

USI[®] No.76 Newsletter

| 3月 March 2019 |

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High Jump And Weightlifting vs.
Promotion And Wage Increase

人物特寫 FEATURE CLOSE-UP

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Intrapreneurs Competition
Team Intelligent Vehicle
HMI & Central Control System

特別企劃 SPECIAL COVERAGE

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看起來很美 李衡個展
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2018 尾牙活動報導
金橋 / 臺灣 / 張江 / 昆山 / 深圳
2018 Year End Party JQ / TW / ZJ / KS / SZ



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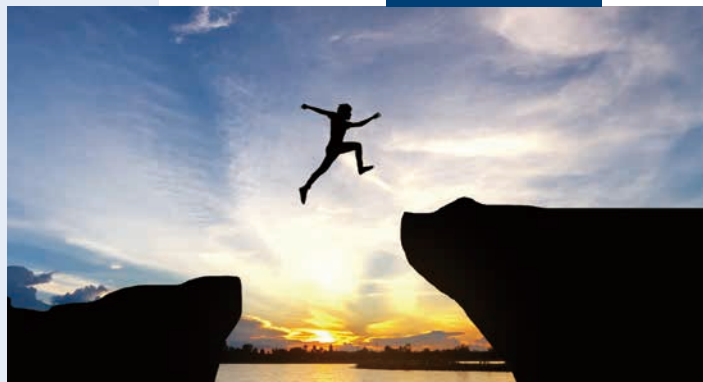
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新年寄語

作者：董事長 / 陳昌益



各位環旭同仁，大家好！

正值年初，寒冬已盡，立春到來，我向大家致以春天的問候及祝福。

回顧我們一起攜手走過的 2018 年，是非常有趣的一年。年初，由於中美貿易摩擦加劇，導致全球電子產業鏈、相關資本市場、各國股市的不確定因素倍增。而在此形勢下，環旭電子逆勢而上，持續穩健發展，得到了政府單位、客戶和社會各界的廣泛認同。

2018 年，環旭電子獲得了：上海市企業聯合會頒發的「上海製造企業 100 強第 14 名」、每日經濟新聞頒發的「中國上市公司品牌價值榜科技創新榜 TOP25」、WTO 經濟導刊頒發的「金蜜蜂 2018 優秀企業社會責任報告環境責任資訊披露獎」、上海及南京海關頒發的「中國海關 AEO 高級認證企業」等殊榮。

同時，環旭電子還贏得了各國客戶與戰略合作夥伴的認可。2 月，與 Qualcomm 簽訂成立合資企業協議書，在巴西設立半導體模組廠；8 月，併購東歐半導體生產基地，完善產能的戰略佈局；9 月，與中科可控簽署合資協定，共同組建伺服器部件公司。

在社會公益方面，環旭電子連續兩年全力贊助「海峽兩岸學生棒球聯賽」，並獲得海峽兩岸棒球交流合作協會頒發的「促進交流、棒球推手」的榮譽；作為昆山社會公益組織年度團體會員單位的一員，環旭電子積極參加當地的各類社會公益活動，受到好評如潮。

帶著這些榮譽，我們邁入了 2019 年，未來的不確定因素將越來越多。但是，我相信：已有 40 多年輝煌歷史的環旭電子，只要堅持走好自己的路，秉承建設「百年老店」的匠人精神，一定能順利渡過影響全球經濟的各種風浪。因為，環旭電子已在上海 A 股上市 7 年，創造了很多的奇蹟。同時，公司的生產規模不斷擴大，營業收入持續增長，財務管理健全，企業負債為零，現金流量充足，這些都足夠成為我們繼續發展，勇敢向前的堅實保障。

在未來的 1 到 2 年裡，雖然全球電子產業的發展放緩，市場前景並不被看好，但我們相信：機遇與挑戰並存，商機依然無限。讓我們主動出擊，捕捉機會，共同奮鬥，堅持「模組化、多元化、全球化」的戰略，為未來 5 至 7 年裡實現營收再翻一番的目標，為奠定環旭電子的百年基業而努力！

董事長 陳昌益

二〇一九年・春



New Year Greetings

Author: Chairman / Jeffrey Chen

My dear fellow colleagues at USI, warm greetings to you all!

With the arrival of the New Year, the cold winter has come to an end, marking the beginning of new life. I hereby greet each and every one of you with the blessings of spring.

Looking back at the journey we walked through together in 2018, it has been a really interesting year. First it started off with the intensified conflicts of the Sino-US Trade War, which lead to tremendous increase in uncertainties in the global electronic industrial chain, relevant capital markets and stock markets of various countries. Under such circumstances, USI managed to thrive through the obstacles and maintained its stable growth, gaining recognition and awe from government bureaus, clients and the society.

In 2018, USI won several awards including "2018 Shanghai Top 100 Manufacturing Enterprises (Ranked 14)" awarded by Shanghai Enterprise Confederation (SHEC); "Top 25 Companies with Tech Innovation" of 2018 Chinese Listed Company Brand Value Award by National Business Daily; "GoldenBee Excellent CSR Report 2018 - Environmental Protection Disclosure Awards" by China WTO Tribune; and was re-certified as "People's Republic of China's Senior Authorized Enterprise (AEO)" by Shanghai and Nanjing Customs.

Meanwhile, USI also gained recognition from our clients and strategic partners around and the world. In February 2018, USI signed a memorandum with Qualcomm to establish a semi-conductor module plant in Brazil. In August, USI acquired and merged a production site in East Europe, which further completed the production strategic planning. In the following month, a Joint Venture Framework Contract was signed between USI and Cancon Information Industry to establish a server component company.

In terms of CSR, USI has fully sponsored "Cross-Straits Student Baseball League" in the past two years, and was

given the honor of "Enhancement in Baseball & Exchange" presented by CSBECC. On the other hand, as an annual member of the Kunshan NGO group, USI has proactively participated in all kinds of social welfare activities in the local area and earned praise from various fields.

Together with the pride and honor gained, we leap into 2019. Future uncertainties will only increase, however, I firmly believe that as long as USI, with its four decades of proud history, persists on the journey we have taken, and continue to fulfill our commitment of using artisan spirit to build "century-old store", we will be able to steer our ship through the tidal waves impacting the global economy. This is because USI has been listed in the Shanghai A stock market for 7 years and created plenty of miracles. Also, the production scale of USI is expanding and our revenue is growing continuously. We have healthy and comprehensive finance management, zero enterprise liability and sufficient cash flow, all of which are solid foundations for us to keep developing and march onwards fearlessly.

In the next 1 to 2 years' time, although the global electronics industry has slowed down its pace and the market is not at all optimistic, yet we firmly believe that opportunity and challenge coexists, and that business lead is everywhere. Let us take the proactive side and seize every possible opportunity. Let's fight together, and stand strong to our "modularized, diversified, globalized" strategy. Let's work hard together for our goal to double up the revenue in the next 5 to 7 years to come. Let's make this term a foundation for USI's century-old business to shine!

Chairman, Jeffrey Chen

A handwritten signature in black ink, appearing to be "陳昌益" (Chen Changyi), which is the Chinese name of Jeffrey Chen.

Spring, 2019

晉升像跳高 調薪像舉重

作者：營運長 / 魏鎮炎

晉升、調薪和獎金、紅利都是激勵員工士氣的方法，其運用情境有何不同呢？

基本上，獎金和紅利主要是用來回饋過去，是一次性的、全面性的。針對每一位員工過去一年或一段時間的表現以及貢獻，進行的論功行賞。而晉升和調薪則著重未來的發展，是永久性的、選擇性的。根據特定員工的潛力，加重其責任、擴大其職務範圍。

簡單打個比喻，晉升就像跳高，每次晉升，都代表職務範圍的擴大。當職級越來越高，就像跳高比賽，竿子越高，所面對的競爭就更嚴峻，如果沒有從中脫穎而出，就會面臨淘汰。想要晉升接受挑戰很值得鼓勵，但一定要不斷地自我追求進步。如果職級調上去，但職務範圍卻沒有擴大，則徒具虛名，不但自己未能真正獲得更大舞台的歷練，公司的結構也會趨於頭重腳輕！

調薪像舉重，每次的加薪，都代表職責的加重。就像舉重競賽，每次的加碼，都有一部份選手挺不住而遭受淘汰。加薪固然令人歡喜，但更重要的是自己要能夠承擔得起被賦予的相對職責。如果薪水調上去，但職責卻沒有加重，則徒然增加成本！時間久了，公司必然失去競爭力，員工自然也就沒有未來。

公司每年都會舉行晉升、調薪以及發放獎金、紅利。大家都期待自己的努力，能夠得到公司的獎勵。同時也希望自己的能力，可以得到肯定，並獲得更大的發揮。鼓勵同仁戮力向前，共同追求更遠大的目標，但是對於晉升調薪和獎金紅利兩者之間的期待，一定要有清楚的理解，才不至於引用不當而造成負面的結果。



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

High Jump and Weightlifting vs. Promotion and Wage Increase

Author: COO / CY Wei

Job promotion, wage raise, receiving bonuses and dividends all are ways to motivate employees, however, when and how do we utilize them in different scenarios?

