

USI[®] No.83 Newsletter

| 12月 December 2020 |



加強創新 助推升級

Enhance Innovation and Boost Upgrading

二十一世紀第三個十年

The Surpassing 3rd Decade
in the 21st Century

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加強創新 助推升級

作者：董事長 / 陳昌益



自 2018 年起，環旭進行了一系列的擴張，展開了全球化的布局，取得了一定的成績，包括併購歐洲第二大 EMS 公司。在完成併購後，環旭在全球 10 個國家，擁有 27 個生產基地。同時，我們在技術上，也通過合資提升了各方面的能力。

未來資訊科技將世界全面帶入數位化，網路化，智慧化的時代。以過去的歷史來看，每當世界經濟動盪起伏較大的時候，整個電子產業鏈將面臨重新洗牌，將會呈現出一個「多行業，多領域」的共同發展態勢，因而延伸出「產業碎片化、產品多樣化、服務區域化」的發展主軸，所有參與者都會進行大幅度的策略調整。

因為，電子產業強調人才密集，技術密集和資金密集的三大特點。然而，對管理者來說，掌握這三大要素只是基礎。除此以外，電子產業的發展還受到諸多因素的影響，主要表現有：政府的政策主導產業的發展趨勢、客人主導的產業鏈的變化、反國際化、反全球化、一個世界兩個體系等，只有不斷地創新，才是環旭成功的要領。

尤其在目前中美科技戰的背景下，只有擁有核心技術，或者是擁有市場，才能擁有發言權及主導權。面對美國技術管制日趨嚴格與市場的供需失調，再重建另一條供應鏈會導致中期產能過剩。然而，國內龐大的市場需求，國際品牌為了鞏固市場的占有率，正在主導一個專供大陸市場的準封閉供應鏈。因此在電子產業的生態中，如果不識變，不應變，不求變，就可能陷入戰略被動。所以，環旭必須進行調整，加強科技創新，推動轉型升級，從而提升綜合競爭力。

面對這些動盪的改變帶來的無限商機，尤其是擁有一定的技術基礎，以及擁有 A 股的平臺，我認為環旭應該提出：

- 向食物鏈上游移動，從而保護利潤率和競爭力。
- 設立創新中心，讓其產生海綿效應，形成產業集聚效應。

多年來，環旭一直秉承以下三個經營理念：

1. 認清自己的定位，提升綜合軟硬實力，專注核心技術，擁有競爭力的領域。
2. 緊貼市場需求，投資開發，主導未來具有成長性的終端市場。
3. 持續完善公司管理體系，加強公司治理，成為客人靠譜的、首選的專業製造夥伴。

因此，環旭將持續堅持 SiP 模組化的戰略目標，冷靜對待，轉變思路，思考多元化的新生意發展模式；迅速整合已有的資源，來應對「全球化的需求，區域化的生產」；在策略夥伴的協助下，針對區域化以及國際化，從一個製造夥伴提升到全面性的生意夥伴，在產業整合的過程扮演一個重要的角色。只有這樣，才能確保我們持續盈利的商業模式。

Enhance Innovation and Boost Upgrading

Author: Chairman / Jeffrey Chen

Since 2018, USI has carried out a series of expansion and extended the global footprint, achieving certain outcomes which include acquiring the second largest EMS company in Europe. After the acquisition, USI will have 27 production bases in 10 countries. In terms of technology, we also enhance our capabilities in all aspects through joint ventures at the same time.

In the future, information technology will bring the world into an era of digitalization, cyberization and intelligentization. Judging from the history, whenever the world economy fluctuates dramatically, the entire electronic industry chain will face to be reshuffled. It will present a common development trend of "multi-industry and multi-field", extending the development core of "industrial fragmentation, product diversification and service regionalization". All participants will make substantial strategic adjustments.

These three elements, talent-intensive, technology-intensive and capital-intensive are what electronic industry emphasizes mostly. However, mastering the three elements is just a foundation for managers. Besides, the development of electronic industry is also affected by many other factors, including the industrial development trend led by government policies, changes of industrial chain led by customers, anti-internationalism, anti-globalization, "One world, Two systems", etc. Continuous innovation is only the key to success of USI.

Especially, under the circumstance of US-China Tech War, only if having core technology or own the market makes you have the power to speak and dominate. Confronting the increasingly strict technology control of US and the maladjustment of supply and demand of market, rebuilding another supply chain will lead overcapacity in the mid-term. However, due to the huge domestic market demand, in order to consolidate market share, international brands are dominating a supply chain which is designed for China market. As a result, in electronic industry, if we refuse to recognize changes, respond to changes and seek changes, we may fall into strategic passiveness. Consequently, USI needs to adjust itself, enhance technological innovation, facilitate enterprise transformation and boost its comprehensive competitiveness.

Facing the unlimited business opportunities brought by these turbulent changes, especially we have certain technology foundation and have been an A-share listed company, I think USI should take the following two actions.

- Move forward the upstream of the supply chain to protect our profit margin and competitiveness.
- Establish an innovation center to create the sponge effect and form business cluster.

Over the years, USI has been adhering to the following three business concepts.

1. Determine our positions, enhance the comprehensive hard and soft power, focus on core technology and be competitive in certain fields.
2. Be close to the markets, keep investing and developing, and dominate terminal markets which will grow in the future.
3. Continue to improve our company management system and enhance the corporate governance to become a reliable and preferred professional manufacturing partner for customers.

Therefore, USI will adhere to SiP modularization, keep calm, change mindset and consider a diversified new business model; and then quickly integrate our existing resources to proact the demand of globalization and manufacture regionalization. With the assistance of strategic partners, aiming at regionalization and globalization, we will transform ourselves from a manufacturing partner into a business partner who can provide holistic service and play an important role in the process of industrial integration to ensure our sustainable and profitable business model.



二十一世紀 第三個十年

作者：總經理暨營運長 / 魏鎮炎



2020 年已接近尾聲，每年此時總是特別繁忙，一方面是生產製造的高峰期，公司為了滿足客戶的需求而做最後的衝刺，另一方面又必須騰出時間進行中長期的策略規劃，以及編列下年度的預算。策略規劃是判斷、是選擇、是決定，是為了企業永續發展而做的準備。

進行策略規劃的時候，除了要參考今年度各項目標的達成情況，更需要停頓一下，抬起頭，檢視外在環境的變化，並重新確認公司的使命和願景，以及策略方向是否仍然為真。

今年最重大的兩項外在因素，無疑是新冠病毒以及美中之間的摩擦。

新冠病毒對我們的生活作息以及全球經濟帶來巨大的影響，USI 也不例外，目前視頻會議、Work from home 已然成為工作新常態。五個產品類別中，汽車電子、工業產品、電腦存儲等三類，營收分別出現 5~10% 的衰退。幸好無線通訊和消費電子兩類，逆勢高度成長。面對當前的危機，USI 全體同仁展現出不凡的應變能力，預估今年比去年，全公司的營收將有機會達到 20% 的成長，獲利也可能創新高。

中美之間的摩擦造成產業供應鏈的大遷移，USI 向來以外銷為主，部分產品的生產被迫撤出大陸。我們的短期對策是以臺灣和墨西哥來支應，很快地重新啟動臺灣南投的工廠，同時增建墨西哥第三棟廠房。而長期對策，則是建立東南亞據點，第一個據點我們選在北越的海防市，預計明年第二季完工，第三季認證，第四季加入生產行列。

公司經營團隊 10 月份剛剛完成年度策略規劃，訂下 2025 年營收加倍，突破 120 億美元的總目標。策略方面則維持模組化、多元化、全球化、垂直整合及智慧製造等五大項。

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

模組化

模組化是我們的特色。經過多年的努力，我們在無線通訊以及穿戴電子已經有不錯的成績，站在行業的領先地位。最近又與美律成立合資公司，專門拓展 TWS 音訊模組等。未來我們會持續在模組化產品的製程、測試、產品應用等方面增加研發投入，以保持競爭優勢。

多元化

多元化的策略，延伸出豐富而平衡的產品線，降低產業消長所帶來的衝擊。這次面對新冠病毒，我們的業績仍能創造新高，再一次印證了這個策略的可貴。

全球化

撇開美中之間的摩擦因素，過去幾年以來，越來越多歐美客人希望他們的產品就近在市場所在地生產。而 USI 的生產基地，主要在大陸和臺灣，只有一個工廠在墨西哥，遠遠無法配合客人的要求。因此我們去年在波蘭買下一座工廠，今年更進一步收購法國飛旭電子 (AFG)，使 USI 在歐、亞、美、非四個洲，10 個國家，擁有 27 個生產據點、達成全球化布局。同時擴充國際人才團隊，一舉確立在歐洲的市場地位。

起先三年，除了財務、稽核、法規遵循集中管理之外，AFG 將獨立經營。但為了確保雙方能夠整合資源，產生預期的綜效，共同成立了一個指導委員會 (Steering Committee)，以及 Sales、SCM、OPS 和 ADM 等四個協同委員會 (Synergy Committee)。

垂直整合

為了增加附加價值，提供客戶更深入而完整的解決方案，我們決定針對關鍵技術或者零組件，進行垂直整合。也因此我們參與新加坡上市公司萬德國際的私有化，收購其 42% 的股份，增強機構件方面的能力。另外還有更多案子在醞釀中，增進我們垂直整合的能力。

智慧製造

傳統的自動化，在數位化、數位優化的浪潮之下，已經不足以滿足客人的期望，更難從激烈的競爭中勝出，因此幾年前公司成立了智慧製造工程處，以工業 4.0 為標竿，以張江廠的模組產線為試點，打算用十年的時間，有計劃地提升各個工廠的水平。

最後，藉這個機會再一次強調，營業額倍增的同時，間接人員的人數增加不能超過 30%，鼓勵大家讓自己成為人才，跨界多承擔。並且從產品、技術、流程等各個方面，不斷地創新，共同締造下一個輝煌的十年。

The Surpassing 3rd Decade in the 21st Century

Author: President & COO / CY Wei

2 020 is coming to an end, during this busy time of the year, on one side, it is our manufacturing peak, in which we are committing to satisfy our customers' demands; on the other side, we must make time to conduct the mid and long-term strategic planning and the budgeting for the coming year. Strategic planning is about judgments, choices, decisions and preparations for the sustainable development of the enterprises.



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

When planning upcoming strategy, in addition to reviewing how well we've achieved the goals over the year, we also need to pause, raise our head, examine the external changes of the environment, reconfirm the mission and vision of USI and make sure whether our strategic direction is still valid.

Undoubtedly, the two significant external factors of 2020 are COVID-19 and the conflict between the USA and China.

COVID-19 has caused a great impact on our daily life and global economy. USI was no exception. Now video conference and Work from home have become the new norms. Among our five major business sectors, car electronics, industrial products, and computer and storage have suffered a revenue decline of 5 to 10%. Fortunately, we enjoyed high growth in the other two sectors including wireless communication and consumer electronics. All associates of USI have demonstrated great resilience when facing the current crisis. USI is expected to enjoy a 20% year-to-year growth and may set a new record in revenue as well as profit.

The conflict between the USA and China has caused great shifts in the industrial supply chain. Given that USI mainly focuses on exporting, some of our production lines have been forced to move out of China. Our short-term tactic was to support such demand from Taiwan and Mexico by expeditiously re-opening our factory in Nantou, Taiwan, while simultaneously adding the third building in Mexico. As for our long-term strategy, we plan to establish several sites in Southeast Asia. Our first site will be established in Hai Phong City, located in the northern Vietnam. The construction is scheduled to be completed by the second quarter, the productions would be certified in the third quarter and would start its mass production in the fourth quarter next year.

The management team of USI has just completed the annual strategic plans in October. We set the ultimate goal of doubling our revenue by 2025, achieving total revenue of USD 12 billion and remaining the five strategies including Modularization, Diversification, Globalization, Vertical Integration and Smart Manufacturing.

Modularization

Modularization is one of our greatest features. After years of effort, we have enjoyed a good progress on wireless communication and wearable electronics, enabling us to take the lead in this business. Recently, we have founded a joint venture with Merry Electronics Co., Ltd. to specifically expand on TWS audio modules. In the future, we will continue to increase R&D investment in the manufacturing process, testing and product application of modularized products to maintain our competitive advantage.

Diversification

With diversification strategy, we have developed balanced product lines, reducing the impacts caused from industrial changes. Whilst confronting the challenges of the COVID-19, our performance is still able to scale new heights; once again, this strategy has been proven to be invaluable.

Globalization

Despite the conflict between the USA and China, in the past few years, more and more European and American customers expect their products to be manufactured near their market. USI's production lines are mostly located in mainland China and Taiwan. We only have one site in Mexico, and it cannot completely satisfy the demand of our customers. Therefore, we bought a factory in Poland last year. Furthermore, we acquired AFG this year. As a result, USI will be having 27 sites in 10 countries within 4 continents including Europe, Asia, America and Africa, completing our global manufacturing footprint. Meanwhile, augment our global talent team to secure our market position in Europe simultaneously.

Except finance, auditing and legal compliance, AFG will be operated autonomously in the first three years. However, to ensure the leverage of resources, four Synergy Committees (Sales, SCM, OPS and ADM) were formed under the guidance of a Steering Committee.

Vertical Integration

To increase our added value and provide customers with more in-depth and comprehensive solutions, we decided to carry out vertical integration on key technologies and components. Therefore, we engaged in the privatization of Memtech in Singapore, by purchasing 42% of its shares to enhance our capability on mechanical components. There are more projects underway too, in order to enrich our portfolio of vertical integration.

Smart Manufacturing

On the wave of digitalization and digital optimization, traditional automation can no longer satisfy customers' expectations and making it difficult to prevail from harsh competitions. Therefore, USI has founded the Smart Manufacturing Engineering Division several years ago. With Industry 4.0 as its standard and with the module manufacturing line of Zhangjiang Site as our pilot unit, we plan to systematically upgrade all sites over a period of ten years.

Finally, I would like to seize this opportunity to emphasize that although USI is enjoying revenue increasing, the expansion of indirect labor cannot be more than 30%. I encourage everyone to be talented on their own and take great crossover responsibility. We have to constantly be innovative on products, technology, SOP and other aspects to create the next surpassing decade for USI.

墨西哥廠 卡蘿莉娜・杜瓦爾特醫師 善用團隊優勢 創造自我價值

採訪編輯：CSO / 行銷企劃部

隨著 2020 年一系列的 USI 各廠醫護人員採訪，希望大家對她們的職責有更深一層的認識。這次我們採訪墨西哥廠醫療服務中心的卡蘿莉娜・杜瓦爾特 (Carolina Duarte) 醫師，她與團隊在背後支持著 USI，奉獻心力將疫情對墨西哥廠的影響減到最低，守護員工們的健康。

卡蘿莉娜來自瓜納華托州的塔蘭達瓜奧小鎮，在進入 USI 之前，她曾在一間販賣家用塑膠配件的工廠從事醫師一職，而去年的 6 月 3 日，她來到 USI，開始擔任廠內醫療服務中心的醫生。當她逐漸熟悉工作環境後，她發現 USI 早已建立各種完善的措施，履行創造健康工作環境的承諾，是一個從預防方面做起，就能改善許多人生活與健康的最佳工作場所。

談到選擇醫生這項職業的初衷，在卡蘿莉娜 11 歲時，有一次妹妹突然發生了意外，當時只有她和妹妹，當下不知所措，從那一次事件後，她對醫學萌發了好奇心，為了避免再次遇到突發狀況時，自己只能處於慌張的狀態，她決定投入醫學領域。此外，卡蘿莉娜一直希望能讓自己在某方面領域具有專業性，並能夠從事一個無論身處何處都可感受到自我價值的職業，同時亦能讓她受人尊重。

身為醫生的工作也不少，除了要時常檢查廠房內部環境是否有對員工健康有害的潛在風險、查閱在健康方面公司需要遵循的法律，也要指導員工慢性疾病和傳染病的預防措施，以及如何獲得良好健康狀態的重要方法。看到那些過去需要協助的人們病情獲得改善以及實踐了良好的衛生習慣，對她而言就是工作的動力。

卡蘿莉娜在 USI 工作的樂趣，就是與一個優秀的團隊一起工作，在一年前，墨西哥廠只有 4 名護士，而現在已增加到 8 名。艾莉卡擔任護理長的職務，她具有敏銳的觀察力、敬業、有趣且率真；任職一班和二班的伊莉莎白、伊莉絲、瑪莉索、希特拉伊、瓜達盧珮都很認真負責，富有創造力並為人風趣；夜班的胡安妮塔與格拉蒂絲相當盡責，好相處且沉著冷靜。閒暇時，大家偶爾說說笑話，聊聊自己的孩子或寵物，所有人員相互間皆具有良好的默契。



在 USI 勤奮工作，一起負責現有的 3 個醫療服務急救站，這些急救站策略性地分配在廠內，讓有需要的同仁都能夠順利抵達及利用。

新冠肺炎的肆虐使卡蘿莉娜與團隊遇到艱難的挑戰，除了要推動每日的體溫量測，還要在廠內外以各種方式提供衛生和保持安全社交距離的措施，偵測可能會引發新冠肺炎的跡象，也必須即時對疑似感染的患者進行隔離、聯繫並安排進行 PCR 檢測，並對不同工作區域的人員施行隨機採樣檢測的篩檢。最重要的是員工的心理狀態，由於媒體報導錯誤的資訊，再加上網路流傳的假新聞，加深了人與人之間的不確定感與不信任感，卡蘿莉娜和團隊必須上緊發條，加倍努力防疫工作，讓墨西哥廠的運作不受影響。

充滿好奇心，喜歡體驗不同活動的卡蘿莉娜，在閒暇時間喜歡陪伴她的寵物狗，在每周也會練習一兩次民族舞蹈，現在正在學習如何刺繡。一旦對某項活動感到滿足後，她就會去體驗另一種新事物，即使現在物質生活安定，但她仍保持對探索新事物的好奇心。至於對未來的展望，她希望藉由自己的貢獻，能夠大幅降低工安事故的發生，卡蘿莉娜也表示在 USI 累積的夥伴情誼之深厚遠超過她的想像，「USI 提供給我的機會，讓我得以繼續利用所知幫助別人，這一點始終讓我擁有極大的幸福感！」

Mexico Site

Dr. Carolina Duarte

Leverage Team's Strengths and Create Self Value

Interviewed by: CSO / Marketing Communication

Following a series of interviews with medical staff of sites of USI in 2020, we expect that everyone has a better understanding of their duties now. This time we interviewed Dr. Carolina Duarte from the medical service center of Mexico Site. She and her team supported USI, dedicated their efforts to minimize the impact of the pandemic on Mexico Site and guarded the health of employees.

