆轤散步市集，在演出當天下午舉辦「台上一分鐘 台下十年功」明華園公演特別場，吸引年輕群眾、家庭客群一邊逛市集，一邊還能一窺明華園演出前彩排花絮。當天市集攤位有吃有喝更有得買，從油飯、貝果、咖啡、麻辣滷味到木頭及金屬藝術創作、手工藝工坊，甚至是古著應有盡有，充分展現南投在地市集攤商的創意及用心。



轆轤散步市集負責人時玉麟也表示，當初收到與 USI 的合作案也有些疑慮，因為從當地居民口中得知，當晚明華園公演前，在草屯中山公園除運動的人群之外，人潮可能不多，但因藉 USI 這次活動規劃能與明華園歌仔戲團跨領域合作，加上所提供場地的合適性，讓他決定嘗試。當天結束前時玉麟也開心的說，「雖然人潮不比中興新村的場次，但參與的民眾已經比想像中要多，完全是意外的收穫，如果未來還有機會，也希望再與 USI 合作為傳統活動注入活水。」

草屯廠人力資源部招募單位也在市集設立徵才攤位，藉著活動當天帶來的大批人潮與宣傳，招募重啟南崗廠區所需的新血，當天共收到超過 250 份履歷，期待這些應徵者能為 USI 帶來更多「擴張」的力量。誠如當天 wss1 的代理副總監堂愿在活動開幕時的致詞，「我很驕傲 21 年前加入 USI，這是第一份也是至今唯一一份工作，未來希望更多人一起打拼，把工作機會帶回南投、草屯，真正成就一個關心、深耕在地的優良企業。」未來 USI 也會持續秉持著取之社會、用之社會的精神，實踐企業社會責任。

2018 Ming Hwa Yuan Performance Visit The Market And See The Play With USI

Interviewed By: Central Staff Office / Marketing Communication

Do you still remember seeing Taiwanese Opera with your family, neighbors or friends in the square in front of temples during Chinese New Year or holidays? That is the unforgettable memory of many Taiwanese people since childhood. This is the 17th year of USI sponsoring Nantou Tsaotuen Craft and Straw Cultural Festival—the Performance of Ming Hwa Yuan Arts and Cultural Group, themed on "Visit The Market and See the Play with USI". We cooperated with the Good York & Friends' Studio to bring the Ru Ru Stroll Market, which derived from Zhongxing New Village into the Tsaotuen Zhong Shan Park to demonstrate different atmosphere. The event attracted thousands of audiences to see the play together and was a big hit.

Since 2002, USI has sponsored the "Craft and Straw Cultural Festival" held by Nantou Tsaotuen Township Office, which invites Ming Hwa Yuan Arts and Cultural Group to perform in Tsaotuen yearly in the form of outdoor stage, and citizens can see the Taiwanese Opera performances in the Tsaotuen Zhong Shan Park. Taiwanese Opera originated in Yilan. It is the only kind of opera that originated locally and its history of development has last over a hundred years. Due to the use of Taiwanese in songs and lines, and the music as well as plots are derived from stories familiar to the public, Taiwanese Opera soon became popular in Taiwan. Ming Hwa Yuan Arts and Cultural Group rose with the trend and integrated it with modern structure and thoughts to carry forward Taiwanese culture.



Over 17 years, starting from local stories such as *The Duck-seller King*, *Wu Song Beats Tiger*, and *Ji Gong, the Reincarnated Buddha*, to Mystery Play this year, *The Cat God*, Ming Hwa Yuan brings forth various excellent plays and visual excitement, up-to-date sound and light effects, and stage techniques to the Tsaotuen audience each year, making them say "It is worth seeing every year!" *The Cat God* not only attracts the audience to deduce as the plot goes, but emphasizes on the profiles of characters, leading the audience to make a painstaking investigation and find the killer, and further explore the struggle of humanity under emotions.