Basically, bonuses and dividends are used to reward what has been done in the past, and are often seen as an one-off and integral prize giving. They honor what the employees have performed or contributed in the past one year or during a period of time. On the other hand, promotion and wage raise focus on future development of the employee, making the reward more sustainable and usually selective. It is offered according to the potentials of particular employees by authorizing more responsibilities and expanding their scope of duties.

A simple metaphor is to see promotion like high jump, where every time an employee gets leveled up to a higher position, his/her scope of duties also expands more. The higher the positions gets, just like in a high jump competition, the higher the horizontal bar is placed, as of the challenges the employee faces. If he/ she didn't stand out in the crowd, the contestant will be eliminated from the list. We encourage employees to get promoted and face more challenges; however, this person will have to continuously seek for more self-breakthroughs. If he/she moves up to a higher rank, yet the scope of duties remained the same, then this promotion is merely a vanity. For this, the employee does not get to perform more on a bigger stage and the company also suffers from unbalanced personnel structure.

Wage raise is like weightlifting, where every time an employee receives a raise in salary, it means more responsibilities are been placed upon his/her shoulders. In a weightlifting competition, every



time the barbells are added, certain athletes will be eliminated for not being able to withhold the weight. Everyone loves to get a raise; however, what's more important is to endure the augmented responsibilities that come along with this income increase. If an employee's wage was raised but his/her duties were not increased, that would just result in higher cost for the company! If this becomes the norm, then the enterprise will lost its edge, leaving no promising future for the employees.

Every year, USI rewards its employees by offering promotion, wage raise, giving out bonuses and dividends. Everyone hopes their own merits can to be rewarded by the company. It is also hoped that each person's hard work can be recognized in order to contribute more. I hereby encourage each and every one of you to strive forward and pursue bigger goals. Having that said, it is also important to understand the meaning of promotion, wage increase, and receiving bonuses and dividends, so that positive results could be stimulated from these means of reward and better future can be constructed.

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

內部創業競賽 智能載具團隊

採訪編輯：CSO / 行銷企劃部

「走到機車前，按下啟動鍵，面板自動掃描臉部，發動機車。螢幕自動開啟回家路段資訊，包括坡度、天氣及路況，你的機車不時提醒你哪些路況容易發生事故或是離前車距離過近，應當保持行車距離，甚至建議你暫停路邊、穿上雨衣，因 10 分鐘後可能有雨勢。」

雖然只有一個人騎車，但是中央控制系統就像另一個助手，並隨時跟著周遭路況做出最佳的反應。這在短暫的未來不會是電影情節，高級智能載具助手也不再只是「蝙蝠俠」布魯斯·韋恩或是「鋼鐵人」東尼·史塔克的獨有高科技，而是發生在你身邊的不起眼的機車上。

「這是必然的趨勢，臺灣的機車大廠都已啟動計畫，5 年內真正的智能機車就可能問世。」內部創業競賽冠軍智能載具團隊的發起人劉晃助 Jeff 表示競賽過程中，拜訪機車品牌大廠後得出的結論，並與他的組員李政達 Stanley、紀玫豪 Terry 與王柔方 Jeanie 坐在一起，對產品信心滿滿。

發動引擎

臺灣目前有 1,300 萬輛機車，這還沒包含不掛車牌的電動車，如果通通算進來，就有 2,185 萬輛，幾乎是每個人出門最常使用的交通工具。智能載具團隊的 Jeff 自己也擁有一輛機車，而且非常喜歡騎機車旅遊，經常在路口看

到大大小小的車禍，可能是為了閃避水坑、騎車接電話或是拿東西。從那些時刻開始，慢慢有了「機車智能化」的想法在他心中萌芽。

2017 年初，擅長硬體及系統的他找了兩位同事，分別是善於組織、統整資料的 Terry 及專精射頻領域的 Stanley，參加內部創競賽，本來以智慧機車為出發點，經過幾個月發想、討論，又考慮以 USI 現有技術可行的情況下，加上未來發展性，題目定為「智能載具」。

智能載具

希望將已經應用在汽車上的智慧功能，運用於機車及其他載具上，並先以機車為出發點開始研發硬體及系統，利用 USI 擅長的模組化及 EMS、JDM 進行「應用創新」而非「技術創新」，加上射頻感測器與未來智慧城市的趨勢帶給騎士們更實用的體驗，舉凡燈光、廢氣偵測及 GPS 路況天氣提醒等，利用物聯網將感測資料上傳雲端分析後，主動回饋給



騎士，讓他們不論出遊或通勤都能避免危險情境，也能因應不同族群的需求，也能透過模組化的方式，整合功能，讓機車大廠能夠更簡單地運用在產品上，實現高擴充性。

正式上路

有了點子之後，三個人分別利用假日甚至平日工作加班後的時間，在公司找一間會議室討論各自分配的項目與資料統整，有時候一討論起來就在公司待到 11、12 點，一起到外面買包鹹酥雞繼續討論，雖然時間長，但是在團隊精神與目標一致的情況下，工作起來十分有效率。

創業競賽任何事情需要從零開始，包含軟體商的接洽，原物料的估算，甚至是未來客戶的需求，他們都需要利用工作之外的假日時間拜訪、洽談，瞭解智能機車領域。因各大機車品牌才剛剛起步智能機車的研發，他們對自己的產品越來越有信心，也從客戶端的角度重新審視產品，找到修改方向，一路從內部創業競賽的初審、複審過關斬將。

減速過彎

但並不是所有事情都能一帆風順，Jeff、Stanley、Terry 三個工程師終於進入需要製作 Top-down Model 與分析報表的決選。他們必須建立分析報表、從成本開始分析，預估獲利，瞭解整個市場有多大、可以佔據的市場比例有多少，到最後實際滲透的市場比。這對他們來說十分困擾，就像你要在一個月內要大鯨魚學習像老鷹一樣在天空飛翔同樣困難。但是透過 Terry 的牽線，找來擔任 Business Manager 的 Jeanie 加入團隊。

「其實在晚期加入還是有點猶豫，不確定是否自己能勝任這份工作。」Jeanie 說起臨危受命的想法。但是聽到三位工程師對於產品的願景、熱忱，她決定加入幫忙，打完最後一場仗。她也利用下班、假日時間蒐集資料，詢問經管同事，學習不熟悉的 ROI 報表，陪著團隊在最後一關脫穎而出，奪下冠軍。

Jeanie 也說，整體分析完之後，最訝異的是這項產品的成長性，在公司投入 300 萬美金的前提下，利用現有產品技術，預估 2 年就能達到損益平衡，開始盈利。Terry 表示，「以 USI 現有技術，確實可以達成量產。」他們也與零組件、軟體商洽談後預估成本，重點是這項產品從開發過程中就已經與機車大廠緊密結合，品牌商也才正要起步，所以不必擔心在量產後，沒有客戶的難題。

停車回望

四人都表示滿意這次的競賽成果，也希望 USI 能夠審慎評估這項產品的前景，期待能夠像競賽宣傳中說的，能夠透過公司的支持，正式量產，達成內部創業的目標。

在這次競賽過後，每個人都各有成長，Jeff、Terry、Stanley 三位工程師都從零開始開發產品，進而瞭解商業模式與分析，或是與零組件商、客戶、管理層的洽談和討論過程中，用不同的視角審視產品，未來在進行其他專案上也能夠更全面的瞭解各流程的需求，Terry 甚至透過更多時間自學行銷，雖然用到不多，但都有收穫。

Stanley 表示，發想過程是天馬行空，但是不能每項功能都想加進去，所以不斷聚焦在真正具實用性的需求上，也要考慮在開發過程中能不能在功能設計及製程上有一些門檻，讓產品上市時，不會在短時間內被複製及超越。Jeanie 覺得自己雖然在最後階段才加入，但是也更有效率的學到工作上的其他不熟悉的技能。

Jeff 最後想給其他有創業夢的同事一點建議，「點子必須從生活周遭觀察起，找尋適合夥伴需要時間累積人脈，最後是不間斷的努力，還有必須犧牲做其他事物的決心。」另一方面，因為三位工程師都在 USI 歷練 10 年以上，所以對於找尋適合夥伴、組成志同道合的團隊相對容易，但對於新進同仁來說，找尋同事夥伴可能比較困難，但不妨從工作中每個專案的配合過程，多去瞭解其他同事，累積人脈，也發現自己的潛在價值。



劉晃助 Jeff Liu

現任單位：南崗廠 / WSS2 / VMS / HW

入職時間：2000 年 3 月

USI 經歷：2000–2011 VMS 硬體研發工程師
2012–2014 調任SH&KS SHD1工程主管
2014–2018 回任 VMS 硬體研發工程師



紀玟豪 Terry Chi

現任單位：MX / OPS2 / PD (WSS / WSS2 / POS)

入職時間：2014 年 1 月

USI 經歷：2007–2012 SHD PJM
2014–2015 SIM2 PJM
2016–2018 WSS2 / POS PJM



李政達 Stanley Li

現任單位：草屯一廠 / WSS / RD1 / RF 一部

入職時間：2006 年 8 月

USI 經歷：2006–2018 射頻研發工程師



王柔方 Jeanie Wang

現任單位：南崗廠 / WSS2 / POS&CS

入職時間：2014 年 11 月

USI 經歷：2014–2018 POS&CS / NS BM



Intrapreneurs Competition

Team Intelligent Vehicle

HMI & Central Control System

Interviewed By: Central Staff Office / Marketing Communication

"**W**alk to your scooter, press the start button and the screen will scan your face ID to start the scooter. It will automatically search the traffic information for the way home, including the slope, weather and the real-time traffic. Your scooter will remind you about the section that frequently has car accidents. When you are too close to other vehicles, it will remind you to keep distance for safety. It might even suggest you that you should pull over to the side of the road to put on the raincoat when it might rain in 10 minutes on your way home."