Carolina is from Tarandacuao of Guanajuato State. Before joining USI, she worked as a physician in a factory selling plastic accessories. On June 3rd, 2019, she joined USI and started to work as a doctor in the medical service center at Mexico Site. When she became familiar with the work environment, she found that USI has already established a complete system of measures to fulfill its promise to create a healthy work environment. It is the best workplace that can improve the lives and health of many people, starting from prevention.

When it comes to the original intention of being a doctor, when Carolina was 11 years old, her sister had an accident. At that time, she was alone with her sister, and they didn't know how to deal with the situation. Since that incident, Carolina became curious about medical science. In order to avoid being panic when encountering emergencies again, she decided to study medical science. In addition, Carolina has always expected that she can be professional in a certain field, and be able to pursue a career which she can create self value no matter where she is, allowing her to be respected by others simultaneously.



As a doctor, Carolina has a lots of tasks. In addition to checking the internal environment of the factory for potential risks that are harmful to employee's health, consulting the laws that USI needs to follow in terms of health, she also needs to teach employees preventive measures against chronic diseases and infectious diseases, and important ways to get good health. Seeing that those who needed assistance in the past have improved and practiced good hygiene habits are the motivation for her work.

Carolina's joy at work at USI is working with an excellent team. A year ago, there were only 4 nurses in Mexico Site; now it has increased to 8 members. Erika holds the post of head nurse. She is observant, dedicated to work, witty and honest. Elizabeth, Iris, Marisol, Citlalli and Guadalupe who serve in the first and second shifts are all creative, diligent, humorous and responsible. Juanita and Gladis of the night shift are quite conscientious, poised and easygoing. During free time, everyone occasionally tells jokes and talks about their children or pets. All personnel have a good chemistry working together. They work diligently for USI and are responsible for the 3 existing medical service centers, which are strategically distributed in the site so that all colleagues in need can get to the medical service center and use them without hindrance.

The ravages of COVID-19 caused Carolina and her team to face difficult challenges. In addition to promoting daily temperature measurement, they also need to provide various measures for hygiene and maintaining safe social distance both inside and outside the site, as well as detecting possible signs of infection of COVID-19. It is also necessary to immediately isolate suspected infected patients, contact and arrange for PCR testing, and conduct random sampling and testing of personnel in different work areas. The most important thing is the psychological state of the employees. Due to the wrong information reported by the media and the fake news circulating on the Internet, the sense of uncertainty and distrust has deepened on people. Carolina and her team must work harder to prevent the epidemic to make Mexico Site continue to operate.

Carolina is full of curiosity and likes to experience different activities. In her free time, she likes to accompany her pet dog. She also practices folk dance once or twice a week. Now she is learning embroidery. Once she is satisfied with a certain activity, she explores another new thing. Even though her material life is stable now, she keeps her curiosity on new things. As for the vision of her future, she expects that through her contribution, the occurrence of accidents at work can be greatly reduced. Carolina also said that the friendship accumulated at USI is far more profound than her imagination. "The opportunity that USI provides for me is to continue to apply what I know to help others. This has always given me a great sense of happiness!"

流感疫苗 Q&A

作者：臺灣廠 / QA&CSR / S&HS / HS / 秦瑩滢

又進入了流行性感冒肆虐的高峰季節，為了對抗這看不見的敵人，準備好了嗎？古人說：「知己知彼，百戰百勝」。我們先對它們要有基本認識，才能戰勝敵人。

如何辨識流感、感冒、新冠肺炎

	流行性感冒	一般感冒	新冠肺炎
致病原	流感病毒	鼻病毒、呼吸道細胞融合性病毒、腺病毒等	新型冠狀病毒 (Coronavirus Disease – 2019)
臨床症狀	發燒、頭痛、肌肉痛、疲倦、流鼻涕、喉嚨痛及咳嗽	較輕微的打噴嚏、鼻塞、流鼻水及喉嚨痛	發燒、疲勞及類感冒症狀、嗅覺異常、乾咳及腹瀉
病程	1~2 週	2~5 天	潛伏期 2~12 天，病程不一
流行季節	冬季	無季節性	流行病學尚在研究，目前觀察無季節性
傳染力	高傳染力 (常出現群聚感染、易發生大流行)	傳染力不一	高傳染力 (常出現群聚感染、易發生大流行)
傳染方式	飛沫傳染、接觸傳染		
預防	注意呼吸道衛生及咳嗽禮節、接種流感疫苗	增強免疫力，如正常的作息、注意呼吸道衛生及咳嗽禮節	勤戴口罩及洗手、注意咳嗽禮節

建議施打流感疫苗對象

建議施打對象為比平常人有更高機率感染流感及出現嚴重併發症的高危險群，包括 65 歲以上老人、長期照護機構之住民、患有心肺疾病、糖尿病、腎衰竭或免疫功能不全疾病患者、易傳染流感給高危險群之醫護人員、慢性照護機構內之工作人員等。新生兒則因免疫系統發展，建議出生後 6 個月以上施打流感疫苗。另為避免人類流感與禽流感病毒基因重組，專家亦建議禽畜業者接種流感疫苗。



誰不宜接種流感疫苗？

對疫苗成分有過敏、過去注射有發生嚴重不良反應、出生未滿 6 個月的新生兒以及正在發燒或患有急性疾病者，後者宜待病情穩定後再行接種。

為什麼每年都要接種流感疫苗呢？

由於流感病毒容易突變的特性，所以每年季節性的流感病毒株稍有不同，且每次接種疫苗的防護力僅維持 4 到 6 個月，過了防護期，效果會隨日子越久而下降。所以全球一致作法皆為一年一次注射，此外再強調流感、新冠肺炎及普通感冒的致病原皆不同，雖流感疫苗不能預防其他二者呼吸道感染疾病，但有利於已發生呼吸道感染時之鑑別診斷。

接種流感疫苗後需要注意什麼？

- 流感疫苗是安全不活化疫苗，接種後可能會有注射部位疼痛、紅腫，少數的人會有全身性的輕微反應，如發燒、頭痛、肌肉酸痛、噁心、皮膚搔癢、蕁麻疹或紅疹等，但一般於接種後一到二天內恢復，嚴重的副作用則極少發生。
- 接種流感疫苗後 48 小時內約有 1% 至 2% 可能有發燒反應，應告知醫師曾經接種過流感疫苗以作為鑑別診斷的參考。接種 48 小時後仍然持續發燒時，應考慮可能另有其他感染或發燒原因。
- 接種後如有持續發燒超過 48 小時以上、意識或行為改變、呼吸困難、心跳加速等不適症狀，應儘速就醫。

- 暈針是因對打針的心理壓力與恐懼感，轉化成身體的症狀，如：眩暈、噁心等，所以注射後應於原地休息 30 分鐘，觀察是否有不良反應，若沒有，即可離開。
- 完成疫苗接種後，雖可降低感染流感的機率，但仍有可能罹患其他非流感病毒所引起的呼吸道感染，請注重個人衛生保健及各種預防措施，以維護身體健康。
- 使用抗血小板或抗凝血藥物，或是凝血功能異常者施打疫苗後，需於注射部位加壓至少 2 分鐘，並觀察是否仍有出血或血腫情形。

接種流感疫苗 打造身體最佳保護力

每次發生傳染病大流行都為全球人類生活行為帶來極大的改變。2020 年初大爆發的新冠肺炎提醒全球人類意識到健康的重要性，疫苗更是提升自我免疫力與預防傳染病不可或缺的要角。秋冬季是流感肆虐的高峰季節，民眾應多善用疫苗資源，及早接種流感疫苗。不僅如此，接種疫苗也是愛家顧家的行為，於此才能建立起家庭的流感防護網，降低發生群聚感染的機會，守護更安全安心的國土家園。

資料來源








- 衛生福利部疾病管制署。季節性流感疫苗 Q&A。2020 年 10 月 8 日。檢自 https://www.cdc.gov.tw/Category/List/uu68c_niZ3SPoViEMp72Mg

Influenza Vaccine Q&A

Author: Taiwan Site / QA&CSR / S&HS / HS / Tessa Chin

Entering the season of raging influenza, are you ready to fight against this invisible enemy? There is an old saying "If you know the enemy and know yourself, you need not fear the result of a hundred battles." We must have a basic understanding of our enemies before defeating them.

How to Identify Influenza, Cold and COVID-19

	Influenza	Cold	COVID-19
 Pathogen	Influenza virus	Rhinovirus, Respiratory syncytial virus(RSV), Adenovirus, etc.	(Coronavirus Disease – 2019)
 Clinical Symptoms	Fever, headache, muscle pain, fatigue, runny nose, sore throat and cough	Mild sneezing, nasal congestion, runny nose and sore throat	Fever, fatigue and cold-like symptoms, disorder of smell, dry cough and diarrhea
 Disease Process	1-2 weeks	2-5 days	Incubation period is 2-12 days The disease process varies
 High-occurrence Season	Winter	Non-seasonal	Currently non-seasonal Still under study of epidemiology
 Infectivity	High (Frequent cluster infections and prone to pandemics)	Varies according to circumstances	High (Frequent cluster infections and prone to pandemics)
 Infection Method	Droplet infection and contact infection		
 Prevention	Pay attention to respiratory hygiene and coughing etiquette, and get vaccinated against the flu.	Enhance immunity, such as maintaining normal daily routines and paying attention to respiratory hygiene and cough etiquette.	Wear masks and wash hands frequently, and pay attention to cough etiquette.

Who are the Recommended Targets to Get Vaccinated?

People at high risk of influenza infection and serious complications than ordinary people are recommended to get vaccinated, including elderly people over 65, residents of long-term care (LTC) institutions, patients with cardiopulmonary diseases, diabetes, kidney failure or immune insufficiency diseases, and high-risk groups such as medical staff and staff in LTC institutions. Due to the development of the immune system, it is recommended for newborns to get vaccinated over 6 months of age. In addition, in order to avoid genetic recombination of human influenza and avian influenza viruses, experts also recommend that poultry and livestock business workers to get vaccinated.

Who Are Not Suitable for Getting Vaccinated?

People who are allergic to vaccine components, people who have had serious adverse reactions in the past injections, newborns who are born less than 6 months and patients who are feverish or suffering from acute diseases are not recommended to get vaccinated. The above mentioned patients should wait until the condition is stable before vaccination.

Why Do We Have to Get the Influenza Vaccine Yearly?

Due to the nature of mutation of influenza viruses, the seasonal influenza virus strains are slightly different yearly, and the protection of each vaccination only lasts for 4 to 6 months. After the protection period, the effect will decrease through time. Therefore, the consistent global practice is to get vaccinated once a year. In addition, it is emphasized that the pathogens of influenza, COVID-19 and the common cold are different. Although the influenza vaccine cannot prevent the other two respiratory infections, it is helpful for the identification and diagnosis of respiratory infections.

What Should We Be Aware of After Vaccination?

- The influenza vaccine is a safe and inactive vaccine. After vaccination, there may be pain, redness and swelling at the injection site. A few people will have mild systemic reactions such as fever, headache, muscle aches, nausea, skin itchiness, urticaria or rashes, etc. However, it usually recovers within one or two days after vaccination, and serious side effects rarely occur.
- About 1 to 2% of recipients may have fever within 48 hours after getting vaccinated. The doctor should be informed that the recipient had been vaccinated against influenza before as a reference for the diagnosis. If the fever persists after 48 hours of vaccination, you should consider other possible causes of infection or fever.
- If you have persistent fever for more than 48 hours after vaccination, changes in consciousness or behavior, difficulty with breathing, rapid heartbeat or other uncomfortable symptoms, you should seek medical attention as soon as possible.
- Needle dizziness is caused by the psychological pressure and fear of the injection, which transforms into physical symptoms, such as dizziness and nausea, so you should rest on site for 30 minutes after the injection to observe whether there are adverse reactions. If not, you may leave.
- After completing the vaccination, although the chance of catching influenza will be reduced, it is still possible to suffer from respiratory infections caused by other non-flu viruses. Please pay attention to personal hygiene and various preventive measures to maintain your health.
- Recipients who are using antiplatelet or anticoagulant drugs, or with abnormal coagulation function must apply pressure at the injection site for at least 2 minutes and observe whether there is bleeding or symptoms of hematoma.

Get Vaccinated to Build a Shield for Your Body

Every pandemic of infectious diseases has brought about tremendous changes in human life and behavior around the world. The large outbreak of COVID-19 in early 2020 reminds people around the world of the importance of health. Vaccines are indispensable for improving self-immunity and preventing infectious diseases. Autumn and winter are the peak seasons for the raging flu. People should make better use of vaccine resources and get vaccinated as soon as possible. Furthermore, vaccination is also an act of love and caring for the family. Only then can a family's flu protection shield be established, reduce the chance of cluster infections, and protect our safer and more secure homeland.

Source

- 衛生福利部疾病管制署。季節性流感疫苗 Q&A。2020 年 10 月 8 日。檢自 https://www.cdc.gov.tw/Category/List/uu68c_niZ3SPoViEMp72Mg

買房學問多

作者：臺灣廠 / ADM / 華南暨 MX 財務中心 / 胡家瑜



人生有三件事要靠運氣及時機：找工作、找伴侶、找房子，而房子可能是人生中買過最貴的東西，所以買房前勢必要多多停看聽，才能買到心目中理想的房子。

買房前需要思考的事情

- 列出購屋需求 5W1H

Why 為何想買房	1. 為了自用：要考慮交通、環境、生活機能 2. 想投資理財：要考慮地段、資金調度、稅費 3. 想當包租公婆：要考慮房客瑣事 4. 買給子女：要考慮符合子女的期望、誰要負擔頭期款及貸款	Where 想買在哪裡	1. 交通：鄰近公司 / 捷運 / 地鐵 / 公車站 / 快速道路 2. 環境：鄰近公園 / 大馬路 3. 生活機能：近商圈 / 市場 / 學區 / 醫院
What 想買哪種房	1. 華廈：無停車場、無管理員、公設比低、住戶單純、管理基金不夠、房價便宜 2. 公寓大樓：有停車場、有管理員、公設比高、住戶多、要繳管理費 3. 透天厝：有停車位、無管理費、安全性低、打掃累人、房價較貴 4. 其他條件： (1) 建商信譽佳、頂級建材、格局佳、風水好、有管委會、鄰居素質好 (2) 未來會進駐大型商場 / 醫院 / 捷運 / 地鐵、鄰近快速道路 (3) 無嫌惡設施、戶數無過多、房子無漏水壁癌、景觀沒被遮蔽	When 何時買房	1. 農曆七月時 2. 建案即將完銷時 3. 政策利多時 4. 景氣下滑時
Who 誰要來住	1. 單身貴族：套房 2. 小家庭：二至三房 3. 三代同堂：四房以上或透天厝	How 錢從哪裡來	1. 金主或親友贊助 2. 善用婚禮收入 3. 啟動理財計劃：至少準備三成自備款 4. 以屋養屋：將現有房子租給別人，由房客付租金來繳房貸

- 評估購屋貸款能力 推估「可購屋總價」
 - 自備款：至少準備房屋總價的 30%。
 - 每月貸款：不超過家庭月收入的 1/3。
 - 購屋總價：不超過家庭年收入的 5 倍。
 - 保留生活預備金：至少 3~6 個月的生活存款。



不同類型房子的優缺點

	預售屋	新成屋	中古屋
意指	未來的家	看得見的家	別人住過的家
售價	中高 (買未來的房價)	中高	低
屋況	無法預知	佳 (眼見為憑)	良莠不齊
仲介費	無	無	1~2%
適合情形	自備款較不充裕者	自備款較充裕者	自備款較充裕者
自備款	1. 約佔總價 15%~30% 2. 分訂金、簽約金、開工款、工程款四階段繳清 3. 有些有「工程款 0 付款」等優惠	1. 約佔總價 20%~30% 2. 簽約後 1 個月內付清	1. 約佔總價 30%~40% 2. 簽約後 1 個月內付清
優點	1. 新 2. 可客變 (改變格局) 3. 錢慢慢繳，適合不急著搬家的人	1. 新 2. 可立即入住	1. 相較便宜 2. 可知鄰居素質
風險	1. 不肖建商落跑 2. 施工時間需 1~3 年，無法立即入住 3. 蓋好跟預售藍圖可能不同	沒有人住過，無法得知施工品質	1. 需付仲介費 2. 屋況老舊，需要額外的整修費用
自救之道	1. 到場監工 2. 選擇信譽優良的建商 3. 保留所有廣告文宣 4. 透過「履保專戶」	若有問題可訴請管委會出面協調	1. 可請仲介說明屋況 2. 善用仲介 6 個月的保固期處理屋況問題

看屋的技巧

把握「由遠而近，由外而內」的原則，在不同時間點多看幾次。

戶外	室內
嫌惡設施：墓園、廟宇、垃圾場、變電所、高架道路	格局風水：坪數、幾房幾廳、窗戶位置、採光通風、生活動線、是否開門見灶
便利設施：交通、生活機能 風水：路冲、無尾巷、鐮刀煞	屋況：無漏水壁癌、排水正常、地板水平接縫 配備設施：建材、廚具、衛浴
社區環境：屋齡、棟距、座向、車位、管理費、樓梯間、消防逃生、梯戶比、公設比	裝潢程度：過度裝潢可能是為了隱藏漏水壁癌等缺點
其他：鄰居或管委會良窳、未來漲價空間	

