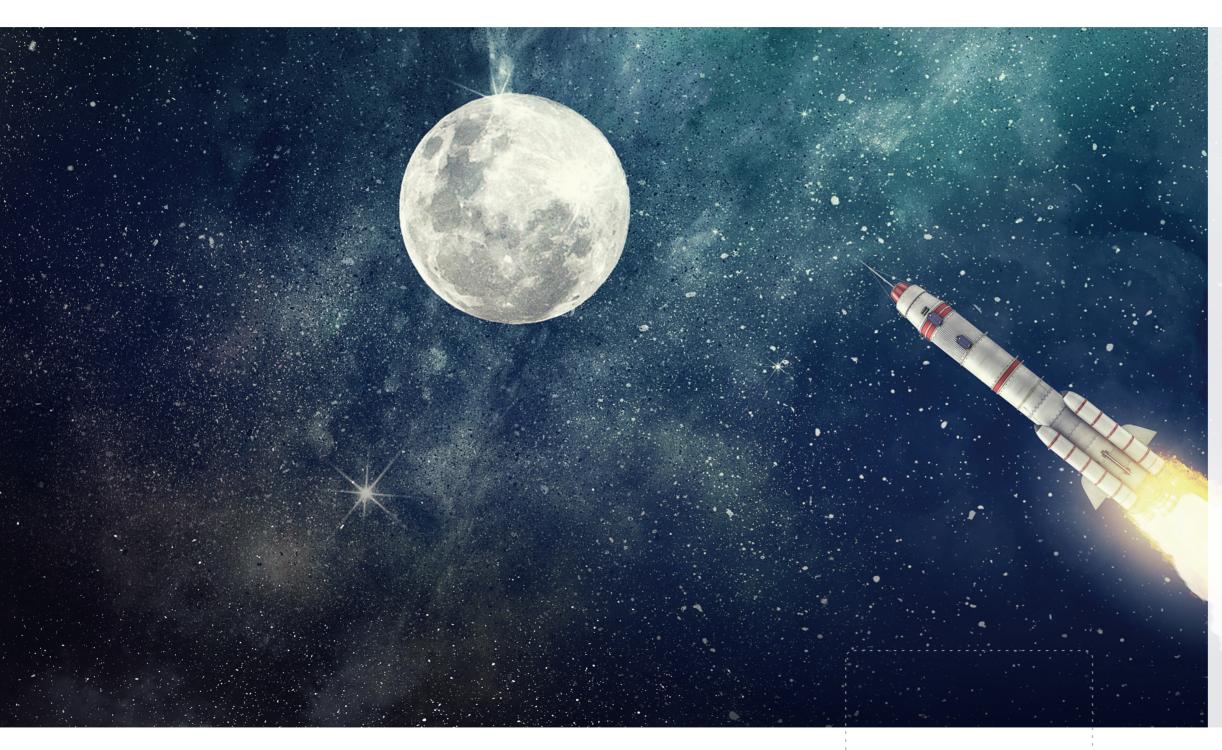


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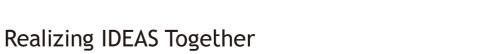
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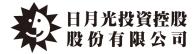
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擁抱變化 投資未來

作者:董事長/陳昌益



2020年是環旭各項經營業績再創新高的一年。在此,我要恭喜大家,更要感謝大家!這是所有員工共同努力的結果。尤其是我們併購 AFG 之後,環旭的發展已到達一定的規模,在很多領域都佔有一席之地。這既證明了環旭目前的發展策略是成功的,又創造了新的布局和商機。但與此同時,在未來的發展中,環旭如何持續擴大客戶群,提升核心技術能力,繼續保持高速的成長,這是全體員工都要面對的挑戰。

那麼,環旭如何面對挑戰,又如何在挑戰中尋找機遇呢?

記得有這樣一個故事,說的是兩個攝影師在野外拍攝時遇到一隻老虎,其中一位攝影師馬上放下攝影器材換上跑步鞋,而另一位攝影師卻對他說:「你即便是穿上跑鞋也跑不過老虎。」,那位攝影師回答:「我只要跑過你就行了。」 所以,競爭不僅是來自於外部,更多的是來自內部的自我危機意識。

「自我危機意識」是企業保持領先地位的動力。因為企業經營如逆水行舟,不進則退。經歷過 2020 年一系列的改變,經營環境、市場供需都發生了變動,給企業的生存和發展帶來了巨大的挑戰。原來的行業領先者,可能會被趕超, 而超越同行也不可能是一蹴而就的事。

在市場競爭中,只有不害怕變化、提前做出自我改變的企業,才能生存下去,才能保持領先地位。所以,我們必須要 居安思危。

近期,我們都看到行業內的競爭者在紛紛設立創投中心。與此同時,隨著產業鏈和資本市場的密切配合,國際資本市場及投行也特別重視企業的未來潛力,對那些擁有無形資產的企業給予投入的資金越來越多,都在力捧處於產業鏈金字塔塔尖的企業。如何使環旭成為讓國際市場關注的企業?唯有成為產業的領先者,而產業領先者就是要擁有尖端的技術和研發。

所以作為上市公司,環旭可以通過設立創投中心,擁有研發、產業鏈平臺、孵化器等一體化功能,在形成產業集聚 和海綿效應同時,將最新科技快速轉化為先進的生產力,創造更多無形資產,提高公司的品牌知名度,市場也可能 給出更積極的估值,為整個世界創造的價值也會更高。

環旭要保持領先地位、增加現金流回收、擁有更好的未來,我們除了要設立創投中心外,還需要配以完善的 IT 基礎架構、靈活的供應鏈管理系統、健全的財務管理模式、法務風控體系和稽核審計機制等。在這些方面的投資,雖然不會直接產生營收和利潤,但是,能全力支持環旭日常運作的順利運行,能成為環旭業績成長的新動能。

所有這些都是對於未來的一種投資,也是環旭發展的內動力,正所謂「莫因波浪不見大海」。

市場的需求在變化,競爭者的努力一直在改變行業的格局,面對未來,我們唯有以積極的心態,開放的視野,投資未來,堅持創新,不斷提升核心競爭力,環旭才能在業內始終保持領先者的地位。

為此,請讓我們一起努力!

Embrace Changes and Invest into the Future

Author: Chairman / Jeffrey Chen

020 was the year that USI hit record highs on all operating performances. I would like to congratulate everyone and express my appreciation! This is the achievement of all employees' efforts. The development of USI has reached a certain scale and been taking a major position in many fields especially after acquiring AFG. It tells our current development strategy is on the right track and we have also initiated a new global footprint and business opportunities. At the same time, all employees have to face the challenges of continually increasing our customers and enhancing our core technologies and capabilities while sustaining high-speed growth in the coming future.

Therefore how can USI tackle the challenges and seek opportunities among?

I once heard a story about two cameramen encountering a tiger when they were taking pictures in the wild. One of them immediately put down his equipment and put on a pair of running shoes. However, the other cameraman told him, "You can't outrun the tiger even if you put running shoes on." The former replied, "All I need is to outrun you." This story tells us that competition not only comes from the outside but more from internal self-awareness on crises.

"Self-awareness on crises" is the driving power that keeps an enterprise in its leading status. Operating an enterprise is like rowing a boat on the river. You will fall behind if you do not keep enhancing yourself. After a series of changes in 2020, the business environment and the supply-demand of the market have greatly changed, bringing about significant challenges to the survival and development of enterprises. Those who once enjoyed leading status may be excelled by competitors and surpassing one's peers cannot be accomplished overnight.

Under harsh market competition, only those who are not afraid of making changes and willing to change themselves in advance could prolong leading status. Therefore, we need to be well-prepared.

Recently, we have observed our competitors are establishing venture capital centers. Simultaneously, with the close coordination between the industry chain and capital markets, international capital markets and investment banks have paid more emphasis on the future potential of enterprises. They have invested more funds in enterprises that have intangible assets and kept promoting enterprises that are on the top of the industry chain. How can we make USI get attention from these international capital markets? It's possible only by becoming the leader who possesses the advanced technology and R&D of the industry.

As an enterprise listed in the stock market, USI can possess R&D, industry chain platform, incubators, and others by establishing our venture capital center. While forming an industrial cluster and creating a sponge effect, we can transform the up to date technologies into advanced productivity to create more intangible assets and enhance our brand popularity. By doing so, the market would evaluate our value more aggressively and thus increase the values we created for the world.

In order for USI to maintain its leading status, increase cash flow recovery and have a brighter future, we not only need to establish a venture capital center but also need to have a comprehensive IT infrastructure framework, flexible supply chain management system, a robust financial monitoring model, legal control system and auditing mechanism, etc. Although these investments would not directly generate revenue and profit, they would fully support USI's daily operation and become the new power for our performance growth.

All of these are investments for the future and the internal power for the development of USI. Just as the old saying, "Don't neglect the ocean because of the waves."

The supply-demand of the market is inconstant. Efforts from our competitors are keeping changing the structure of this industry. We should invest in the future, be persistent in pursuing innovation and keep enhancing our core competitiveness with an aggressive mindset and open visions, making USI stay as the leader of this industry.

So, let us strive hard together!



協同發展創造綜效

作者:總經理暨營運長/魏鎮炎

2020 年在新冠病毒疫情,以及美中貿易摩擦的雙重影響之下,全球很多產業及公司都受到重大的衝擊,而環旭電子的業績卻能夠逆勢成長,營業額以及獲利雙雙創下歷史新高,在此,特別要感謝各位同事的奉獻和辛勞!

進入到 2021 年,除了前述兩項外部因素依然嚴峻之外,我們內部又增加了幾項成長擴張的挑戰,包括惠州、越南、波蘭、墨西哥的建廠擴廠,以及與 AFG 的融合整併。

根據資誠全球併購價值調查報告,超過半數的併購案,在交易結束兩年後,企業表現低於產業競爭者,交易價值未如預期。但也發現,若在併購初期即以「價值創造」為優先考量者,則表現平均優於產業水準達 14%。AFG和 USI 的結合正是以共創價值為前提,朝向成為服務全球化、運營在地化以及人才國際化的世界級企業。

去年 12 月 AFG 正式加入 USI[,]既有管理團隊全部留任。一開始,只有從財務、稽核、法規遵循等三方面,進行整合 (Integration)。其他方面,最初三年,AFG 保持獨立經營。但是雙方為了更好的融入,特別成立一個指導委員會 (Steering Committee)[,]其下設立 Sales、SCM、OPS 和 ADM 四個協同委員會 (Synergy Committee)[,]就銷售、供應鏈管理、營運/技術、人力資源/IT 等各個面向,共享經驗、推動綜效。

合併 AFG 後,我們在歐美的生產據點和運營體系,除了原有的波蘭廠及墨西哥廠之外,立即增加在法國、德國、英國、捷克、突尼西亞和美國的生產基地,在全球供應鏈變局中佔據有利的競爭地位。

我們期望透過雙方互補的生產據點和技術能力,共同聚焦新的終端市場和客戶,創造更多價值。以供應鏈整合來說,預期2年內,能從原物料採購節流至少500萬美元。從業務層面來說,在雙方個別的計劃之外,可望於4年之內,額外創造出5億美元的營收。

在融合的過程中,難免會面臨到許多挑戰, 但希望各位不要怕困難,本著對文化以及管理體系的尊重,協調出彼此可以接受,而且 有國際競爭力的解決方案。

我常常說,一個好的人才就像一個有彈性的 皮球,最怕沒有壓力,給的壓力越大,就能 跳得越高。所以每次當我們面臨挑戰的時 候,正是成長茁壯的契機,期許大家勇敢地 跨界多承擔!一起攜手創造更美好的未來!



總經理暨營運長專訪專欄 開放讓全體員工參與提問!歡迎您將問題發送到 tw.gp.newsletter@usiglobal.com

Create Synergy Through Collaborative Development

Author: President & COO / CY Wei

ven though many industries and companies around the world were traumatized by numerous impacts from COVID-19 and US-China trade conflict in 2020, USI could still managed to achieve new record in revenue and profit. I am grateful for all your devotion and efforts.

Moving forward into 2021, in addition to the two aforementioned external factors remaining sever; there are also several internal challenges due to the development and expansion, including the global footprints in Huizhou, Vietnam, Poland, and Mexico, as well as integration and consolidation with AFG.

According to PwC's Creating value beyond the deal: What if you took a different perspective to your M&A? (2019), over 50% of businesses will perform worse than their competitors in two years after the M&A, and the value of the deal is worse than expected. However, the survey also indicated that by putting "value creation" first, business performance will be 14% higher than the average. The merger of AFG and USI is based on the premise of creating values together, aiming to become a world-class enterprise which could provide globalization services, localization operations and internationalization talents.

AFG officially joined USI family last December, with the whole management team staying. At the beginning, integration will only be implemented in finance, auditing and legal compliance, and AFG will operate autonomously in the first three years. To facilitate better fusion between us, a Steering Committee has been specifically formed with the four Synergy Committees: Sales, SCM, OPS and ADM to share the experience and promote synergy in sales, supply chain management (SCM), operations/technology (OPS) and human resources/IT (ADM).

After the acquisition of AFG, in addition to the sites in Poland and Mexico, our production bases have expanded to France, Germany, the UK, Czech, Tunisia and the USA, enabling us to stand at a vantage point in the changing global supply chain.

We expect to create more value by focusing on new end markets and customers together through our complementary production locations and technological capabilities, resulting in at least USD 5 million in savings from raw material procurement within 2 years. From a business perspective, it is expected to generate an additional USD 500 million in revenue in 4 years, apart from the separate plans of both.

Although challenges are inevitable in the process of integration, please don't be afraid of the difficulties; respect the culture and management system to coordinate mutually acceptable and internationally competitive solutions.

Like what I always say, a good talent is like a bouncing ball, the greater the pressure is given, the higher the rebound will be. As a result, each challenge we encountered is an opportunity for us to grow and thrive. I look forward that you will bravely cross the border and undertake another responsibility. Let us create a brilliant future together!



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

Bernardo Santos:

保持開放心胸 汲取人生經驗

作者:臺灣廠/CSO/行銷企劃部

Bernardo[,]畢業於奇瓦瓦理工學院機械設計工程學系[,]之後取得奇瓦瓦理工學院電子工程 深造學位與新萊昂自治大學工商管理的碩士學位[,]後來也通過美國品質協會六標準差 (Six Sigma) 黑帶認證[。]

在進入 USI 前,Bernardo 曾在 4 間公司工作過。1992 年,他進入偉世通 (Visteon Electronics),從機械製程工程師做 起,而在 6 年後轉換新跑道,當時的他已是偉世通先進工程辦公室負責新產品導入的產品主管。1998 年,Bernardo 進入墨西哥馬塔莫羅的德爾福 (Delphi Mechatronics Systems),工作受到肯定獲得晉升,成為業務部主管,負責的客戶則是汽車大廠戴姆勒克萊斯勒。



姓名

Bernardo Santos

部門

MX OPS

職稱

墨西哥廠總經理

工作地點

墨西哥瓜達拉哈拉

2002 年他加入捷普科技 (Jabil Inc.),在奇瓦瓦廠擔任工作小組主管,隨著經驗的累積與工作的升遷,Bernardo 於 2010 年成為奇瓦瓦廠的營運總監,而在 2013 年八月,順利成為捷普科技在美洲的第一大廠—瓜達拉哈拉廠的營運總監,豐富的工作經驗使得 Bernardo 受到 USI 的關注,最後他在2019 年九月加入 USI,成為 USI 墨西哥廠的廠總經理。

談到 Bernardo 的工作哲學,他表示:「在團隊中,有些人可能成為領導者,有些人則是跟隨者,但這不是永久的,每個人的貢獻都至關重要,我們必須依據挑戰的不同,來決定誰是領導者。此外,我們也需彼此分享過去所學的知識,讓每位成員都能更加精進,更加強大。」一個人的個性會反映在工作上,懷有抱負的 Bernardo,堅守當責與不屈不撓的心態,這使他提升工作上的適應力與敏銳且細膩的觀察力,同時幫助 Bernardo 在與同仁共事時,能夠適時注意到同仁在工作上的問題。

身為廠總經理,Bernardo認為員工管理是個挑戰,其中最主要的便是文化差異。不論是各單位間的職場文化,或是異國員工之間的文化差異,如果不試著去理解它,這樣就會限制員工對 USI 付出的意願。雖然 Bernardo 在之前的職場也會遇到多種文化間的碰撞,但隨著全球化的演進,這樣的狀況只會更多不會更少,如今他一步一步積極推動USI 墨西哥廠的文化融合。面臨文化差異時,Bernardo 建議同仁應該要保持冷靜,試著用不同的觀點去理解對方的

想法,身為主管更應以身作則,保持開放如一的態度去擁 抱世界的瞬息萬變。

Bernardo 擁有各式各樣的嗜好,喜歡運動的他,常跟朋友一起打籃球、保齡球或短柄牆球,或是看各式運動比賽,但還是最喜歡與最棒的夥伴一自己的小孩一起打球。他也時常與家人騎登山車或摩托車一起兜風,接觸大自然的美好。此外,坐下來安靜閱讀也是 Bernardo 的興趣,他認為,閱讀使我們可在書中找到生活上某些問題的答案。

「在工作表現上,不關乎聰明程度的高低,而是在於你的心態。如果你願意多付出一些,任何事皆有可能。」 Bernardo說:「這可能有點困難,也有可能會花上一段時間,不過你知道,事情不總是那麼容易,所以,只要你承諾去做,你就有可能達成任何目標。」在全球化的浪潮下,Bernardo鼓勵年輕人隨時保持開放的心胸,在人生的漫漫長途上,必須要付出時間去學習、去汲取經驗。在遇上新事物時,切勿在沒有事實的根據下判斷任何事情,否則將會導致失敗,甚至有可能打擊團隊的信心。還有,對任何人或任何事,無時無刻都須保持誠信,這是工作的基本守則。

在未來,Bernardo 期許自己能夠繼續秉持專業與不懈的精神,鞏固優秀的人才團隊,打造墨西哥廠成為 USI 頂尖的工廠,「我們作為一個充滿信心且強大的團隊,在與世界企業的競爭下,相信 USI 將會有滿載的收穫!」





Bernardo Santos:

Keep Mind Open to Learn from Experience

Author: Taiwan Site / CSO / Marketing Communication

Name

Bernardo Santos

Division

MX OPS

Title Mexico Site GM

Working Location Guadalajara, Mexico



ernardo, was graduated from the Department of Mechanical Design Engineering, Instituto Tecnológico de Chihuahua, obtained a Post-graduate degree in electrical engineering from Instituto Tecnológico de Chihuahua and a Master degree in business administration from Universidad Autónoma de Nuevo León, respectively. Afterwards, he also received the Six Sigma Black Belt certification from American Society for Quality.