Though there is only one driver, the central control system is like an assistant that accompanies you and has the best react to the surroundings. This will not only appear in the movie scene in the near future, and the high-intelligence vehicle assistant will not be limited to "Batman", Bruce Wayne or "Iron Man", Tony Stark, but will instead be installed on the regular scooters around you.

"This is an inevitable trend. Many renowned motorcycle companies in Taiwan have started the projects. Within 5 years, the real smart scooter will be officially launched," concluded Jeff Liu, the leader of Team Intelligent Vehicle that won the Intrapreneurs Competition Champion, after the interviews with the motorcycle companies during the competition. Jeff, along with his team members, Stanley Li, Terry Ji and Jeanie Wang, all of them showed their confidence in the product.

Start The Engine

There are 13 million scooters in Taiwan, not including the electric scooters that are not registered; if included, there will be 21.85 million scooters. Scooter is the most common vehicle everyone uses in Taiwan. Jeff, from the team intelligent vehicle, has his own scooter and is very fond of

traveling by it. He often witnessed all kinds of accidents when drivers try to avoid the puddle, answer the phone while driving or picking up things. From then on, he started to hatch the idea of "scooter intellectualization".

At the beginning of 2017, Jeff invited Terry and Stanley to sign up for the Intrapreneurs Competition. Jeff is skilled in hardware and system, while Terry is good at organizing and coordinating information, and Stanley is specialized in radio frequency. They started from the research of smart scooter. After months of brainstorming, discussions and taking the current USI technology and the future potential into consideration, they decided to name the subject of "intelligent vehicle".

Intelligent Vehicle

It is hoped that the intelligent function that has been applied to cars can be applied to scooters and other vehicles. They started from the research of hardware and system of scooters, made use of the modularization that USI has excelled in, and the EMS and JDM to create the application innovation, instead of technology innovation. The radio frequency sensor and the future smart city trend have brought drivers more practical user experience. The information of light, exhaust gas detection, the GPS and weather reminders are all sent by the IoT for cloud analysis, and the feedbacks are provided to drivers, letting them avoid dangerous traffic when traveling or commuting. The system can also respond to different needs, and it can be modularized to integrate functions so that the renowned motorcycle companies can easily apply the system to their products and realize the high expandability.

Finally On The Way

After the goal was set, the members used their weekends and even weekdays after working overtime to work on the project. They used one of the meeting rooms in the company to discuss the allocated working items and organize the information. They sometimes stayed till midnight, and would take a break to buy the Taiwanese fried chicken and got back to the discussion. Though they spent many hours on the discussion, they worked efficiently since they all shared the team spirit and the same goal.

Anything is started from zero. They needed to contact the software company, estimate the quotation of the materials, and even learn the customers' needs. They had to do all of these in their leisure time after work and to learn more about the field of intelligent scooter. Since many renowned motorcycle companies started the research and development of the intelligent scooter just now, they became more confident in their product and had reviewed the product from the perspective of the customers to make modifications. They had gone through the first and the second selection of Intrapreneurs Competition successfully.



Slow Speed Cornering

Not everything went so well during the process. Jeff, Stanley and Terry finally entered the final selection that required the top-down model and the analysis report. They had to generate an analysis report, from the cost, the estimated profit, the scale of the market, the potential market share, and also the actual market penetration rate. These troubled them quite a lot. It was as if a whale is asked to learn to fly as an eagle in the sky within a month. Luckily, Terry introduced Jeanie, the Business Manager, to the team.

"I hesitated whether or not to join at the last stage and I was not sure if I was qualified for the job" described by Jeanie when talking about the mission she was entrusted at the last minute. However, after listening to the engineers' vision and passion for the product, she made up her mind to join the competition. She did the research after working hours and during her own leisure time. She learned how to generate ROI report from her BM colleague. Finally, with her contribution, their team stood out in the final selection and won the champion.

Jeanie said that after the overall analysis, what surprised her most is the potential of the product. Under the premise that the company invested US\$ 3 million, they can balance investment and revenue in an estimated 2 years by using the current product technology, and start to make the profit. Terry claimed that, "By using the USI technology, it is true that we could make mass production." They had contacted the components and software companies to discuss the estimated cost. What is important is that the product was developed closely with the renowned motorcycle companies from the beginning of the development stage. The brand was just about to start and they do not need to worry about mass production because they do not have customer problems.

Pull Over To Look Back

All the four were satisfied with the competition result and hoped that USI could evaluate the prospect of the product. They expected that through the support from the company, as said on the competition, they can start the mass production and fulfill the intrapreneurship.

Each of them had learned from this competition. Jeff, Terry and Stanley, the engineers, had learned to develop new product from zero, and understand the business model and analysis, or deal with the component dealer, clients and managers. They learned to review the product from various perspectives from each discussion. Therefore, when they conduct other projects in the future, they will know how to discover the need more comprehensively. Terry even spent more time studying marketing. Though not being frequently used, it still benefited.

Stanley said that the brainstorming process was not restrained. However, not every function they wanted could all be integrated. What they had focused on was the real practical need. Also, how to raise the threshold of the functional design and the manufacturing process should be considered so that when the product is launched, it would not be copied and exceeded in a short time. Though joined till the last stage, Jeanie claimed that she had efficiently learned new skills that she was not familiar with before.

Last but not least, Jeff had suggested people who are interested in entrepreneurship, "Ideas come from the observation of daily life. Finding suitable partners takes time to build up relationships with other. And the last is the endless effort and also the determination to sacrifice other things." On the other hand, the three engineers all had over 10 years of experience in USI, and finding suitable partners to team up is rather easy. But for newcomers, finding team members might be a challenge. However, one can still try to learn more about other colleagues through the chances of every cooperation and projects. It is a good chance to build up one's connection with others and also discover one's potential value.



Jeff Liu

Unit: Nankang Site / WSS2 / VMS / HW

Be Employed In 2000.03

Experience In USI:

2000–2011 Hardware R&D Engineer of VMS

2012–2014 Manager of SHD1 in Shanghai & Kunshan Site

2014–2018 Hardware R&D Engineer of VMS



Terry Chi

Unit: Mexico Site / OPS2 / PD (WSS / WSS2 / POS)

Be Employed In 2014.01

Experience In USI:

2007–2012 Project Manager of SHD

2014–2015 Project Manager of SiM2

2016–2018 Project Manager of POS



Stanley Li

Unit: Tsao-tuen Site / WSS / RD1 / RF1

Be Employed In 2006.08

Experience In USI:

2006–2018 RF R&D Engineer



Jeanie Wang

Unit: Nankang Site / WSS2 / POS&CS

Be Employed In 2014.11

Experience In USI:

2014–2018 Business Manager of POS&CS in

NS product line

認識下背痛

作者：草屯廠 / QA&CSR / S&EHS / 醫護室 張瑞靜護理師

何謂下背痛

下背痛發作常影響日常生活及工作，每個人一生都可能遭遇下背痛，儼然成為文明病之一，下背痛症狀主要發生在腰椎第一節至第五節，受到神經壓迫及刺激而產生疼痛。

常見的原因及症狀

導致下背痛原因很多，不正確的姿勢、不當的外力以及相關疾病皆可能造成，統整後可以歸納出下列主要原因：運動時肌肉或韌帶扭傷、提舉重物拉傷、長時間久坐、骨骼相關疾病或發炎，如：椎間板凸出、壓迫性骨折、椎體滑脫症、脊椎側彎、其他因素，如：懷孕、肥胖等。

下背痛問題多半都能自行改善，但若症狀過於激烈，或時間過長就要注意，可能變成急重症。相關症狀，如：坐骨神經痛，為凸出或破裂的椎間盤壓在坐骨神經上，會從臀部向下整條腿疼痛；倘若意外跌倒或受傷導致嚴重下背痛情形或發生腿部無力、麻痛等，甚至嚴重到連膀胱或腸胃蠕動等都喪失功能，都必須盡快接受專業醫療治療。

而下背痛常見症狀如下：

- 脊椎旁肌肉會出現大範圍痠痛、刺痛、痙攣或觸痛
- 下背部疼痛影響下肢活動無法活動或站直腰背
- 急性疼痛通常發生在運動拉傷或者是提舉重物後
- 當疼痛超過三個月以上，則視為慢性下背痛