議價 / 簽約要注意的大小事

- 議價攻略
 - 找到市場行情價
 - 查詢實價登錄網、附近建案的售價：查詢該建案附近半年內的成交價，或周邊類似建案的近期售價，要注意屋齡與格局需與你想買的房子相似。
 - 銀行估價、查詢土地建物謄本：有些網站可利用門牌地址進行初步的估價；謄本通常以他項權利金額除以1.2 為房子的貸款金額，可推估屋主的取得成本。
 - 嫌貨才是買貨人：再好的房子都有缺點，可借助親友挑剔房子的缺點來殺價。先殺每坪單價再殺總價，若總價包含裝潢或家電可再折價，停車位也可以另外殺價。
 - 哀兵政策：先以裝窮的溫情攻勢，再以誠懇態度表示很喜歡房子來打動銷售人員。
 - 可有可無的態度：若議價不成則勇敢表示不買，也許銷售人員會退一步以求成交。
- 簽約的注意事項

可參考內政部針對預售屋及成屋公告的「買賣定型化契約應記載及不得記載事項」。

 - 確認產權：簽約當天的土地建物謄本、建物坪數 (含車位)、土地使用性質 (是否為住宅區)、銀行抵押設定金額、是否有限制登記未塗銷。

- 確認簽約人：若非本人簽約則要有授權代理人。
- 確認契約內容：公契移轉價格 (課稅依據)、付款方式 (期款明細表)、各項稅費 (以交屋日為分算日)、屋況說明 (有無租約、漏水瑕疵擔保及附贈物品)。
- 交屋時期及方式：通常支付尾款同時辦理交屋手續。
- 違約罰則：若買方反悔交易，賣方得沒收訂金。

驗屋及交屋的重點

交屋前要先驗屋，除了室外的停車位及公設，室內包括驗安全 (防火逃生)、驗品質 (油漆、瓷磚平整)、驗設備 (家電測試、排水正常)，可利用網上的「交屋驗收表」，甚至請驗屋公司協助。

- 比對坪數、附屬設備是否與契約所載相同。
- 詳細記錄瑕疵細節且拍照存證，並要求詳列修繕清單作為下次驗收的依據。
- 結算各種費用並繳交相關資料。

若未來規劃要買房，除了平時要理財儲蓄外，建議有空就多看房並做筆記，利用看房經驗找到自已想要的格局。買房亦不可心急草率決定，要堅定立場，多看幾間再決定。若無法直接買到理想的房子，可以先求有再求好，以舊屋換新屋。

資料來源

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〈註〉：此篇文章內容較適用臺灣情況。

Knowledge About Buying a House

Author: Taiwan Site / ADM / South China & MX Finance Center / Sofei Hu



There are three things in life that depend on luck and timing: finding a job, finding a partner and finding a house. The house may be the most expensive thing you have ever bought in your life, so you need to stop and listen before buying a house in order to buy the ideal house in your mind.

Things to Think About Before Buying a House

List House Purchase Requirements "5W1H"

Why do you want to buy a house?	<ol style="list-style-type: none">For self-use: Consider transportation, environment and life functions.For investment and financial management: Consider the location, fund scheduling, and taxes and fees.For being a landlord: Consider the tenant's triviality.Buying for children: Consider meeting the expectations of the children, and who will bear the burden of the down payment and mortgage.
What kind of house do you want to buy?	<ol style="list-style-type: none">Condominium: No parking lot, no security guard, low ratio of public area, simple households, insufficient management funds and low prices.Apartment building: There are parking lots, security guards, high ratio of public area, many residents and management fees.House: Parking spaces, no management fees, low security, tiring to clean and higher prices.Other conditions:<ol style="list-style-type: none">The construction company has a good reputation, top building materials, good layout, good geomancy and good quality of management committee/neighbors.In the future, large shopping malls/hospitals/ MRT/subway will be stationed in, nearby highway.No unwanted facilities (NIMBY), no excessive number of households, no leakage or wall mold in the house and no obstructed landscape.
Who is going to live?	<ol style="list-style-type: none">Singles: SuiteSmall family: Two to three bedroomsThree-generation family: Four rooms or more or a house

Where do you want to buy a house?	<ol style="list-style-type: none">Transportation: Near company/MRT/subway/bus station/highwayEnvironment: Near the park/main roadLife function: Near commercial district/market/school/hospital
When do you want to buy a house?	<ol style="list-style-type: none">The seventh month of the lunar calendarWhen the construction project is about to be sold outWhen the policies are favorableWhen the economy is down
How do you finance?	<ol style="list-style-type: none">Sponsored by an investor or relatives and friends.Make good use of wedding income.Start a financial plan: Prepare at least 30% of down payment.Funding a house with an existing house: Rent the existing house to others and use the rent paid by the tenant to pay the mortgage.

- Evaluate the Housing Mortgage Capacity and Estimate the "Total Purchase Price"
 - Down payment: Prepare at least 30% of the total price of the house.
 - Monthly mortgage: No more than 1/3 of the family's monthly income.
 - The total price: No more than 5 times the family's annual income.
 - Keep reserve fund of living: At least 3-6 months of deposits.

Advantages and Disadvantages of Different Types of Houses

	Pre-sale house	Newly-built house	Pre-owned house
Meaning	A future home	A visible home	A home where other people had lived in
Prices	Mid to high (buying future house prices)	Mid to high	Low
Housing conditions	Unpredictable	Good (seeing is believing)	Some good and some bad
Agency fee	No	No	1~2%
Suitable buyer	Those who don't have enough down payment	Those who have enough down payment	Those who have enough down payment
Down payment	1. About 15%~30% of the total price 2. Payment in four stages: deposit, contract, start-up payment, and project payment. 3. There are some discounts such as "No need to pay project payment until handover".	1. About 20%~30% of the total price 2. Pay within 1 month after signing the contract.	1. About 30%~40% of the total price 2. Pay within 1 month after signing the contract.
Advantages	1. New 2. Changeable (change the layout) 3. You can pay slowly. It's suitable for people who are not in a hurry to move.	1. New 2. Available immediately	1. Cheaper 2. You can know the quality of neighbors.
Risks	1. Unscrupulous construction company absconds with money. 2. The construction time will take 1~3 years and you cannot move in immediately. 3. The completed house may be different from the pre-sale blueprint.	No one has lived in the house before, so there is no way to know the quality of construction.	1. Agent fees are required. 2. The house is in old condition and requires additional renovation costs.
Ways of self-salvation	1. On-site supervision 2. Choose a reputable construction company. 3. Keep all advertisements. 4. Through the "Escrow Account".	If you have any questions, you can ask the management committee to coordinate.	1. Ask the agent to explain the housing condition. 2. Make good use of the agency's 6-month warranty period to deal with housing conditions.

House Viewing Skills

Grasp the principle of "from far to near and from outside to inside" and view it several times at different times.

Outdoor	Indoor
Unwanted facilities (NIMBY): Cemeteries, temples, garbage dumps, substations, elevated roads	Layout and geomancy: square feet, number of rooms and halls, windows, lighting and ventilation, walkway, whether you can see the kitchen when the door is opened.
Conveniences: Transportation, life functions Geomancy: T-Junction, cul de sac, sickle sha	Housing condition: No leakage or wall mold, normal drainage, smooth floor joints Equipment: Building materials, kitchenware, bathroom
Community environment: House age, building distance, orientation, parking spaces, management fees, stairwells, fire escape, ratio of stairs to households, ratio of public area	Decoration: Over-decoration may be to hide defects such as leaking or wall mold.
Others: Good/bad neighbors or management committees, room for price increase in the future	

Things to Pay Attention to When Negotiating/Signing a Contract

• Negotiation Strategies

1. Find the market price.
- (1) Check the net price and the sale price of nearby constructions: Check the closing price within half a year of the construction, or the recent sales price of similar constructions nearby; be reminded that the age and layout need to be similar to the house you want to buy.

(2) Appraisal by bank and inquiries on transcripts of land and buildings: Some websites can help inquire the house address for preliminary valuation; transcripts usually divide the amount of other rights by 1.2 as the loan amount for the house, which can estimate the acquisition cost of the homeowner.

2. One who is nitpicking is the real buyer: No matter how good a house is, there are shortcomings. You can invite relatives and friends to pick the shortcomings of the house to bargain. Bargain the unit price per square feet first and then the total price. If the total price includes decoration or home appliances, it can be discounted. Moreover, the parking space can also be bargained separately.
3. A white-feather strategy: First, pretend to be poor and then sincerely express that you like the house to move the salesperson.
4. Does-not-care-much attitude: If the bargaining fails, bravely reject to buy. Perhaps the salesperson will take a step back to get a deal.

• Precautions for Signing a Contract

You can refer to "Mandatory and Prohibitory Provisions of Standard Contracts", which is the Ministry of the Interior's announcement on pre-sale homes and existing homes.

1. Confirm the property rights: The transcript of the land and building on the day of signing the contract, the number of square feet of the building (including parking spaces), the nature of the land use (whether it is a residential area), the set amount of bank mortgage and whether there is any registration of restriction haven't been cancelled yet.
2. Confirm the contractor: If you are not the person signing the contract, you must have an authorized agent.
3. Confirm the contents of the contract: The transfer price of the deed of mutual covenant (taxation basis), the payment method (the schedule of payment), various taxes and fees (the date of payment is the handover date of the house), the description of the housing condition (with or without lease, warrant of defect for leakage and bonus items).
4. Time and method of house handover: Usually the final payment is paid, and the house handover procedure is processed at the same time.
5. Penalties for breach of contract: If the buyer reverses the transaction, the seller can confiscate the deposit.

• Knacks of Home Inspection and Handover

The house must be inspected before handing over. In addition to outdoor parking spaces and public facilities, indoor inspections include safety inspections (fire prevention and escape), quality inspections (paint, tile leveling) and equipment inspections (home appliances test, normal drainage). You can use the "Handover inspection checklist" online and even ask the house inspection company for assistance.

1. Check whether the number of square feet and accessory equipment are the same as those in the contract.
2. Record the details of the defects in detail and take photos for evidence, and request a detailed list of repairs as the basis for the next acceptance.
3. Settle various fees and submit relevant documents.

If you plan to buy a house in the future, in addition to the usual financial management and savings, it is recommended to check the house more and take notes when you have time, and use the house viewing experience to find the pattern you want. Don't make a hasty decision when buying a house. You have to stand firm and view more houses before making a decision. If you can't buy the ideal house directly, you can buy one and then look for a better one, and trade your old house for a new one.

Source

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[Note]: The content of the article is more applicable to Taiwan.

Colloquial Phrases

You Should Stop Using

別再使用這些中式英文用語了

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew

你有沒有曾跟外國人溝通時，他們突然對你使用的某些英文用語感到困惑？而且，你重複多次，他們似乎仍然聽不懂，直到你換用簡單的英文？發生這種情況很可能是因為你使用了一些當地通俗用語而沒意識到，如中式英語。它們未必是破英語，而是當地人廣泛使用和理解的術語，但對外國人而言就會完全感到困惑。快來看四個讓外國人搞不懂的縮寫用語該如何用正確英文表達吧！

1. NG

例句 1：這提案很 NG 耶，需要重寫。

❌ This proposal is very NG, you need to rewrite it.

✅ This proposal is not good, you need to rewrite it.

→ 這句的意思是「不完美」，因此應簡單明瞭說 not good 即可。

NG is the abbreviation for "No Good" which in the entertainment industry means bloopers, outtakes or bad takes of scenes. This abbreviation was made popular by an anime when an entire episode of bloopers named "NG" was shown.

NG 是 No Good 的縮寫，在娛樂行業中是指「不好的拍攝」。這說法流行起來的原因來自一部日本動漫播放了一集名為「NG」的動畫，整集收錄了不好的拍攝。

✅ We had so many NGs today that the director walked off the set.

我們今天有太多 NG 了，搞得導演離開片場。

✅ Which of you have the most NGs?

你們當中哪位 NG 最多？

So what's the difference between "no good" and "not good"? "No good" means something has no use or value, and has no potential of becoming good. "Not good" means something is imperfect or undesirable. So do you see why "NG" is referred to as bloopers? Unless you're actually referring to outtakes, it's best to avoid using "NG" to mean anything else. Be precise in your communication by using the correct adjective or tone.

那 no good 和 not good 有什麼差異呢？No good 意味著某事「沒有用處或價值，也沒有變好的可能性」，而 not good 意味著某事「不完美、不良的，但有改善的空間」。現在理解為何「不好的拍攝」是 no good 了嗎？除非實際上是指「不好的拍攝」，否則最好避免使用 NG 來表示其他含義，在溝通中切記使用正確的形容詞或語意準確。



例句 2：這是 NG 品，所以正在出售。

❌ This product is NG, so it's on sale.

✅ This product is a (factory) reject/second, so it's on sale.

這產品是工廠次品 / 二手貨，所以正在出售。

✅ This is on sale because it's slightly defective/ it has a minor defect.

這產品出售中，因為它有點瑕疵。

→ 雖然這句要表達的也是「不完美」，卻不能跟例句 1 一樣簡單使用 not good，這樣的說法太模糊，英文溝通必須用詞精準。

例句 3：我要糾正我的 NG 英文。

❌ I want to correct my NG English.

✅ I want to correct my broken English.

我要糾正我的破英文。

→ 表達語言不好時，應使用 broken（殘破），前面搭配的動詞是 correct（糾正）。

例句 4：多學習，英文不再 NG。

❌ Learn/Study more, English no longer NG.

✅ If you study harder, your English will improve.

多努力學習，你的英文將會提升。

✅ Your English will be better if you spend/put in* more time studying.

如果你多花時間學習，你的英文將會提升。

* put in = 投入

→ 原句要表達「不夠好，有改善的空間」，且西方文化也較常使用正面文字，因此應用正面的形容詞或語意。

→ 另外，「多學習」不能直翻成 learn more，因為 more 是副詞，應搭配名詞或形容詞，如 learn more vocabulary 表示增加詞彙量。

2. PPT

例句 1：我們下周一要提出計劃，你何時能完成那份 PPT？

- ✗ We need to present the plan next Monday. When can you finish the PPT?
- ✓ We need to present the plan next Monday. When can you finish the PowerPoint file/slides?

This abbreviation is actually the file type of PowerPoint files. Perhaps because it's such a long word, the abbreviation is used to replace the actual term. English speakers who are not accustomed to working in Asia would likely not know what this abbreviation means. So if you're communicating with foreigners, it's best to use the proper term e.g., "PowerPoint file", "PowerPoint slides", "presentation slides" or "slides".

PPT 這個縮寫其實是 PowerPoint 檔案的文件類型。也許因為這個詞太長了，久而久之大家都習慣使用該縮寫來代替實際名稱。沒在亞洲工作經驗的外國人很可能不知道該縮寫的意思。因此，跟外國人溝通時，記得使用正確名稱，比如 PowerPoint file，PowerPoint slides，presentation slides 或 slides。

例句 2：你的簡報有 PPT 嗎？

- ✗ Does your presentation have a PPT?
- ✓ Do you have any (PowerPoint) slides for the presentation?
- ✓ Do you have any (presentation) slides?

→ 如果覺得 PowerPoint slides 或 presentation slides 太長，可簡稱為 slides。但切記這個詞一定是複數形式，因為原本是指高架投影儀 (Overhead Projector/OHP) 的紙張。如果你只說 slide，則意味著你的簡報只有一頁。

3. PK

例句 1：我們需要跟別的供應商 PK。

- ✗ We need to PK with another supplier.
 - ✓ We need to compete with another supplier.
- 我們需要與別的供應商競爭。

→ 這句的意思是「需要擊敗他人來獲得或贏得某些東西」，因此最貼切的動詞就是 compete（競爭），而這詞習慣搭配 with 表示雙方有共同目標，試圖獲得同樣的東西。

If you're in sales, you'd probably not be unfamiliar with this abbreviation. Originating from the online gaming world, it stands

for "Player Kill/Killing", meaning to kill off the other player in one-on-one situations or as a group. Due to the popularity of online games, it is now colloquially used in Mainland China and Taiwan as a verb to mean "(to) compete with", "(to) challenge" or "(to) fight/play against".

如果你是業務人員，你應該對 PK 這縮寫不陌生，它源自線上遊戲，代表 Player Kill/Killing（殺死玩家），意思是在一對一或成隊的情況下殺死其他玩家。隨著線上遊戲的普及，它現在在中國大陸和臺灣也作為動詞被通俗使用，意為 (to) compete with（與……競爭），(to) challenge（挑戰）或 fight/play against（對抗）。

例句 2：他們認為自己可以做得比較好，讓我們 PK 他們，看看誰更好。

- ✗ They think they can do a better job. Let's PK them (to see who is better).
- ✓ They think they can do a better job. Let's challenge them (to see who is better).

他們認為自己可以做得比較好，讓我們挑戰他們（看看誰更好）。

→ 這句意味著你「邀請某人參加比賽」。當句子有比賽、競爭或挑戰的邀請意味時，無論是哪方邀請，都應使用 challenge（挑戰）。

例句 3：湯姆和馬克今晚在打籃球，我們去看他們 PK 吧。

- ✗ Tom and Mark are playing basketball tonight. Let's go watch them PK.
- ✓ Tom and Mark are playing basketball tonight. Let's go watch them play against each other.

湯姆和馬克今晚在打籃球，我們一起去看他們彼此對抗吧。

→ fight 或 play against 都有「對抗」的意思，差別在於此對抗是打鬥或玩樂。另外，切記無論是 fight 或 play 都該搭配 against 來表示雙方是對立的。

4. CP (Value)

例句 1：我們的產品的 CP 值蠻高的。

- ✗ Our product's CP value is quite high.
 - ✓ Our product is good value for money.
- 我們的產品物有所值 / 性價比高。

→ 這句要表達的是貨品「性價比」，因此可說 value for money（物有所值）。

CP or CP value is another widely used abbreviation but many may not be aware of its English terminology. The original meaning stands for Cost Performance Index (CPI) or in layperson's term, cost-performance ratio or price-performance ratio. It may also be referred to as cost-benefit or cost-effectiveness. In economy and engineering, these are performance indicators or expenses efficiency measurements. A higher value indicates more benefit or profit while lower means weak performance or even loss. It's likely that "CP value" is a mispronunciation or elision of the "I" in "CPI". Over time, it's adopted and continues to be mispronounced by the masses to mean cost-effectiveness or good value for money.