USI also combined the local Ru Ru Stroll Market for the first time this year. In the afternoon before the performance, the special market—*One minute on the stage, ten years of practice off the stage* of the Ming Hwa Yuan was held. It attracted young people and families to visit the market and have a glimpse of the rehearsal of the Ming Hwa Yuan performance. People could eat, drink and even shop at the market stalls. Like glutinous oil rice, bagels, coffee, spicy braised snacks, wood and metal art creation, handicraft workshops and even ancient clothes, it had everything, which fully demonstrated the creation and attention of local market stalls.

York Shi, the one in charge of Ru Ru Stroll Market, also said that he worried about the cooperation with USI at first, because it was learned from the local residents that before the Ming Hwa Yuan performance, the crowd in the Tsaotuen Zhong Shan Park might not be much except for sports. However, by the USI's planning for this event, he could have interdisciplinary cooperation with Ming Hwa Yuan Arts and Cultural Group, and the suitability of the provided venue motivating him to give it a try. Before the end of the day, York Shi said happily, "Although the crowd is no more than the number of people in Zhongxing New Village, the number of people participating in the event has been more than expected. It is completely an unexpected harvest. If there is still a chance in the future, I hope to cooperate with USI again to provide traditional activities with new power".

Recruitment units of the Human Resources Department of Tsaotuen Site also set up a recruitment booth in the market. Through the large number of people brought by the event and the advertisement, we recruited new blood needed to restart the Nangang factory. On that day, we received more than 250 resumes and we expected that these candidates can bring more "expansion" power to USI. Kevin Lan, the Associate V.P. of WSS1, said at the opening of the event, "I am very proud to have joined USI 21 years ago. This is the first and only job so far. I hope that more people will work together in the future and bring job opportunities back to Nantou and Tsaotuen, and that we can truly become a good enterprise that cares and cultivates the locals." In the future, USI will continue to uphold the spirit of giving back to society and practice Corporate Social Responsibility.



「2018 USI 百萬植樹計劃 寧夏」

採訪編輯：CSO / 行銷企劃部

USI 已經與上海根與芽合作深耕內蒙古百萬植樹計畫 6 年，在內蒙古種下 24,000 棵樹苗。今年我們將規模擴大至寧夏靈武白芨灘國家級自然保護區，種下 10,000 棵灌木樹苗，結合紮下的「草方格」為改善當地環境努力。最讓公司引以為豪的是，全球員工從 2016 年加入「USI 員工愛心林地」捐樹活動，至今在內蒙古和今年的寧夏地區累計種下了 10,818 棵樹苗。

「黃河九曲，唯富一套」，那一套就是賀蘭山下的銀川平原西套，也有「塞上江南」之稱。在抵達銀川機場前，透過飛機窗戶鳥瞰這塊黃河賜予的富饒之地，和內蒙古截然不同的景色，沙漠環繞平原，黃河緩緩流過。到達第一天，銀川下著雨，當地人說：「今年在這場雨之前，銀川地區沒有下過半滴雨。」種種跡象都讓人不禁思考，富饒的寧夏地區生態情況究竟面臨什麼考驗？

行程原定紮「草方格」的工作，由於突如其來的雨讓麥稈淋濕了，於是改為種植國家二級保護植物沙冬青，大夥將其錯開種植在草方格中。沙地上覆蓋的草方格，像極了一張大網子蓋在沙漠上，只是每一條網子的織線都是由麥稈製成，由當地居民親手紮下。當天植樹結束後，每個人都引頸企盼明日紮草方格的活動，想親身體驗這項治沙技術如何能讓沙漠後退，重現綠意。

為了進一步瞭解寧夏多年的防沙、治沙工作，基金會安排前往靈武白芨灘的全國防沙治沙展覽館參觀，一方面學習環境知識，在身體勞動之外，腦袋也有收穫。中國沙化土地總面積約 172 萬平方公里，大過西藏加上四川的土地面積，其中西北、東北、華北等區域內，更占了全國沙化總面積的 85%。沙化進而影響的「荒漠化」更是名列