檢查及治療方法

通常初次看診，醫師會問診、局部觸診及安排相關神經檢測，以瞭解症狀，並判斷嚴重程度，進而安排 x 光、電腦斷層掃描或核磁共振掃描檢查，並藉由這些檢查來瞭解肌肉骨骼有哪些問題，並給予對應的治療方式。

- 臥床休息
- 藥物治療：常用的藥物包括非類固醇抗發炎藥、肌肉鬆弛劑、類固醇藥物、鴉片類止痛藥物、抗憂鬱劑等



- 物理治療：局部熱敷、骨盆牽引
- 輔助性背架
- 手術治療：手術的方法主要有兩個目的，一為減壓，二為固定
- 運動治療：適度的運動在治療中扮演重要角色

下背痛之預防方法

預防重於治療，除了難以避免的疾病外，通常只要平時適當預防，就能減少下背痛發生。

- 經常性運動：運動前後的暖身及伸展之動作，並注意勿從事過度扭轉或運動時容易產生疼痛之運動
- 核心肌群運動：瑜珈或皮拉提斯等，可以在椅子上進行向上抬雙腳的動作，仰臥平躺時也可以向上抬
- 穿著舒適的低跟鞋子
- 不要俯睡，因為這種睡姿會使背部的肌肉、軟骨及神經

緊張，容易引起下背痛，建議採取側睡或仰睡，並適當以枕頭或墊子撐住頸部、背部以及膝蓋下方空洞處，以放鬆肌肉及神經

- 提舉任何東西時，請保持背部一直線，必要時彎曲腿部，而不是背部，而且每次搬的物品重量越輕越好
- 勿長時間久坐或久站，超過 30 至 50 分鐘就必須起身或變換姿勢，伸展肌肉
- 選擇有椅背的椅子，勿採取半坐臥的姿勢看書或工作
- 工作需要長時間站立者，應準備小凳子，將兩腳輪流擺置休息
- 做家务或日常生活中應減少彎腰的動作，如：刷牙、洗臉、洗碗時
- 健康體重管理



Know About Low Back Pain

Tsaotuen Site / QA&CSR / S&EHS / Health Center / Registered Nurse Nancy Chang



Low Back Pain

Low back pain can affect your daily activities and work pretty much in every way imaginable. Most people experience low back pain at some time in their lives. Nowadays, the prevalence of low back pain has become one of the diseases of civilization. The most frequent symptoms of low back pain happen in the five vertebrae of lumbar spine (L1-L5) caused by compressed and irritated spinal nerves.

Common Causes Of Low Back Pain And The Symptoms

There are many causes of low back pain like poor posture, strong external force and related diseases, and it can be summed up in the following reasons. Muscle strain or ligament sprain occurred during sports and exercise activities, pulled back muscle by lifting a heavy object, sitting for long periods of time, bone & joint diseases or inflammation, such as HIVD (herniated intervertebral disc), compression fracture, spondylolisthesis, scoliosis, or other reasons (e.g. pregnancy, obesity, etc.).

Most cases relieve and heal on their own. However, if the symptoms tend to be more intense and persist for a long period of time, you shall pay extra attention because it may become acute and severe conditions. The related symptoms such as sciatica, which is caused by slipped or ruptured intervertebral disc compressing the sciatic nerve, will result in the pain from the buttocks down the entire legs. If the accidental falls or injuries lead to low back pain or weakness and/or numbness in the legs and feet, or even the loss of bladder control or gastrointestinal motility, you should seek medical attention as soon as possible.

- Exercise therapy: Regular and moderate physical activity plays an important role in treatment and rehabilitation.

10 Ways To Keep Back Pain Away

The prevention of health problems and illness is more important than treatments and medicines. Except for unavoidable diseases, it is possible to reduce the occurrence of low back pain with proper preventions.

- Regular exercises: Warming up and cooling down before and after the exercise. Avoid excessive torsion or pain from exercise.

Common Symptoms Of Low Back Pain

- A wide range of soreness, tingling pain, spasm or tenderness upon touch occurs around the muscles that support the spine.
- Low back pain reduces functional activities in the lower extremities and cannot stand up straight with proper posture.
- Acute pain normally happens after a sports injury or lifting heavy objects.
- If the persistent pains last longer than 3 months, it shall be defined as chronic low back pain.

Diagnosis And Treatment Of Low Back Pain

For the first visit, the doctor will usually conduct a medical interview, inspection, palpation and specialized nerve tests to evaluate your symptoms and determine how severe it gets, and then arrange for X-ray, CT scan and MRI appointments to provide details of musculoskeletal problems and the corresponding treatment shall give.

- Bed rest
- Pharmacological interventions: The common low back pain medications include non-steroidal anti-inflammatory drugs (NSAIDs), muscle relaxants, oral steroids, opioids, antidepressants, etc.
- Physical therapy: Apply local hot compress and pelvic traction.
- Wear back brace or lower back support belts.
- Surgical treatment: There are two main purposes, for decompression and for fixation.
- Core muscle training: Yoga or pirates. Lift both legs up while sitting on the chair, or lift your legs off the ground and hold for a few seconds in the supine position.
- Wear comfortable and low-heel shoes.
- Avoid the prone sleeping position. The prone sleeping position will increase stress on back muscles, cartilage and nerves which may cause low back pain. Sleeping on your side or back is recommended, with a good support pillow and a small pillow under the neck, at the back and under the knee to fill the space between your body and the bed for releasing unnecessary pressure on your muscles and nerves.
- Keep your back straight while lifting or carrying objects, and bend your knees if necessary instead of your back. Reduce the weight of the load as much as possible during all lifting and carry procedures.
- Do not sit or stand for prolonged periods of time. Take a brief rest break or changing positions every 30 to 50 minutes to do some simple stretching exercises.
- Choose the chair with back support and avoid poor sitting position such as half-lying posture while reading or working.
- If you need to stand up for a long time during the work, please prepare a small footstool or footrest to shift body weight from both to one or the other leg.
- Avoid bending from the back while doing the housework or daily activities, such as brushing teeth, washing face and doing the dishes.
- Manage a healthy weight.

權證交易及風險簡介

編輯整理：草屯廠 / 行政管理 / 財務總處 / 黃慈祐

何謂「權證」

權證一般指具「執行權利」的金融商品，於特定日期或某段時間內，按約定價格，向發行人買進或賣出約定數量之標的證券，權證掛牌上市後可按市場價格進行交易。

發行人是證券公司，持有人於履約期間或特定到期日，有權但沒有責任，按約定的履約價格向發行人購入 (Call Warrant) 或售出 (Put Warrant) 標的證券，或以現金結算方式收取差價之有價證券，代表契約權利，而行使權利時，發行人不得拒絕。

權證連結之標的物

基本上可以連結的標的，包括單一股票、指數、一籃子股票、利率、商品及貨幣等金融商品，但臺灣目前的法令規範，僅能以股票、指數及 ETF 做為連結標的。

權證之分類

- 依履約期間
 - 美式權證：持有人可在存續期間之任何時點行使其權利。
 - 歐式權證：持有人須在權證期間之到期日方可行使其權利。

- 依連結標的
 - 上市證券認購權證：也就是個股認購權證。
 - 上市證券組合認購權證：即俗稱「一籃子」認購權證。
 - 指數型認購權證：以臺灣證券交易所發行量加權股價指數為標的，即所謂 ETF，類似一籃子股票的權證。

權證之風險

權證是高槓桿特性的金融商品，投資人依其個人判斷進行交易，然而投資可能有盈有虧，任何投資必有其風險，不可不慎，故投資人投資權證時，應審慎評估本身的風險承受能力，設立停損點，方可管控風險。

- 時間價值減少的風險

權證的價值包括內含價值及時間價值，投資人期望用時間來換取標的證券價格波動所帶來的利潤。距到期日愈近的權證，因等待行情反轉的時間愈短，投資人獲利的期望愈較小，其時間價值將呈倍數遞減。

- 標的證券與履約價格差異過大風險

權證在到期日前，若標的證券價格無法大幅度上漲或下跌至履約價格，投資人的權證將無任何價值，將損失買進權證的款項。

- 流動性之風險

若市場交易量少且買賣價差大時，因流動性較差，投資人就算對行情預測正確，但要獲利仍不易。故投資人投資權證應詳細比較流動性及報價品質，儘量挑選報價價差小且掛單量大之權證。

- 權證價格波動過大風險

權證價格每日漲跌幅係以標的證券價格漲跌金額核計。證券價格漲跌幅，是以前一日收盤價乘以漲跌幅度來計算，而權證價格漲跌幅，是以標的證券股票漲跌金額，乘以權證行使比例核算。以認購權證為例，漲停價＝當日權證開盤競價基準＋（標的證券當日漲停價－標的證券當日開盤競價基準）× 行使比例。權證漲跌幅波動大，雖然可能獲取高倍數的報酬，但相對的，若價格趨勢預期有誤時，權證的跌幅也會以相對的倍數擴大，導致損失增加。