CP 或 CP 值 是許多人使用的另一個縮寫，但可能不瞭解其英語術語。本義表示 Cost Performance Index（CPI）「成本績效指數」，外行稱為 cost-performance ratio 或 price-performance ratio（性價比）及 cost-benefit 或 cost-effectiveness（成本效益）。在經濟和工程領域，這些都是性能指標或費用效率測量，較高的值表示更多的收益或利潤，而較低表示較低的性能甚至損失。「CP 值」很可能是「CPI」的錯誤發音或因「I」的省音。隨著時間的流逝，它被大眾誤稱並意為「划算」或「物有所值」。

- ✓ This product's CPI value is quite high. The numbers look beautiful.
- 該產品的 CPI 值很高，數字看起來很漂亮。
- ✓ The CPI value for this project is too low, and it's 0.5; we're only earning 50 cents for every dollar that we spend!
- 該項目的 CPI 值太低，為 0.5；我們每花 1 美元只能賺 50 美分！

→ 如果要使用縮寫，尤其是在談論技術性能或成本效益時，則應使用「CPI 值」而不是「CP 值」。

例句 2：該項目的 CP 值太低。

- ✗ The CP value of this project is too low.
- ✓ The cost-effectiveness of this project is too low.
- 該項目的成本效益太低。
- ✓ This project is not cost-effective/profitable.
- 該項目不划算。

→ 因並非每個人都能理解這種術語，為避免誤解，可使用日常商務英語，如名詞 cost-effectiveness（成本效益）或形容詞 cost-effective（划算的）、profitable（有利可圖的）。

例句 3：現在的消費者很注重 CP 值。

- ✗ Consumers nowadays are very focused on CP value.
- ✓ Consumers nowadays are very cost-conscious.
- 現在的消費者很注重成本 / 有成本意識。
- ✓ Consumers nowadays place great importance on value-for-money.
- 現在的消費者很注重物有所值。

→ 這句如果使用 CPI value，表示消費者關注性能指標的細節，即效率的計算和測量。雖然有一些專業用戶確實會想要此信息，但一般消費者應只關心成本和價值。因此，在談論買家的觀點時，使用 cost-conscious（成本意識、注重成本）更為合適，如 less 表示他們並不很在意成本，不太優先考慮價值，願意為品質付出，而 more 為反之亦然。

Did you realize that these are colloquial phrases? Remember, when communicating with a foreigner or someone who's not familiar with your culture, it's best to use standard English, otherwise they'll be very confused or think that you're unprofessional.

你是否意識到這些是中式英語呢？跟外國人或不熟悉你的文化的人溝通時記得要用正確英文，否則對方大概會摸不著頭緒或認為你不專業。

超寬頻無線通訊技術介紹與應用分析

作者：臺灣廠 / AMMS / MWC / Jordan 硬體研發五部 / 李安堯

超寬頻 (Ultra-wideband，簡稱 UWB) 是一種短距離的無線傳輸技術，90 年代初期，由美國國防先進研究計劃署 (Defense Advanced Research Projects Agency，DARPA) 開發並將其應用在軍事用途。西元 2002 年，美國聯邦通訊委員會 (Federal Communications Commission，FCC) 正式核准 UWB 可用於民間之通訊產品，具備大於 500MHz 的 -10dB 頻寬或分頻頻寬 (絕對頻寬 / 中心頻率) 大於 20% 以上之通訊系統，稱之為 UWB。



其室內的功率與頻帶使用規範如圖 1。

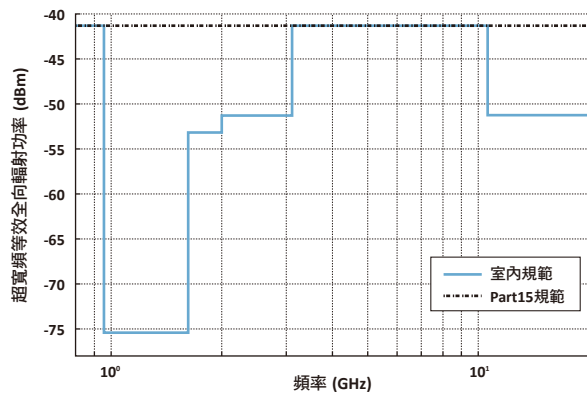


圖 1 FCC 超寬頻室內功率規範

國際電機電子工程協會 (Institute of Electrical and Electronic Engineers，IEEE) 在 2003 年發布了初版的 IEEE 802.15.3a 標準，UWB 的最高速度可達 480Mbps，展現了其超大頻寬帶來的優點。但隨著 WiFi 近年伴隨 MIMO (多輸入多輸出系統) 與新調變技術的導入，傳輸速率已達 Gbps 的水準，UWB 逐漸失去其在高速傳輸的舞台。而 IEEE 802.15.4a 與 4z 分別在 2007 與 2018 年發布，利用其脈

衝訊號傳輸的物理特性，往低速的室內定位，以及提供高安全性與高可靠度的應用發展。

在 IEEE 802.15.4a 的規範中，UWB 共有 16 個使用頻道，頻道列表與頻寬如表 1 所示，在頻譜上的分布則從 500MHz 到 10GHz。而圖 2 顯示超寬頻系統的功率頻譜密度，在 FCC 的規範下需低於 -41.3dBm/MHz，遠小於熟知的 Wi-Fi、BT 等系統。

表 1 超寬頻通訊系統頻道列表

頻帶集合	頻道編號	中心頻率 (MHz)	-3dB 頻寬 (MHz)	強制 / 非強制
0	0	499.2	499.2	強制
	1	3494.4	499.2	非強制
	2	3993.6	499.2	非強制
	3	4492.8	499.2	強制
	4	3993.6	1331.2	非強制
2	5	6489.6	499.2	非強制
	6	6988.8	499.2	非強制
	7	6489.6	1081.6	非強制
	8	7488.0	499.2	非強制
	9	7987.2	499.2	強制
	10	8486.4	499.2	非強制
	11	7987.2	1331.2	非強制
	12	8985.6	499.2	非強制
	13	9484.8	499.2	非強制
	14	9984.0	499.2	非強制
	15	9484.8	1354.97	非強制

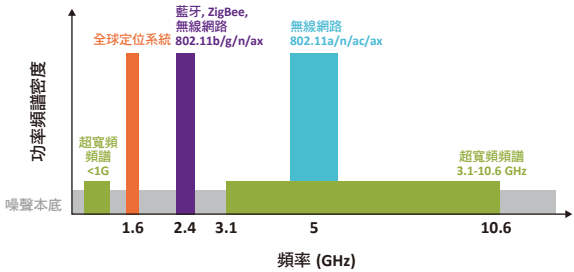


圖 2 各通訊系統的功率頻譜密度 (dBm/MHz)

不同於熟知的無線通訊技術需靠正弦載波來傳輸資料，超寬頻通訊使用奈秒 (ns) 等級的脈衝訊號來傳輸資料，傳輸每一位元 (Bit) 所需的時間長度相較於傳統正弦載波通訊縮短不少，如圖 3 所示，因此資料傳輸速率可獲得提升。

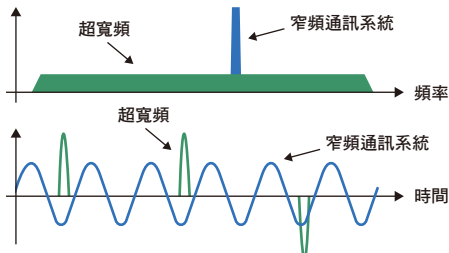


圖 3 超寬頻 / 窄頻通訊系統時域與頻域之形態

硬體架構介紹

傳統通訊的硬體架構中，基頻資料需靠混頻器 (Mixer) 把欲傳資訊搭載至正弦載波傳送，並需要功率放大器來增加傳輸距離。UWB 使用脈衝訊號且多用於短距離通訊，因此混頻器與功率放大器這二個元件可移除，設計架構更單純，生產成本更低，意謂著無論是技術面或成本考量，UWB 的產品開發門檻不高，對於 UWB 的市場發展有著極大優勢，下圖 4 與圖 5 可以清楚觀察出傳統窄頻系統與超寬頻系統在硬體架構上的差異。

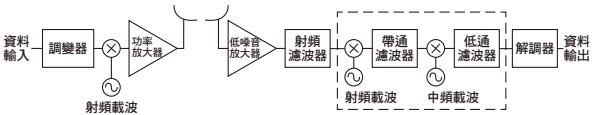


圖 4 傳統窄頻通訊系統硬體架構

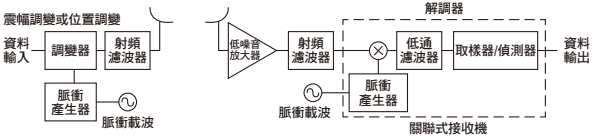


圖 5 超寬頻系統硬體架構

Introduction and Application Analysis of Ultra-wideband Communications Technology

Author: Taiwan Site / AMMS / MWC / Jordan Hardware Research & Development Department 5 / Simon Lee



Ultra-wideband (UWB) is a short-range wireless transmission technology. In the early 1990s, the Defense Advanced Research Projects Agency (DARPA) developed it into military applications. In 2002, the Federal Communications Commission (FCC) officially approved the use of UWB in civilian communication products. The definition of UWB is the communication system which can offer greater than 500MHz Bandwidth at -10dB or Fractional Bandwidth (absolute bandwidth/center frequency) is greater than 20%.

The indoor specification defined by FCC is shown in Figure 1.

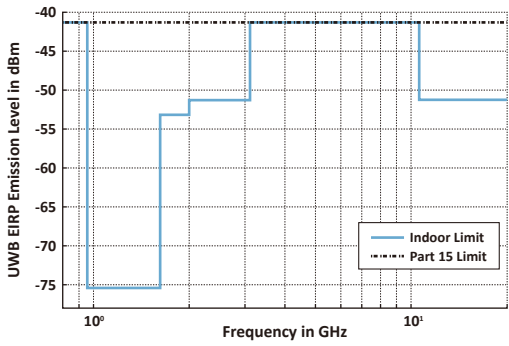


Figure 1 UWB Indoor Power Specification of FCC

The Institute of Electrical and Electronic Engineers (IEEE) published the first version "IEEE 802.15.3a" standard in 2003. The maximum data rate of UWB can reached up to 480Mbps by its ultra wide bandwidth property. However, with the multi-input and multi-output (MIMO), and new modulation technology have applied to WiFi, the transmission data rate can reach Gbps level, so that UWB started to loss its glory in high-speed transmission. With IEEE 802.15.4a and 4z was published in 2007 and 2018 respectively. UWB transform to apply in low data rate purpose like indoor positioning, high security and reliability functions by its impulse signal characteristic.

There are 16 UWB channels in IEEE 802.15.4a which shown in Table 1, the frequency spectrum is distributed from 500MHz to 10GHz. Figure 2 shows the power spectrum density of UWB system. The power density of UWB should be below -41.3dBm/MHz by FCC specification, far lower than the Wi-Fi and BT systems as we know.

Table 1 UWB Channel Assignment				
Band Group	Channel Number	Center Freq (MHz)	Bandwidth (MHz) (-3dB BW)	Mandatory/Optional
0	0	499.2	499.2	Mandatory
	1	3494.4	499.2	Optional
	2	3993.6	499.2	Optional
	3	4492.8	499.2	Mandatory
1	4	3993.6	1331.2	Optional
	5	6489.6	499.2	Optional
	6	6988.8	499.2	Optional
	7	6489.6	1081.6	Optional
2	8	7488.0	499.2	Optional
	9	7987.2	499.2	Mandatory
	10	8486.4	499.2	Optional
	11	7987.2	1331.2	Optional
	12	8985.6	499.2	Optional
	13	9484.8	499.2	Optional
	14	9984.0	499.2	Optional
	15	9484.8	1354.97	Optional

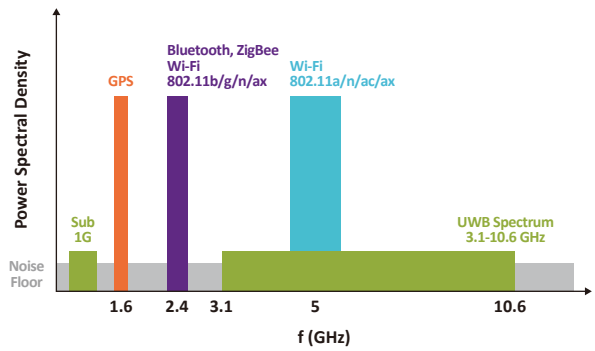


Figure 2 Power Spectral Densities of Communication Systems (dBm/MHz)

Different from well-known radio communication technology which transmit data by sine wave as a carrier, UWB data transmit by impulse signals with nano-second period. It takes far less time to transmit a bit than the traditional sine wave communication system, as shown in Figure 3. That improves the data transmission rate.

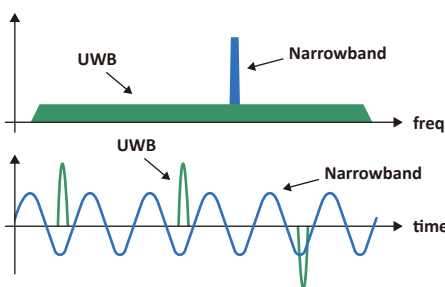


Figure 3 Time and Frequency Domains of UWB / Narrowband Communication Systems

Hardware Architecture

In the hardware architecture of traditional communications, the fundamental data need a Mixer to up/down convert with sine wave carrier to radio frequency for transmission, and an amplifier is needed to extend the range. In UWB, the impulse signals transmit directly and usually used for short-range communications. So the mixer and the power amplifier can be removed. It makes the design framework becomes simpler, and it also costs less to produce. It has a great advantage for the market development of UWB as the threshold is wide open for UWB product development in terms of technical aspect or cost. Figures 4 and 5 below show the difference in hardware architecture between a traditional narrowband system and a UWB system.

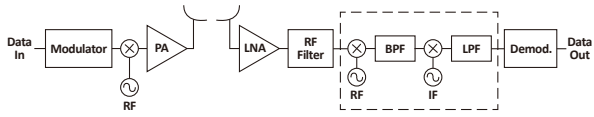


Figure 4 Hardware Architecture of a Traditional Narrowband Communication System

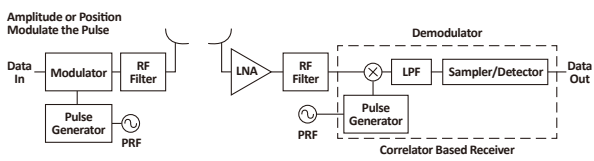


Figure 5 Hardware Architecture of a UWB System

UWB Pulse Signal

The core element in the UWB hardware architecture is the Pulse Generator, which can be designed by simple digital logic circuit, as shown in Figure 6 below. Different pulse signals provide difference performances in frequency domain as shown in Figure 7. The designer will be able to fulfill design requirement and specification of FCC by researching and developing various types of pulse signal.

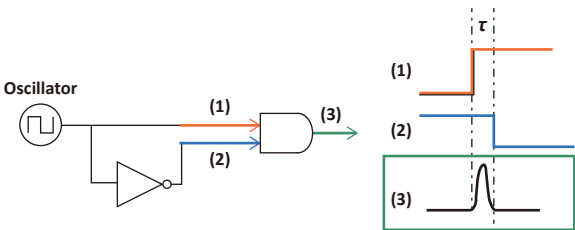


Figure 6 Pulse Signals Generated by a Digital Logic Circuit Design

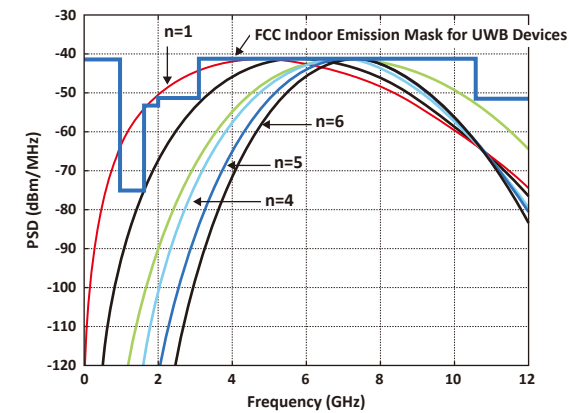


Figure 7 Performance of Pulse Signals in Terms of Power Spectral Density

Applications of UWB

Unlike other communication systems, UWB has its inherent strength in applications where there are high demands for reliability and security. For medical use or health monitoring, high reliability is needed for data transmission, and the primary concern is to avoid signal distortion due to environment interference. UWB pulse signals are exceptional in resisting

multipath interference, which is the best realization for this application. The IEEE 802.15.4a improves the security mechanism in physical layer and the characteristics of lower power spectral density in UWB, making it less vulnerable to data theft from relay attacks. The strength of high security leads UWB into the applications in car industry and home security.

As UWB was designed in iPhone 11, the strength of UWB in indoor positioning stirred quite a discussion. The Time of Flight (TOF) concept is used to determine the distances of object to be measured and nodes, and then the positioning is realized by determining the intersections of different nodes distance curve like Time of Arrival (TOA), Time Difference of Arrival (TDOA) or other triangulation methods, as shown in Figure 8.