Before joining USI, Bernardo worked in 4 companies. In 1992, he joined Visteon Electronics and started as a Mechanical Process Engineer and left 6 years later while he was doing as the Product Team Leader of the Advanced Engineering Office, responsible for the introduction of new products. In 1998, he joined Delphi Mechatronics Systems in Matamoros, Mexico, where he earned recognition and got the chance to lead the team as a Business Unit Manager, responsible to service a very key customer, DaimlerChrysler, a major automotive manufacturer.





He joined Jabil Inc. in 2002 as a Work Cell Manager in Jabil Chihuahua Site. With the accumulation of experience and the promotion of work, Bernardo became the Operations Director of Jabil Chihuahua in 2010. In August, 2013, he successfully became the Operations Director of Jabil Guadalajara, Jabil's largest site in the Americas. Bernardo's extensive work experience brought him to USI's attention, and he eventually joined USI in September 2019 as the General Manager of Mexico Site.

Speaking of Bernardo's work philosophy, he said, "In a team, some people may lead and some may follow, but those should not be permanent roles, everyone's contribution is imperative, so we all must lead or follow depending on the challenge. Besides, we must share what we have learned in the past with each other so that all members can be better and stronger." A person's personality will be reflected in his work. Bernardo, who has great aspirations, adheres to the attitude of accountability and tenacity, which allows him to enhance his adaptability, and keen and delicate sensibility at work, while helping him to be timely aware of his colleagues' problems when working with them.

As the General Manager, Bernardo often encounters various challenges in employee management, and the most important of which is cultural gaps. Whether it is the workplace culture between units or the cultural gaps between employees from different countries, if they are not understood, it will limit the employees' willingness to contribute for USI. Although Bernardo has confronted multicultural conflicts in his previous workplace, the occurrence of this kind of situation will only be more often and not less with the evolution of globalization. Now he is actively promoting cultural integration at Mexico Site step by step. When faced with cultural differences, Bernardo suggests that USI colleagues should keep calm and try to consider each other's points of view. Moreover, supervisors should behave as role models and maintain an open and congruent attitude to embrace the rapidly changing

Bernardo has a wide variety of hobbies, as sport fan, he often plays basketball, bowling or racquet ball with friends, or watches all kinds of sports games, but most of all, he enjoys playing with his best partners, his own kids. He also likes to spend time riding his mountain bike or motorcycles with his family to get in touch with the beauty of nature. In addition, sitting down and reading quietly is also Bernardo's interest. He believes that reading allows us to find answers to some of life's or professional questions.

"In terms of work performance, it is not about your intelligence, but your mindset. If you are willing to put in the extra personal effort, anything is possible." Bernardo said, "It can be a little more difficult and it may take a little bit longer, but you know, things are not always easy, so, if you committed to doing it, you may reach any task or goal." Under the wave of globalization, Bernardo encourages young people to keep mind open, and to take the time to learn and get experience in the long journey of life. When encountering new things, people should not assume or judge anything without facts or data. Otherwise, it will lead to failure and may even undermine the confidence of the team. In addition, it is a basic rule of work to maintain integrity to anyone or anything.

In the future, Bernardo expects to continue to uphold the spirit of professionalism and perseverance to consolidate a team of talented people, making Mexico Site a top-notch USI Site. "As a strong team, we are confident that USI will have a rewarding harvest in the competition with the enterprises around the world!"

CPR+AED OHCA後的生命之鏈

作者:臺灣廠/QA&CSR/S&HS/HS/張瑞靜

電視新聞上常常聽到 OHCA[,]只知道那代號表示患者情況很危急[,]但究竟是什麼意思呢? 英文全文為 Out-of-hospital Cardiac Arrest[,]簡稱 OHCA[,]意思是指患者在還沒到院前就已心臟停止[,]是急症中的急症[。]突然的心臟病猝發容易導致 OHCA[,]這種情況令人恐懼卻很普遍[,]根據美國紅十字會的報導[,]每天每一分鐘都有一位新的 OHCA 患者[,]而幾乎 80%的 OHCA 是發生在家裡[。]倘若遇到緊急情況[,]應該如何緊急救護呢?只要會 CPR 就夠了嗎?

CPR 與 AED 簡介

CPR是「心肺復甦術」(Cardiopulmonary Resuscitation)的簡寫,是種藉由壓胸按摩提供患者血液循環,確保腦部維持正常功能的救命術。然而,完整的到院前救護除了CPR 外應包含「自動體外去顫器」(Automated External Defibrillator,簡稱 AED)的使用,用於脈搏跳動過快(例如:心律不整、顫動)之去顫。文獻指出,若因突發性心律不整而導致心跳停止,如能在 1 分鐘內給予電擊,急救成功率可高達 90%,每延遲 1 分鐘,成功率將遞減 7% 到 10%,因此,正確來說到院前的急救應包含 CPR+AED,才能真正提升存活率。

現今法規更要求許多公共場所,包括機場、賭場、體育館、購物中心和運動場館等都要備置 AED。此外,過去只有訓練有素的醫療專業人員才能使用,現今新型 AED 都有語音指示協助,所以一般民眾也可以操作。

CPR 與 ECC 準則在 2020 年的更新

2015 年,美國心臟協會統計,在救護車抵達前由一般民眾施行 CPR 的個案所佔比例仍不到 40%,而使用 AED 的個案所佔比例 則不到 12%。最新證據顯示,在病人心臟沒有停止的情況下施行胸部按壓,對病人造成傷害的風險是低的。這也顛覆了大眾過去一些錯誤認知,一般施救者無法準確判斷病人是否有脈搏時,避免不必要的胸部按壓,反而延遲施行 CPR,對急需救助的患者所造成的傷害風險更大!這也就是 CPR+AED 改版後要求民眾趕緊實施胸部按壓的主要原因。

CPR+AED OHCA 後的生命之鏈



緊急應變系統啟重

高品質CPR

去顫

高級心肺復甦 〉 心臟停止後照護

)

復原



依照生命之鏈的要求,最好能夠在到院前完成前三個步驟,也就是 CPR+AED,簡易版的流程口訣為「叫叫壓電」,步驟如下:

- 前置作業:確認現場環境安全。
- 第一個叫:用雙手拍打患者並呼叫患者確認有無反應。
- 第二個叫:如果確認患者沒有意識,立即大聲呼救,請求周遭的人設法取得最近的 AED,以及撥打 119 聯繫救護人員,撥打時須詳述人、事、時、地、物,並說明報案者身分、姓名與聯絡電話,以便救護人員快速到場救援,不要掛斷電話,聽從人員指示進行後續急救事項。
- 壓:胸部按壓非常重要,即使不習慣對陌生人進行急救呼吸,也要確保進行胸部按壓。開始按壓前要確定患者平躺在硬地板上,壓胸時盡量不要讓手彈跳,步驟如下:
- 1. 如果方便,可移除患者衣物。
- 2.將一手的手掌掌根放於患者胸骨的下半段(兩乳中心線)。然後將另外一隻手的掌根放於前一隻手的手背上。
- 3. 直直向下壓。壓胸深度至少 5 到 6 公分 (1/3 胸廓厚度), 且速度為每分鐘 100 至 120 下。
- 4. 每次下壓後,要使患者胸部回彈至原本厚度。
- 電: 打開 AED 開關,依照 AED 的指示操作,且持續 CPR 直到病患有反應或者急救人員到場接手。

執行救護怕被告?

世界上許多國家已立法保護善心的救助者免於法律的咎

責。在英美法系國家,這種法律叫做《善良撒馬利亞人法》(Good Samaritan Law)。而臺灣的《緊急醫療救護法》最近一次修法中,更明定迫切危險狀況使用緊急救護設備進行急救的行為,適用《民法》、《刑法》免責的規定。

臺灣廠內部 AED 介紹

《緊急醫療救護法》在 2013 年修正,通過了特定的公共場所應該置放「自動體外心臟電擊去顫器」的法條,目前需要裝置 AED 的公共場所共有 8 大類,包括:交通要衝、長距離交通工具、觀光旅遊地區、學校、大型集會場所或特殊機構、大型休閒場所、大型購物場所、旅宿場所,以及大型公眾浴場或溫泉區。

自 2015 年起開始租借至今,目前臺灣廠共有 4 台 AED,設置在草屯一、二廠與南崗廠的守衛室,以及立體停車場的 5 樓體育場。雖然公司並未列在上述公共場域內,但考量對員工面臨救護上能有很大的幫助,故仍將持續備置 AED 藉此守護員工的生命安全。

資料來源

 American Heart Association. Out-of-hospital Chain of Survival. Retrieved January 14, 2021, from https://cpr.heart.org/en/resources/cpr-facts-and-stats/ out-of-hospital-chain-of-survival

CPR+AED Chain of Survival After OHCA

Author: Taiwan Site / QA&CSR / S&HS / HS / Nancy Chang

HCA is often heard on TV or news. However, we only know the code indicates that the patient's condition is critical. What does it mean? The full text in English is Out-of-hospital Cardiac Arrest, or OHCA for short. It means the patient's heartbeat has stopped before arriving at the hospital, which is an emergency. Sudden heart attack can easily lead to OHCA. This situation is frightening but quite common. According to the American Red Cross, there is another new OHCA patient every minute of every day, and almost 80% of OHCA occurs at home. If we encounter an emergency, how should we give the first aid? Is CPR enough?

Introduction to CPR and AED

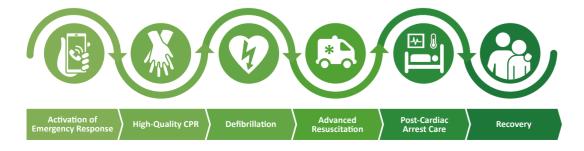
CPR is the abbreviation of Cardiopulmonary Resuscitation. It is a life-saving technique that uses chest compression massage to provide blood circulation to the patient and ensure normal brain function. However, the complete pre-hospital care should include the use of an "Automated External Defibrillator" (AED) in addition to CPR, which is used for defibrillation of excessively fast pulses (for example, arrhythmia or fibrillation). The literature points out that if the heartbeat stops due to sudden arrhythmia, if an electric shock can be given within 1 minute, the first aid survival rate can be as high as 90%. Every 1-minute delay, the survival rate will decrease by 7% to 10%. Therefore, it is correct to say that the first aid before the hospital should include CPR+AED to truly improve the survival rate.

Nowadays, the regulations require that public places, including airports, casinos, stadiums, shopping malls and sports venues, must be equipped with AEDs. In addition, in the past, only well-trained medical professionals could use AED. Now, the new AED has voice prompt to assist the general public to use it.

Update of CPR and ECC Guidelines in 2020

According to statistics from the American Heart Association in 2015, the proportion of CPR performed by the general public before the arrival of the ambulance was still less than 40%, while the proportion of cases using AED was less than 12%. The latest evidence shows that performing chest compressions has a low risk to the patient while heart is still running. This has also subverted some misconceptions of the public in the past. Generally, rescuers usually avoid unnecessary chest compressions when they cannot accurately determine whether the patient has a pulse. Therefore, delayed implementation of CPR makes the emergency patients in greater risk of injury! That's why the public are asked to perform chest compressions immediately to patients by the updated CPR+AED.

CPR+LED Chain of Survival after OHCA



According to the requirements of the chain of survival, it is the best to complete the first three steps before arriving at the hospital, which is CPR+AED. The simplified version of the process formula is "Check, Call, Compress and Defibrillation", and the steps are as follows:

- Pre-work: Confirm the safety of the environment.
- Check: Tap the patient with both hands and call the patient to confirm if there is any response.
- . Call: If you confirm that the patient is unconscious, call for help immediately, ask people around you to try to obtain the nearest AED, and dial 119 to contact the ambulance staff. While calling, you must detail people, events, times, places and things, and state the identity, name and contact number of the reporter, so that the ambulance staff can quickly arrive at the scene for rescue. Also, avoid hanging up to follow the instructions of the staff for follow-up first aid.
- · Compress: Chest compressions are especially important. Even if you are not used to perform on strangers, make sure to perform chest compressions. Before compression, make sure the patient lie flat on a hard floor and try not to let your hands bounce when compressing the chest. The steps are as follows:
- 1. It's suggested that it's better to remove patient's clothing.
- 2. Place the base of the palm of one hand on the lower half of the patient's sternum (center line of both breasts), and then place the palm base of the other hand on the back of the previous hand.
- 3. Press the sternum straight down. The chest compression depth is at least 5 to 6 cm (1/3 of thorax thickness), and the speed is 100 to 120 beats per minute.
- 4. After each compression, the patient's chest should be rebound to its original thickness.
- . Defibrillation: Turn on the switch of AED, follow the instuction and continue doing CPR until the patient responds or emergency personnel arrive to take over.

Good Samaritan Law

Many countries have enacted legislation to protect benevolent rescuers from legal responsibility. In common law countries, this kind of law is called "Good Samaritan Law". In the latest amendment of "Emergency Medical Services Act" in Taiwan, it is more clearly defined that the use of emergency rescue equipment for first aid in an urgently dangerous situation is subject to the provisions of the Civil Code and the Criminal Code.

Introduction of AED in Taiwan Site

The "Emergency Medical Services Act" was amended in 2013, passing the law that automated external cardiac defibrillators should be placed in certain public places, including traffic hubs, long-distance transportation, sightseeing areas, schools, large gathering places or special institutions, large leisure places, large shopping places, lodging places, and large public bathing or hot spring areas.

Since 2015, there are 4 AEDs installed in the security rooms of Tsaotuen Site, Nankang Site and on the 5th floor of the parking garage. Although USI is not listed in the above public domain, considering that it can be of great help to employees facing rescue, USI will continue to prepare AEDs to protect USI employees' lives.