日期	12/27	12/28 漲停	12/28 跌停	漲跌幅度
標的證券價格	10	11	15	10%
權證價格	1.5	2.5	0.5	67%

- 權證與標的證券價格變動不一致之風險：權證因時間價值流失，其上漲金額並不等於證券上漲金額 × 行使比例，深度價外 (現價與履約價差大) 權證在即將到期前，若證券未漲至履約價，加上時間價值又快速流失，此時，權證價格不但不會上漲，反而還會下跌，而產生與走向相反之現象。所以投資人對即將到期的深度價外權證應避而遠之。

各項投資標的比較

由於權證是短期且高槓桿的金融投資工具，最好選擇的標的，應放在於短期內上漲可能性較高的權證來投資，其次，購買認購權證較好的時機，應為標的股價漲勢初起，若投資權證後，其標的股價未見上漲，即使股價原地踏步，權證亦將出現時間價值之損失。

	權證	股票	期貨	融資券
槓桿效果	8 至 10 倍	1 倍	8 至 12 倍	2.5 倍以下
流通性	中高	高	中	高
投資期間	3 至 180 天	無限期	每月更新	1 年
保證金追繳	無	無	有	有
最大損失	權利金	投資成本	投資成本 & 追繳保證金	投資成本 & 追繳保證金
所需資金	低	高	低	中
交易稅	1/1000	3/1000	4/100000	3/1000
漲跌幅	依標的股不同，超過 10%	10%	10%	10%

資料來源

- 臺灣證券交易所法規分享知識庫 – 臺灣證券交易所股份有限公司認購 (售) 權證買賣辦法 (<http://twse-regulation.twse.com.tw/TW/law/DAT0201.aspx?FLCODE=FL007277>)
- 證券櫃檯買賣中心 – 權證法規 (http://www.tpex.org.tw/web/extend/warrant/warrant_info_03.php?l=zh-tw)
- 臺灣證券交易所 – 權證重要法規 (<http://www.twse.com.tw/zh/page/products/securities/warrant/law.html>)



Introduction Of Warrant Trading And Risk

Author: Tsaotuen Site / ADM / Finance / Benson Huang



What Is Warrant

In general, a warrant is a financial product that gives a "right of execution" to buy an agreed amount of underlying securities from or sell the same to the issuer at an agreed price on specific date or time period. After listed on a stock market, the warrant is able to be traded at market price.

The issuer of warrant is a securities firm, and the holder of warrants has the right, but not the obligation, to buy (Call Warrant) the underlying securities from or sell (Put Warrant) the same to the issuer at an agreed strike price during the exercise period or on a specific expiry date, or to collect the price difference by cash settlement. Warrant is a marketable security. It represents contract rights, which shall not be refused by the issuer when exercised.

The Linked Underlying Of Warrants

Basically, financial products linked as underlyings include single stock, index, interest rate, commodity, and currency. However, pursuant to current regulations in Taiwan, the linked underlyings are limited to stock, index and ETF.

The Classification Of Warrants

- **Classified by exercise period**
 - American Warrants: The holder may exercise the rights at any time during the exercise period.
 - European Warrants: The holder may only exercise the rights on expiry date during the duration of the warrant.
- **Classified by linked underlying**
 - Listed Securities Warrants: which is equity warrant.
 - Listed Securities Basket Warrants: which is so called "basket warrant".
 - Index Warrants: The underlying is Taiwan Stock Exchange Capitalization Weighted Stock Index, the so called ETF, which is similar to a basket stock warrant.

The Risk Of Warrant

Warrant is a financial product with characteristic of high leverage. Trades conducted by investors are based on personal judgment. However, there may be gain or loss on investments, and all investments involve risk of loss. Investors must be careful. Therefore, before investing in warrants, investors should assess carefully their own risk tolerance, and set up a stop loss point to control the risk.

- **Risk of time value decay**

The value of warrant includes intrinsic value and time value. Investors expect to trade time for profits brought by underlying securities from price fluctuation. The closer the warrant gets to its expiry date, the lesser expectation for investor to get profit, because the time to wait for the price to reverse is getting shorter, and its time value will decline in multiples.
- **Risk of substantial price difference between underlying securities and strike price**

If the price of underlying securities is not able to increase

or decrease largely to strike price before expiry date, the warrant the investor holds will be worthless, and the investor would lose the payment for the purchase of the warrant.

- **Risk of liquidity**

If trading volume is low and there is a big difference between the prices of bid and ask, because of poor liquidity, it will be hard for investor to gain profit, even though the investor predicts correctly on market price. So, when investing in warrants, investors shall compare carefully the liquidity and quotation quality of the warrants and try to choose warrants with small price difference on bid quote and ask quote and with large amount of pending orders.
- **Risk of excessive fluctuation on price of warrant**

The daily fluctuation limits for price of warrant are calculated based on the amount increased or decreased on price of underlying securities. The fluctuation limits for price of securities are calculated by multiplying the closing price on previous day by pricing limits, and the fluctuation limits for price of warrant are calculated by multiplying the amount increased or decreased on price of underlying securities by exercise ratio of the warrant. Take call warrant as an example, **limit-up price = auction reference price at market opening of warrant for the given day + (limit-up price of the underlying securities for the given day – auction reference price at market opening of underlying securities for the given day) × exercise ratio**. Although the extreme fluctuation on price of warrant may multiply profit greatly, the price decline of warrant will be enlarged by multiplication relatively as well, if there is an error on expectation of price trend. As a result, the loss will be increased.

Date	12/27	12/28 Limit-up	12/28 Limit-down	Fluctuation Ratio
Price Of Underlying Securities	10	11	15	10%
Price Of Warrant	1.5	2.5	0.5	67%

- **Risk of inconsistency on price change between warrant and underlying securities**

Due to the loss of time value, the amount increased on price of warrant does not equal to the result when the amount increased on price of securities is multiplied by exercise ratio. For deep out-of-the-money warrant (market price is significantly different from exercise price), if the price of securities did not increase to the exercise price before expiry date, as time value is rapidly declining, the price of warrant not

only will not increase, but will decrease on the country, giving rise to the phenomenon of going in opposite direction. Therefore, investors should keep away from the expiring deep out-of-the-money warrants.

Comparison Of Various Investment Objects

Because warrant is a short-term and high leverage financial investment tool, it is better to choose warrants with higher potential to increase in the short period of time for investment. Besides, the better timing for purchasing warrants should be when the price of underlying securities starts to increase. If the price of underlying securities did not increase after investing in warrant, even the price of the securities remains as the same, warrant still will be suffering from the loss of time value.

	Warrant	Stock	Futures	Securities Lending/ Borrowin
Leverage Effect	8 to 10 times	One time	8 to 12 times	Below 2.5 times
Liquidity	Medium high	High	Medium	High
Investment Period	3 to 180 days	Unlimited	Update monthly	One year
Margin Call	None	None	Yes	Yes
Maximum Loss	Premium	Cost of investment	Cost of investment & margin call	Cost of investment & margin call
Funds Required	Low	High	Low	Medium
Transaction Tax	1/1000	3/1000	4/100000	3/1000
Fluctuation Limits	Varied depending on underlying securities, exceeds 10%	10%	10%	10%

Source

- Rules & Regulations Directory of Taiwan Stock Exchange - Taiwan Stock Exchange Corporation Rules Governing Trading of Call (Put) Warrants (<http://twse-regulation.twse.com.tw/TW/law/DAT0201.aspx?FLCODE=FL007277>)
- Taipei Exchange – Warrant Regulations (http://www.tpex.org.tw/web/extend/warrant/warrant_info_03.php?l=zh-tw)
- Taiwan Stock Exchange – Important Warrant Regulations (<http://www.twse.com.tw/zh/page/products/securities/warrant/law.html>)

Learning English With News

從新聞時事學英文



作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew

學習英文其中一個好方法就是閱讀英文新聞。英文新聞簡短且訊息貼近生活，適合大眾閱讀。請先閱讀以下新聞後，著手下列的三個部分練習，最後在文末找答案。本期新聞標題為：**3D 房屋列印機**讓人不再無家可歸，一起來看看這個有趣的新聞吧！

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

- **Vocabulary Match:** The vocabularies in bold in the left column are from the news. Find the close meaning to each of them from the right column.

詞彙配對：左欄為本篇新聞中出現的英文字彙，請從右欄為它們找到意義相近的解釋。

1	adequate	A	Having (or appearing to have) length, width, and depth.
2	revolutionary	B	Build or put something together, like a house a building, road, etc.
3	construct	C	Involving or causing a complete or dramatic change.
4	reinforced	D	Normal; ordinary; usual.
5	three-dimensional	E	Satisfactory or acceptable in quality or quantity.
6	fraction	F	Strengthened or supported an object or substance, especially with additional material.
7	conventional	G	A small or tiny part, amount, or proportion of something.
8	venture	H	A tiny or unimportant amount compared to the real situation.
9	co-founder	I	A way or manner in which something occurs or is experienced, expressed, or done.
10	acknowledged	J	A dirty and overcrowded urban street or district very poor people live.
11	a drop in the ocean	K	Someone who started a business or project with others.
12	slum	L	In the future.
13	mode	M	A business enterprise involving considerable risk.
14	in years to come	N	Accepted as being true.