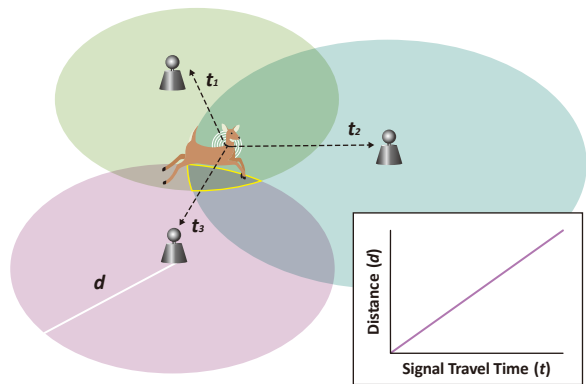


Figure 8 TOA Positioning Technology

As the positioning technology is based on the foundation of Time of Flight, the more accurate the Time of Flight is determined, the more accurate the positioning will be. Unlike the narrowband carrier transmission in traditional communication system, UWB is capable of minimizing the effect comes from the interference of multipath reflected signals and noises due to the physical features of pulse signals, making positioning accurate to the level of centimeters. Figure 9 below shows the significant difference in time errors when narrowband communications and UWB communications are subject to multipath reflected signals. UWB has distinct advantages in indoor positioning applications over the meter-level positioning accuracy of traditional carrier wave communication system.

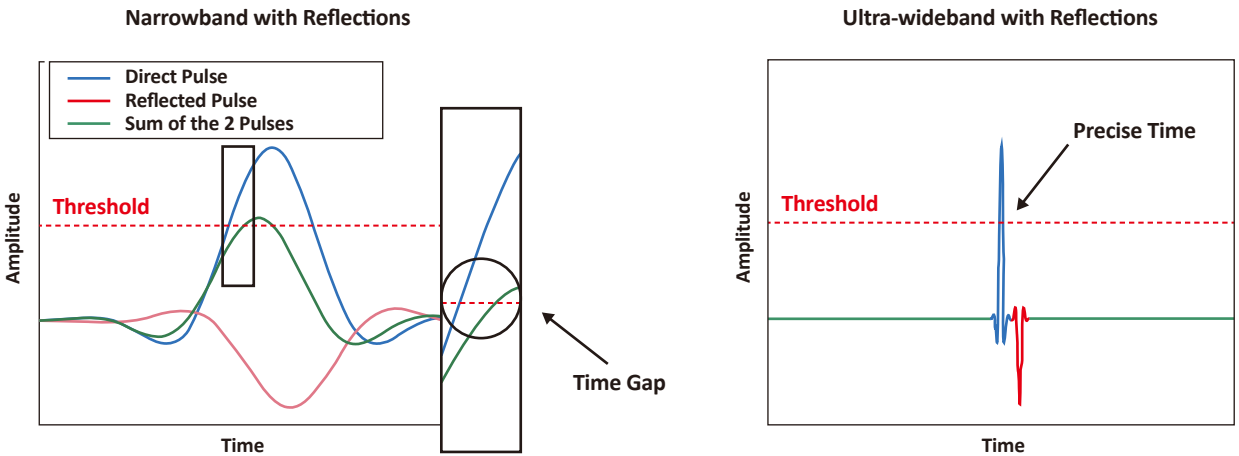


Figure 9 The Time Domain Behavior Affected by Reflection in Narrowband Communication and UWB Communication

UWB is irreplaceable by other technologies thanks to its features of lower power consumption, low cost, high positioning accuracy, great security and excellent reliability. In an era where the IoT develops in the speed of light, a spatial sensing technology that is reliable and secure allows for tighter connection between users and devices. The potential is unlimited. It is foreseeable that UWB will bring us a whole new lifestyle.

Source

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環旭電子新聞集錦

USI News

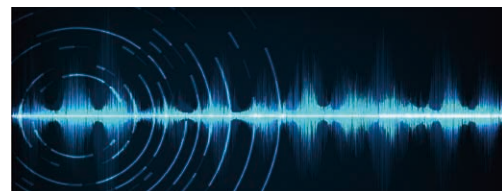
編輯整理：CSO / 行銷企劃部 Marketing Communication

環旭電子與美律實業成立合資公司 拓展音訊模組市場



(2020-07-30 上海) 全球電子設計製造大廠環旭電子(上海證券交易所代碼: 601231) 今日宣布由全資子公司環鴻科技股份有限公司(以下簡稱「環鴻科技」)

與全球著名的電聲領導廠商美律實業股份有限公司(TWSE: 2439, 以下簡稱「美律實業」)簽署了《共同投資契約》成立合資公司, 美律實業持股 51%, 環鴻科技持股 49%。



USI and Merry Form Joint Venture Targeting Audio Module Market



(2020-07-30 Shanghai) Universal Global Scientific Industrial Co., Ltd., a wholly-owned subsidiary of Universal Scientific Industrial (Shanghai) Co., Ltd. (USI, SSE: 601231), and Merry Electronics Co., Ltd. (Merry, TWSE: 2439), a world-renowned electro-acoustic leader, announced today that the companies have entered into an agreement to form a joint venture company (JVCo). USI will control 49% of the new venture, with Merry holding 51%.

環旭電子擬發行可轉債 34.5 億元 用於專案建設和補充流動資金



(2020-08-10 上海) 環旭電子(上海證券交易所代碼: 601231) 召開第五屆董事會第三次會議、第五屆監事會第二次會議, 審議通過關於發行可轉換公司債券等議案,

擬公開發行可轉換公司債券, 募集資金總額不超過人民幣 345,000 萬元(含 345,000 萬元), 發行期限為自發行之日起 6 年。本次募集資金擬用於盛夏廠晶片模組生產專案、惠州廠電子產品生產專案、越南廠可穿戴設備生產專案和補充流動資金項目, 符合公司業務定位及「模組化、多元化、全球化」的發展戰略, 將為公司發展注入新動能。



USI Intends to Issue RMB 3.45 Billion in Convertible Bonds for Manufacturing Projects and Liquidity Supplement



(2020-08-10 Shanghai) Universal Scientific Industrial (Shanghai) Co., Ltd. (USI, SSE:601231) convened the third meeting of the fifth Board of Directors and the second meeting of the fifth Board of Supervisors to approve proposals including the issuance of convertible corporate bonds. USI plans to raise up to RMB 3.45 billion through the sale of convertible corporate bonds with a 6-year maturity. In line with the company's business positioning and the development strategy of "modularization, diversification and globalization", the capital raising is intended for manufacturing projects including producing chip module in Shengxia facility, electronic product in Huizhou facility and wearable device in Vietnam facility, as well as serving as company's supplemental liquidity. This move will inject new momentum into the development of the company.

環旭電子擬結束巴西合資公司運營



(2020-08-14 上海) 環旭電子股份有限公司(以下簡稱「公司」)將結束與 Qualcomm Incorporated 在巴西的合資公司的運營。該合資公司係由環旭電子之全資子公司 Universal Global Electronics Co., Limited 與 Qualcomm Incorporated 之全資子公司 Qualcomm Technologies, Inc. 於 2018 年 2 月 6 日簽署《合資協定》後成立的, 主營業務包括研發、製造具有多合一功能的系統級封裝(System-in-Package, "SiP")

模組產品, 應用於智慧手機、物聯網等相關設備。因市場情況未如預期發展, 合資公司設立至今仍处于試營運階段且未有重大商業活動, 未能達到完成其合約之約定條件, 經雙方協商, 決定註銷合資公司。



USI Closes Its Joint Venture Company in Brazil



(2020-08-14 Shanghai) Universal Scientific Industrial (Shanghai) Co., Ltd. (USI, SSE: 601231) is going to close its joint venture company (JVCo) in Brazil. The JVCo was formed by signing a Joint Venture Agreement between Universal Global Electronics Co., Limited, a wholly-owned subsidiary of USI and Qualcomm Technologies, Inc., a wholly-owned subsidiary of Qualcomm Incorporated on February 6th, 2018. The main business of this JVCo includes R&D and manufacture of System-in-Package (SiP) modules, which are applied to smart phones and IoT devices. As a result of the unexpected market conditions, the JVCo has been still in the trial operation without any major commercial activities, failing to meet the agreed contractual terms. Therefore, the two parties agreed to terminate the JVCo.

環旭電子連續三年取得上交所資訊披露 A 類評級



(2020-09-04 上海) 日前，上交所官網公布了滬市主板上市公司 2019 年-2020 年資訊披露工作評價結果。環旭電子 2019-2020 年度資訊披露工作評價結果為 A，最近三年一直保持 A 類評級。今年參加評價的對象為 2019 年 12 月 31 日前上市的公司，合計近 1,500 家。



USI Receives the Third Consecutive "A-Level" Rating for Information Disclosure from Shanghai Stock Exchange

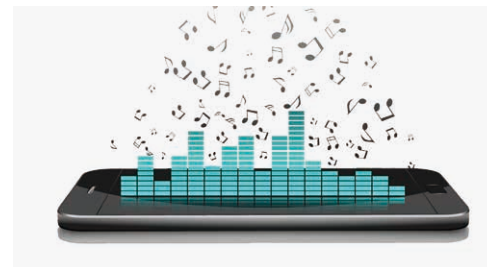


(2020-09-04 Shanghai) In August 21st, 2020, Shanghai Stock Exchange (SSE) announced the evaluation results of the information disclosure of listed companies from 2019 to 2020 on its official website. According to the results, USI was rated "A-level" in the work of information disclosure from 2019 to 2020, maintaining the A-level rating over the past three years. It was about 1,500 companies in the shortlist which were listed before December 31st, 2019 this year.

環旭電子研發手機微小化音訊模組 提升使用者音訊體驗



(2020-09-15 上海) 一部能玩手遊、追劇、看球賽、欣賞音樂的手機，需要搭配優質的音訊效果。環旭電子與音訊設計公司合作，採用系統級封裝的微小化技術開發出適用於手機的微小化音訊模組，整合 DAC (Digital-to-Analog Converter) 支援音源播放規格達 32bit/384kHz，耳機輸出動態範圍達 130dB，總諧波失真達 -108dB，將帶給手機用戶全新的音訊體驗。



USI Develops Miniaturized Audio Modules to Enhance Smartphone User Experience



(2020-09-15 Shanghai) Smartphones have become a device for entertainment by allowing users to play mobile games, watch videos, follow sports programs and listen to music. Needless to say, high audio quality is essential for users to enjoy these mobile experiences. USI is collaborating with a premier audio design company to apply USI's System-in-Package (SiP) miniaturization technology in the development of miniaturized audio modules for mobile phones. Incorporating DAC (Digital-to-Analog Converter) to support audio playback specifications of up to 32bit/384kHz, earphone output dynamic range of up to 130dB and total harmonic distortion of 108dB, the module solution will introduce a brand-new audio experience for mobile users.

環旭電子獲 MSCI 上調 ESG 評級至 BB



(2020-09-21 上海) 近日，摩根士丹利資本國際公司 (MSCI 明晟) 上調了環旭電子 (SSE: 601231) ESG (即環境、社會及公司治理) 評級結果，環旭電子 ESG 評級由 B 上調至 BB，評級上調是基於環旭電子在勞工管理專案方面的提升，例如員工敬業度調查、員工持股計畫等專案。截至 2020 年 8 月 31 日，MSCI 公布了我國 483 家 A 股公司的 ESG 評級情況。我國超過 60% 的被評價企業處於 B 等級及以下。國內 A 股市場電子設備、儀器及元件行業的 30 家企業中，3% 企業評級為 A，7% 企業評級為 BBB，20% 企業評級為 BB，環旭電子評級為 BB。



USI was Rated BB in MSCI ESG from Laggard to Average



(2020-09-21 Shanghai) Recently, Morgan Stanley Capital International (MSCI) has raised USI's (SSE: 601231) Environmental, Social, and Governance (ESG) ratings from "B" to "BB". This upgrade is mainly attributed to its progress in labor-management programs, such as providing engagement surveys and employee stock ownership plans. As of August 31st, 2020, MSCI published the ESG ratings of 483 A-share listed companies in China, there are more than 60% of the A-share companies evaluated were rated B or below. Of the 30 Electronic Equipment, Instruments & Components Industry peers in the A-share market, 3% was rated A, 7% rated BBB, 20% rated BB, and USI was rated BB.

環旭電子榮獲 2020 SGS CSR Awards 永續菁英獎



(2020-09-30 上海) 環旭電子 (上海證券交易所代碼: 601231) 長期致力於實踐企業社會責任，繼獲 MSCI 上調 ESG 評級至 BB 後，再度榮獲「2020 SGS CSR Awards 永續菁英獎」此項殊榮。環旭電子在推動企業永續的理念，受到協力廠商認證單位的關注與認同，今年在臺灣從逾百家企業中脫穎而出，肯定公司在永續領域的表現。



USI Won 2020 SGS CSR Annual Sustainable Elite Award

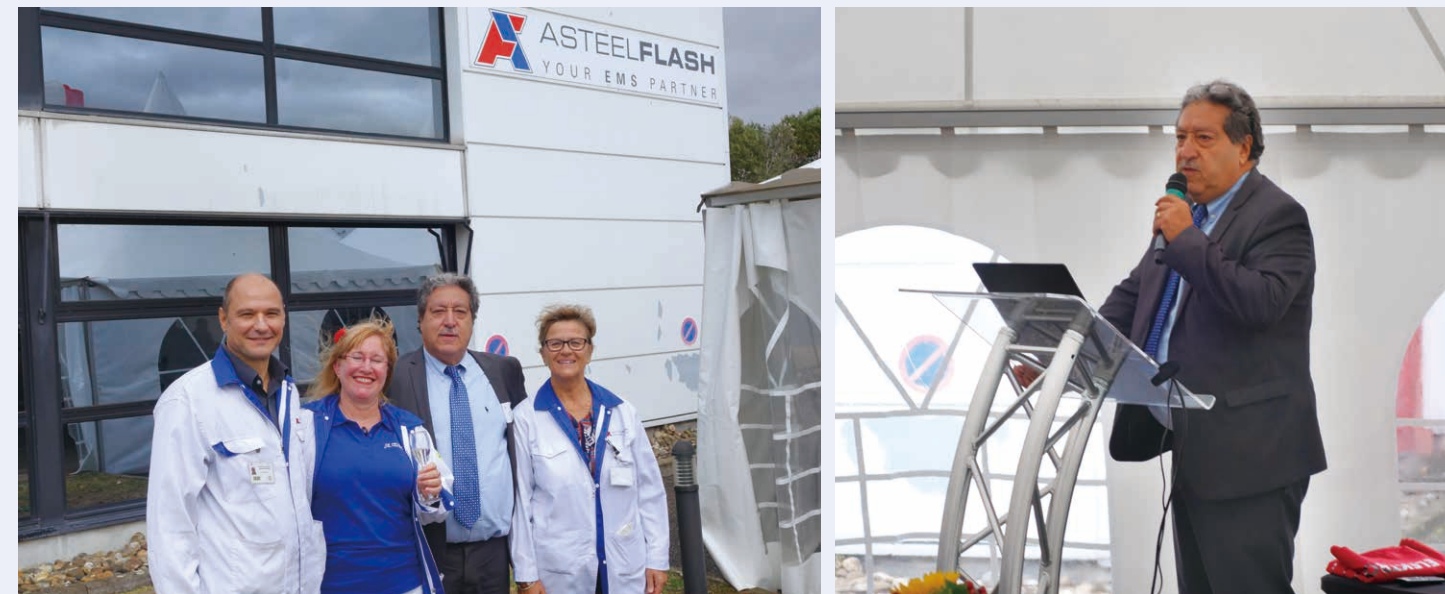


(2020-09-30 Shanghai) USI (SSE: 601231) has been devoted to practice corporate social responsibility all along. Following being rated BB in MSCI ESG, USI has been awarded "2020 SGS CSR Annual Sustainable Elite Award". The mission of USI in promoting corporate sustainability has received attention and recognition from the third-party certification company. USI stood out from hundreds of companies in Taiwan this year and was affirmed in its performance of sustainability.