財報生活化輕鬆學理財



作者:臺灣廠 / ADM / 華南暨 MX 財務中心 / 洪淑華

企業製作財務報表來檢視整體的財務表現,家庭或個人也是一樣,財務狀況好壞也能透過財報分析達到相同的目的。企業財報非常複雜,因為以營利為目的且需要對股東負責,必須透過非常精確的會計系統才有辦法完成。而家庭或個人財報相對簡單,重點是理解家庭財務狀況,以及月年收支情形,只要整理日常支出的流水帳即可,因此沒學過會計也可以輕鬆編製。

簡單來說,我們可以活用三張表單來輕鬆理財!第一張「現金流量表」看每個期間的資金流向;第二張「收支損益表」 估每年可以儲蓄多少;第三張「資產負債表」算家庭財富 淨值有多少。這三張表雖然各自功能不同,卻相互關聯。

現金流量表

現金流量表的主要功能,是記錄一段時間內現金增減變動的情形。使用現金流量表時,應該預先記錄未來現金流出的項目,如信用卡卡費繳款日、定期定額扣款日,收到帳單後都應先記錄起來,而非期限將至,發現錢不夠才開始籌錢。

現金流量表有 4 個部分: 期初現金、現金流入、現金流出、期末現金。而現金流向依其特性可區分為現金流入與現金流出, 如表 1。

表 1 現金流向分類

	特性	舉例
現金流入	最後會變成自己口袋裡的現 金 (或是約當現金)	薪資收入、兼職收入
現金流出	把自己原本口袋內的錢付給 別人,再也拿不回來的錢	生活支出、貸款支出、 保險支出

現金流量表案例解析

現金流量表 2021 年 3 月

類型	項目	金額	
期初現金	·	\$	200,000
坦会法 1	薪資收入	\$	60,000
現金流入	非薪資收入	\$	9,000
現金流入小計		\$	69,000
	食(餐費)	\$	10,000
	衣(治裝費)	\$	2,000
	住(房租)	\$	12,000
生活支出	行 (油費、交通費)	\$	2,000
土冶又山	育 (進修費、書籍費)	\$	1,000
	樂 (娛樂、運動)	\$	2,000
	公益(捐款)	\$	500
	醫 (醫療、藥品)	\$	300
貸款支出	車貸	\$	8,000
孝養 / 教養支出	父母孝親費	\$	5,000
子食 / 狄食又山	子女教育費	\$	10,000
稅賦支出	所得稅	\$	-
保險支出	勞健保費	\$	2,900
山人類和	儲蓄險 (年繳)	\$	3,000
投資支出	基金(定期定額)	\$	3,000
汉 貝又田	股市(定期定額)	\$	5,000
現金流出小計		\$	66,700
現金流量		\$	2,300
期末現金		\$	202,300

註 1: 現金流量 = 現金流入 - 現金流出註 2: 期末現金 = 期出現金 - 現金流量



財務診斷:

- 1. 房和占收入比 17%, 低於 25% 警戒線, 可繼續保持。
- 2. 與汽車 / 交通相關的現金流出 1 萬,占總流出比例將近 15%, 若車子非必須,可以考慮晚點買車或不買車,省下費用。
- 3. 儲蓄險一般而言年繳較便宜,但平時就應準備,以免影響 現金流。
- 4. 建議孝親費晚點再給或是不定期給,也可以年度旅遊方式 孝親,先將現金用來償還其他債務。

收支損益表

收支損益表主要看收支平衡,以及收入或支出占總收入支出的比例,分析出每月可以儲蓄多少錢,重點在有限的收入下, 費用的控制是否得宜。

收入,是個人所賺的錢,包括投入人力與時間所創造的收入。 支出,是口袋掏出的錢,再也拿不回來。儲蓄,是收支相抵後 的餘額。儲蓄如何運用,影響到個人財務的走向,可放入期 末的資產負債表淨值當中累積存款,或是投入到資產當中、 償還負債。

日常收支依其特性可區分為經常性收支與非經常性收支,如表 2°

表 2 日常收支分類

	項目	特色
經常性	工作收入	人力資源創造:薪資、稿費、獎金
收支	生活支出	食、衣、住、行、育、樂的費用
非經常性	理財收入	既有資產衍生:房租、利息、股利、投資利得
收支	理財支出	投資手續費、貸款利息、婚喪喜慶要支出的紅 / 白包

收支損益表案例解析

損益表 2021 年 3 月

2021 373					
類型	項目	金額			
收入					
經常性收入	薪資收入	\$	60,000		
非經常性收入	股利收入	\$	6,000		
	非薪資收入	\$	3,000		
收入小計		\$	69,000		

類型	項目	金額					
	支出						
	生活支出	\$	29,800				
	孝養支出	\$	5,000				
經常性支出	教育支出	\$	10,000				
	貸款支出	\$	8,000				
	勞健保支出	\$	2,900				
非經常性支出		\$	-				
支出小計		\$	55,700				
當期損益		\$	13,300				

註:當期損益 = 總收入 - 總支出

財務診斷:

- 1. 非經常性收入 0.9 萬, 占總收入 13%, 比例理想, 可繼續保持。
- 2. 生活費 2.9 萬占總支出 54%, 一般生活開銷約占 60%, 可繼續保持。
- 3. 本月盈餘率(盈餘(當期損益)/總收入)約 20%, 一般建議要達到 30% 才有助財富累積。

資產負債表

資產負債表用來評估個人或家庭的整體財務狀況,利用 資產與負債的總值與比例,分析資金的來源與用途,進而 得知你用什麼累積財富、你的流動現金夠不夠用,及你有 多少籌碼及身價。

資產,是可以增加現金流入或減少現金流出的經濟資源。 負債,是承擔償還義務的負擔,常見的負債有房貸、車貸、 卡債等等。淨值,是真正擁有的財富。

財務分布狀況依其特性可區分為資產與負債,如表 3。

表 3 財務分布狀況分類

項目	分類	特性	舉例
資產	流動資產	隨時可用	現金
	生息資產	產生收益、價差	債券、股票
	流動資產	無現金收益	自用房地產、汽車
	消費負債	支應短期消費	現金卡
負債	投資負債	支應長期消費	出租房貸
	自用負債	支應自住用途	自住房貸

資產負債表案例解析

資產負債表 2021年3月

2021 - 373							
類型	項目		金額		類型		金額
	資產				負債		
	現金	\$	60,000	信	用卡債	\$	26,000
流動資產	股票	\$	80,000	車	i貸	\$	520,000
	資金	\$	10,000				
流動資產小計		\$	150,000				
	汽車	\$	800,000				
固定資產	電腦	\$	30,000				
	儲蓄險(現值)	\$	60,000				
固定資產小計		\$	890,000				
其他資產		\$	-				
其他資產小計		\$	-				
總資產		\$ 1	1,040,000	紀	負債	\$	546,000
淨值					\$	49	94,000

註 1:總資產 = 流動資產 + 固定資產 註 2: 資產淨值 = 總資產 - 總負債

財務診斷:

1. 已購車輛若主要是自用,不會想賣掉,為了保守估計, 應該考慮不計入資產

- 2. 在每月支出約 5.6 萬下 (見收支損益表案例分析),流 動資產僅 15 萬左右,只能維持不到 3 個月,建議至少 6個月以上較理想。
- 3. 負債占總資產 53%, 負債比(總負債/總資產)低於 50%,避免未來還款壓力。
- 4. 信用卡債一般來自消費型的借貸,利率較高,應該儘速 還清,避免陷入循環利率。

財務報表扮演類似儀表板的角色,如果資產負債表是 GPS,損益表是引擎運轉效率,那現金流量表就是油表。 先看現金流量表抓出財務漏洞,確保每月現金正流入; 接著透過損益表定期檢視績效,逐步提高被動收入比例; 再藉由資產負債表,確認你有多少籌碼。

捐益表與資產負債表之間會相互牽動;若捐益表有盈餘, 會流入資產負債表的淨值,成為未來布局資產、提高被動 收入的有利條件。反之,若結果為虧損,就得藉由借貸 或以資產換取現金,淨值區塊就會縮小。損益表的維持, 與資產負債表之間可說是禍福同享、休戚與共。

把自己當作公司經營,建立家庭或個人財務報表最大的 好處是,幫助我們彙整財務相關問題,並儘早得到解決 方式,最重要的,可將對財務問題的恐懼化為動力,幫 助我們做出正確的決定。理財是人生規劃中不可或缺的 一環,透過個人財報分析可以清楚未來理財的重點,幫 助我們了解自身財務狀況,提早達成財務自由的目標。

資料來源

Make Financial Statements Close to Life **Easy Financial Management Lessons**

Author: Taiwan Site / ADM / South China & MX Finance Center / Eileen Hong

ompanies make financial statements to review their overall financial performance and so do families or individuals. The financial status can also achieve the same purpose through financial statement analysis. Corporate financial statements are very complicated because companies are profit-seeking and accountable to shareholders. It is done through a very accurate accounting system. However, the family or personal financial reports are relatively simple. The key is to understand the family's financial status, and the monthly and annual income and expenditure situation. It only needs to keep a general journal of daily expenditure, which can be easily compiled without learning accounting.

In short, we can use three statements for the financial management easily! The first one is the "cash flow statement" which tracks the flow of funds in each period; the second one is "income statement" which estimates how much you can save each year; the third one is the "balance sheet" which calculates the household's net worth. Although these three statements have different functions, they are related to each other.

Cash Flow Statement

The main function of the cash flow statement is to record changes in cash flow over a period of time. When using the cash flow statement, you should record the future cash outflow items in advance, such as the payment date of credit card bills and the automatic debit date of periodic investment. They should be recorded after receipt of the bills, rather than starting to find money only after realizing having insufficient fund as the deadline is approaching.

The cash flow statement has four parts: opening cash, cash inflow, cash outflow and closing cash. The cash flow can be divided into cash inflow and cash outflow according to the characteristics, as shown in Table 1.

Table 1 Classification of Cash Flow

	Characteristics	Examples		
Cash inflow	It will eventually become cash (or cash equivalent) in your own pocket.	Wage and salary income, part time job income, etc.		
Cash outflow	Pay the money from your own pocket to someone else and never get it back.	Living expenses, loan expenses, insurance expenses, etc.		

Case Analysis of Cash Flow Statement

Cash Flow Statement March. 2021

Туре	Item		Amount		
Opening cash		\$	200,000		
6.1.0	Wage and salary income	\$	60,000		
Cash inflow	Non-wage-and-salary income	\$	9,000		
Subtotal of cash inflow		\$	69,000		
	Food (meal expenses)	\$	10,000		
	Clothing (clothing expenses)	\$	2,000		
	Housing (rent)	\$	12,000		
Living	Transportation (gas and transportation expenses)	\$	2,000		
expenditures	Education (training and book expenses)	\$	1,000		
	Entertainment (entertainment and sports expenses)	\$	2,000		
	Charity (donations)		500		
	Medical (medical treatment and medicine expense)	\$	300		
Loan expenditures	Auto loan	\$	8,000		
Allowance for	Allowance for parents	\$	5,000		
parents/ Child care expenditure	Educational expense	\$	10,000		
Tax expenditure	Income tax	\$	-		
Insurance	Labor insurance and Health insurance	\$	2,900		
expenditure	Savings insurance (annual premium)	\$	3,000		
Investment	Funds (periodic investment)	\$	3,000		
expenditure	Stocks (periodic investment)	\$	5,000		
Subtotal of cash outflow		\$	66,700		
Cash flow		\$	2,300		
Closing cash		\$	202,300		

Note 1: Cash flow = Cash inflow - Cash outflow Note 2: Closing cash = Opening cash - Cash flow

Financial Analysis:

- 1. The rent accounts for 17% of income, which is below the 25% warning limit. It should be maintained.
- The cash outflow related to automobiles/transportation is \$10,000, accounting for nearly 15% of the total outflow. If a car is not necessary, you can consider buying later or not buying at all to save money.
- 3. Savings insurance is generally cheaper if the premium is paid annually, but you should prepare for it so as not to affect cash flow.
- 4. It is recommended to give the allowance for parents later or irregularly. You can also make an annual travel plan instead of the allowance and use the cash to repay other debts.

Income Statement

The income statement mainly evaluates the balance of income and expenditure, and the ratios of various incomes or expenditures to the total income and expenditure. It analyzes how much money can be saved every month, focusing on whether the expenses are properly controlled with the limited income.

Income is the money earned by an individual, including income created by investing manpower and time. Expenditure is the money taken out of the pocket, which is never returned. Savings are the balance after income and expenditure that are offset. How the savings are used affects the personal finances. It can be put into the accumulated deposits in the net value on the balance sheet at the end of the period, or invested in assets or used to repay liabilities.

Daily income and expenditure can be divided into recurring income and expenditure, and non-recurring income and expenditure according to their characteristics, as shown in Table 2.

Table 2 Classification of Daily Income and Expenditure

	Item	Characteristics
Recurring income and expenditure	Pay	Created via human resource: Salary, remuneration, bonus, etc.
	Living expenditure	Food/clothing/ housing/transportation/ education/entertainment/ etc. expenses
Non-recurring income and expenditure	Investment income	Derived from existing assets: Rent, interest, dividends, investment gains, etc.
	Investment expenditure	Investment handling fee, loan interest, gift money for weddings or funerals, etc.

Case Analysis of Income Statement

Income Statemen

March, 2	202
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Туре	Item		mount	
Income				
Recurring income	Wage and salary income	\$	60,000	
	Dividend income	\$	6,000	
Non-recurring income	Non-wage-and-salary income	\$	3,000	
Subtotal of income		\$	69,000	

туре			Amount				
Expenditure							
Recurring expenditure	Living expenditure	\$	29,800				
	Filial piety expenditure	\$	5,000				
	Education expenditure	\$	10,000				
	Loan expenditure	\$	8,000				
	Labor insurance and health insurance	\$	2,900				
Non-recurring expenditure		\$	-				
Subtotal of expenditure		\$	55,700				
Current profit and loss		\$	13,300				

Note: Current profit and loss = Total income - Total expenditure

Financial Analysis:

- 1. The non-recurring income is \$9,000, accounting for 13% of total income. The proportion is ideal and should be maintained.
- 2. The living expense is \$29,000, accounting for 54% of total expenditures, and the general living expenses account for about 60%, which should be maintained.
- 3. This month's earnings ratio, ie. earnings (current profit and loss)/total income, is about 20%. It is generally recommended that it should reach 30% to help wealth accumulation.

Balance Sheet

The balance sheet is used to evaluate the overall financial situation of an individual or family. The total value and ratios of assets and liabilities can be used to analyze the source and use of funds, and then to know how to accumulate wealth, whether the current cash is sufficient, and how much you own.

Assets are economic resources that can increase cash inflows or reduce cash outflows. Liabilities are the burden of taking on the obligation to repay. Common liabilities include mortgages, car loans, card debts, etc. Net value is the wealth really owned.

Financial distribution can be divided into assets and liabilities according to their characteristics, as shown in Table 3.

Table 3 Classification of Financial Distribution

Item	Туре	Characteristics	Examples
Assets	Current assets	Ready to use	Cash
	Interest-bearing assets	Generate cash income and price difference	Bonds and stocks
	Self-use assets	No cash income	Real estate and cars for own use
Liabilities	Consumption liabilities	Support short-term consumption	Cash card
	Investment liabilities	Support long-term consumption	Rental mortgage
	Self-use liabilities	Support for residential purpose	Home loan

Case Analysis of the Balance Sheet

Balance Sheet March, 2021

Type	Item		Amount	Ty	ype	A	mount
Assets			Liabilities				
Current	Cash	\$	60,000	Credit c	ard debts	\$	26,000
	Stocks	\$	80,000	Car loar	1	\$	520,000
	Funds	\$	10,000				
Subtotal of current assets		\$	150,000				
Fixed assets	Cars	\$	800,000				
	Computers	\$	30,000				
	Savings insurance (present value)	\$	60,000				
Subtotal of fixed assets		\$	890,000				
Other assets		\$	-				
Subtotal of other assets		\$	-				
Total assets		\$	1,040,000	Total liabilities		\$	546,000
Net value			\$	49	4,000		

Note 1: Total assets = Current assets + Fixed assets Note 2: Net assets = Total assets - Total liabilities

Financial Analysis:

- If the purchased vehicle is mainly for personal use and not to be sold, for conservative estimation, it should be considered not to be included in the assets.
- 2. With the monthly expenditure of \$56,000 (refer to the Case Analysis of the Income Statement), the current assets are only about \$150,000, which can only maintain for less than 3 months. It is recommended that ideally it should be at least for 6 months.
- 3. Liabilities account for 53% of total assets. The debt ratio, i.e. total liabilities/total assets, should be less than 50% to avoid future repayment pressure.

4. Credit card debts generally come from consumer loans with high interest rates, and it should be paid off as soon as possible to avoid falling into revolving interest rates.

Financial statements play a role similar to a car dashboard. If the balance sheet is the GPS and the income statement is the engine's operating efficiency, then the cash flow statement is the fuel gauge. Check the cash flow statement first to find out the financial problems in order to ensure that the monthly cash inflow is positive; then regularly review the performance through the income statement, gradually increase the proportion of passive income; and finally use the balance sheet to confirm how many chips you have.