3D-printer Homes to Reduce Homelessness

Having a roof over your head is a **basic** human need, but there are 1.2 billion people in the world without **adequate** housing. This may change thanks to a revolutionary, low-cost use of 3D printers to construct houses. With 3D printing, materials are joined together or **reinforced** by using a computer-controlled device to create a three-dimensional object. Two companies have joined forces to try and ease homelessness around the world by building **affordable** homes using 3D printing. Tech company ICON has developed a method for printing a one-floor, 60-square-meter house out of cement in a day for just \$10,000. This is a **fraction** of both the time and cost needed to build a similar construction using conventional methods.

ICON has **teamed up** with the non-profit, international housing organization New Story. Together, they will start building homes in developing countries. Their joint **venture** will see 100 new homes constructed in El Salvador next year. New Story's co-founder Alexandria Lafci **acknowledged** that the 100 homes were just a drop in the ocean. She said: "There are over 100 million people living in slum conditions, in what we call survival mode." She also saw possibilities for 3D-printed houses to become **common** in richer countries in years to come. However, she said that for the moment: "The tech is **ready** now to print very high-quality, safe homes in the places we're building."

Sources:
<https://www.theverge.com/2018/3/12/17101856/3d-printed-housing-icon-shelter-housing-crisis>
<https://www.wired.com/story/new-story-3-d-printed-house/>
<https://qz.com/1227301/sxsw-2018-affordable-3d-printed-houses-from-icon-and-charity-newstory-debuted-in-austin/>

- **Synonym Match:** The words in bold are from the news. Replace them with the appropriate synonym in the right column.

同義詞配對：左欄為在本篇新聞中出現的英文字彙，請從右欄為它們找到可替換的同義字。

1	basic	A	Collaborated
2	adequate	B	Inexpensive
3	reinforced	C	Set
4	affordable	D	Sufficient
5	fraction	E	Enterprise
6	teamed up	F	Admitted
7	venture	G	Fundamental
8	acknowledged	H	Prevalent
9	common	I	Strengthened
10	ready	J	Tiny amount



• Comprehension Quiz
閱讀測驗

1. What do 1.2 billion people in the world not have?
A. somewhere to live
B. a nice house
C. a roof
D. adequate housing

2. What did the news say about the expense of using 3D printers?
A. they are exorbitantly priced
B. they are low cost
C. they are expensive
D. we can all afford them

3. How many companies are collaborating to lower homelessness?
A. 4
B. 3
C. 2
D. 1

4. How much will the 3D-printed houses cost?
A. \$10,000
B. \$15,000
C. \$20,000
D. \$5,000

5. What did the news say 3D printers could build houses at a fraction of?
A. a half
B. per cent
C. cost and time
D. materials
6. What is the name of the non-profit organization in the news?
A. News Story
B. New Story
C. New Stories
D. News Stories

7. How many homes will the joint venture build in El Salvador next year?
A. 180
B. 1,000
C. 80
D. 100

8. What did co-founder say the homes were a drop in?
A. the ocean
B. cement
C. share prices
D. hopes

9. What conditions did the co-founder say 100 million people lived in?
A. hopeful conditions
B. sunny conditions
C. slum conditions
D. freezing conditions

10. Where might 3D-printed houses become common in the future?
A. Antarctica
B. richer countries
C. New York
D. Brazil

Answers

詞彙配對

1	2	3	4	5	6	7	8	9	10	11	12	13	14
E	C	B	F	A	G	D	M	K	N	H	J	I	L

同義詞配對

1	2	3	4	5	6	7	8	9	10
G	D	I	B	J	A	E	F	H	C

閱讀測驗

1	2	3	4	5
D	B	C	A	C
6	7	8	9	10
B	D	A	C	B

• Comprehension Quiz Strategies
閱讀測驗解題要領

Most people find the reading comprehension section the most difficult and/or time-consuming because they spend a lot of time slowly reading the whole article. Next time, try the following strategy:

- Skim: Read the article and questions quickly to get the main points.
- Scan: Look carefully to find specific details.
- Skip: Omit those which are irrelevant.
- 快速瀏覽全文找到要點 (Skim)
- 仔細搜尋出特定細節 (Scan)
- 跳過不相關的文句 (Skip)

1. What do 1.2 billion people in the world not have (without)?
尋找同義詞 **not have = without**，即可選出答案。
(D) "... 1.2 billion people in the world *without* adequate housing."

2. What did the article say about the expense of using 3D printers?
尋找相符的答案，可利用 **3D Pointer** 作為關鍵字，在前後文中搜尋。
(B) "... low-cost use of 3D printers..."

3. How many companies are collaborating to lower (ease) homelessness?
同義詞 **lower** 意思近於 **ease**，再判斷句首之英文問句為何，即可選出答案。
(C) "Two companies have *joined forces* to ... *ease homelessness*..."

4. How much will the 3D-printed houses cost?
判斷問句後，直接在文中搜尋有關金錢的花費，即可找出答案。
(A) "... printing ... for just \$10,000."

5. What did the article say 3D printers could build houses at a fraction of?
理解文意後，直接找尋答案。
(C) "This is a *fraction* of both the time and cost..."

6. What is the name of the non-profit organization in the article?
理解句意後，直接找尋答案。
(B) "the *non-profit*...organization New Story."

7. How many homes will the joint venture build (constructed) in El Salvador next year?
尋找問句中相近的詞彙 **build** 近似 **construct**，對應到文意找到解答。
(D) "Their *joint venture* will see 100 new homes constructed..."

8. What did co-founder say the homes were a drop in?
透過句末的片語對應文章出現的字彙找到答案。
(A) "New Story's *co-founder*...the 100 homes were just a *drop in the ocean*."
* a drop in the ocean: a very small amount compared with what is needed or expected (大海中的一滴水，即滄海一粟。)

9. What conditions did the co-founder say 100 million people lived in?
理解句意後，直接找尋答案。
(C) "... *100 million people living in slum conditions*..."

10. Where might (possible) 3D-printed houses become common in the future?
尋找問句中的替代字彙，並瞭解句意，即可知道答案。
(B) "... *possibilities* ... *to become common in richer countries*..."

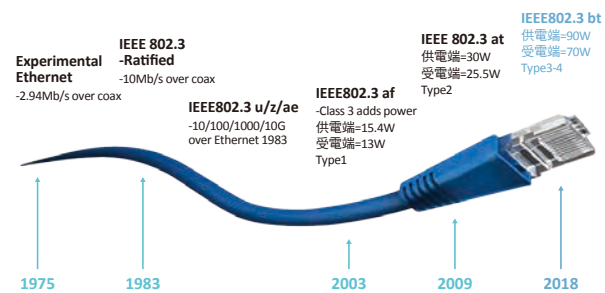
乙太網路供電簡介

編輯整理：草屯廠 / S&S & CE / 電源設計部 / 陳世昌

距今 135 年前特斯拉與愛迪生曾有一場交流或直流電之爭的電網大戰，最終特斯拉的交流電成為普及的市電系統，雖然直流電雖然依然存在，但使用率卻遠遠不及交流電，而乙太網路供電 (Power over Ethernet, PoE) 某種程度上實現了愛迪生當年的極欲推廣的直流供電系統，而它是如何做到的呢？

在 PoE 直流供電系統尚未出現之前，網路設備施工時，一台設備至少需要一條交流電力線及一條網路線，因此電力佈建常因特殊地形位置遇到瓶頸，例如：屋頂或是圍牆上，在這些位置裝設插座十分麻煩。

而 PoE 交換器的出現改變了這樣的窘境，超過百萬台以上的終端設備正透過 PoE 交換器來供電。監控領域應用的網路攝影機、無線網路的 Wi-Fi 存取點以及網路電話機，促使 PoE 交換器逐漸嶄露頭角，有別以往傳統佈線方式，省下了配置電力線的時間與金錢，讓 PoE 交換器能更加廣泛的應用在各個領域。

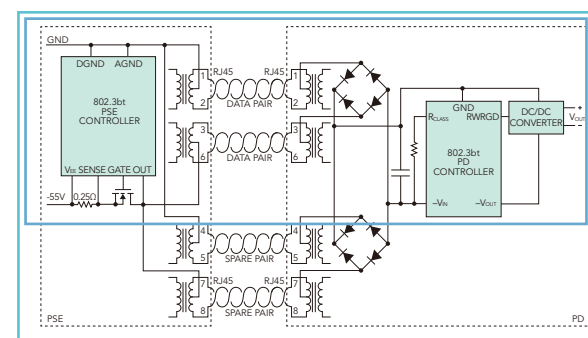


發展史

資料來源：<http://www.ti.com/>

何謂乙太網路供電

乙太網路供電 (Power over Ethernet, PoE) 就是利用連接裝置的網路線，傳送數據及電力供整個網路的元件運作，運用直流電，數據為 10~500MHz 載波，兩者傳送方向相反，不會互相干擾。PoE 分為供電端 (Power Sourcing Equipment, 簡稱 PSE) 和受電端 (Powered Device, 簡稱 PD)，還有 af、at 及 bt 架構的差別。