飛旭電子執行長 Gilles Benhamou 適才適所 成就卓越

共同採訪：USI / CSO & Asteelflash / Marketing

「如果你沒有百分之兩百的投入，做任何事都很難成功。」～飛旭電子執行長 Gilles Benhamou



這一期的「夥伴焦點」的採訪人物——Gilles Benhamou 先生，是近期成為環旭電子全資子公司——Asteelflash 的創辦人也是現任執行長。Benhamou 先生於 1999 年在法國設立 Asteel，2008 年 Asteel 收購 Flash Electronics 後，公司成為 Asteelflash Group，以下是我們的採訪內容。



Q1. 您為何選擇電子專業製造服務產業呢？

有三個理由，首先，越來越多 OEM 公司將它們的生產進行委外，電子專業製造服務是一個正在成長的產業，這個趨勢在未來幾年也將持續增長。

第二，電子專業製造服務有能力幫助 OEM 公司滿足在三大洲的全球需求，讓生產力更集中，並透過複製各洲不同的製造模式來強化能力。

此外，在選擇代工商業夥伴方面，電子產業是一個對技術有嚴格要求的行業，而且現在正處於強勁成長中。隨著科技發展，許多產品都將配置更多的電子零件，這是一個高需求、高成長領域。我曾在卡地亞工業集團中專門做電子與代工服務過，特別是汽車電子行業。

重要的不是電子專業製造服務，而是要有代工策略。至於專業技術，它包含了電子產業的專業知識。我相信在未來，越來越多的主要代工廠商會要求承接全面的產品整合與成品組裝，這不僅需要電子產業方面的知識，更要具備精密塑膠模具、機械電子、產品測試、訂單管理等相關知識。

Q2. 您的商業原則是什麼呢？當面對個人利益與商業利益衝突的窘境時，您首先會如何處理？

首先，重要的是利潤，而不是收入。因此，當有新商機時，你應該要尋找符合你專業知識與技術的市場，然後讓自身的專業技術去適應你要追求的市場。

第二個原則，和你的客戶建立長期的策略關係。永遠不要急著證明自己，要知人善任、適才適所，來確保成就技術卓越。訂下正確的政策，在自己擅長的市場贏得成功，在這些領域中獲得他人肯定。

我的第三個原則，技術與科技應該被放在首位，而非財務狀況。財務績效只是在好的企業策略下所產出的成果而已。

第四個原則是要有訓練合作夥伴的責任與將責任委託給有志領導公司營運的人。因此，你需要營造一個激勵的工作環境，訓練能夠使策略付諸實行的夥伴。

作為一個執行長，我所代表的是公司的利益，而非我個人的利益。因此不管發生什麼事，我必須捍衛公司的戰略和業務，其中的關鍵是要知道如何平衡私人生活和職業生涯，避免彼此干擾。每個人都有自己的私人生活，我們應該要能夠去尊重彼此。

Q3. 作為一位企業家，您有沒有一些給年輕人的建議？

首先，學到的東西要能被運用在實務上，以及盡可能從工作中去瞭解事情是如何運作。如果你想要施展你的抱負，就要不斷精益求精，那麼就必須要花時間去學習。

再者，要能夠全力投入，親自動手做事，鑽研細節，並且瞭解過程中你到底做了什麼。最後，投入你的時間與努力，提升自己的競爭力。如果你沒有百分之兩百的投入，做任何事都很難成功。

Q4.經過這次新冠肺炎的全球大流行之後，您如何看待世界的變化？

經過此次疫情後，由於產品上市的時間長短愈趨重要，代工廠必須要更加在地化與區域化。此外，在未來能提出短期市場解決方案的企業，將在這個充滿競爭力的市場與其他企業有截然不同的表現。

疫情之後，遠距工作的員工逐漸增加，未來會有更多員工必須居家辦公（在家工作），疫情的影響也使商業差旅隨之減少。如此一來現有的工作環境與辦公模式勢必會重組，對生產人員而言也確實是個大挑戰。

消費者的習慣也會有深刻的轉變。例如，我們可以看到航空業在疫情下的長期危機，旅遊業、娛樂產業或其他涉及國際交流的產業也都逐漸減少，以及新通訊工具、電信、物聯網、無線裝置等等的推陳出新。

另外，為了確保生產策略能夠穩定進行，OEM 廠在供應商的財務狀況也必須要更加謹慎注意。OEM 產業將持續發展，在地理層面與經濟層面上建立一個更強大的獨立系統。最後，由於新冠肺炎的緣故，使得某些領域的市場，像是未來會更加茁壯的醫療、環境領域等產業則呈現高成長，佔有一席之地。



夥伴檔案

Asteelflash 是歐洲第二大電子製造服務公司，在汽車、能源管理、工業、數據處理、消費性產品、國防和航太以及醫療領域擁有豐富的专业性。2019 年營業收入約 9.7 億美元，是全球 EMS 行業排名第 21 名 (MMI, 2020 年 4 月)。公司在法國、德國、英國、捷克、中國、突尼西亞、美國、墨西哥等 8 個國家擁有 17 個生產據點，全球員工約 5,200 人。欲瞭解更多資訊，請查詢 www.asteelflash.com。

Gilles Benhamou CEO of Astelflash Set the Right Tools in Place to Reach Excellence

Interviewed by: USI / CSO & Astelflash / Marketing

"You will not succeed if you don't invest 200% of yourself." ~ Gilles Benhamou, CEO of Astelflash

The interviewee in this issue of "Partner Focus" is Gilles Benhamou. Mr. Benhamou is the founder and CEO of Astelflash, a recently wholly-owned subsidiary of USI. He established Steel in France in 1999 and to become Astelflash Group in 2008 after acquiring Flash Electronics. The following is his interview.

Q1. Why did you choose EMS?

I choose the EMS for three main reasons. First, OEMs are externalizing their production more and more. EMS is a growing sector and will continue to be over the years. Also, this trend will keep increasing.

Secondly, EMS is able to help OEMs with a worldwide demand on three continents, which makes production even stronger, enhancing the capacity of replicating the manufacturing model on different continents.

In the selection of a CM (Contract Manufacturing) partner, electronics is an industry with stringent requirements in terms of technology, and it is in strong growth nowadays. As the technology develops, many products will be equipped with more and more electronics. This is a sector of high growth with high demand. I had experience in my previous group (Groupe Cartier Industrie) in electronics and contract manufacturing, especially in the automotive industry.

It's not the EMS that is important; it's the fact of having a CM strategy. As for the know-how, it includes the specialty of the electronics. I believe that in the future, more and more prime contractors will ask for full product integration and box build. It will require more than just know-how about electronics but also plastic molding, mechatronics, test, order fulfillment and so on.



Q2. What's your business philosophy and what comes first when facing a dilemma between personal and business?

First of all, what is more important is not the revenue but the profitability. So, when there is a new business, you should look for markets that correspond to your expertise and know-how, and then adapt your know-how to the market you are going after.

My second philosophy is to build a long term relationship of strategy with customers. Don't be rushed by time to prove yourself, and set the right tools in place to make sure you reach technological excellence. Define the right strategy to succeed and conquer the markets you are good at to be recognized in those sectors.

My third philosophy is that technic and technology should be put in the first place, not finance. Financial results are just a consequence of a good industrial strategy.

My fourth philosophy is having the responsibility to train collaborators and delegate responsibilities to people who are motivated to lead the operations. Therefore, you need to create a work environment full of motivation and train your partners that will lead this strategy into practice.

As a CEO, I represent the interests of the company and not my personal interests. As a result, whatever happens, I must defend the firm's strategy and business which I'm in charge of. The key is to know how to balance private life and professional life so that they don't interfere with each other. Everyone has a private life, and we have to respect each other.

Q3. As an entrepreneur, what's your recommendation for the young fellows?

First, learn your job as close as possible to reality. Be as close as possible from the operations to understand how things work. You need to spend time to learn if you want to be ambitious at work and keep improving over time.

Second, be ready to get your hands dirty go into details and understand what you do. Furthermore, you have to invest time and effort to become more performant. You will not succeed if you don't invest 200% of yourself.

Q4. How do you see this world after the pandemic of COVID-19?

After the pandemic, CM will have to relocate more locally and regionally because the time-to-market will take more and more importance. Also, enterprise which offers more short-term solutions in the future will make a big difference in competitiveness on the market.

After the pandemic of COVID-19, the number of employees who adopt remote work will increase. In the future, more employees will need to work from home. Under the influence of the pandemic, business travels will decrease. In this way, there will be a reorganization of all the work environments and operating modes as well as a real challenge for the people in production.

There will be a deep change in consumer's habits. For example, we can see a long term crisis in the aerospace industry because of the pandemic, tourism, entertainment and the industries revolving around international exchanges will also reduce while we will see the emergence, and innovations of new communication devices, telecom, IoT, wireless tools and so on.

Also, OEMs will need to be even more careful about the financial health of their suppliers to secure the stable operation of their strategies of production. The industry will evolve to build a stronger system of independence geographically and economically. Finally, thanks to COVID-19, some business markets are in strong growth and find their recognition such as medical and environment which will be stronger tomorrow.



Asteelflash Profile

Asteelflash is the second largest EMS company in Europe with a strong expertise in Automotive, Energy Management, Industrial, Data Processing, Consumer, Defense & Aerospace and Medical segments. Asteelflash is ranked 21st EMS globally (MMI 2020.04) with a revenue of 970M USD in 2019. It's now an influential company with 17 production bases in 8 countries, including France, Germany, the UK, the Czech Republic, China, Tunisia, the United States and Mexico, employing approximately 5,200 employees worldwide. For more information, please visit www.asteelflash.com

墨西哥亡靈節

作者：墨西哥廠 / MX&AE&M / MX ADM Division / 卡洛斯・洛佩茲

許多人可能很難想像一個色彩繽紛、有許多美食以及充滿歡樂意象的派對竟代表著一個與死亡有關的慶祝活動，但在許多拉丁美洲國家每年都會慶祝「亡靈節」。憑藉著原住民文化的傳承，我們在墨西哥慶祝這個節日，並藉此機會與逝去的親人接觸，同時，我們也歌頌生命的美好。



當西班牙征服者在 15 世紀到達美洲時，他們對美洲原住民一系列的異教信仰感到吃驚，其中之一是對死亡的崇拜。中美洲的居民們，像是阿茲特克人、馬雅人或納瓦特爾人會於 8 月初舉行長達一整個月的慶典，這個慶典被稱為「Día de los Muertos」。在前西班牙時期，這些原住民會將頭骨作為紀念盃保存，以在象徵死亡與重生的儀式中展示。如今，在墨西哥慶祝亡靈節是人們向在另一個世界的祖先、家人及朋友們致敬的傳統。它還充滿了神祕主義與象徵主義。在墨西哥大部分的城鎮中，慶祝活動通常從 10 月 28 日起，到 11 月 2 日結束。

由於西班牙人與原住民彼此間習俗與宗教的混合，有些人可能會把天主教的「諸靈節」和亡靈節聯想在一起。即使兩方的慶祝活動都是在 11 月初，諸靈節是為了替所有的靈魂祈禱，讓留在煉獄的靈魂進入天堂，而亡靈節則是跟對生命的讚美與家人的團聚有關，這兩個節日非常不同，不要混淆。

在亡靈節期間，祖先的靈魂重返生者的世界拜訪親人。在我們的慶祝活動中，我們邀請逝者返家，作為家庭成員，我們會用極大的喜樂之心與供品接待他們，其中包括他們最喜歡的食物和飲料、鮮花、蠟燭、水果、麵包。此外，祭壇上會放著水和鹽，來淨化他們的靈魂。祭壇的階數從 2 階到 7 階不等，代表著靈魂到達終點前所必須遵循之路。

美食

如同我前面所提到的，美食在亡靈節慶祝活動中扮演重要的角色。接下來，我將分享一些節日中能吃到的傳統食物。

- **亡靈麵包**：亡靈麵包只有在亡靈節時限定烘焙。不論是獻給死者的供品，或是在墨西哥家庭的餐桌上都不可或缺。麵包被做成圓形，上面有著代表著骷髏頭的裝飾，還會刻上四根交叉的骨頭，代表著宇宙的四個方位。在亡靈節時，許多麵包店都會烘焙亡靈麵包。有些地區還會舉辦比賽來選出最美味的。
- **骷髏頭糖**：骷髏頭糖是裝飾供品的一部分，但它也可以食用。它被做成骷髏頭的模樣，根據創作者的創造力，設計會有所不同。此外，骷髏頭糖色彩豐富，上面還有白巧克力跟亮片裝飾。
- **莫雷醬**：由於其製備的複雜性，因此被認為是種美食工藝。它實際上是一種用辣椒，香料和種子製成的醬。有時可以伴以巧克力。莫雷醬也是代表墨西哥的經典醬料。
- **墨西哥粽**：它是我們美食文化中重要的食物，也是墨西哥人聚會中的最愛美食之一。有各種各樣的風味，而經典口味的墨西哥粽則是用玉米葉包覆，且裝滿豬肉或雞肉。
- **墨西哥玉米湯**：這是一種墨西哥的肉湯，在墨西哥的聚會很常見，它是用玉米，加上香料的雞肉或豬肉、生菜、牛至、蘿蔔和檸檬製成的。順帶一提，如果你想要做綠湯，你可以加入綠醬，其中包含墨西哥酸漿、香菜或南瓜籽。如果要做紅湯，可以加入含有瓜西柳辣椒、皮奎辣椒或安丘辣椒的紅醬。
- **南瓜糖**：它是亡靈節的傳統甜點，採用時令蔬菜—南瓜所製成。南瓜糖會加上蜂蜜和肉桂。想做成冷的或熱的都可以。

墨西哥不同地區的慶祝活動

- 伊達爾戈州、塔毛利帕斯州、維拉克魯茲州與聖路易波托西州：在這些地區，當地居民會慶祝「Fiesta de las Ánimas」，像在 Tancanhuitz、Tamazunchale、Axtla de Terrazas 等小鎮，慶祝活動會在墓地、廣場或公共空間舉行，以鮮花、舞蹈、音樂和食物來紀念和祭拜死者。
- 坎佩切州：在 Pomuch 這個地方，在亡靈節時，當地居民會守在墓場兩天，打開親人的墳墓，並清理他們的骨頭。
- 猶加敦州：這個地方以馬雅文化聞名。這裡的人們從 10 月 31 日到 11 月 2 日會慶祝「Hanal Pixán」。他們也會製作祭壇，上面插有蠟燭，也會用鮮花、食物與照片裝飾祭壇。
- 阿瓜斯卡連安特州：在聖馬可斯島上會舉行骷髏頭節，同時也向創造「卡崔娜骷髏頭」這個角色的創作者——何塞·瓜達盧佩·波薩達致敬。在慶典期間，這裡將會舉辦骷髏遊行與許多文藝活動。
- 米卻肯州：在哈尼齊奧島上，「Kuirisi-atakua」（獵鴨）活動會在 10 月 31 日舉行，大家一早就到帕茨夸羅湖邊準備獵鴨。活動結束後，大家會把抓到的鴨子煮來吃掉。
- 瓦哈卡州：Huautla de Jimenez 這個小鎮集美食、歡樂、靈性與音樂為一體，人們在亡靈節時迎接「Huehuentones」來到家中分享喜樂，這個字的意思是祖先或老人。在亡靈節期間，人們會戴上面具、穿上道具服，打扮成音樂家、歌手或舞者，變成 Huehuentones，與家庭成員迎接逝者的靈魂回家。

到目前為止，你是否已經對關於亡靈節的起源與意義瞭解更多了呢？我們可以肯定墨西哥亡靈節並不是萬聖節或諸靈節的改編版。儘管這些節日都有提到生者世界與亡者世界連結的緊密性，但對亡靈的意義並沒有相同的概念。

資料來源

- Agustín Córdova Cuitláhuac (2016). *10 platillos tradicionales que tienes que probar el Día de Muertos*. Retrieved October 6, 2020, from <https://matadornetwork.com/es/platillos-tradicionales-dia-de-muertos/>
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Day of the Dead in Mexico

Author: Mexico Site / MX&AE&M / MX ADM Division / Carlos Lopez

Many people may find it hard to imagine that a party full of colors, food, drinks and joyful motifs represents a celebration that is related to death, but that is what happens in many Latin American countries every year to commemorate "Day of the Dead (Día de los Muertos)". With the heritage of the indigenous culture, in Mexico we celebrate this day and take the opportunity to get close to our deceased loved ones. At the same time, we also praise the wonderful life.

When the Spanish conquistadors arrived in America in the 15th century, they were horrified by a series of pagan beliefs of the natives in America; one of them was the cult of death. The inhabitants of Mesoamerica as the Aztecs, Mayans or Nahuatl, carried out a festival at the beginning of August that lasted the whole month. The festival was called "Día de los Muertos". During pre-Hispanic times, it was common for these inhabitants to preserve the skulls as trophies to show them during the rituals that symbolized death and rebirth. Nowadays, in Mexico, the celebration of Day of the Dead is a tradition that pays homage to our ancestors, family and friends who have stayed in the other world. It is also full of mysticism and symbolism. In most of our towns in Mexico, the celebration usually begins on October 28th and ends on November 2nd.

Due to the mixture of customs and religion between the Spanish and the indigenous people, some people may make a connection between "All Souls Day" of Catholicism and Day of the Dead. Even though both of the celebrations are held at the beginning of November, All Souls Day is about praying for all souls, letting souls that stay in the purgatory get into heaven, and Day of the Dead is about the praise of life and the reunion of families. The festivities are very different and should not be confused.

During Day of the Dead, ancestors' souls return to the world of the living to visit their loved ones. In our celebration, we invite the dead to return home, and as a family member, we will receive them with great joy and offerings that include their favorite food and drinks, flowers, candles, fruit and bread. Furthermore, salt and water will be set in the altar to purify their soul. The steps of the altars range from 2 to 7 steps, representing the path the soul must follow to reach its final destination.

Gastronomy

As I mentioned before, the gastronomy plays an important role in the celebration of Day of the Dead. In the following, I am sharing some traditional food for this festival.

- **Pan de Muerto:** It is only cooked during Day of the Dead. It cannot be missing from the offerings made to the dead, nor from the dining tables of Mexican families. It is round and has a decoration which represents a skull and four bones in the shape of a cross, symbolizing the four directions of the universe. In the festival, many bakeries will bake it. There are also competitions for selecting the most delicious bread in some regions.
- **Calaveritas de Azúcar:** It's a part of the decoration for the offerings and can also be eaten. It's made in the shape of a skull. The designs are different depending on the creators' creativity. Furthermore, they are colorful, and accompanied by white chocolate and sequins.
- **Mole:** It is considered a gastronomic craft because of the complexity of its preparation. It is practically a sauce made with chilies, spices and seeds. Sometimes it can be accompanied by chocolate. It is also a classic sauce in Mexico.
- **Tamales:** It is another important food in our gastronomy culture and also one of the favorites in Mexican gatherings. There is a great variety of flavors, and the typical ones are those prepared in a corn leaf filled with pork or chicken.
- **Pozole:** It is a Mexican broth and a regular at Mexican parties. It is prepared with corn, spiced chicken or pork meat, lettuce, oregano, radish and lemon. By the way, if you want to make "green pozole", green sauce which the ingredient includes tomatillos, cilantro or pumpkin seeds, etc. can be added. If you want to make "red pozole", you can add red sauce which includes guajillo, pequin pepper or ancho.
- **Dulce de Calabaza:** It is a traditional sweet of Day of the Dead which is made with the seasonal ingredient: pumpkin. It is prepared with honey and cinnamon and can be served hot or cold.

Celebrations in Different Regions of Mexico

- **Hidalgo, Tamaulipas, Veracruz and San Luis Potosí:** In these regions, inhabitants will celebrate the "Fiesta de las Ánimas". This celebration takes place in cemeteries, plazas and public spaces in some towns such as Tancanhuitz, Tamazunchale, Axtla de Terrazas, etc. where the dead are commemorated and venerated with flowers, dance, music and food.
- **Campeche:** In Pomuch, during Day of the Dead, the inhabitants will keep guarding the cemetery for two days and open the tombs of their loved ones to clean their bones.