The income statement and the balance sheet will affect each other; if the income statement shows a surplus, it will flow into the net value of the balance sheet, becoming a favorable condition for the future deployment of assets and increasing passive income. Conversely, if the result is a loss, you have to borrow or exchange assets for cash, and the net value will be reduced. The maintenance of the income statement and the balance sheet can be said to share a common future.

The biggest advantage of treating ourselves as a company and establishing family or personal financial statements is to help us organize financial-related issues and get solutions as soon as possible. Most importantly, the fear of financial problems can be turned into motivation to help us make the right decision. Financial management is an indispensable part of life planning. Through personal financial statement analysis, we can clarify the key points of future financial management, help us understand our own financial situation, and achieve the goal of financial freedom early.

Source

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Essential Conference Call Phrases:

Dealing with Difficulties

電話會議常用語:難題應對

作者:英代外語國際認證機構/趙秀蓮 Tiffany S. Chew



你對用英語進行電話會議有信心嗎?即使對於母語者,電話會議也絕不簡單。無論是對接下來誰該發言感到困惑,或者當兩三個人同時講話而感到尷尬,電話會議可混亂得很。況且,許多人也可能還不清楚電話會議的禮儀。本期我們將介紹一些基本的電話會議常用語,專門用於表達不理解和技術問題。



One of the most common issues encountered in conference calls is comprehension. These issues could occur because of accents, colloquial phrases, unclear speech or use of jargon, which may or may not have anything to do with your English listening skills. Even native speakers may have issues with this. Here are some common phrases used to indirectly and politely tell someone you don't understand him/her.

電話會議中最常見的問題就是聽不懂或不理解。這些問題可能是由於口音、當地口語、語音不清晰或使用行話引起的,而這可能與你的英語程度無關。即使是母語者也可能對此有疑問。以下是一些常用詞,間接和禮貌地表示聽不懂或不理解。

- Asking for Repetition 要求重複
- 1. Excuse me,/Pardon me,/Sorry, I didn't (really/quite) ...
- a) ...catch that. Can you repeat that, please?
- b) ...get your last sentence. Could you say that again?

不好意思,我沒聽清楚,請你再說一遍。

- 2. Excuse me,/Pardon me,/Sorry, can you say that again/repeat that ...
- a) I can't/didn't hear you clearly?
- b) the sound quality is poor?

不好意思,請你再說一遍,我沒聽清楚。

3. I missed that. Could you say it again, please? / Could you run that by me one more time?

我錯過了那句,你能再說一遍嗎?

提醒 1: 記得說明原因為何要對方重複,以便對方調整聲音或語速。

提醒 2: 切記不要只是說「Pardon?」,對方其實不知道你這句是表示沒聽清楚、聽不懂還是不理解,因此除了說明原因,也要告知要對方怎麼做,比如重複單字或句子。

例句:

- × Pardon?
 - 不好意思。
- ✓ Pardon me, I didn't get your last sentence. Can you repeat that, please?不好意思,我沒聽到你的前一句話,請你再說一遍。
- ★ Excuse me?
 不好意思。
- ✓ Excuse me, can you say that again? The connection is poor.不好意思,請你再說一遍,這連接不良。
- Sorry?
- 抱歉。
- ✓ Sorry, I missed that. Could you run that by me one more time?
 抱歉,我錯過了那一點,你能再說一遍嗎?
- Asking for Clarification 要求闡明
- 1. I'm afraid I don't (quite) understand what you meant. / I did not (really) understand your last point, could you please clarify? 我不太理解你的意思,能否請你說明一下?

提醒 1:除了表示請對方解釋清楚內容,當不理解或聽不懂單字時,這句也很好用。

提醒 2:除了表達你不明白,記得要告知對方怎麼做,比如請對方闡明或說明細節。

例句:

I don't understand.

我不明白。

- ✓ I don't quite understand. Could you please clarify?
 我不太明白,能否請你說明一下?
- 2. I don't see what you mean. Could we have some more details, please? / Could you explain/clarify/elaborate on...? 我沒明白你的意思,請你說明細節。

意謂:禮貌性地說明你不理解,可能是因為對方沒 說清楚。

例句:I don't really see what you mean. Could you elaborate on how we could reduce our costs by having people work from home?

我不太明白你的意思,你能否詳細說明如何透過居家工作來降低我們的成本?

- Accents, Unclear Speech & Jargon 口音、言語不清、行話
- 1. I don't (quite) follow you. / I'm afraid I didn't get that. / I'm afraid you lost me when you mentioned...

我不明白。

意謂:禮貌性地說明你不理解或跟不上內容,沒說 明原因但可能是因為用詞或話題。

2. Could you speak more slowly and clearly, please? / Could you speak slowly and say that again, please? 請你說得慢一點,清楚些。

提醒:如果覺得不好意思或怕被對方取笑英文程度,可搭配技術問題的理由,如網路不穩或音質不良。其實,母語者也會請對方說慢點或再說一遍。 另外即便對方的口音有多重,也不可提為理由。

例句:

- ※ You have a heavy accent. Could you speak more clearly, please?
 你的□音很重,請你說清楚些。
- Pardon me, I didn't quite catch that. Could you speak

more clearly, please?

again, please?

不好意思,我沒聽清楚,請你說清楚些。

I don't understand your accent. Could you say that again, please?

我聽不懂你的口音,請你再說一遍。

② Excuse me, I didn't hear you clearly. Could you say that

不好意思,我沒聽清楚,請你再說一遍。

3. I did not (quite/really) understand that, could you rephrase, please?/Could you explain that in another way, please? 我不太理解這一點,請你換句話說。

提醒:當你聽不清楚或聽不懂一些單字時,這句也 很好用,也可表示請對方再解釋清楚。

4. Would you mind spelling... / Could you spell that word for me, please?

請你拼出這個詞。

提醒:跨國電話會議常常會碰到發音不同的夥伴, 這時不妨直接請對方拼單字。

例句:I don't recognize that word. Would you mind spelling it for me, please?

我不認識這個詞,能否請你把它拼出來?

5. Excuse me,/Pardon me,/I'm sorry, I don't (quite/really) understand the term/word. What does it mean?

不好意思,我不理解該詞,這是什麼意思?

例句:Pardon me, I don't quite understand the term "K.O.L". What does it mean?

不好意思,我不太理解「KOL」這術語,這是什麼意思?



Technical Issues 技術上的問題

During a conference call, it's also likely that you'll encounter some technical issues e.g., echoes, poor sound quality or unstable connection. When these issues occur, don't be shy to tell or warn others about it so that the call can be smoother. As

mentioned earlier, even native speakers may find conference calls difficult. So they'll appreciate it if you're upfront about any potential issues.

在電話會議期間,你可能也會遇到一些技術問題,例如回音、音質不良或連接不穩定等等。發生這些問題時,請不要羞於告訴其他人,以便會議更加順暢。如前所述,即使是母語者也可能會覺得電話會議很困難。因此,如果你坦誠告知任何問題,他們會理解的。

• Poor Quality / Connection 連接不良

1. I just got disconnected. I'm/It's [your name]. 我斷線了,我是……。

提醒:需再報自己的名字,因為可能斷線的不只你 一個人。

2. I'm using the [source/place] WiFi and it's not (that) good/ great.

我正在使用……的無線網路,效果不是很好。

意謂:預警隨時會斷線或中斷的可能性。

例句:I'm using the hotel's WiFi, and it's not that great. 我正在使用酒店的無線網路,但效果不是很好。

3. Please bear with me. I'm having connection issues. /
There is some interference on the line.

請多多包涵,線路上有一些干擾。

意謂:預警網路或噪音問題

4. You are breaking up/cutting out. / You cut out, can you say that again?

你的連結不穩定,你中斷了,可以再說一遍嗎?

提醒:說明為何你需要對方重複,以便他人清楚問題所在,比如是網路問題而非聽力或理解的問題。

• Noise / Sound Issues 聲音問題

1. Apologies for the noise; I'm outside/out on the street. Let me know if it gets too bad.

抱歉,我這裡有噪音,我在街上。如果情况太糟, 請告訴我。

意謂:預警噪音問題。

2. I can hear background noise. / There's a lot of background noise. 我聽到很多噪音。

意謂:間接性地請對方移位或調整環境。

3. It sounds like you have echoes. / There is an echo. 有回音。

意謂:間接性地請對方調整麥克風或環境。

4. Excuse me,/Pardon me,/Sorry, I'm having a sound issue. 不好意思,我遇到一些聲音問題。

意謂:請對方多多包涵。

- 5. Excuse me,/Pardon me,/Sorry, I can't hear you. / I can't hear [someone's name], can everyone else hear him/her?不好意思,我聽不到你的聲音,其他人都能聽見嗎? 提醒:先確認是只有自己聽不到或大家都聽不到,再請對方調整音量。
- 6. The sound quality is not good, could everyone please speak up? / Can you adjust your speaker volume? 音質不好,請大家大聲點。

提醒:如果只有一或兩位需要調整音量[,]可直接說明名字。

• Logging in and File Issues 登錄與文件問題

1. Excuse me,/Pardon me,/Sorry, I seem to have a problem logging in.

不好意思,我無法登錄。

2. Excuse me,/Pardon me,/Sorry, I cannot see the file. 不好意思,我看不到該文件。

Conference calls are the norm for meetings as more and more people work from different places, be it from offices, homes or even in cars. Whether it's formal or informal, the phrases covered here would be handy as you're bound to encounter these comprehension and technical issues. Remember, practice makes perfect!

隨著越來越多的人在不同的地方工作,比如辦公室,家 裡還是車上,電話會議已成為會議的常態。無論是正 式還是非正式的會議,你一定會遇到這些理解和技術上 的問題,而這些常用語都非常實用。記住,熟能生巧! **30** 資訊特快車

Thunderbolt 技術介紹

作者:臺灣廠 / ICS / VPS / PR 研發處 / 張欽彰

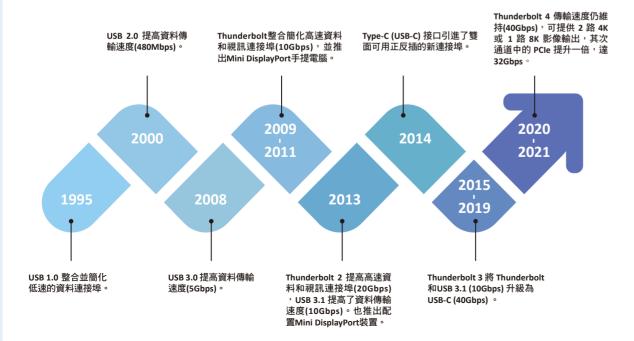
隨著筆記型電腦的輕薄化,以及新電腦產品的連接介面越來越趨於單一,故 Intel 推出 Thunderbolt 技術,整合了影音與資料傳輸的應用。

歷中沿革

Thunderbolt 的技術是由 Intel 首先開發完成的,可以用來支援高速資料和視訊的傳輸,這個技術比 USB 連接 埠的應用更廣泛。Intel 在 2011 年 2 月推出這種原先稱為 Light Peak 的介面規格,並定名為 Thunderbolt。原本是要使用光纖來傳輸,後來還是發展為使用銅線傳輸。講直白一點,和 USB 一樣,不過,Thunderbolt 的用途不只用來傳輸檔案,它還可以用來連接營幕和電腦周邊,用途比 USB 更多元。

Thunderbolt 的技術已經發展到 Thunderbolt 4 o Thunderbolt 4 技術可提供到每秒高達 40 Gb 的雙向傳輸能力,未來還能達到每秒 100 Gb 的傳輸速度,同時還能支援 PCI Express \ DisplayPort 和 USB4 協定。Intel 表示目前已有多家廠商支援這項技術,通過與 USB-IF 合作開發的 USB-C 連接埠,Thunderbolt 4 可提供目前最快的連接埠技術。它使用雙面可用的輕巧 Type-C 插頭,來連接各種 Thunderbolt 的裝置、 4K 顯示器以及數以萬計的 USB-C 周邊裝置,同時也能夠進行充電。最高功率則因 USB Type-C 規範,上限仍為最高 100W 輸出 / 入。

技術演進



Thunderbolt 4 技術

Thunderbolt 4 是蘋果與 Intel 共同制定的規範,蘋果也宣布將於 MacOS 的 Apple Silicon 繼續使用 Thunderbolt 技術;另外,也有相關新聞報導 AMD 平台推出與 Thunderbolt 晶片合作的消息。Thunderbolt 3 屬於單純在技術面的理論相容 USB4,但由於制定的規範時間早於 USB4,可能會有部分 USB4 追加規範無法確保其相容性。然而 Thunderbolt 4 將 USB4 的功能納入驗證項目,意味著符合 Thunderbolt 4 認證即表示 100% 相容 USB4。

雖然 Thunderbolt 4 最高傳輸速度與 Thunderbolt 3 一樣 為 40Gbps,但在影像和資料傳輸的最低要求上,都較 Thunderbolt 3 提高了1倍。在影像方面,Thunderbolt 4 支 援 2 台 4K 螢幕或 1台 8K 螢幕;在資料傳輸方面,支援 32Gbps PCIe,儲存速度可達 3000MB/s。

此外,Thunderbolt 4 規格可以支援多達 4 個連接端的擴充場 (dock)、也支援充電功能、Thunderbolt 連結網路、USB4,以及要求 PC 系統必須要具有基於 Intel VT-D 的直接記憶體存取 (DMA) 保護功能,以防止駭客透過實體連接進行 DMA 攻擊等特點。

Thunderbolt 4 應用

相關的產品應用如圖 1。

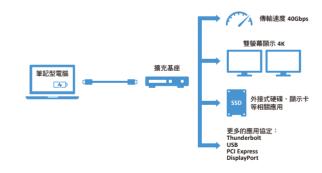


圖 1 Thunderbolt 的相關產品應用

Thunderbolt 的市場展望

2020 年至 2025 年,全球 Thunderbolt 系統和外部設備市場將以可觀的速度增長。隨著各類型品牌商不斷增加,市場規模預計將超過預期。

Intel 預測,配備 Thunderbolt 並可能支持 Thunderbolt 4, 且與 USB4 和 Thunderbolt 3 兼容的 PC 或 NB,其銷量將 增長 30%。配件的銷量將增長近 40%。 具有 Intel 認證的 Thunderbolt PC, 近 5 年來每年以超過50% 的增長率, 現今已經增加到超過700種, 如圖 2。

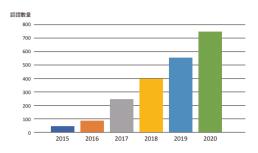


圖 2 PC 每年在 Thunderbolt 上的認證數量

Thunderbolt 裝置端的市場展望

隨著 PC 端 Thunderbolt 埠的設計增加,相對應的周邊裝置也隨之增加,周邊裝置已由 2016 年的 39 個裝置,一路來到 2020 年的 721 個裝置,如圖 3,數量的成長有接近 18 倍之多,Intel 更預估後續 Thunderbolt 周邊裝置應用的成長會來到每年 50% 的正成長。圖 4 為 2020 年 Intel 在裝置端認證的各種產品類別,其中以擴充基座跟外接式硬碟產品比例最多。



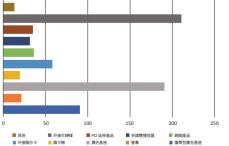


圖 4 2020 年 Thunderbolt 的各裝置認證數量

相信隨著新一代的 CPU 內建 Thunderbolt 技術後,會有 越來越多廠商相繼投入技術研發及終端使用者體驗,之 後也會陸續看到更多主機跟周邊裝置搭配 Thunderbolt 技 術,延伸出更高畫質影像跟高速的資料傳輸等應用。 32 INTELLIGENCE EXPRESS

Introduction of Thunderbolt

Author: Taiwan Site / ICS / VPS / PR Research & Development Division / John Chang

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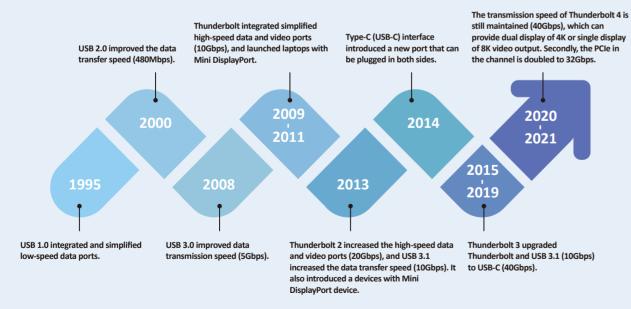
ith laptops becoming thinner and lighter and featuring less and less type of interface connections, Intel launched Thunderbolt to integrate the applications of video and data transmission.