供電 / 受電方塊圖

資料來源：<https://www.edntaiwan.com/news/article/20161201TA01-IEEE-8023bt-71W-PoE>

IEEE802.3 af、at 及 bt 規格的差別

• IEEE802.3 af

2003 年設立的國際標準 IEEE802.3 af 要求 PSE 提供 44~57V 的電壓，約 350mA 的直流電源，每一埠至少可提供 15.4W 的功率，而經過 100 米 CAT-3 的電纜線後，PD 端可收到的瓦特數至少要有 12.95W。

• IEEE802.3 at

2009 年設立的國際標準 IEEE802.3 at 則要求 PSE 端提供 50~57V 的電壓，約 600mA 的直流電源，每一埠至少可提供 30W 的功率，而經過 100 米 CAT-5 的電纜線後，PD 端可收到的瓦特數至少要有 25.5W。隨著時間的推移這兩種標準的功率已經不能滿足現在新的更大功率的 PD 的供電要求。

• IEEE802.3 bt

因此最新的國際標準 IEEE802.3 bt 有兩種要求，其中一種是要求 PSE 能達到 60W 的輸出功率，到達受電設備的功率是 51W，損耗為 9W。另一種則要求 PSE 能達到 90W 的輸出功率，到達受電設備的功率是 71W，損耗為 19W。差異比較如下。電源損耗主要是以連接 PSE 及 PD 之間的網路線以 100 公尺的最長的距離來計算的，其網路線的規格以 CAT5e(Category 5 enhanced) 或更新的規格為主。

IEEE802.3 af、at 和 bt 比較表			
	802.3 af	802.3 at	802.3 bt
輸入端電壓	37V~57V	42V~57V	42V~57V
PSE 最大功率	15.4W	30W	60W / 90W
PD 最大功率	12.95W	25.5W	51W / 71W
供電絞線	2 對	2 對	4 對
規範發行	2003 年	2009 年	2018 年

最新發行的標準皆可以相容舊版本的規範。亦即使用內含 IEEE802.3 bt 規範的 PSE 可以相容於擁有 IEEE802.3 af、at 及 bt 的 PD。而內含只有 IEEE802.3 af 規範的 PSE 連接至內含 IEEE802.3 af、at 及 bt 的 PD 只能輸出最多 IEEE802.3 af 的瓦數。

PoE 優點

- 利用既有網路線，降低終端裝置供電設備的安裝成本及時間。
- 不需外加電源供應器給 PD，亦不需具執照的水電工來施工。
- PD 受電裝置不怕斷電，因通常 PSE 有備用電池。
- PSE 具有功率監控機制，可以更有效率來做各連接埠的電源分配管理。
- 除了電源管理外同時提供安全保護如短路、過電流、過電壓。
- 最高輸入電壓 57 < 60VDC 屬於低電壓入，PD 可不需申請安規認證。
- 內部有變壓器隔離初級及次級端，更有效阻擋外部雜訊的干擾。

PoE 缺點

- 供電距離仍受到網路線數據傳輸的限制，不得超過 100 公尺。
- 48Vdc 電壓輸入無法直接供電於裝置內部的 IC，仍需直流 - 直流轉換器 (DC-DC) 轉換成低電壓 5/3.3/1.5/1VDC。

但可以預期的是 IEEE802.3 bt 71W 給未來大功率裝置需求 (戶外型具有加熱器及旋轉的攝影系統) 和物聯網 IoT (智慧感知器) 上的應用會有越來越多的趨勢。

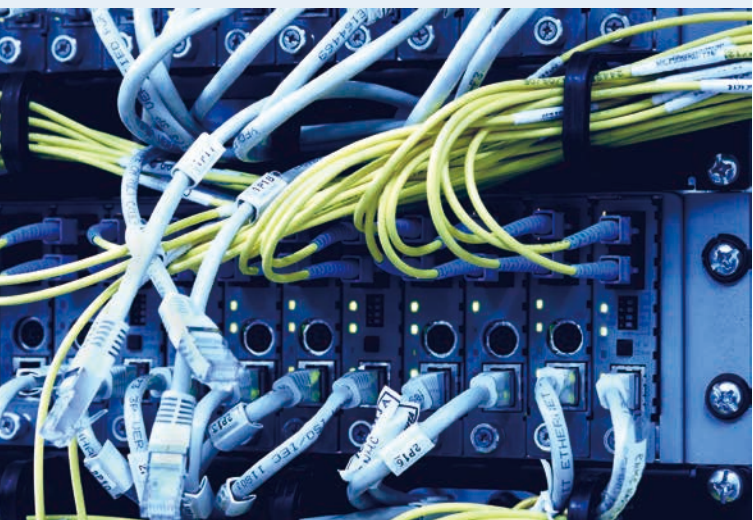


資料來源

- <http://www.ieee802.org/>

Introduction Of Power Over Ethernet

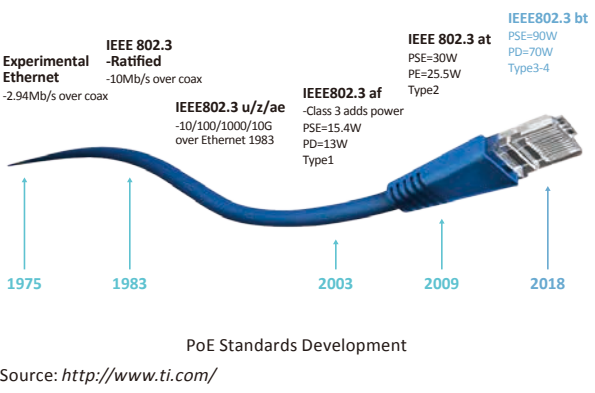
Consolidated By: Tsaotuen Site / S&S & CE / Power Design Department / Erick Chen



1 35 years ago, Nikola Tesla and Thomas Edison waged a "War of the Power Grid" between alternating current (AC) and direct current (DC). In the end, Tesla's AC electricity distribution won the battle and become the most popular city power system. Although DC still exists in the world, its usage is far less than AC. Nevertheless, the Power over Ethernet (PoE) has realized Edison's dream of DC transmission in some way. How does the PoE work?

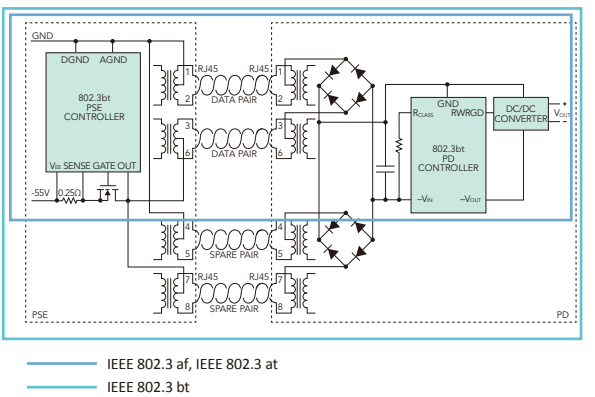
Before the PoE DC power supply system existed, each device required at least one AC power line and one network cable when establishing the network equipment. If the equipment should be built in the area of special surface feature, such as roofs or fences, it would encounter bottlenecks and was very difficult to install power socket at these locations.

PoE has broken through the dilemma. More than one million of terminal devices now enable power through PoE switches. IP network security cameras, Wi-Fi access points for wireless network and VoIP telephones have gradually made the PoE switches become significant. Unlike the traditional wiring, the power distribution via PoE can save installation time and money that allows the PoE switch to be widely used in many different fields.



What Is Power Over Ethernet (PoE)

Power over Ethernet (PoE) uses a single network cable for both data and electrical power transmission to operate the entire network devices. By the DC line and data travelling via 10-500 MHz carrier, the Ethernet cable send these two requirements in the opposite direction and will not interfere with each other. PoE includes PSE (Power Sourcing Equipment) and PD (Powered Device) with af, at and bt standards.



Block Diagram of PSE-PD Link
Source: <https://www.edntaiwan.com/news/article/20161201TA01-IEEE-8023bt-71W-PoE>

IEEE 802.3 af vs. IEEE 802.3 at vs. IEEE 802.3 bt

- IEEE 802.3 af**
The international PoE standard IEEE 802.3 af approved in 2003 requires the PSE output voltage from 44V to 57V (350mA-DC) to provide up to 15.4W of power per port. And the power received by each PD shall be up to 12.95W after the delivery over one 100 meters of Cat.3 cable.
- IEEE 802.3 at**
The international PoE standard IEEE 802.3 at approved in 2009 requires the PSE output voltage from 50V to 57V (600mA-DC) to provide up to 30W of power per port. And the power received by each PD shall be up to 25.5W after the delivery over one 100 meters of Cat.5 cable. However, as time goes on, these two standards can no longer meet the power requirements of new larger PDs.

- IEEE 802.3 bt**
As the newest PoE standard, IEEE 802.3 bt, calls for two types: One is to provide 60W at the PSE and 51W at the PD, about 9W of loss of cable. Another is to provide 90W at the PSE and 71W at the PD, with 19W of loss of PoE cable. The following comparison table demonstrates the differences. The loss of PoE power is determined by a 100 meters of Ethernet cable connection between the PSE and the PD as the longest distance. The Ethernet cables are mainly Cat5e (Category 5 enhanced) or the superior type with lower DC resistance.