全球 10 大環境問題之一，而看似富饒的寧夏平原就被騰格里、毛烏素沙漠和巴丹吉林沙漠包圍著，環境艱難。

尤其毛烏素沙地，在 1950 年代就已侵蝕到距離寧夏境內黃河東部地區 5 公里處。若不整治，萬噸黃沙將進入黃河，銀川人民的生活迫在眉睫。因此治沙，對寧夏人來說其實意味著「生存的掙扎」，而鄰近毛烏素沙地的白芨灘就是最後一道防線。

除了天然因素之外，人類的濫墾與過度放牧也是造成寧夏地區沙漠化嚴重的原因。唐代以前這邊曾經水草豐美，但隨著人類發展，到明清時期成為茫茫大漠，進而影響周遭的地區。因為荒漠無法直接變成綠地，所以在種樹之前要先治沙，寧夏當地根據各地治沙經驗研發出特有的「草方格」固沙技術，防止沙地持續蔓延。

次日，大夥們前往白芨灘紮草方格。由上海根與芽專案負責人解說，我們要利用麥草以方格狀鋪在 1 平方公尺的沙上，再用鐵鏟將其軋進沙中 15 公分，沙上也需要保留約 20 公分，形成草方格。除了降低風速所帶起的沙塵、減緩沙化土地擴張之外，麥稈腐爛後，也能為沙地留下豐富的有機物質和營養元素，讓環境適合植被生長。草方格雖不起眼，卻保護了近 60 年寧夏當地經濟發展與人類生存的空間。

天氣炎熱，日正當中陽光直曬，風沙飛揚，一不小心就會「滿嘴沙」。在一整天工作下，有人搬麥草、鋪麥草、將麥稈軋入沙地中，彼此合作無間，整個團隊的人在 2,000 平方米的沙地一起完成了 1,000 個草方格。雖然透過空拍，我們瞭解這僅是滄海一粟，紮草方格確實很累，但對日後環境有正面影響，這股改變的力量就必須延續下去！改變環境從自身做起，小作為也有大功效。紮草方格僅僅是讓我們體驗環境的惡劣與治沙工作的辛苦，期待每一位到寧夏的志願者都能帶著滿滿的收穫回去，對地球環保貢獻心力。



聽聽植樹大使怎麼說



草屯廠 / S&S&CE / 機構研發一處 / 洪汶翰

第一次見識到一大片的不毛之地，內心充滿震撼，很難想像在中國，沙化土地的面積已比西藏與四川的面積之和還要大，假若我們再無所作為，情況就會更惡化。因此阻止土地沙化是重要的課題。在寧夏，採用特有的草方格固沙技術，並種植適合當地氣候的低矮灌木防止土地沙化。親自體驗在高溫、無蔽體的環境下栽植樹苗後，才瞭解到這當中的辛苦，並對這群環保無名英雄們致上最高的敬意。每當種下一棵樹苗，我都在心中暗自期許，希望它們能夠順利地長大。我們身為地球公民，有義務為地球盡一份心力；企業也應善盡社會責任，為這個社會樹立榜樣。植樹的旅程雖結束，但路還很長，我們心中那顆保護環境的種子才剛要萌芽！

昆山廠 / QA&CSR / 品質管理處 / 邱平英

這幾天是非常有意義和值得回憶的日子。百萬植樹計畫寧夏行圓滿結束，透過此次活動我學到了如何紮草方格和種樹苗的方法，在活動中與同事合作加強了團隊凝聚力。我們也參觀了全國防沙治沙展覽館，瞭解了有關防沙與治沙知識，更知道了中國荒漠化的嚴重性，所以在此呼籲能有更多的夥伴加入公益植樹活動。雖然我們種下的是一棵小樹苗，但裡面包含希望和汗水，幾年後我們就可以收穫大片的綠地，能為治沙工作盡自己的微薄之力，是多麼有意義的事情！未來也會一如既往的關注並參與更多公益植樹活動。