History

The technology of Thunderbolt was first developed by Intel to support high-speed data and video transmission. This technology is more widely used than USB ports. Intel launched this interface specification originally called Light Peak in February, 2011 and named it Thunderbolt afterwards. Originally, optical fiber was used for transmission, but it was developed to use copper wire. Frankly speaking, it is the same as USB. However, Thunderbolt is not only used to transfer files, but also to connect monitors and computer accessories, having more applications than USB.

The technology of Thunderbolt has been developed to Thunderbolt 4. Thunderbolt 4 can provide the bidirectional transmission capability which is up to 40Gbps, and it will reach a transmission speed of 100Gbps in the future. It also supports PCI Express, DisplayPort and USB4 protocols. Intel indicated that many manufacturers currently support this technology. Through the USB-C port developed in cooperation with USB-IF, Thunderbolt 4 can provide the fastest port technology. It uses a lightweight Type-C connector that can be used on both sides to connect various Thunderbolt devices, 4K displays and thousands of USB-C accessories, and can also be charged simultaneously. The maximum power complies with the USB Type-C specification, and the upper limit is a maximum of 100W output/input.

Technology Evolution



Technology of Thunderbolt 4

Thunderbolt 4 is jointly developed by Apple and Intel. Apple announced that it will continue to adopt the technology of Thunderbolt on Apple Silicon for MacOS. In addition, there are related news reports about AMD platform will cooperate with Thunderbolt chip. Thunderbolt

3 is purely technically compatible with USB4. However, since the specification was developed earlier than USB4, there may be some additional USB4 specifications that cannot ensure its compatibility. However, Thunderbolt 4 includes the functions of USB4 as a verification item, which means that compliance with Thunderbolt 4 certification is 100% compatible with USB4.

The maximum transmission speed of Thunderbolt 4 is 40Gbps the same as that of Thunderbolt 3, but the minimum requirements for video and data transmission of Thunderbolt 4 are doubled compared to Thunderbolt 3. In terms of video, Thunderbolt 4 supports dual 4K displays or single 8K display; in terms of data transmission, it supports 32Gbps PCIe, and the storage speed can reach 3000MB/s.

In addition, Thunderbolt 4 can support up to 4 ports, also support charging functions, networking, USB4 and the requirement of the PC system to have direct memory access (DMA) based on Intel VT-D protection function to prevent hackers from DMA attacks through physical connections.

Applications of Thunderbolt 4

Related product applications are shown in Figure 1.

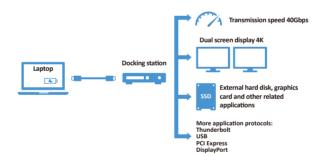


Figure 1 Related Product Applications of Thunderbolt

Market Prospect of Thunderbolt

From 2020 to 2025, the global Thunderbolt system and accessories market will grow at a considerable rate. With the continuous increase of various types of brands, the market size is expected to exceed expectations.

Intel predicts that PC/NB that is equipped with Thunderbolt and support Thunderbolt 4, and is compatible with USB4 and Thunderbolt 3, will increase its sales by 30%. Moreover, sales of accessories will increase by nearly 40%.

Thunderbolt PCs with Intel certification have grown to more than 700 types at an annual growth rate of over 50% in the past 5 years, as shown in Figure 2.

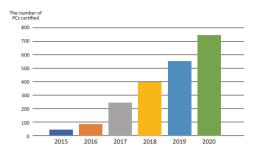


Figure 2 The Number of PCs Certified on Thunderbolt Each Year

Market Prospect for Thunderbolt Devices

With the increase in the design of the Thunderbolt on the PC, the corresponding peripheral devices have also increased. Peripheral devices have increased from 39 devices in 2016 to 721 devices in 2020. As shown in Figure 3, the number has grown to about 18 times. Intel also predicts that the subsequent growth of Thunderbolt peripheral device applications will come to a positive growth of 50% every year. Figure 4 shows the various product categories that Intel has certified on the devices in 2020, of which docking stations and external hard drives have the largest proportion.

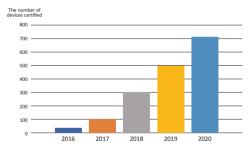


Figure 3 The Number of Devices Certified on Thunderbolt Each Year

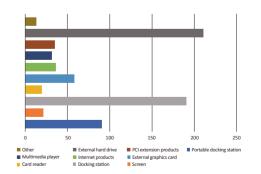


Figure 4 The Number of Thunderbolt Certifications for Each Device in 2020 $\,$

It is believed that with the built-in Thunderbolt in the new CPUs, more and more manufacturers will invest in research and development and end-user experience. In the future, we will see more hosts and peripheral devices with Thunderbolt, extending applications of higher image quality and high-speed data transmission.

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環旭電子新聞集錦

USI News

編輯整理: CSO / 行銷企劃部 Marketing Communication

環旭電子「撿回珍珠計劃一環旭水淨珍珠班」傳佳音



(2020-10-12 上海) 2020 年高考成績出爐!由新華愛基會發起的「撿回珍珠計劃」項目,在全國擁有129 所合作學校132 個珍珠班6,071名珍珠生,一本上線率(重點大學錄取率)

62.2%,本科上線率(大學錄取率)93.2%。其中,環旭電子資助的河南省洛陽市第三中學「環旭水淨珍珠班」傳出佳音,本科上線率(大學錄取率)為100%。



Good News in USI's Education Sponsorship Project "Hope for Pearl"



(2020-10-12 Shanghai) The results of the 2020 National College Entrance Examination came out! Initiated by Zhejiang Xinhua Compassion Education Foundation (XHEF), the "Hope for Pearl" has a total of 6,071 "Pearl Students" in 132 "Pearl Classes" of 129 partner schools nationwide, with 62.2% enrollment rate of first-tier University and 93.2% enrollment rate of undergraduate. Among them, the students who were from Luoyang No.3 Middle School in Henan Province and supported by USI

achieving good results, with 100% enrollment rate of undergraduate.

環旭電子捐款 1 億越南盾 助災區重建家園



(2020-10-29 上海) 10 月初越南中部連日降雨造成 30 年來最嚴重的水患,10 月 23 日海防黨委委員會與相關單位招開會議,會見了海防的企業,發起捐款幫助中部人民事宜。位於海防市

海安郡 Deep C 工業區的環旭電子越南廠也參與此次的救災會議,

會議中決定捐款 1 億越南盾給予海防越南祖國陣線人民委員會,幫助越南中部人民進行災後重建。

USI Donates VND 100 Million in Aid to Cope with Floods



(2020-10-29 Shanghai) In early October, following weeks of heavy rains in central Vietnam, the country was devastated by the most severe floods in three decades. On October 23th, Haiphong Municipal Party Committee held a meeting with relevant units including firms in Haiphong, and initiated donations to help the flood-stricken people in central areas. USI Vietnam, located in Deep C Industrial Zone, Hai An District, Haiphong City, participated in this disaster relief activity and has

donated VND 100 million to the People's Committee of the Vietnamese Fatherland Front in Haiphong to help the people with the post-disaster reconstruction.

環旭電子發力工業 4.0 推動全面自動化生產



(2020-11-10 上海)發展智慧製造和工業 4.0 已成為製造業提升品質、安全和技術的關鍵戰略。全球電子設計製造領導廠商環旭電子(上

海證券交易所股票代碼: 601231) 藉由設備聯網、資料自動採集、即時監控與分析、大數據分析、電子報



表和參數管理等方式增加生產力並優化產品品質。環旭電子大上海區暨智慧製造/微小化模組事業處總經理曹憬表示:「環旭電子部署智慧製造的目的就是要提升競爭力,透過將生產資訊數位化,設備自動化和物流自動化,如機械手臂、自動搬運系統,使生產力與品質進一步提升。再來就是建立即時管控系統、線上品質系統、參數管理系統和大數據應用來協助工程師做到預防,自動指向及分析診斷功能,全面達到智慧化生產。」

USI Strives Toward Industry 4.0 Through the Deployment of Smart Manufacturing



(2020-11-10 Shanghai) The development of smart manufacturing and industry 4.0 concepts in the manufacturing industry has become a key strategy for companies seeking to improve quality, safety and advance their technology. USI (SSE: 601231), a leading electronics designer and manufacturer in the world, is improving productivity standards and manufacturing quality through the deployment of networked infrastructure, automatic data collection, real-time monitoring and analysis, big data

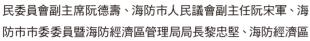
analysis, electronic reports and parameter management. "USI is adopting smart manufacturing to enhance our competitiveness through the digitalization of our production processes including the automation of infrastructure and logistics using robotics and automated guided vehicles," said Jim Cao, General Manager of Greater Shanghai and Smart Manufacturing/SiM BU, USI. "In addition, we are establishing real-time management and control, online quality and parameter management systems, that will assist our engineers in preempting, troubleshooting and analyzing data, in order to achieve a smart manufacturing environment." he continued.

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環旭電子越南廠動土 東南亞首個生產據點將在 2021 年第三季度投產



(2020-11-16 上海) 環旭電子(上海證券交易所代碼:601231) 11 月 14 日在越南海防市海安區 Dinh Vu 工業區舉行越南廠動土典禮,海防市市委辦公廳委員暨海防市人





USI Holds Groundbreaking Ceremony for Its Vietnam Facility and Expects to Proceed Production in Q3 2021



(2020-11-16 Shanghai) On November 14th, 2020, USI (SSE: 601231) held a groundbreaking ceremony for its Vietnam Facility in Dinh Vu Industrial Zone (DVIZ) located in Hai An District, Haiphong City, Vietnam. City officials including Nguyen Duc Tho, Municipal Party Committee Member and Vice Chairman of Haiphong City People's Committee, Nguyen Tong Quan, Deputy Chief of Office of Haiphong City People's Council, Le Trung Kien, Member of the Standing Committee, Haiphong City Party Committee

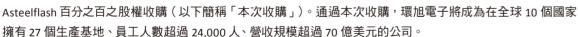
and Head of Haiphong Economic Zone Authority, Bui Ngoc Hai, Deputy Head of Haiphong Economic Zone Authority, Bruno Johan O. Jaspaert, General Director of Dinh Vu Industrial Zone Joint Stock Company, attended the ceremony to witness the facility's milestone moment.

環旭電子宣布完成收購法國 Asteelflash



(2020-12-03 上海) 全球電子設計、製造服務和模組化領域的領導廠商環旭電子股份有限公司(環旭電子,上海證券交易所證券代碼:601231) 今天宣布,透過收購

Asteelflash 母公司 Financière AFG S.A.S.,成功地完成對



USI Announces Completion of Acquisition of Asteelflash



(2020-12-03 Shanghai) Universal Scientific Industrial (Shanghai) Co., Ltd. ("USI", SSE: 601231), a world-leading company in electronic design, manufacturing services and modularization solution, is pleased to announce today that it has successfully completed the acquisition (the "Acquisition") of Asteelflash Group ("Asteelflash") through the acquisition of its parent company, Financière AFG S.A.S. As a result, USI will control a bigger platform with a global footprint of 27 manufacturing locations in 10 countries,

over 24,000 employees and a combined revenue of over USD 7 billion.

環旭電子榮獲新浪財經「金責獎」2020年度「可持續發展獎」及「最佳社會 (S) 責任獎」



(2020-12-09 上海) 2020 年 12 月 8 日,新浪財經在 北京新浪總部大廈舉辦「2020 新浪金麒麟論壇・ ESG 峰會」及中國企業 ESG「金責獎」頒獎典禮。 環旭電子獲得專家評委和社會大眾的認可,在入圍



的國內知名上市公司中脫穎而出,獲得新浪財經「金責獎」2020年度「可持續發展獎」及「最佳社會(S)責任獎」。本次新浪財經「金

青獎」評選,僅有比亞迪、中國廣核、環旭電子、中國涌號、降基股份等5家公司獲得2項獎項。

USI Won "Sustainable Development Award" and "Corporate Social Responsibility Award" in China ESG Golden Awards 2020



(2020-12-09 Shanghai) On December 8th, 2020, Sina Finance held the "2020 Golden Kirin Forum – ESG Summit" and the 2020 awarding ceremony of China ESG Golden Awards for Chinese companies at Sina Headquarters in Beijing. USI's efforts were recognized by experts and the public, and the company stood out from the shortlist of well-known Chinese listed companies and won the "Sustainable Development Award" and "Corporate Social Responsibility Award". In this year's Golden Award, only 5 companies were

awarded two prizes, including USI, BYD, CGN, CRSC, and LONGi Group.

環旭雷子推出安卓系統移動型 POS 機一iOrder,提供快速、便捷和安全的支付裝置/系統



(2020-12-10 上海) 伴隨著零售、汽油等自助服務,以及智慧自動售貨和 EMV 支付等產業發展,安卓移動 POS 市場出現高速增長。環旭電子與美信集成合作推出自帶付款功能的安卓系統移動型



POS 機一 iOrder iOrder 採用高通高效能晶片,可支援無線熱點、 藍牙與無線廣域網路,自帶付款功能、支持 EMV 付款,符合 PCI PTS 安全標準要求,實現快速、便捷和安全的付款方式。

USI Launches iOrder Android Mobile POS Machine for Fast, Convenient and Secure Payment Transactions



(2020-12-10 Shanghai) The ubiquity of self-service payments in the retail, gasoline station and smart vending sectors, as well as developments in EMV payment, are driving rapid growth in the Android mobile POS market. USI has joined hands with Maxim Integrated to launch iOrder, an Android mobile POS machine with built-in payment functions. Powered by Qualcomm's high-performance chip, iOrder supports wireless hotspots, Bluetooth and wireless wide area networks, and EMV payment. The POS machine is built to PCI

PTS (PIN Transaction Security) standards that ensure fast, convenient and secure payment transactions.

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環旭電子歲末送暖 點亮仁愛之家圓夢聖誕派對



(2020-12-14 臺灣南投)歲末溫馨處處! 12 月 13 日環旭電子 (USI)旗下子公司環鴻科 技股份有限公司(以下簡稱 USI 臺灣),集 團資深副總經理陳逢達與員工們一同前往

南投仁愛之家附設兒少家園,幫孩子們舉辦一場溫馨的「聖誕園夢派對」,讓南投仁愛之家的孩子們過個不一樣的聖誕節。藉由聖誕圓夢計畫,USI臺灣讓孩子們寫下願望清單, 再讓員工化身聖誕老公公來認購,為這一群天真無邪的孩子



們送上夢想中的耶誕禮物。一個簡單歡樂的聖誕派對,不僅滿足了渴望聖誕禮物的小小夢想,更在每個孩子心中灌溉愛的養分,這個冬天肯定特別溫暖而難忘。

USI Lights up Christmas Dream Party at Nantou Ren-Ai Children's Home



(2020-12-14 Nantou, Taiwan) Warmth is in the air as this year draws to a close! On December 13th, Universal Global Scientific Industrial Co., Ltd., (USI-TW), a subsidiary of USI (Universal Scientific Industrial (Shanghai) Co., Ltd.), located in Nantou, Taiwan, was holding a heartwarming Christmas dream party in Nantou Ren-Ai Children's Home. Clement Chen, the corporate senior vice president of USI, participated in the party with USI employees and brought a different Christmas holiday for the

children. Through the Christmas Dreams Come True Plan, children made their wish then USI-TW employees come as the Santa Claus to deliver the gifts to these innocent children. It was a simple yet joyful Christmas party that not only contented the children's small dreams by giving the Christmas gifts they had been longing for but also nurtured the love in the heart of each of them. This winter will be especially gratifying and unforgettable.

環旭電子可轉換公司債券申請獲得中國證監會發行審核委員會審核通過



(2020-12-29 上海) 2020 年 12 月 28 日,中國證監會第十八屆發行審核委員會 2020年 第 181次工作會議對環旭電子公開發行可轉換公司債券申請進行了審核。根據審

核結果,公司本次公開發行可轉換公司債券申請獲得審核 通過。公司本次公開發行可轉換公司債券事項尚需取得中 國證監會的書面核准文件。



USI Granted Approval for Public Issuance of Convertible Corporate Bonds by Public Offering Review Committee of CSRC



(2020-12-29 Shanghai) On December 28th, 2020, on the 181st Working Conference in 2020, the 18th Session of Public Offering Review Committee of China Securities Regulatory Commission (CSRC) reviewed USI's application for public issuance of convertible corporate bonds. According to the results, the application for the public issuance was approved. USI's public issuance of convertible bonds is subject to the written approval of the CSRC.