- **Yucatan:** It is a region which is famous for Mayan culture. People celebrate "Hanal Pixán" which is held from October 31st to November 2nd. They also set up altars with candles and decorations with flowers, food and photographs.
- **Aguascalientes:** The Festival de Calaveras is held on San Marcos Island, and is also a tribute to José Guadalupe Posadas, the person who created La Calavera Catrina. During the celebration, there will be a parade of skulls and many cultural events.
- **Michoacan:** On Janitzio Island, the kuirisi-ataqua(duck hunt) events begins on October 31st. People go to Pátzcuaro Lake to hunt ducks in the morning. At the end, people would cook and eat them.
- **Oaxaca:** Huautla de Jimenez is a town where food, joy, spirituality and music are combined. On Day of the Dead, people receive the "Huehuentones", which means ancestors or elder, to visit home and share joy. During Day of the Dead, people will wear masks and costumes, and dress up as musicians, singers and dancers, becoming Huehuentones together with families to welcome the souls come back home.

Have you already known more about the origin and meaning of Day of the Dead so far? We can affirm that Day of the Dead in Mexico is not an adaptation of Halloween or All Souls Day. Although they all share the idea of the closeness between the world of the dead and the world of the living, they do not have the same concept when interpreting the death.

Source

- Agustín Córdova Cuitláhuac (2016). *10 platillos tradicionales que tienes que probar el Día de Muertos*. Retrieved October 6, 2020, from <https://matadornetwork.com/es/platillos-tradicionales-dia-de-muertos/>
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比例尺 林清個展

藝術家：林清
藝術評論：崔璨
資料來源：M 藝術空間

M 藝術空間非常榮幸地首次呈現青年藝術家林清個展《比例尺》。《比例尺》是林清自2010年起一系列創作的延續與集中陳列，這批作品用彼此的互文反映著十年來的發揮與尺度。



比例是現代的詩學

1865年，牛津數學教授路易斯·卡羅爾出版了著名的《愛麗絲夢遊仙境》。二十世紀以來，隨著卡羅爾手稿的拍賣，這本描述愛麗絲在夢裡鑽進兔子洞後十二次變換身型比例的奇幻冒險開始被人們挖空心思解析，成為學界研究的熱門主題。因著其中比例變化的典型意象，神經學上也將一種高度迷惑性的視覺扭曲稱為「愛麗絲綜合症（AIWS）」。「愛麗絲」早已不是公主式的童話主角，她擺脫了普羅普在《故事形態學》中描繪的神話母題。誕生於維多利亞時代工業革命的語境，是雜糅了數學邏輯和語言遊戲的「現代闡釋奇境」——比例是現代性的關鍵字，所有由比例開啟的故事都容納了巨大的闡釋空間，默認了某種值得考究的現代趣味——現代人無法抗拒比例造就的新童話，這也就是林清在這十年間所執迷的。



A	C
B	D

A. 《櫥窗系列 -9》
布面丙烯 / 直徑 80 cm / 2018

B. 《操作台 -19》
布面丙烯 / 60×70 cm / 2020

C. 《出糖方案 -11》
布面丙烯 / 50×50 cm / 2014

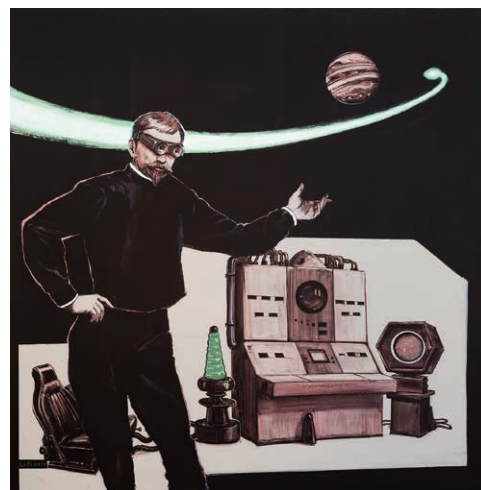
D. 《盆景 t-11》
布面丙烯 / 70×70 cm / 2018

2010年開始單獨描摹一個個單獨儀表的時候，林清的嘗試仍是紀實範疇的；而當儀表們彼此看見，作為整體被二比一地縮進統一的規範內，這種圖鑑式的組合才呈現出一種類型學攝影一般的意味來。內在的共通邏輯和差異因為比例尺的限定被勾連起來，成為紀實與觀念之間的視覺目錄。

單純的機器與儀表在林清這裡沒有停留太久。很快地，他開始改造這些機器，像打造龍或者所有文明拼貼圖騰與靈獸一樣，功能性地挪移機器的部件，這成為林清的一種工作方式——沒有人可以創造全新的概念，是挪移生成了新的意涵。畫面中不斷登場的老式遊戲機、彈子球機、鐵皮糖果機和無線電設備看似細膩而完備，但理性的、戀物的、工業情結的偽裝背後，經過挪移的機械開始擁有姿態和表情，於是機器不再是單純的功能性物件，而可被看作是自賦情緒的人格。機器的人格異化也是一種提醒，提醒觀看者本身與機器的某種相似性。如果你留意，在許多畫面中都能找到相同的球形糖塊。這些與不同機器比照的糖球是一個比例引線，襯托出人格機器們的高矮胖瘦。於是這些人格機器擺脫了牆上作品原本限定於「框內比例」的天然假設，成為與立體作品一樣有絕對體積感的存有：大即是，小即是，比例尺是觀看者本身的體量。我看青山，青山看我。由此，觀看也被納入比例的對照中——觀看是作品比例的一部分，沒有觀看就沒有比例。



《操作台 -16》
布面丙烯 / 80×80 cm / 2020



《操作台 -3》
布面丙烯 / 140×140 cm / 2019



《操作台 -18》
布面丙烯 / 120×160 cm / 2020

Rule the Scale

Qing Lin Solo Exhibition

Artist: Qing Lin
Critique: Can Cui
Source: M Art Center

M Art Center is honored to hold the solo exhibition **Rule the Scale** for the first time by the young artist Qing Lin. **Rule the Scale** is a series of Qing Lin's concentrated display of creations since 2010. The intertextuality of these works reflects Lin's performance and scale of the past decade.

比例是空間體認的，也是時間感受的，當人進入畫面，時間開始了。主觀時空比例造成的敘事性，或者不妨說人的介入是林清第三個創作階段的標誌。這一階段的畫面往往存在不只一套時空比例關係，於是開始跳入愛麗絲的兔子洞：豬的廣告畫是平面中的平面作品，又呈現出立體感。左側大人隨心切割的材料模組又被右側小人細細挖掘雕琢（《操作臺 -18》）。大人小人的同屏出現，將觀看者帶入與畫中大人的共情中：觀眾與畫面中的大人，大人與畫面中的小人也成為兩套比例，而觀看者是在其中可以自由穿梭的。巫鴻先生的「重屏」概念，或是這種實踐可期待的必然走向。

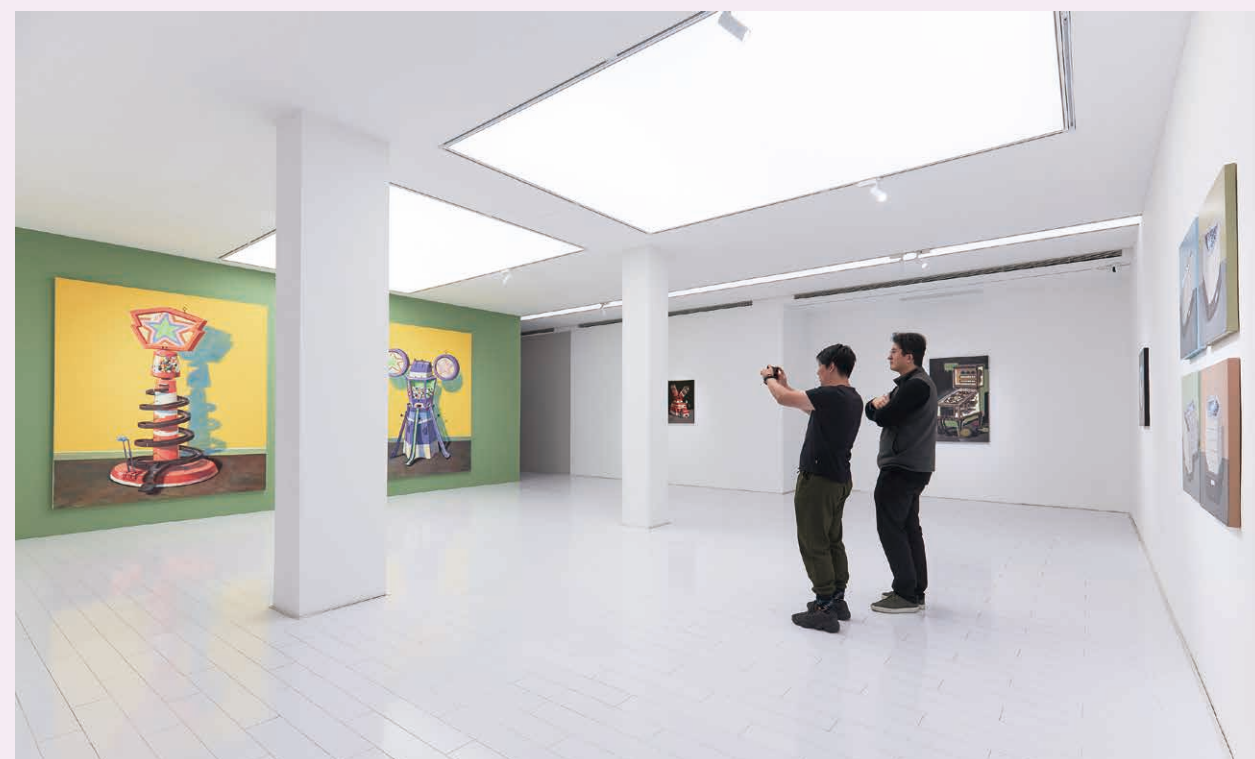
比例存在於關係。林清的十年是將愈發豐富多元的關係納入畫面的過程。從物到觀看到敘事，比例的遊戲才隨之豐沛起來。

比例是現代的詩學。不是美人和山水，不是崇高與意境，比例本身是工業革命以來輸出的新美感；就像顛覆語法詩意才得以呈現那樣，比例的美感也在遵從與打破的遊戲之間。

最後我們長大，一切周遭以身姿成長的速度比例漸變，世界的比例尺也隨之更改——比例融化成「尺度」、「分寸」，成為一種共識的比喻，最終刻入我們的行為——我們無往不在尺度與分寸的關係裡。

崔璨

二〇二〇年十一月



Proportion is Modern Poetry

In 1865, the professor of mathematics of Oxford University Lewis Carroll published the famous *Alice in Wonderland*. Since the 20th century, with auctions of Carroll's manuscripts, this fantasy adventure describing Alice's twelve changes of body proportions after she fell into the rabbit hole in her dream has begun to be explored and analyzed, and turned into a hot issue in academic researches. Because of the typical image of the change in proportion, A neurological symptom of highly confusing visual distortion is also called "Alice in Wonderland Syndrome (AIWS)". In fact, Alice is no longer the princess-like protagonist in fairy tales. She got rid of the mythological motif described by Propp in *Morphology of the Folktale*. The context which was born in the Victorian Industrial Revolution is the "Modern Interpretation of Wonderland" combining mathematical logics and language games: proportion is the key word of modernity. All stories began with proportion contain a huge space for interpretation, implying a certain modern sense of humor worth studying. Modern people cannot resist the new fairy tales enriched by proportion - this is what Qing Lin has been obsessed with during the past decade.

When Qing Lin began to trace each individual instrument accordingly in 2010, the attempt was still within the realistic realm; until the instruments saw each other and were indented two to one into the unified specification as a whole, this kind of pictorial combination started to demonstrate the meaning of the typological photography. The internal common logic and differences are linked because of the limitation of the scale, and become a visual catalog between reality and concept.

Simple machines and instruments did not stay here for long with Qing Lin. Soon, transformation of these machines began, like building dragons or collage of totems and spiritual beasts in all civilizations, parts of machines are functionally moved. This became Qing Lin's way of working - no one can create a new concept; it is the movement that generated new meanings. The old-fashioned game consoles, pinball machines, tin candy machines and radio equipment that are constantly appearing in the screen seem to be delicate and complete, but behind the rational, fetishistic and industrial complex disguise, the shifted machinery begins to have posture and expression, so the machine is no longer a simply functional object, but can be seen as a self-imposed personality. The personality alienation of the machine is also a reminder, reminding viewers of a certain similarity between themselves and the machine. If you pay attention, the same spherical candy can be found in many pictures. These sugar balls compared with different machines are a proportional reference, which brings out the tall, short, fat and thin machines of personalities. Therefore, these machines of personalities get rid of the natural assumption that the works on the walls are limited to the "proportion within the frame", and become entities with absolute sense of volume like three-dimensional works: big is big; small is small, and the scale is the viewer's own mass. I look at the mountain, and the mountain looks at me. As a result, viewing is also included in the comparison of proportions - viewing is part of the proportion of the work, without viewing there is no proportion.

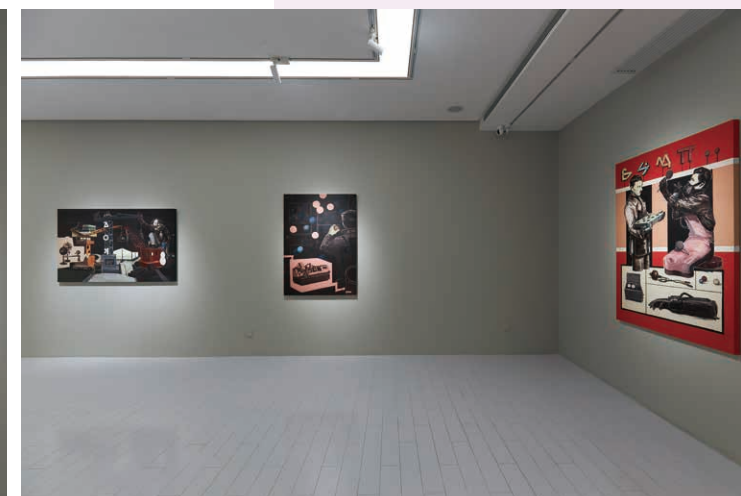
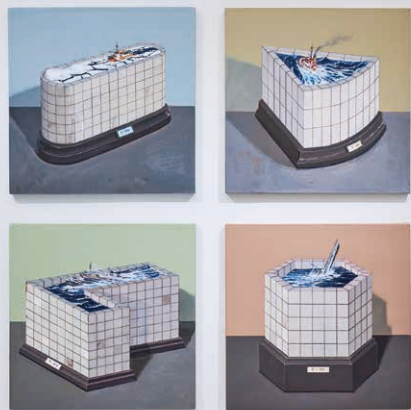
Proportion is realized by space and felt by time. When people enter the picture, time begins. The narrativity caused by the subjective time-space ratio or human intervention, is a sign of Qing Lin's third creative stage. The pictures at this stage often have more than one set of time-space ratio relationships, so they start to jump into Alice's rabbit hole: the pig advertising painting is a flat work on a surface, which also presents the three-dimensional effect. The material module cut by the big person on the left is then carefully excavated and carved by the small person on the right (*Operation Area-18*). The appearance of the big person and the small person in the same picture brings the viewer into empathy with the big person in the painting: the audience and the big person in the picture as well as the big person and the small person in the picture also become two sets of proportions, and the viewer can freely travel between them. Mr. Hung Wu's concept of "double-screening" may be the inevitable trend of such practice.

Proportion exists in relationships. Qing Lin's ten years is a process of incorporating increasingly rich and diverse relationships into the picture. From objects to observations, and to narratives, the game of proportion becomes abundant.

Proportion is modern poetry, not a beauty or the landscape, also not majestic or symbolic. Proportion itself is a new sense of beauty being output since the Industrial Revolution; just as poetry can only be presented through subverting grammars, the beauty of proportion also lies in the game of obedience and breaking.

Finally, as we grow up, everything around us gradually changes in proportions at the rate of growth, and the scale of the world also changes - proportion melts into "scales" and "measures", becoming a metaphor of consensus, and finally engraved into our behavior - we are forever in the relationship between scales and measures.