昆山廠 / KS OPS / 製造服務五處 / 孫榮妹

透過寧夏 4 天旅程，自己學習了沙漠與沙化的知識，也明白自己所處的環境有多惡劣。隨著環境的破壞，森林面積及樹木的減少，沙化土地不斷擴大，希望自己能帶動身邊的親朋好友多愛護環境，減少對自然環境的破壞，為我們美好的家園盡力，發揚「多種樹、種好樹」的精神。本次團隊成果還獲得了白芨灘自然保護區站長的認可，不管是我們種的沙冬青，還是以麥稈紮的草方格都展現了我們的認真與努力。雖然辛苦，但大家都樂此不疲，能為地球貢獻，是每個人的驕傲。



ASE Group / CSR Center / 曾于恬

當初是懷抱著旅遊的心態去參加，活動開始時，才發現是艱難的任務，不如原本想像的輕鬆，雖然累，但也感動，因為能親身為地球盡一份心力。第一天先體驗栽種灌木及參觀全國防沙治沙展覽館，進一步瞭解沙漠化如何形成和其嚴重性，以及我們如何減緩沙漠化。第二天是體驗紮草方格，這是最艱難的任務，需要用力把麥稈軋在沙地裡，形成方格，並把灌木栽種在方格內。有許多不同企業共同參與這次的植樹活動，雖然大家互不認識，但卻有一樣的目標，同心協力，共同對環境盡心盡力。



特別感謝 有騰造相有限公司

今年公司寧夏植樹活動攝影師是來自臺灣的林有騰 (Vincent) 先生。Vincent 是有騰造相負責人，透過社群媒體得知 USI 投入植樹活動多年，在 2017 年 4 月與 Polly 聯繫想為這個公益活動盡些心力。於是 Vincent 和他的夥伴 Summer 跟著 USI 志願者們進行 6 天的無償拍攝工作，在此特別感謝兩位攝影師的公益之舉。



關於有騰造相有限公司攝影師林有騰

在這個業界工作了快 20 個年頭，除了客戶設定的主視覺外，一直都喜歡加進一些個人的元素在畫面裡頭，而且相信影像的本質大過於後期製作，因為感動人的瞬間就在按下快門那時交會了。

合作藝人與客戶：陳奕迅、簡嫚書、林依晨、庾澄慶、陳綺貞、孫燕姿、魏如萱、江蕙、盧廣仲、劉以豪、范瑋琪、蕭煌奇、AVEDA、Whiplä、NIKE、ADIDAS、DHC、COCA COLA、WALT、DISNEY、PUMA、McDonald's、SAMSUNG、JILL STUART、Wacoal、Hang Ten、Arnold Palmer、KKBOX、Harper's Bazaar、ELLE、Marie Claire、ELLE GIRL、FHM、BRAND、GQ 等。



2018 USI The Million Tree Project Ningxia

Interviewed by: Central Staff Office / Marketing Communication

USI has worked with Shanghai Roots & Shoots on the Million Tree Project of Inner Mongolia to plant 24,000 trees in Inner Mongolia for 6 years. This year, we will enlarge the scale to Ningxia Lingwu Baijitan National Nature Reserve to plant 10,000 shrubs with building "straw checkerboard barriers" to improve local environment. We are proud of the fact that our employees from all over the globe have donated 10,818 trees in the Inner Mongolia and Ningxia since it joined the USI Employee Love Forest Tree Donation in 2016.

"The meandering Yellow River only enriches one hetao." The "hetao" is the western hetao of Yinchuan Plain underneath the Helan Mountains, also known as the "Jiangnan beyond the frontier". Before landing Yinchuan Airport, we look down on the abundant land given by the Yellow River where the view completely different from Inner Mongolia. Through the window, we saw the desert surrounds the plain and the Yellow River gently flows by. Upon the arrival, Yinchuan was raining. The locals said that "Before this rain, there had not been one drop of rain in the Yinchuan area this year." All sorts of signs made us think: What kind of ecological issues does the prosperous Ningxia area face?