環旭電子昆山廠入選為江蘇省重點企業級工業互聯網平臺



(2020-12-30 上海)全球電子製造服務領導廠商環旭電子(上海證券交易所證券代碼:601231)旗下子公司環鴻電子(昆山)有限公司(以下簡稱

環旭電子昆山廠)構建的「USI-ALLIN 工業互聯網平臺」,入選為江蘇省2020年度省重點企業級工業互聯網平臺。為了落實《省政府關於深化"互聯網+先進



製造業 "發展工業互聯網的實施意見》與加速構建並完善工業互聯網平臺體系,江蘇省開展省重點工業互聯網平臺的培育與遴選,並於 12 月 21 日公布 1 家雙跨級、4 家區域級、4 家供應鏈、11 家行業級與 15 家企業級,其中環加電子昆山廠被列為企業級,是平臺類項目神省內最高榮譽。

USI Kunshan Facility is Rated as a Key Enterprise-level Industrial Internet Platform of Jiangsu Province



(2020-12-30 Shanghai) The "USI-ALLIN industrial Internet platform" established by Universal Global Technology (Kunshan) Co., Ltd. (hereinafter referred to as "USI Kunshan Facility"), a subsidiary of USI (SSE: 601231) that is a leading electronics designer and manufacturer in the world, was rated as a key enterprise-level industrial internet platform of Jiangsu Province in 2020. To follow out the Opinions of the Provincial Government on Implementation of the Deepening of "Internet + Advanced

Manufacturing" and Promoting the Development of Industrial Internet, and to accelerate the industrial Internet platform system, Jiangsu Province carried out the cultivation and selection of provincial key industrial Internet platforms, and announced selected 35 companies, including 1 cross-level, 4 region-level, 4 supply chain-level, 11 industry-level and 15 enterprise-level platforms, among which USI Kunshan Facility was listed as an enterprise-level, the highest honor in platform projects of the province.

40 文化好吃驚

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波蘭的復活節

作者:波蘭廠 / PL OPS / OPS1 / 莫妮卡·帕夫沃夫斯卡

和來自世界各國的人們一起工作,發現大家宗教習俗各有風情,是件很有趣的事。不論是隨著文化變遷,或延續傳統傳承下來的,總有新鮮事可以學習。本次要帶大家認識天主教徒的傳統節日一波蘭的復活節。

復活節的日期

在波蘭,每年都會慶祝復活節,但復活節並沒有固定日期,而是發生在 3 月 21 日之後、教會年曆春分滿月的第一個星期日。傳統教會年曆的時間差異,也讓復活節日期長年改變,這是根據科學家高斯 (Carl Friedrich Gauss)的演算法來訂定的,並意味著波蘭人會在 3 月 22 日至 4 月 25 日之間慶祝復活節。

大齋節

復活節前有一段長達 40 天的「大齋節」,這是一年中最重要的齋戒儀式。大齋節的典故來自天主教徒的「聖灰星期三」 習俗,人民用棕櫚葉燃燒後的灰燼,在額頭上畫十字架,意味著「記住,你是塵土,仍要歸還塵土」,這天之後,大齋節 便正式開始了。這段期間波蘭人憑藉自己的意志,嚴格飲食,不吃肉、甜食或喝酒,作為齋戒禁食與犧牲奉獻的象徵。

渝越節三日慶典

在波蘭,復活節不僅僅只有一天。波蘭復活節除了當天之外,還包括了前三天和後一天,一共四天假期。復活節每天都有一個名字,前三天被稱為「逾越節三日慶典」,而濯足節(聖周星期四)是為了紀念耶穌基督在餐前為門徒洗腳,與門徒共進最後的晚餐。

復活節的第二天是耶穌受難日,紀念耶穌被釘在各各他山的十字架上而死。因此人們奉行嚴格齋戒,有些人甚至整天不吃東西,但老人、病人和兒童除外。還有「三個小時精神奉獻」,從中午 12 點開始到下午 3 點結束,用此象徵耶穌在十字架上受難而死的時刻。

「逾越節三日慶典」的第三天是聖週六,是個寂靜的一天。人們等待耶穌復活。傳統習俗中,天主教徒準備聖餐,並在消防員或童子軍的守護下前往朝拜聖墓。消防員的身分在此意義特殊,因為在過去他們被視為上帝和人民的守護者。在這一天,教堂將會舉行替復活節早餐祝福的活動。

復活日與「濕答答星期一」

復活節最後兩天,人們慶祝著生命的奇蹟。星期日通常被稱為復活日,因為耶穌死而復生。波蘭人民會到教堂禱告,享 受裝在復活節籃子中的早餐。



最好玩的一天,可說是波蘭的潑水節,英文稱作「濕答答星期一」。這是復活節的最後一天,男生們會提水潑在他們喜歡的女孩身上,有時候情況相反。人們相信,被潑最濕的女孩,將是下一個要結婚的幸運女神。

復活節的各式象徵

- 羔羊:象徵生命戰勝死亡和罪惡,就像耶穌為人民奉獻生命,並死而復生。
- 復活節彩蛋: 象徵新生命和豐產。復活節彩蛋縮紛多彩,上面帶著各種裝飾。
- 麵包: 象徵著耶穌的身體, 也代表豐裕富足。
- 香腸: 紀念逾越節羔羊的犧牲。
- 山葵:象徵耶穌克服死亡之苦。
- 鹽:鹽的意象連結簡單的生活、豐裕及熱情好客。
- 綠枝: 常綠的芽是復活的象徵。
- 巴布卡蛋糕: 是一種酵母製成的傳統蛋糕。象徵著信念、希望和愛。
- 復活節兔子:象徵生命的當下、復活和豐產。據說兔子會在復活節周日帶著裝滿糖果的提籃,到處分送禮物給孩子們。
 在某些地區,家庭成員會在復活節早餐後,尋找兔子藏的禮物和糖果。

儘管許多國家都會慶祝復活節,但波蘭的氛圍特別不同,大多數人都會遵循傳統信仰的方式來慶祝,因為國內天主教徒的比例很高。雖然如此,外國人不需感到困惑和害怕,因為波蘭人願意解釋他們的傳統,並總是非常歡迎所有不只對復活節感興趣,而是對所有波蘭傳統儀式與文化有興趣的人一起同樂!

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Easter Time in Poland

Author: Poland Site / PL OPS / OPS1 / Monika Pawłowska

orking in a group of people from different countries of the world, professing various religions is really interesting. There is always something new to learn, not only in the context of cultural changes but also traditions. One of such traditions is the celebration of Easter in Poland by Christians.



Date

Easter is celebrated in Poland every year. However, Easter days do not fall on a fixed date. Easter day is on the first Sunday after the ecclesiastical full moon that occurs on or the soonest after March 21st. Due to the differences in various types of calendars used in the history, the designation of the date of Easter has changed over the years. This date is determined on the basis of an algorithm provided by Carl Friedrich Gauss. This means that Polish people celebrate Easter in the time ranges from March 22nd to April 25th.

Great Lent

Before the Easter time begins, there is a period of time that equals to 40 days, which is connected with the most important fasting time in the year. Great Lent begins with the Ash Wednesday that derives its name from the placing of ashes from burning palm leaves. These ashes are placed in the cross shape on the foreheads of participants, which represents the words "Remember that you are dust, and to dust you shall return." After this day, the Great Lent begins. Polish people refrain from various things, such as eating meat, sweets or consuming alcohol depending on their will as a sign of fasting and dedication.

Easter Triduum

Easter is not just a day long. In Poland, Easter holidays are most often understood as also three days before the Easter itself, and one day after it. Each day has a name, and the first three days together are called the Easter Triduum. The Maundy Thursday commemorates the Washing of the Feet (Maundy) and Last Supper of Jesus Christ with the Apostles.

The second day is the Good Friday. People will commemorate the crucifixion of Jesus and his death at Calvary. Due to this, it is observed as a strict fast. Some people refrain from eating even all day, but the elderly, sick or children do not have to follow such rules. There is also the Three Hours' Devotion beginning at noon and ending at 3 p.m. It indicates the time which the Christian tradition teaches that Jesus died on the cross.

The last Triduum day is the Holy Saturday. It is a day of silence, and people will wait for Christ to revive. People prepare the Blessed Sacrament in a Holy Sepulcher guarded by scouts or fireman. In the past, firemen were seen as serving God and people. On this day, food at Easter breakfast will be blessed in the church.

Easter Day and "Wet Monday"

During these days, people celebrate the wonder of life. The Sunday is often called the Resurrection Day because Jesus is coming back to life from the dead. Polish people will celebrate this day by eating the breakfast in the Easter basket and go to the church.

The most fun day is the Śmigus-dyngus day. In English, it is called "Wet Monday". This is the last day of Easter and is associated with boys that throw water over girls who they are fond of and sometimes vice versa. According to beliefs, a girl drenched in water the most will be the next one to get married.

Symbols of Easter

- Lamb: It symbolizes the triumph of life over death and sin, like the Christ who gave his life for people and rising from the dead.
- Easter eggs: They are the symbols of new life and fertility. Easter eggs are colourful and have various decorations.

- Bread: It symbolizes the Body of Christ and is also a sign of abundance.
- Sausage: It is a memorial of the sacrifice of the paschal lamb.
- Horseradish: It's a symbol of overcoming the bitterness of Christ's death.
- Salt: It connects with the simplicity of life, prosperity and hospitality.
- Green twigs: The evergreen shoots are a symbol of the resurrection
- Easter Babka: It is a kind of traditional cake and made with yeast. It symbolizes the growth of faith, hope and love.
- Easter bunny: Easter bunny is a symbol of transience, resurrection and fertility. According to the tradition, the bunny walks with a basket full of sweets and leaves gifts for children on Easter Sunday. In some regions, household members will look for small gifts and sweets hidden by the bunny after the Easter breakfast.

Despite the celebration of Easter can be found in many countries, Poland is characterized by the fact that most people follow the rules and celebrate it every year in a similar way. This is due to the high percentage of Christians in the country. Despite this, foreigners should not feel confused and scared, because Poles are willing to explain their traditions and are always happy to welcome people who are interested not only in Easter, but in all rituals and traditions in Poland.

擇一城終老

Find a City to Enjoy the Rest of Life

作者:昆山廠 Kunshan Site / SZ/KS&GME&CP / KS OPS / 魏超嶺 Jackee Wei

與昆山這座城市或許有著宿命的牽絆[,]多年以前走出象牙塔時[,]來到這生命中的第一個驛站。雖然後來也曾在隔壁的蘇 州輾轉一些光景,兜兜轉轉終歸又回到最初開始的地方。似是故人歸,親切尤甚。此鄉儼然已成第二故鄉。

Perhaps I have destined connections with Kunshan. This was the first stop of my life after stepping out of the ivory tower many years ago. Although I later spent some time in the nearby city of Suzhou, I eventually returned to where it all started. I felt great warmth as if I was one who returned to my hometown. This city has become my second hometown.

我的父母居住在昆山周市的一個小鎮上。鎮上西邊有條熙攘的小街,多年以來,歲月的鋒刃沒有將它雕刻得面目全非。除了街上的菜市場聽聞最近即將拆遷,它的景與物依舊是多年前初見時的容額。

My parents live in a small town called Zhoushi in Kunshan. A bustling small street lies in the west part of the town. For many years, the sharp blade of time failed to wreck it. Besides recent rumors that the wet market was about to be moved to other locations, its scenery remained the same as I first saw it many years ago.





小鎮十多年前屬昆山的遠郊農村,曾經低矮的平房逐漸被林立的樓房所取代,樓房裡的鄉民保持著從前的生活習慣,鄉土的質樸氣息猶存。小區外圍的空地被開墾成私人的菜園,園中時而可見圈養的土雞。車庫門前的火爐清晨升起裊裊炊煙,爐上的水壺吐著蒸汽嘶嘶作響。斑白的老者喜歡茶餘飯後相約圍坐,聊著鄰里的瑣事。時光的腳步在這裡停歇,歲月的呢喃在這裡凝滯。沉澱的往事吟奉著舒緩的提琴曲,四季的更洗描摹出祥和的水墨書。

More than 10 years ago, the small town was a suburban agricultural village subordinated to Kunshan. The once bungalows were now replaced by erected tall buildings. Residents in the buildings kept their old living habits, and a rustic atmosphere could still be found. Vacant lands at the outskirt of communities were reclaimed into private vegetable farms, and native chickens could be found in them. Smoke from kitchen chimneys could be seen in front of garage gates as steam whistled the water kettle on the oven. Seniors with white hair liked to gather around here in the spare time to talk about trivial matters of the village. The steps and whispers of time both have paused here. Past happenings have become comforting violin melodies as the seasonal changes have depicted peaceful ink paintings.

昆山是一個生活節奏相對緩慢的城市。即便是市區我也未有過多喧囂浮躁之感。城市的脾性溫和而謙遜。我曾經在霓虹高掛的上海短暫逗留,城市的氣息截然不同,即使是郊區也不似這般寧靜,匆忙中少了些許人情味,多了幾分涼薄。城市的脈搏裡流淌著躁動的基因,洶湧的人潮裡閃爍著空洞而疲憊的目光。在蘇州也曾生活幾年,卻總有疏離的感覺,雖然城市間近在咫尺,但對昆山的感覺卻更加親切自在。大抵我生性比較戀舊,同時更喜寧靜,昆山便更契合我內心所向。

Kunshan is a city with a relatively slow life tempo. I rarely felt any sense of the hustle and bustle, even when I was in its downtown area. The character of the city is gentle and humble. I once shortly stayed in the prosperous Shanghai, and I felt a completely different urban atmosphere. Even the suburban areas of Shanghai were not as quiet as Kunshan. There were little human touches and more indifference as everyone was busy minding their own business. The pulse of the city was filled with stirring genes as people shined their tired eyes with emptiness. I also lived in Suzhou for a couple of years, but felt alienated. Although both cities were close to one another, I felt more cordial and easy-going in Kunshan. I guess it was because I am more of a nostalgic person and like quiet places. Kunshan fits my character more.

年歲日長,經歷漸多,與家的情愫也日益深厚。年輕懵懂之時嚮往外面世界的繁華,青春漸遠便渴望回歸家的溫馨。而幼時的味蕾卻一生相伴如影隨行。譬如週末去看望父母之時,我會提前讓母親包好水餃,沒有比這記憶深處的味道更加可口的食物。父母在我到來時自是十分欣喜,於我確也是莫大的慰藉。

As I aged and had more experience, I gradually gained a deeper affection for home. When I was young, I looked forward to the prosperity of the outside world. As my youth faded, I started to yearn for the warmth of home. The taste of my childhood has accompanied me throughout my life. For example, when I pay my parents' visits during weekends, I would have my mother make dumplings in advance. There is no food more delicious than this deep in my memory. My parents were also very happy when I paid visits on them, which is also a great consolation.

不久前母親的老式翻蓋手機壞了,一直捨不得換新的,她向來都是能省則省,這次只得同意我陪她去換一款新的智能手 機。在專賣店的期間她不斷詢問我手機的性能如何,是不是還有更便官的款式。其實也就一千多塊錢的手機,她猶豫良 久總譽得貴,最後我只得堼她挑了一款拍板付錢。回家後我又反覆教她使用語音和視頻,她覺得很新奇。第二天她欣喜地 告訴我和她一起上班的同事都誇她手機好看。多年以來,父母從未有太多的索求,一件衣服、一盒護膚品,甚至幾句安慰 的話都讓他們溫暖良久。

Not long ago, my mother's flip phone was broken, and she was reluctant to get a new one. She has always been a thrifty person. However, she could only agree with me to get a new smartphone this time. When we were in the store, she kept on asking me about the functions and if there were cheaper phones. Even facing a smartphone that costs only about RMB 1,000, she hesitated and thought it was too expensive. In the end, I chose a smartphone for her and paid for it. After returning home, I repeatedly taught her how to use speech input and watch videos, which both were new to her. On the next day, she happily told me that her co-workers all praised her on how good her smartphone looked. For many years, my parents never demanded much. A cloth, a box of skincare product, or even some comforting words could make them feel warm from the bottom of their hearts.

不知從何時起,母親遇事總喜歡徵詢我的意見,聽從我的主張。我慢慢明白其實是她正在逐漸老去,歲月的滄桑在她的 額頭上刻下深深的皺紋。她早已不似年輕時那般堅決果斷。幼時她扶著我蹣跚學步,多年以後我則要攙著她在夕陽下散 步。舊時的光景在生命的年輪中漸行漸遠,縱有萬般不捨,也只能徒自嗟嘆。在還能擁有之時,只得且行且珍惜。能有更 多的機會陪伴他們亦是生命慷慨的饋贈

I forgot since when, my mother always liked to ask my advice and follow my suggestion when encountering things. I started to realize that she is gradually aging. Traces of age have carved deep wrinkles on her forehead. She was not as determined and stubborn as she once was. She held me when I learned how to walk. Years later, now I have to hold her hands to have a walk during sunset. Old times











started to go further and further in the ring of life. No matter how reluctant I felt, I could only feel sorrow on my own. I can only do what I can and cherish them when I still can. Having more chances to be with them is the most generous present in my life.