Can Cui
November, 2020



高投入度員工 推動企業成長發展的動能

作者：臺灣廠 / ADM / Corp. Service / 鍾筑郁

當 VUCA — Volatility(波動)、Uncertainty(不確定)、Complexity(複雜)、Ambiguity(模糊) 已成世界秩序的常態，快速回應並做出調整對企業而言已是新日常。為了不被淘汰，打造「敏捷型組織 (Agile Organization)」成為企業追求的新目標，而打造「敏捷型組織」不可或缺的關鍵要素之一，正是能夠主動積極、快速合作、有效為企業創造價值的高投入員工 (Highly-Engaged Employees)。

員工投入契合度

簡單來說，員工投入契合度 (Employee Engagement) 是企業贏得多少員工的「心」，激發員工在理性與感性上對企業的目標與願景全力投入，展現樂於宣傳 (Say)、樂於留任 (Stay)、樂於全力以赴 (Strive) 的行為，以提升組織績效、推動企業持續成長。

2017 年 Q4，由日月光投控主導，首次引入全集團的員工投入契合度調查 (Employee Engagement Survey)，藉由每兩年一次的問卷調查，從員工的視角瞭解他們的想法，與員工一起打造能夠激發對 USI 的願景與目標熱情投入的員工體驗 (Employee Experience)，2019 年 Q4 舉行的第二次全集團員工投入契合度調查結果顯示，「吸引/留任對的人才」仍是推動 USI 員工投入契合度的首要關鍵因子。

而針對這兩個企業永續經營的重要議題，在 2020 年 7 月 17 日的下午，我們聚集來自兩岸 6 個廠區的 17 位集團高階主管以及 147 位不同單位、不同年齡層、不同年資族群的同仁，結合先進的視訊科技，透過虛擬工作坊 (Virtual Workshop) 的方式，跨越時間與空間的隔閡，分組討論、腦力激盪，提出前瞻多元又能落實推動的 Idea Trees。其中張江廠、臺灣廠以及深圳廠的同仁所提出的 Idea Trees，更是獲得 17 位集團高階主管的青睞，高票獲勝選為 Best Idea Trees。

臺灣廠、張江廠

人才留任 — 創造一個讓人不想分手的 USI，凝聚員工的向心力，提升員工的歸屬感

• 有效的雙向溝通

透過全方位的溝通渠道，溝通公司的願景、策略目標、未來規劃、關鍵里程碑，幫助員工能夠清晰地看到「終極目的」以及自己為何而努力，來凝聚團隊的向心力，同時藉由雙向溝通從員工的角度發現潛在的問題，鼓勵員工參與其中，使員工與公司的長遠目標相結合，提升員工的歸屬感。



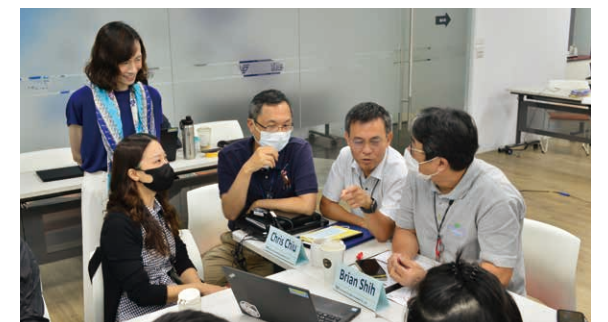
• 共創成長平台

「VUCA 時代的一切詭譎多變，惟有育才」，投資員工即是讓企業在這瞬息萬變的環境中脫穎而出的致勝關鍵，其中「VUCA 時代人才的培養」與「未來領導力的養成」更是重中之重。

1. 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。
2. 隨著時代的發展，領導力也需要與時俱進，依據公司未來發展加入新元素，投資未來領導力。
 - (1) Leading Engagement — 協助員工思考成長、看見未來，共創員工可以發揮與歷練的舞台，建立員工對公司的熱忱與投入度。
 - (2) Leading Change — 從「擁抱改變」開始，管理變革、帶領團隊引領改變的趨勢。
 - (3) Leading Remote & Collaboration — 不只是跨單位、跨部門，未來還需要讓不同地區與空間的個人與團隊能夠合力協作、創造團隊高績效。

• 建立高績效文化

1. 對的人才需要對的舞台，想要拿出優異表現的人才，他們對於企業的願景、自己的長遠目標有熱忱，也有能力做出好成績，用人主管需要為他們打造出一個舞台，幫助他們釋放並擴大這股能量，不斷提升自我。
2. 「留住對的人」，從用人主管出發。從「績效考核」到「績效發展」，透過即時的反饋與溝通，協助員工獲得優異的表現，並從過程中有所成長，同時展現關愛、同理與員工建立正向情感關係。運用公司內部的績效管理制度，來鼓勵並表揚優秀員工，與此同時，也必須協助表現不佳的員工來進行改善。



張江廠、深圳廠

人才吸引 — 企業走出去，人才引進來

- 人才發展藍圖

根據公司發展需求及策略布局、對焦不同人才族群需求（如：年輕世代），協助潛在人才看見在 USI 發展的未來。

1. 銜接內外部學習資源，打造人才學習生態圈。
2. 運用科技與數據分析，鏈接公司與員工的發展需求，規劃發展藍圖。
3. 透過政策及激勵制度，提供人才多元、跨領域、跨文化的發展機會。

- 全方面提高企業形象 強化 USI 在人才市場的辨識度

1. 持續深耕社會公益、推動環境保護、履行地球村一員的公民責任，提升公民形象。
2. 積極參與前瞻科技論壇，強化「追求創意前瞻技術」的企業形象。
3. 結合與時俱進的公共宣傳平台，如社群媒體平台，傳遞「Realizing IDEAS Together」的企業特質。

- 靈活多元的招聘渠道 全方面接觸人才市場

1. 員工是我們最佳雇主品牌代言人，打造讓員工願意熱情投入的員工體驗，激發員工的內在動力來推薦 USI。
2. 深耕校園，並借助員工們的校園影響力，透過定期講座、校園合作等活動，讓更多青年學子認識 USI。
3. 定期更新招聘網站及社群媒體的內容，利用吸睛具創意的內容，吸引更多優秀人才的注意。

大家長 CY 對於大家腦力激盪、用心提出的 Ideas 中幾項正在規劃的重要方案，作出回應。

- 繼續「布局全球、放眼世界」，吸引更多有志一同的優秀國際人才加入，同時布局 USI 人才養成計劃，培養 VUCA 時代的跨界人才以及未來領導力。
- 運用「股權激勵留任、激勵人才」，使員工的努力與公司的成長更加緊密結合。
- 過去曾經「以廠為家」，未來希望能夠「以家為廠」，透過遠距工作的彈性模式，讓員工可以彈性且有效地運用時間，省去通勤的辛勞或是找停車位的困擾，更專注於工作績效。同時，也讓公司能夠靈活有彈性地擴大吸引優秀人才，減少不必要的營運資源浪費，更能分散風險，不讓單一意外事件使營運中斷。

期許大家能夠以「信任」為基礎，同心協力一起打造 USI 成為一個多元富有挑戰又具成就感的工作職場，讓現在或未來的員工們都能在這裡實現自我的價值，與 USI 一起成長，創造雙贏。



Highly Engaged Employees The Fuel for Business Growth and Development

Author: Taiwan Site / ADM / Corp. Service / Ingrid Chung

When VUCA, Volatility, Uncertainty, Complexity and Ambiguity, has become the norm for the world, quickly responding and adopting the changes turn to be the new normal for the enterprises. To survive in this new game, building an "agile organization" has become the new goal of the enterprises. And one of the critical factors to build an "agile organization" is to have highly engaged employees who can proactively go extra mile, quickly collaborate and effectively create values to the companies.



Employee Engagement

To put it simply, "Employee Engagement" is how much the company wins the employee's "heart." With that, the company motivates employees to commit themselves to achieve the company's goals and visions rationally and emotionally through the engagement behaviors "Say", "Stay" and "Strive" to enhance organizational performance and drive the company's growth.

Led by ASE Technology Holding Co., Ltd., we introduced the first-ever group-wide Employee Engagement Survey in Q4, 2017. With the bi-annual employee engagement survey, we can understand our employees' thoughts and opinions about working at USI from their perspective, and further work with them to create the employee experiences that inspire our people's passion and boost their engagement in USI's visions and goals. From the result of the second group-wide Employee Engagement Survey held in Q4, 2019, it indicated that "attracting/retaining the right talent" remains the priority drivers of USI's employee engagement.

Regarding to these two important business sustainability issues, we leveraged the advanced video technology to break through the space-and-time restriction. We had 17 corporate leaderships from the 6 sites on both sides of the Taiwan Strait and 147 colleagues from different units, age groups and seniority groups to meet together in the afternoon of July 17th, 2020. We grouped teams to brainstorm and proposed the forward-looking, diversified and pragmatic Idea Trees. The Idea Trees proposed by the teams from Zhangjiang Site, Taiwan Site and Shenzhen Site were highly recognized by our 17 corporate leaderships and voted as the Best Idea Trees.

Taiwan Site and Zhangjiang Site

Talent Retention - Creating an USI that Employees Don't Want to Break Up with Building Employee Cohesion and Enhancing the Sense of Belonging Among the Employees

• Effective Two-way Communication

Through the all-round communication channels, USI's visions, strategic goals, future plans and key milestones are well communicated with employees. With that, we help the employees be able to clearly vision the "ultimate goal" and what they work so hard for. And we further buildup a team with strong cohesion. Meanwhile, we can identify potential problems from the employee's point of view through the two-way communication and also encourage employee involvement and engagement. Through this way, employees can find the long-term goals of USI aligned and relevant to their mutual benefits and success, which boosts their sense of belonging.

• Co-creating a Growth Platform

"In the VUCA era, the only way to cope with the vagaries is to develop talents." Investing in employees is the key for the companies to success in this rapid-changing environment. Among the investments in talents, "cultivating VUCA-era talents" and "developing future leadership" are the most critical.

1. VUCA-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.

2. As the times evolve, so does leadership. We also need to invest in future leadership considering the new elements derived from the world changes and our future.

(1) Leading Engagement - Help the employees think about how to grow themselves and see what they will be with USI in the future. With co-creating a stage where the employees can contribute their skills and strengths and also gain more work experiences, the strong emotional bonding of the employees' passion and engagement to the company can be built.

(2) Leading Change - Change Management starts from "embracing change," leaders need to lead the team to stay ahead of the ever-changing trend.

(3) Leading Remote & Collaboration - In the future, it will be necessary to enable the individuals and teams not only from different units and departments but also from different geographic areas to collaborate and drive high performance.

• Building a High Performance Culture

1. The talents need the right stage. The talents who desire to excel themselves to perform excellent have the passion about company's vision and their long-term objectives and own the capabilities to do the fantastic job. All their managers need to do is to build a stage for them to help them unleash and strengthen the power which drives these talents to continuously excel themselves.

2. "Retaining the right people" starts from managers. The performance management shifts from "performance evaluation" to "performance development." The manager help his/her team to achieve outstanding and grow from the process with immediate feedback and constantly communication. Meanwhile, showing care and empathy can build the positive emotional relationship with employees. Leveraging our internal performance management mechanism to encourage and recognize the outstanding performance delivered by the employees, and in the meantime, the managers and supervisors also need to help poor performers to improve.

Zhangjiang Site and Shenzhen Site

Attracting Talents - Go Global and Attract Talents

• Talent Development Blueprint

Based on USI's business development needs and strategy deployment, and the different targeted talent groups¹ (e.g., the younger generation) needs, we visualize the promising future at USI for these potential talents.

1. We build a learning ecosystem for talents by linking up internal and external learning resources.

2. We link up the development needs of USI with those of the employees through leveraging technology and data analysis to design the talent development blueprint.

3. We provide talents with the diverse, cross-field and cross-culture development opportunities through the policies and motivation mechanism.

• Comprehensively Enhancing Corporate Image to Strengthen the Brand Recognition of USI in the Talent Market

1. We enhance our global civic image through fulfilling our civic responsibilities as a member of the global village by continuously dedicating ourselves to social welfare and driving environmental protection.

2. We strength our corporate image of the pursuer of the innovation and pioneering technologies with proactively getting involvement in cutting-edging technology forums.

3. We convey our corporate trait of "Realizing IDEAS Together" by leveraging the up-to-date public communication channels, such as social medias.

• Comprehensively Exposing to the Talent Market by Adapting Flexible and Diversified Recruitment Channels

1. The employees are the best ambassadors of our employer brand. We build an engaging employee experience to inspire our employees' intrinsic motivation to recommend USI to more great talents.

2. We expose more young students to USI by more campus partnership activities, such as regular campus seminars and collaboration, and also leveraging employees' influence on campus.

3. We catch more attention from the talents by regular updates on our recruitment website and social medias with compelling and innovative contents.

President & COO CY responded to the great ideas raised through brainstorming by pointing out several critical undergoing plans.

• We will continue to "think globally, act globally" to attract more like-minded international talents to join us. Meanwhile, our Talent Development Program is aim to nurture VUCA-era cross-functional talents and future leadership.

• We will reinforce the alignment between employees' efforts and USI's growth through "Stock Incentive Plan" to retain our talents and motivate them to go extra miles.

• It was once "site as home", and it will be "home as site" in the future as we expect. The flexible working arrangement of remote working allows the employees to leverage their time flexibly and effectively. It save the time our employees spend on the commuting and even more finding a parking space. It allows our employees to focus on their work performance. Meanwhile, It enables us to expand its capability flexibly to attract talents with removing location restriction, reduces unnecessary waste of operating resources and better manages the business operation contingency through diversifying the risks that no single incident will disrupt our operations.

With "trust" as the foundation, we look forward to building USI as a workplace where is diversified and full of challenges and the sense of achievement together with everyone. Here, we would like to enable our current or future employees to actualize themselves and grow with USI with creating a win-win.

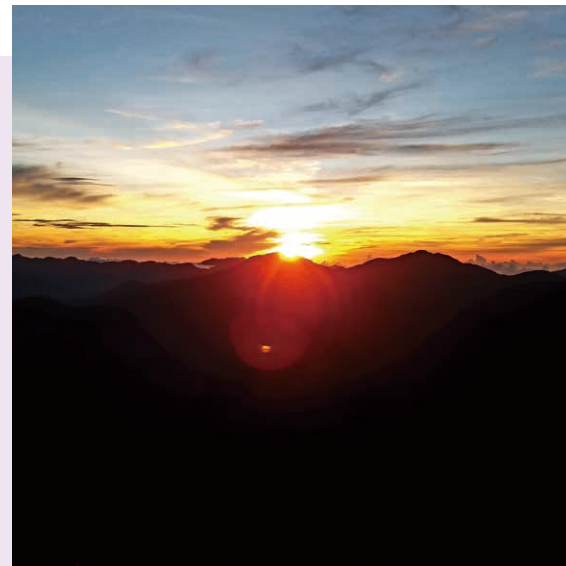


驚喜 Surprise

01

玉山
Yushan

清晨五點，望著深藍的憂鬱夜空，隨著時間流逝，天空劃出橘黃漸層的雲彩，這是專屬於海拔 3,952 公尺高空的驚喜。■
I stared the dark blue night sky at 5 a.m. As time passed by, the orange-yellow clouds appeared gradually in the sky. This is the surprise when I stayed at the altitude of 3,952 meters.



“臺灣廠 / ICS / 研發二處 / 林宗興
Taiwan Site / ICS / Research & Development Division II / Hugo Lin

“張江廠 / ALCMM / 智能製造開發處 / 曾耀興
Zhangjiang Site / ALCMM / Smart Manufacturing Development Division / Ecen Tseng



新加坡濱海灣金沙酒店
Marina Bay Sands, Singapore

夜幕降臨，華燈初上，眼前這幅夜景便是此行最大的驚喜。■ As night falls and lights are on, the night view in front of me is the biggest surprise of this trip.

02

03

“張江廠 / ALCMM / 張江微小化模組製造工程中心 / 李龍城
Zhangjiang Site / ALCMM / ZJ SiP MEC / Leo Li



黃山
Huangshan

登山時一路風雨，經過光明頂後不久才雨過天晴，雖然只有兩小時的唯美時光，內心的喜悅與震撼卻是難以言喻。■
It was rainy and windy when hiking and became sunny after we passed the Bright Peak. Although we only enjoyed the beautiful time for two hours, the inner joy and shock was beyond expression.



安徽合肥
Hefei, Anhui

原本只是嘗試一下剪影，卻發現了建築酷似一隻怪獸，真是個意外的驚喜！■ I just wanted to try taking a silhouette photo, but I found that the building in the picture is like a monster. What a surprise!

04

“臺灣廠 / ICS / VPS / VMS PLM / 高嘉男
Taiwan Site / ICS / VPS / VMS PLM / CN Kao

南方澳觀景台
Nanfang'ao Observation Deck

午後時光的南方澳觀景台是格外的寧靜，望著觀景台下方的漁船，竟有如玩具一般小！■ In the afternoon, the Nanfang'ao Observation Deck is especially peaceful. Overlooking the fishing boats from the observation deck, I found that they are as small as toys!



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



苗栗雪霸國家公園
Shei-Pa National Park, Miaoli

登山時巧遇的稀客，你分得出這是帝雉還是藍腹鵲嗎？
I met an infrequent visitor when hiking. Can you distinguish that
it's a Mikado Pheasant or a Swinhoe's Pheasant?

“ 張江廠 / MX&AE&M / AE / 陳琳
Zhangjiang Site / MX&AE&M / AE / Celia Chen



埔里彩蝶瀑布
Caidie Waterfall, Puli

「山窮水盡疑無路，柳暗花明又一村」，攀上蜿蜒的山
路後，才發現這心曠神怡的一幕。 "Every cloud has a
silver lining." After climbing up the winding mountain road, I
found the refreshing scenery.



江西武功山
Wugong Mountains, Jiangxi

山中一天，驚喜千萬。每個映入眼簾的風景，都值得
記錄。 Staying in the mountain and enjoying countless
surprises, every scenery comes into our view is worthy
recording.

05

“ 昆山廠 / ADM / Corp. Service / 王繼文
Kunshan Site / ADM / Corp. Service / Jesse Wang



上海東方明珠觀光廳
Sightseeing Galleria, Oriental Pearl Tower,
Shanghai

從 263 米的高空俯瞰整個上海，高樓鱗次
櫛比，行人車水馬龍，大江緩緩東去，在陰
雲下，一切是那麼美好又略帶憂傷，不過
遠處有著一抹紅霞，似乎預示著希望。
Overlooking the whole Shanghai City from the
Sightseeing Galleria at an altitude of 263m, there
are rows upon rows of skyscrapers, busy crowds
and great river flowing eastward. Under the
clouds, everything is so beautiful and slightly sad.
However, there is a red glow in the distance,
which seems to herald the hope.

08

“ 臺灣廠 / SZ/KS&GRM / 全球資源管理總處 / 吳宗輅
Taiwan Site / SZ/KS&GRM / GRM / Eugene Wu

新竹鎮西堡新光國小
Hsin Kwang Elementary School, Jianshihbao,
Hsinchu

有別於一般城市裡的學校，這個用風和陽光佈置出
來的教室，可以在上課時，坐在實木椅上聽老師講
課，伴著蟲鳴鳥叫聲，若非親身體會，真的很難想
像原來上課可以如此貼近大自然。 Differing from
schools in cities, you can sit on the solid wood bench and
attend classes with the chirps in this classroom which is
decorated by wind and sunshine. If you don't experience it on
you own, it's hard to imagine that you can be so close to the
nature in class.



06



Newsletter

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主題：喵星人

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- (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: Cats

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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