The schedule was set to build the "straw checkerboard barriers", but the sudden rain wet the wheat straws. So, we changed the plan to plant the National secondary protection plant, *Ammopiptanthus mongolicus*. The team members planted them in staggered layout in the barriers. The straw checkerboard barriers covering the sands are like a giant net on top of the desert, and each string of the net is made from wheat straw and built by local people. After planting the trees, every one looked forward to the barrier-building activity on the next day and wanted to experience personally how this sand control technique can put back the sands and bring back the green.

In order to learn more about the sand prevention and sand control actions of Ningxia over the years, Shanghai Roots & Shoots arranged a tour to the National Sand Prevention and Sand Control Exhibition Hall in Ningwu Baijitan. We learned the environmental knowledge besides the physical labor. The total area of sandified land in China is approximately 1.72 million km², which is bigger than the area of Tibet plus Sichuan. Furthermore, the Western North, Eastern North, Huabei areas take 85% of the total area of desertified land in China. The desertification which is further caused by the sandification has become one of the top 10 global environmental issues. And the seemingly prosperous Ningxia Plain is surrounded by the Tengger, Mu Us Desert and Badain Jaran Desert, causing it to be trapped in a difficult environment.



Especially the Mu Us Desert, during the 1950s, it has eroded up close to 5km away from the eastern area of Yellow River in Ningxia. If not treated, thousands of tons of sand will be poured into Yellow River and the life of Yinchuan people is immediately threatened. Therefore, the sand control to Ningxia people actually means "the struggle of survival", and Baijitan close to the Mu Us Desert is the last line of defense.

Other than natural factors, the human over reclamation and overgrazing are also the causes of serious desertification in Ningxia. During the Tang Dynasty, this place was filled with abundant natural resources, but as human development progressed, it turned into the vast desert during the Ming and Qing Dynasty, and further affected nearby areas. Since the desert cannot be turned into green land directly, sand control should be proceeded before planting trees. The locals of Ningxia developed the unique sand holding "straw checkerboard barriers" technique according to sand controlling experience from multiple areas, in order to prevent the desert from expanding.

On the next day, everyone went to Baijitan to build the straw checkerboard barriers. The Shanghai Roots & Shoots project manager explained to us that we should lay the wheat straws in checkerboard forms on the 1 m² sized sand land, and then use the iron shovel to stab them 15cm deep into the sand. We should also keep the stems 20cm above the sand, building the straw checkerboard barriers. Other than reducing down the sand and dust brought up by the wind speed, slowing down the expansion of sandified land, once the wheat straws are rotten, they can retain the rich organic substances and nutrition, turning the environment suitable to plant growth. These barriers are not eye-catching, but they guarantee the space of local economic development and human survival for nearly 60 years.

The temperature is high and the sun shines directly from above in the middle of the sky. The sands fly and we catch them in the mouth by accident. During the day, some people carried the wheat around, some lay them down, and others stabbed them into the sands. With cooperation with each other, the whole team finished 1,000 barriers on 2,000 m² of sand land. Although through aerial shots we understand that this is merely one drop in the ocean and barrier building is a tiring task, but if it has positive effect for the future environment, this power of change has to continue. Starting from ourselves, we should change the environment, because small deeds pay off with big results. Building straw checkerboard barrier merely let us experience the bad situation of the environment and hard work of sand controlling. We expect every volunteer who came to Ningxia can leave with rich rewards and contribute their effort to the environmental protection to the earth.

Listen To The Tree Ambassadors

Tsaotuen Site / S&S & CE / Mechanical Design Division / Anthony Hung

The first time I saw a large piece of barren land, my heart was full of shock. It was hard to imagine that in China, the area of desertified land is already larger than the sum of Tibet and Sichuan. If we do nothing, the situation will worsen. Therefore, preventing land desertification is an important task. In Ningxia. The unique "straw checkerboard barriers" technology is adopted, and low-lying shrubs suitable for the local climate are planted to prevent land desertification. After I personally experienced planting saplings in a high-temperature, uncovered environment, I realized the hard work and I would like to pay a high tribute to this group of environmentally-friendly and no name heroes. Whenever I planted a sapling, I secretly hoped that they would grow up smoothly. As citizens of the world, we are obliged to do our part for the planet. Companies should also fulfill their social responsibilities and set an example for this society. Although the journey of planting trees is over, there is still a long way. The seed that protects the environment in our hearts is just about to sprout!