「小時候那塊畫在手上的錶,沒有走動過,卻帶走了我們最美好的時光。」歲月這個神偷,悄然間便偷走了我們曾引以為傲 的青蔥韶華,幫你戴上奮鬥、責任等諸多成年人的冠冕。遇一人白首,擇一城終老便成了多數人需要努力演出的劇本。我 是個俗人,不免流於俗。和這個城市多年以前的因緣也許早已為今日的歸來做出註腳。

"The watch I drew on my wrist when I was a kid never moved, but it took away our best moments." The so-called thief of "Time" has quietly stolen our once proud youth and replaces them with crowns of adult named struggling and responsibility. Once one gets old, finding a city to enjoy the rest of life becomes a script one has to play with all effort. I am just an ordinary person and have to do so. Perhaps my relationship with this city for years is why I chose to return today.

多年前我曾經來到 USI 面試,原因種種,終是擦肩而過。此番入職已是第二次相會,卻也絲毫未有物是人非之感,只覺多 了幾分熟悉與感動。昆山這座城市有我所喜之物,所愛之人。歸去來兮,亦是幸甚。週末的清晨,回到家中牽著那條憨態 可掬的柯基犬,漫步在附近的小公園,沐浴著微露的陽光,甚是愜意的時光。

I once received an interview from USI several years ago and failed to pass for various reasons. This is my second run with this city now that I am working in USI, and I did not feel anything different. I only felt more sense of familiarity and heart-touching. Kunshan has things I like and people I love. I am really happy that now I have returned. Being able to walk my cute corgi on weekend mornings at nearby parks while enjoying some early sunshine, is really a relaxing moment for me.

擇一城終老,心之所向,神之所想,子何不復往。偷得浮生半晌,陽春白雪憑欄賞。

Finding a city to enjoy the rest of life is what I want and what my mindset tells me. Why not do so? I am lucky that I can spare some leisure moments amongst the busy days to enjoy the genial spring by the fence.

VUCA 時代的人才培養 焦點人物 陳坤鍵

採訪編輯:臺灣廠 / ADM / Corporate Service / 鍾筑郁、駱婷玉、童婉怡

培養 VUCA 時代的人才,是藉由累積不同實戰經驗,跨界歷練,建立新的能力,運用「角色互換」,讓員工可根據個人職涯發展目標、組織發展需求,在不同的角色和團隊之間移動與成長。本次邀請到車電事業處 (AE) 的陳坤鍵,跟大家分享「跨界」的歷程。



Q1. 由 QA 跨界 BU, 職務轉換的背景?

過去 20 年我一直在 CQM 部門,也曾外派到上海 8 年,負責上海 Site QMD Head,後來轉調到 BU,是跨界的職務轉換。我不排斥專業的轉換,採購、BU 過去對我來說都是前三名的志願,但過去輪調機制不像現在這麼完善。2017 年,CY 找了我和 Otto談了這件事,CY 說我還年輕,組織也有彈性,可以讓我進行 3 年的職務輪調。由USI內部培養的人更應該多歷練不同單位,未來各個單位都需要有能力的人繼續為公司貢獻。但是 CY 當初並沒有指定要轉調哪個 BU,而當時我對各 BU 實際工作內容也沒有概念,因緣際會下,我決定轉調至 AE 和 Johnson 一起工作。

Q2. 兩個完全不同工作性質的組織單位, 你如何協助自己更快適應新單位工作模式?

轉調之前,CY 曾安排時間和我面談,給我相當大的鼓勵,當時 CY 說:「管理職的專業知識和技術雖然沒有一百分,但是透過 Case study 等學習,至少可以達到七、八十分程度。」,CY 也曾經舉過一個例子,公司內的職位就像一個正金字塔,越往上層競爭越激烈,但是每個人的能力應該要像倒金字塔,向上的過程中必須持續學習和進步。Johnson希望我從書上學習,工作上應證,開了書單給我閱讀,包括營運策略、物資需求計劃(MRP)、平衡計分卡 (Balanced scorecard)、汽車市場資訊相關,訓練 BU 的基本功,而我認為有個最大關鍵點是自己的心態,保持正面積極,遇到困難的事情勇於面對解決。



Q3. 轉換的過程中,主管如何協助讓你在新單位歷練與發揮能力?

每個主管的做法都不一樣。CY 是我生活的 Mentor。每個月會安排 30 分鐘時間和我聊聊工作及家庭生活,適時給予我鼓勵。我覺得主管認同、適時給予口頭或實質上的獎勵對我來說是正向鼓勵。我轉調到 BU 後,Johnson 先安排我在 MX 工程單位,不到三個月就開始負責 BU 在各生產 Site order fulfillment 與 BU co-leader;接著不到一年的時間,Jack 授權我直接擔任 BU Head,Johnson 和 Jack 是我工作上的 mentor,適時給予我引導及協助,促使我必須讓自己加快學習腳步跟上公司前進速度。

Q4. 輪調的過程中一定會遇到困難,你如何去克服困難,調整心態?

在新單位中,管人比重占 50%,甚至到 60%,管事比重則佔了 50%,很多人不願意踏入管理職,絕大多數是因為與人的關係。在之前的部門,很多員工已經跟著我工作很久的時間,他們的個性和習慣我已經很清楚,彼此也會有一個默契,不用花太多時間管理。到了新單位,人和人之間的良好默契需要重新建立,因此會花較多的時間投入到管人和部門間協調的工作中。

既然已經身為管理職主管,一定要具備邏輯思考能力,如果願意投入時間,在新的領域做管理職,進入狀況的速度應該 會有一定程度。目前的工作注重團隊合作,透過溝通、傾聽同仁想法,時間一久,逐漸培養自己的專業能力,我慢慢發 現同仁願意主動與我討論事情,我便不再是門外漢,而是一個可以協助他們擬定工作方向的主管。

Q5. 輪調歷練,如何轉化成對未來職涯發展的加分項目?

• 快速提升適應力和彈性

經過 2018 年的 AE 大缺料、墨西哥廠營運狀況不佳、2019 年的海關證照問題導致無法如期出貨、2020 年的 COVID-19,造成墨西哥廠關廠休息兩個月,處理這些事件,每天與不同部門的人員、客戶溝通,跟主管匯報,讓 我在輪調後工作很快進入狀況,適應力和彈性快速提升。

• 具備多樣專業能力

因為從 QA 到 BU,大幅度跨專業轉調,從前端 OPS 到後端後勤品管都有深入了解,視野更寬廣,潛力被開發,能力快速成長。現在,我和 BU 單位能用同樣的語言溝通,提升了工作效率。

• 尊重團隊專業 溝通、傾聽團隊

20 年工作在 CQM[,]靠著過去累積的豐富經驗和專業知識,以及團隊成員的工作默契,能夠較全面並有效率的進行工作推展。轉調到 BU 後,雖然沒有經驗,但還是要想辦法帶領這個團隊,我認為最重要的是「心態調整」,尊重團隊專業,溝通、傾聽團隊,經過一段時間的努力,自然可累積自己的專業能力,培養與團隊工作的默契。

• 制定學習與工作計畫

為了加速適應新的工作,訂定自我學習計畫、工作計畫、將公司之前管理訓練課程(情境管理、傾聽溝通)學到的技巧運用在日常工作、每季向主管報告,徵詢新的想法或建議,進而調整和改善自己的管理方式,快速與團隊融合。

Q6. 鼓勵給接下來要進行輪調的 Talents,如何調整自己面對 VUCA 時代的改變?

了解自己的職涯規劃,搭配公司輪調機制,勇敢嘗試。希望各位 Talents 都能保持活力和積極態度,達成個人和公司雙贏。

如今,USI 也正在進行「VUCA 時代人才的培養」,讓我們一同以積極的心態面對瞬息萬變的未來,提供員工多元、跨領域、跨文化的發展機會,協助 USI 的人才釋放潛能,建立未來職涯的新能力,共同締造 USI 下一個輝煌的 10 年。



Aaron Chen: Talent Cultivation in the VUCA Era

Interviewed by: Taiwan Site / ADM / Corporate Service / Ingrid Chung, Miranda Lo and Sandy Tong

UCA-era talents are cultivated through the real and practical cases to accumulate different and cross-function experiences and build new sets of capabilities. With the "role-swap", the employees are provided with the opportunities to move among different roles, and teams based on their career aspirations and the organization's development needs. This time we invited Aaron Chen from Automotive Electronics BU (AE) to share the cross-function experience.



Q1. From QA to BU, what's the background story of your duty transition?

I have been in CQM for the past 20 years, and I've expatriated to Shanghai for 8 years to be QMD Head in Shanghai Site. Later, I was transferred to BU, which was a cross duty transition. I do not reject professional transition. Purchasing and BU used to be the top three ideal areas for me, but the job rotation mechanism in the past was not as perfect as it is now. In 2017, CY approached me and Otto to talk about this. CY said that I was still young and the organization was flexible, he can allow me to rotate for 3 years. USI employees who are trained internally should experience more in different units. In the future, all units will need talents to continue to contribute to USI. However, CY did not specify which BU I was to be transferred at the beginning, and I had no idea about the actual work content of each BU at that time. Maybe it was the fate, I decided to transfer to AE and work with Johnson.

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Q2. They are two units with completely different work natures. How do you adapt to the new work mode?

Before the transition, CY arranged time to meet with me and gave me considerable encouragement. During the meeting, CY said, "Although your professional knowledge and skills of management positions are not perfect, they can reach at least 70 or 80% through case study." CY also cited an example: the positions in USI are like a pyramid; the higher the level, the more intense the competition, but employees' capability should be like an inverted pyramid. You must continue to learn and enhance as you move up. Johnson wanted me to learn from books and practice at work. Therefore, he gave me a book list, including business strategy, material requirement planning (MRP), balanced scorecard and automobile market related materials to develop the fundamental skills, but I think the most important key point is to maintain a positive attitude and be brave to deal with obstacles.

Q3. During the transition, how does the supervisor help you experience and develop your capabilities in the new unit?

Every supervisor does it differently. CY is the mentor of my life. Every month, CY would arrange 30 minutes to talk with me about work and life with my family and encourage me in time. I feel that the supervisor's approval and timely verbal or substantive rewards are positive encouragement for me. After I transferred to BU, Johnson first arranged for me to work in MX Engineering and Project Management Division, and I began to be responsible for order fulfillment of site and BU co-leader in less than three months; then, in less than a year, Jack authorized me to be the BU head directly. Johnson and Jack were my mentors who gave me guidance and assistance in a timely manner, prompting me to accelerate my learning pace to keep up with the progress of USI.

Q4. There will be difficulties in the rotation. How do you overcome them and adjust your mentality?

In the new unit, the proportion of personnel management accounted for 50%, even 60%, and the proportion of work management accounted for 50%. Many people are unwilling to accept management positions, most of which are because of their relationship with people. In my previous department, many employees have been working with me for a long time. I have already known their personalities and habits very well, and they will have a tacit understanding with each other without spending too much time on management. In the new unit, a good understanding between people needs to be re-established, so more time will be spent on people management and collaboration within functions.

Now, to be the managerial role, you must have the ability to think logically. If you are willing to invest time, you must enter new fields faster than people in non-management positions. My current work focuses on teamwork. Through communication and listening to my colleagues' ideas, I gradually cultivate my professional capabilities over time. Gradually, I find that my colleagues are willing to take the initiative to discuss things with me. I am no longer a layman, but a supervisor who can assist them in making working plans.

Q5. How can the experience of rotation be transformed into a bonus for future career development?

Quickly Enhance Adaptability and Flexibility

After the material shortage of AE and the poor state of operation of Mexico Site in 2018, the delay of shipments due to customs license issues in 2019, and the two-month closing of Mexico Site due to COVID-19 in 2020. These events are needed to be handled every day. Communicating with personnel from different departments and customers, and reporting to supervisors helped me quickly get into the situation after the rotation, rapidly enhancing my adaptability and flexibility.

Multi-function

From QA to BU, there is a large cross-professional rotation. From the front-end OPS to the back-end logistics quality control, I gained in-depth understanding, broader vision, developed potential and rapid growth of capabilities. Now, BU and I can communicate in the same language, which enhances the work efficiency.

Respect the Professionalism and Communicate and Listen to the Team

Having 20-year working experiences in CQM team, relying on the rich experience and professional knowledge accumulated in the past, and the tacit understanding of the team members, I could lead the team to perform in a comprehensive and effective way. After transferring to BU, I still have to find a way to lead the team even though I have no experience. In my opinion, the most important thing is "mental adjustment". You need to respect for the team's professionalism, and communicate and listen to the team. After a period of hard work, you can naturally accumulate your own professional capabilities to cultivate a tacit understanding with the team.

Develop Self-learning and Working Plans

In order to accelerate the adaptation to the new job, I will formulate a self-learning plan or working plan, apply the skills learned in USI's previous management training courses (situation management, listening and communication) to daily work, report to the supervisor every quarter, solicit new ideas or suggestions, and then adjust and improve my own management methods to quickly integrate with the team.

Q6. How would you encourage talents who will be in next rotation to adjust themselves to face the changes in the VUCA era?

Understand your own career plan, match the rotation mechanism and try bravely. I expect that all talents can maintain vitality and a positive attitude to achieve a win-win situation for both individuals and USI.

Today, USI is also in the process of "Talent Cultivation in the VUCA Era." Let us face the ever-changing future with a positive attitude, provide employees with diverse, cross-field and cross-cultural development opportunities to help USI talents release their potential, build new capabilities for future careers and jointly create the next surpassing decade for of USI.



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喵星人

Cats



01

臺灣廠 / ICS / WMS / 莊志信
Taiwan Site / ICS / WMS / Tetsuya Chuang

草屯威虎巷 Weihu Lane. Tsaotuen

別人家可愛的貓咪總是不會讓我失望,借位自拍成功! 【Cute cats from other families would never let me down. I just got a successful forced perspective selfie!

臺灣廠 / SZ/KS&GME&CP / 全球製造工程暨產能規劃總處 / 陳麗蒂
Taiwan Site / SZ/KS&GME&CP / GME&CP / Liddy Chen

臺灣南投中興新村家中

Home in Zhongxing New Village, Nantou, Taiwan

我們兩隻太貪玩,到天國做喵星人去了,留下主人繼續照顧其他的喵星人,謝謝主人的陪伴,下次換你做我們的喵星人,讓我們來好好照顧你,喵~ Both of us were being too playful and have become Cat Angels in heaven. We left our master behind to take care of each other. Thank you for being with us. Be a cat next time and let us take good care of you. Meow~



03

盛夏廠 / ALCMM / SX 生產製造處 / 范宗徐 Shengxia Site / ALCMM / SX OPS / Hodgson Fan

上海日月光生活區員工宿舍 Staff Dormitory, Shanghai

紙箱對貓來說有著莫名的吸引力,只要一不留神,就成了這副德性,不管大小、樣式,總之先鑽了再說。「沒事,你先忙,我等一下就鑽出來了喔!」 Paper boxes always have an inexplicable attraction to cats. Boxes would end up like this if you left your cats unguarded. Regardless of the size or pattern of the box, cats would just weave themselves in them. "It's alright. Don't worry about me. I'll get myself out in a moment!"

不要想著貓會順著你的意思生活,牠就偏不用寵物碗喝水,這樣喝,會不會太囂張一點?那是我的啤酒杯啊! Don't presume cats will live as you want them to. They won't drink water from their bowl, but will only drink like this. Where're your manners? That's my beer mug!





G 張江廠 / ALCMM / OPS2 生物管部 / 劉琳 Zhangjiang Site/ ALCMM / OPS2 Production & Material Control Department / Lin Liu



上海嘉定的家 Home in Jiading, Shanghai

我們家養的這兩隻超呆萌的小貓,給我們生活帶來了很多樂趣,拿個繩子逗下,就擺出各種搞怪姿勢,樂此不疲。 ▮ These two adorable kittens we own have brought about much fun to our daily life. They will make all sorts of funny postures just by playing with ropes, and they never get tired of it.

56 PHOTO GALLERY

臺灣廠 / ADM / 資訊服務總處 / 李光庭
Taiwan Site / ADM / Information Technology / G.T. Lee

05

草屯廠

Tsaotuen Site

「下班了?帶我走走好不好?」 ▮ "Are you getting off work? Mind taking me for a walk?





草屯映古子咖啡

In Good Hands Cafe, Tsaotuen

離開之際,收到這份令人捨不得走,期待再次光臨的謝禮。 I received this great gift that anticipates my patronage once again when I was about to leave, making me reluctant to leave.

06



家中廚房

My home kitchen

阿金表示:「就說是毛蓬,你看我才 4.2 公斤!」 A-Chin said, "I told you I have fluffy fur. See! I only weigh 4.2 Kg!"



臺灣廠 / ADM / 資訊服務總處 / 劉信宏 Taiwan Site / ADM / Information Technology / Sean Liu



07

南投草屯 Tsaotuen, Nantou

不論怎麼看,還是自己的喵喵最可愛了。 ▮ No matter what, my cat is the cutest one.



你在幹嘛? What are you doing?

08

臺灣廠 / MX&AE&M / AE / 林信鳴 Taiwan Site / MX&AE&M / AE / Rin Lin

日本愛知縣常滑市

Tokoname City, Aichi, Japan

招財貓(招き猫)是日本的吉祥物,代表「生意興隆」(商売繁盛),一般會置放在店家收銀區或是人來人往的商店街上,祈求生意興隆。 ■ Beckoning Cat is an auspicious figurine from Japan that represents "prosperous business". Usually, they can be found on the cash register of shops or at crowded business streets to pray for a prosperous business.



昆山

接力夢想 領跑時代

2020年運動嘉年華暨家庭園遊會

作者:昆山廠/SZ/KS&GME&CP/行政管理部/金玲

創新的腳步,快如金秋之風;綻放的激情,燦若暖冬之 花。昆山廠 2020 年度運動嘉年華暨家庭園遊會於 11 月 29 日在生活區操場降重開幕。

早上9點,伴隨著嘹亮激昂的運動員進行曲,6位會旗手 昂首挺胸大步向前,他們一絲不苟,嚴陣以待的神情,體 現了昆山同仁嚴謹求實,團結奮進的優良傳統,預示昆山 廠將永遠走在行業的前列!

緊接著入場的是由各部門志願者組成的裁判員代表隊,以 及 12 個蓬勃發展的多彩社團方陣隊。再來則是來自各部門 的 12 支隊伍以及兄弟企業中科泓泰代表隊。豐富多彩的團 隊展示、響亮的口號和新穎別致的造型展示,展示了各部 門獨特的創意,現場不時響起陣陣熱烈掌聲和歡呼聲。

火車跑得快,全憑車頭帶,集團資深副總 David、昆山廠 總經理 Eric 帶著他的「神獸」們身披英雄聯盟戰袍乘坐花

車炫酷登場。隨後兩位大家長為活動致詞,感謝各位同仁 的參與,也對各位同仁工作的優秀表現表示肯定,各隊入 場表演內容豐富多彩,令人耳目一新,希望我們繼續保持 接力夢想,領跑時代的使命。

裁判代表黃建中經理和運動員代表杜明幫分別鄭重宣誓。 也邀請稽核室的翁坤堂經理和生產五部的鄒曉亮經理為 抽獎公證。活力四射的熱身過後,由兩位大家長點燃火 炬,各項比拼正式展開

除團體趣味運動比拼外,個人挑戰、親子趣味互動、舞蹈 表演、遊戲闖關,以及激動人心的大抽獎等環節也讓活動 精彩紛呈,高潮迭起。

經過3個小時的激烈比拼,最終生產二部、中科泓泰代表 隊、HR&IT&GMO聯合隊、生產三部分別榮獲團體賽冠 軍、亞軍、季軍以及最佳團隊,整個活動圓滿落下帷幕!





Relay the Dream Stay Ahead of Time

2020 Sports Carnival and Family Fair

Author: Kunshan Site / SZ/KS&GME&CP / General Affairs / Ling Jin





The pace of innovation is as fast as the wind of golden autumn; the bloom of passion is as bright as the flower in the warm winter. 2020 Sports Carnival and Family Fair of Kunshan Site was grandly opened on November 29th in the playground of Living Area.

At 9 a.m., along with the loud and exciting athlete's march, six flag bearers held their heads up and strode forward. Their conscientious and meticulous look reflected the great traditions of rigorousness, realistic and unity, foretelling that Kunshan Site will continue to stay ahead in the industry!

Next, entering the stadium are referees team who were volunteers from various departments and 12 teams in phalanx representing thriving and colorful clubs. Then there were 12 teams from various departments and the representative team of SUMA-USI Electronics Co., Ltd. The colorful team display, loud cheering and innovative display showed the unique creativity of each department. There were bursts of applause and cheers every now and then.

The train runs fast, relying on the locomotive. Corp. SVP David and Kunshan Site GM Eric wore the gear of League of Legends with their "guardians" and entered the field riding on chariots.

Afterwards, David and Eric addressed for the event, thanking all colleagues for their participation. Also, they applauded for colleagues' excellent work in 2020 and appreciated each team's entry performance, expecting that we will continue the relay of dream and stay ahead of our time.

The referee representative Manager Jason Huang and the athlete representative Mingbang Du solemnly took the oaths respectively. We also invited Audit Division Manager Paul Weng and PD5 Manager Rain Zou to notarize the lucky draw event. After the energetic warm-up, David and Eric lighted the torch, and the competition officially began.

In addition to group fun sports competitions, personal challenges, parent-child fun interactions, dance performances, challenge games, and exciting lucky draw also made the activity exciting and full of surprises.

After 3 hours of fierce competition, finally PD2, SUMA-USI, HR&IT&GMO and PD3 won the championship, the runner-up, the third place of group competition and the best performance team prizes respectively. The whole event then came to a successful ending!













深圳

精彩未來 「惠」實現

作者:深圳廠 / ADM / SZ 人力資源管理部 / 朱芳







2020年12月29日晚上,由 QMD1 處承辦的尾牙晚會圓滿舉 行。晚會以「精彩未來『惠』實現」為主題,對始終堅持在崗 位上努力的同仁進行表彰的同時,也穿插了獨唱、合唱、單 人及團隊舞蹈等表演,為大家呈現出一場精彩絕倫的盛宴。

晚會開始前,集團副總 Otto 和深圳廠總經理 Vincent 送 來了驚喜且特別的「雲」祝福。Otto 和 Vincent 對全體同 仁在 2020 年裡所付出的努力表達了特別的感謝,並祝福 大家越來越好,同時期許 QMD1 處能在未來惠州廠的建 設中貢獻出更多的力量!

隨後, QMD1 處長 Victor 進行祝酒。 Victor 首先回顧了 2020 年所遇到的意外和困難,但即便如此,我們依然能 夠在各自的崗位上,堅持「嚴謹、紀律、專業」的品質理 念,這是難能可貴的。在過去 2020 年,在克服各種困難 的同時,也舉辦了諸如 CIP 分享、英語學習計畫、品質知 識分享等多樣的學習活動,不斷地充實專業知識,這是一 個好的開端,希望在2021年,我們能夠繼續保持,同時

將我們所學的知識積極地投入到惠州廠的建設中去,與 惠州廠一起茁壯成長。

此外,我們還對 2020 年積極參與 CIP 活動、打造學習型 組織以及內部優秀講師等 24 名團隊和個人進行了頒獎, 並隨機抽取了57個獎項。

晚會以男聲獨唱「那些花兒」拉開帷幕,低沉深情的聲音 引人入勝,而男團們用帥氣的舞姿演繹了舞蹈「愛」,表 達了他們對這個世界的理解與熱愛,女團們也不甘示弱, 將「乘風破浪的姐姐」從螢幕搬上了舞臺,用自己獨特的 魅力,表現出了除了工作之外的多彩多姿。最後,主管們 通過大合唱「明天『惠』更好」,對所有與會人員及深圳廠 未來的發展,表達了衷心的祝願。

2020年,我們經歷了迷茫,但也學會了奮鬥;嶄新的 2021 年,我們攜手共創未來。艱難方顯勇毅,磨礪始得玉成, 我們堅守品質願景,相信精彩未來「惠」實現!



On the evening of December 29th, 2020, the Year End Party

hosted by QMD1 was successfully held. With the theme of

"Brilliant Future Will Come True", the party was dedicated to USI

colleagues who had always worked hard on their job positions,

and also included solo singing, chorus, single and team dance

Before the party started, Corp. VP Otto and Shenzhen Site GM

Vincent sent a surprise and special "cloud" blessing. Otto and

Vincent expressed their special gratitude to all colleagues for

their hard work in 2020 and wished everyone to get better

and better. At the same time, they expected that QMD1 can

contribute more to the construction of Huizhou Site in the

Subsequently, QMD1 Director Victor made a toast. Victor first

recalled the challenges and difficulties encountered in 2020, but

even so, we are still able to adhere to the "Rigorous, Disciplined

and Professional" quality concept in our respective positions. In

2020, while overcoming difficulties, various learning activities

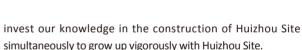
such as CIP sharing, English learning plans, quality knowledge

sharing, etc. had also been held to continuously enrich our

professional knowledge. This is a good start. We expected that

in 2021, we can continue to maintain our pace and actively

performances, presenting a wonderful event for everyone.



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In addition, awards were given to 24 teams and individuals who actively participated in CIP activities, created learning organizations and excellent internal lecturers in 2020, and 57 prizes were randomly selected.

The party started with a male solo singing "Those Flowers". The deep and affectionate voice was fascinating. The boy groups performed the dance "Love" with handsome postures, expressing their understanding and love for the world, and the girl groups also tried their best to perform "Sisters Who Make Waves" which was originally performed from the screen, using their unique charm to show a variety of colors other than work performance. Finally, the supervisors expressed their sincere wishes to all the participants and the future development of Shenzhen Site through the chorus "Tomorrow will be Better."

In 2020, we had experienced confusion, but also learned to fight for our lives; in the coming 2021, we will strive together to make the bright future. Challenges prove our courage, hard work ends with success; we stick to the quality and vision, and believe in the realization of a brilliant future!















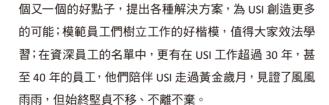
撼動全球 贏戰未來

作者:臺灣廠 / CSO / 行銷企劃部









令人緊張的抽獎時刻終於到來, Jeffrey, CY 與各位副總依 序抽出大紅包,現場驚喜的尖叫聲此起彼落。雖然得獎者 沒有親臨現場,但相信他們接到中獎消息時,肯定會高興 到晚上睡不著。此外,我們將原定的晚會轉換成紅包大 放送,之後更會有小紅包贈送給中獎的上千名同仁,在新 的一年討個喜氣。

2021年,百尺竿頭,更進一步,USI將繼續乘風破浪,創 造佳績,未來精彩可期!



Amaze the World Win the Future

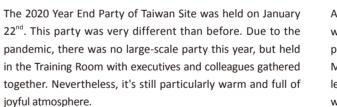
Author: Taiwan Site / CSO / Marketing Communication



joyful atmosphere.

the future.





that USI's revenue and profit last year hit a record high. The Year End Party of Taiwan Site will continue to be held in a different way. CY expected everyone will enjoy the party with a different mood; Chairman Jeffrey encouraged colleagues that last year we have achieved an outstanding result; USI started from Tsaotuen, and everyone should be very proud of ourselves. Jeffrey was very impressed by the successful completion of the acquisition of AFG last year with the efforts of the team led by CY. Jeffrey also encouraged all colleagues to work harder in the coming year, build confidence and accept more challenges in

Then R&D Competitions, Best Invention Team, CIP Contribution

The event was first addressed by President & COO CY. CY stated

Awards, 2020 USI(TW) Model Employee and Senior Staff Praise were held. Colleagues used one after another good idea to propose various solutions to create more possibilities for USI. Model Employees set a good role model to inspire everyone to learn from their work. There were senior employees who have worked at USI for more than 30 or even 40 years. They had accompanied USI through the golden years and witnessed the ups and downs, and yet they always stay loyal and never give up.

The exciting lucky draw moment finally arrived. Jeffrey, CY and group of VPs drew several big red envelopes in order. Surprising cheers at the party kept rising one after another. Although the winners cannot attend the party in person, we believe they will be too happy to fall asleep at night when they hear about the good news. Also, we converted the party into a red envelope given event. More red envelopes will be given to thousands of colleagues after the party to get a good sign for the new year.

In 2021, we will continue to make progress, and USI will continue to stay ahead of the wind and waves and create good results. We are looking forward to a wonderful future!

臺灣廠尾牙年會於1月22日舉行,這次年會迥異往常, 由於疫情的關係,雖然沒有大型晚會,但高管們及其他與 會同仁在教育訓練室齊聚一堂,場面顯得格外溫馨快活。

活動首先由總經理暨營運長 CY 致詞, CY 表示 USI 去年的 營收與獲利再創新高,而臺灣廠的尾牙會用不一樣的方式 繼續舉辦,希望大家用不一樣的心情來迎接尾牙;董事長 Jeffrey 鼓勵在場同仁,去年我們創下營收佳績, USI 從草 屯出發,各位應該要感到非常驕傲。而在 CY 帶領團隊的 努力下, 去年成功完成對 AFG 的收購, 讓他印象非常深 刻。Jeffrey 也勉勵各位同仁新的一年須更加努力,建立信 心,去接受未來更多的挑戰

接著進行獎勵研發競賽、最佳發明團隊暨發明王、CIP卓 越貢獻獎、模範員工及資深員工的頒獎活動,同仁用一













1月22日,張江、盛夏、金橋三個廠區首次共同舉辦 上海廠區線上嘉年華年會盛典,本次年會主題為「突 破創新 旭日未來」,因疫情的原因,我們首次選擇以 線上直播的方式呈現,雖然不能親臨現場,但同仁們 依然可以感受到公司的關懷以及濃烈的節日氣氛。

在年會直播現場,董事長陳昌益先生、總經理暨營運 長魏鎮炎先生、大上海區總經理曹憬先生為同仁們 送來親切的節日問候,希望在新的一年,大家面對新 的挑戰,創造新的輝煌。

同仁們準備了非常精彩的節目,有時髦摩登的現代 舞、三廠同仁的歌曲串燒以及富有異域風情的民族 舞,體現出 USI 同仁的多才多藝。

今年的獎項精彩繽紛,不僅有總經理為大家準備的 iPhone 手機、Apple Watch 手錶,更有董事長為大家 加碼的十個萬元大獎,還有數不勝數的購物卡,真正 做到了人人有獎,滿載而歸。

2021年,相信在大家的共同努力下,USI一定勇創佳 績,再攀高峰。



Breakthrough and Innovation Shine the Future

Author: Jingiao Site / ALCMM / General Affairs / Emily Cao







On January 22nd, Zhangjiang, Shengxia and Jinqiao Site jointly held USI Shanghai Sites Online Carnival Year End Party for the first time. The theme of the party was "Breakthrough and Innovation Shine the Future". Due to the pandemic, we chose to hold online for the first time, too. Although USI colleagues cannot be present in person, but they can still feel care from USI and strong festive atmosphere.

Chairman Jeffrey Chen, President & COO CY Wei, and GM of Great Shanghai Area Jim Cao sent cordial greetings to colleagues, expecting that everyone won't be afraid of facing new challenges, creating the new brilliance in the new year.

Colleagues had prepared many wonderful programs, including modern dances, song streams by colleagues from three sites and ethnic dances with exotic flavors, reflecting the versatile talents of USI colleagues.

This year's prizes of lucky draw were plentiful and overflowing. There were not only the iPhones and Apple Watches prepared by Jim, but also ten prizes of RMB \$10,000 that Jeffrey added and countless shopping cards for everyone. It is truly rewarding for everyone, and all of them went home with smile.

We believe that with everybody's effort, USI will achieve great results and win a success again in 2021.





歡迎分享您生活中、旅行中、工作中……遇到的瞬間印記。

主題:車站

作品規格:

- (1) 統一以JPG數位影像檔投稿,每幅不小於800KB,不超過2MB。
- (2)每位參加者投稿總件數以3件為限,每張照片需提供50字以內的說明(中英文 皆可)並標示拍攝地點。

Welcome to share your spontaneous moments in daily life, travelling, working, etc.

"A good snapshot keeps a moment from running away." — Eudora Welty

Theme: Station

Image properties:

- (1) Please submit digital images as JPG files. Each image has minimum 800KB size and is limited to 2MB.
- (2) Every participant is allowed to submit a maximum of 3 digital images completed with a short description within 50 words and noted where it was taken for each image.



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