Kunshan Site / QA&CSR / Quality Management Division / Amy Qiu

These were very meaningful and memorable days. The Million Tree Project was successfully completed in Ningxia. Through this activity, I learned how to build the straw checkerboard barriers and plant the saplings. During the activity, I cooperated with my colleagues to strengthen the team cohesion. We also visited the National Sand Prevention and Sand Control Exhibition Hall, and learned about sand prevention, sand control and the seriousness of desertification in China. Therefore, I would like to call for more people to join the public welfare tree planting activities. Although what we planted was a small sapling, it contained hope and sweat inside. In a few years, we can harvest large areas of green land. Being able to use my own power for sand control work is such a meaningful thing to do! In the future, I will continue to pay attention to and participate in more public welfare tree planting activities.



Kunshan Site / KS OPS / Manufacturing Service Division 5 / Rongmei Sun

Through the four-day journey in Ningxia, I learned the knowledge of desert and desertification, and I also understood how bad my surrounding environment is. With the destruction of the environment, the reduction of forest area and trees, and the expansion of desertified land, I hope that I can motivate my friends and family to care more for the environment, reduce the damage to the natural environment, and do our best for our beautiful homeland, carrying forward the spirit of "planting more trees, planting trees well". This time, the results of the team have also been recognized by the station manager of Baijitan Nature Reserve. Whether it was the Ammopiptanthus Mongolicus we planted or the checkerboard barriers built with wheat straw, both of them showed our hard work. Although it was hard, everyone was very happy. Being able to contribute to the earth is everyone's pride.



ASE Group / CSR Center / Yutian Tseng

At the beginning, I took the attitude of traveling to participate in the activity. When it started, I found that it was a difficult task. It was not as easy as I imagined. Although I was tired, I was moved as well because I could do something for the earth. On the first day, we experienced planting shrubs and visited National Sand Prevention and Sand Control Exhibition Hall to learn more about how desertification is formed and its severity, as well as how we can slow down desertification. The second day, we experienced building straw checkerboard barriers, which was the most difficult task. It required us to stab the wheat straw into the sand to form a square and then plant the shrub in the square. Many different companies participated in this tree planting activity. Although we didn't know each other, we had the same goal and worked together for the environment.



Special Thanks To Flyphoto

This year, the photographer of Ningxia tree planting activity is Mr. Vincent Lin from Taiwan. Vincent is the person in charge of Flyphoto. Through the social media he knew USI participated in tree planting for many years. In April 2017, he contacted Polly and wanted to do something for this charity event. Therefore, Vincent and his partner, Summer, followed the volunteers for 6 days for filming without any pay. Hereby, we extend special thanks to the two photographers for their charity.

About Flyphoto Photographer Vincent Lin

Working in this industry for almost 20 years, in addition to the main vision set by the customer, Vincent always like to add some personal elements in the picture, and believe that the essence of the image is much more than post-production, because the touching moment encounters when the shutter is pressed.



Cooperating artists and clients: Eason Chen, Manshu Jian, Ariel Lin, Harlem Yu, Cheer Chen, Stefanie Sun, Waa Wei, Jody Chiang, Crowd Lu, Jasper Liu, Christine Fan, Ricky Hsiao, AVEDA, Whiplé, NIKE, adidas, DHC, COCA COLA, WALT, DISNEY, PUMA McDonald's, SAMSUNG, JILL STUART, Wacoal, Hang Ten, Arnold Palmer, KKBOX, Harper's Bazaar, ELLE, Marie Claire, ELLE GIRL, FHM, BRAND, GQ, etc.



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