Comparison Table: IEEE 802.3 af, IEEE 802.3 at and IEEE 802.3 bt

	802.3 af	802.3 at	802.3 bt
Input voltage	37V~57V	42V~57V	42V~57V
Max. PSE power	15.4W	30W	60W/90W
Max. PD power	12.95W	25.5W	51W/71W
Twisted-pair Ethernet Cabling	2 pairs	2 pairs	4 pairs
Year of standards release	2003	2009	2018

The most recent standards are backwards compatible, i.e. an IEEE 802.3 bt PSE can be used with a PD of IEEE 802.3 af, IEEE 802.3 at and IEEE 802.3 bt standards. However, if an IEEE802.3 af PSE connects to a PD of IEEE 802.3 af, IEEE 802.3 at and IEEE 802.3 bt standards, it provides a maximum of 15.4W per port as IEEE 802.3 af output power.

Advantages Of PoE

- By the use of existing network access, it can reduce power supply setup time and cost for terminal devices.
- No additional power supply unit is needed for the PD, nor installed by a licensed plumber.
- No need to worry about power failure at the PD because the PSE can switches to a battery-powered supply in a power outage.
- PSE's port power monitoring maximizes the efficiency of wattage allocation and power management.
- In addition to power management, it also provides safe protections against short circuits, overcurrent and overvoltage.
- Maximum input voltage $57 < 60\text{VDC}$ is low input level, which makes the PD not required to apply for any safety-related certifications.
- The internal power transformer insulating the primary and secondary side blocks the external noise more effectively.

Disadvantages Of PoE

- The distance of powered device is still limited by the data transmission cables to a maximum distance of 100 meters.
- The 48VDC of input voltage cannot be supplied directly to the IC inside the device and needs to be converted to 5 / 3.3 / 1.5 / 1 VDC of low voltage by a DC-DC converter.

However, it is expected that IEEE 802.3 bt-71W will be the trends for more requirements of high-power devices (outdoor camera systems with heating and rotation features) and IoT (smart sensors) applications in the future.

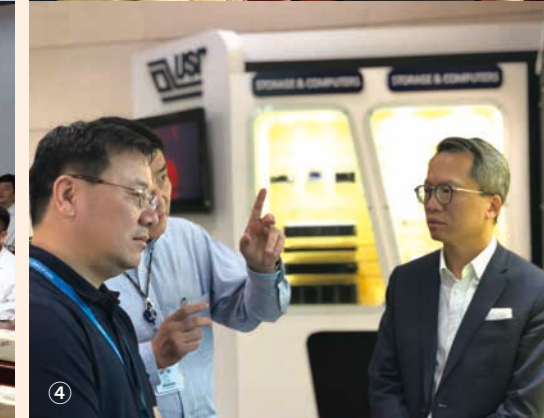
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董事長與政府會晤之集錦

積極與各級政府溝通 努力打造良好的營商環境

Meetings Highlights Between The Chairman And Governments

Communicate Actively With Governments At All
Create A Good Business Environment



2018 年 10 月 26 日
October 26th, 2018

董事長陳昌益先生接待了上海市政協徐逸波副主席、市台辦李文輝主任等一行，並陪同參觀了環旭電子（張江廠）。隨後，在以《關於促進滬台經濟文化交流合作的實施辦法》落實情況及中美貿易摩擦等為議題的在滬台商座談會上，董事長就當前中美貿易摩擦等問題發表了一些看法。他認為，中美貿易摩擦是未來新的常態，它打亂全球供應鏈的互信機制。因此，企業本身就要因應外界環境的變化而自行進行調整。這些觀點，得到了與會領導及其他企業代表的一致認同。①

Chairman Jeffrey Chen hosted a delegation led by Yibo Xu, Vice Chairman of Shanghai Municipal CPPCC, and Wenhui Li, Director of the Shanghai Municipal Taiwan Affairs Office, and accompanied them to pay a visit to USI (Zhangjiang Site). After that, the Chairman expressed some views on the current Sino-US trade friction at the Forum of Taiwanese Businessmen in Shanghai themed with the implementation of Implementation Measures for Promoting Economic and Cultural Exchanges and Cooperation between Shanghai, and Taiwan and Sino-US trade friction. He believed that the Sino-US trade friction would become the new normal in the future, which has broken the confidence-building measures of the global supply chain. Therefore, the enterprises themselves had to adapt to the

changes in the external environment. Those opinions were acknowledged by the leaders and the representatives of other enterprises present at the meeting. ①

2018 年 9 月 20 日
September 20th, 2018

中共中央台辦、國務院台辦主任劉結一視察了環旭電子昆山廠。董事長陳昌益先生向劉結一主任介紹了環旭電子整體的發展情況，並對環旭的產品性能、研發能力、戰略規劃及發展願景做了一一描述。劉結一主任對環旭電子始終堅持「創新驅動發展、走在技術前沿」的理念，表示了讚賞。江蘇省台辦主任練月琴，昆山市委書記杜小剛等領導一行陪同視察。②

Accompanied by Yueqin Lian, Director of Taiwan Affairs Office of Jiangsu, and Xiaogang Du, Municipal Party Secretary of Kunshan, Jieyi Liu, Director of the Taiwan Work Office of the CPC Central Committee and the Taiwan Affairs Office of State Council PRC, paid a visit to the Kunshan Site of USI. Chairman Jeffrey Chen introduced the general development of USI to Director Jieyi Liu and the product features, R&D capabilities, strategic planning and developing visions of USI. Director Jieyi Liu appraised the concept of the insisting on "Driving Development With Innovation and Standing on the Cutting Edge of Technology" of USI. ②

2018 年 9 月 13 日
September 13th, 2018

董事長陳昌益先生帶領環旭電子部分高管，考察了惠州市大亞灣經濟開發區，並與惠州市大亞灣經濟開發區管委會主任范志益、常委黃志軍等領導，就環旭電子將在廣東省惠州市大亞灣部署進一步擴廠的事宜進行了洽談。此次考察與商務洽談，得到了大亞灣經濟開發區管委會方面的熱情接待。③

Chairman Jeffrey Chen and part of the senior management of USI paid a visit to the Huizhou Daya Bay Economic and Technological Development Zone and discussed about affairs related to the USI's further expansion in Daya Bay in Huizhou, Guangdong Province with Zhiyi Fan and Zhijun Huang, Director of the Management Committee of and the Member of Standing Committee of the Huizhou Daya Bay Economic and Technological Development Zone, respectively. This visit and the business meeting were warmly received by the Management Committee of the Huizhou Daya Bay Economic and Technological Development Zone. ③

2018 年 9 月 10 日
September 10th, 2018

董事長陳昌益先生特邀上海推進科技創新中心建設辦公

室專職副主任、張江高新技術產業開發區管理委員會副主任吳強先生一行蒞臨日光集團中國總部指導工作，參觀環旭電子（張江廠）。在參觀過程中，陳董詳細介紹了環旭電子的發展狀況以及市場願景；並陪同吳主任等一行詳細考察了環旭電子（張江廠）SIP 智慧化設備及產品的生產過程。通過本次來訪，吳強主任對環旭電子的企業願景表示認可，對環旭電子發展過程中取得的成果給予了肯定，並表示張江管委會非常重視像環旭電子這樣優秀企業，鼓勵環旭電子砥礪中求進，繼續前行。④

Chairman Jeffrey Chen specially invited a delegation led by Mr. Qiang Wu, the Vice Director of Construction Center of Shanghai Technological Innovation Promotion Center and Vice Director of Management Committee of Zhangjiang High-tech Industrial Development Zone to pay a visit to the China headquarters of ASE Group and USI (Zhangjiang Site) to guide their work. During the visit, Chairman Mr. Chen introduced the development status and market vision of the USI in detail and accompanied Mr. Wu and officers to inspect the SIP intelligent equipment in the USI (Zhangjiang Site) and the production process of the products. Mr. Wu recognized the corporate vision of USI and acknowledged the outcomes generated from the developing process of USI. He said that Zhangjiang Management Committee would pay great attention to the excellent enterprises as USI and encouraged USI to make progress in the future. ④



2018 年 8 月 30 日
August 30th, 2018

董事長陳昌益先生在集團總部大樓接待了浦東新區區委常委、統戰部部長金梅、區台辦主任施炳弟等領導來訪。在座談交流中，董事長就環旭電子，自成立至今和未來發展計畫進行了介紹，並就《港澳臺居民居住證申領發放辦法》的出臺，提出了相關的建議。金梅女士對環旭電子的發展與浦東發展的產業規劃的契合，以及克服困難形成現今格局表示肯定，並為環旭電子在上海、浦東新區經濟社會發展做出的貢獻表示感謝。⑤

Chairman Jeffrey Chen hosted Mei Jin, member of the Standing Committee of Pudong New Area and the Department Director of United Front Work Department, and Bingdi Shi, Director of the District Taiwan Affairs Office, in the headquarters building. Chairman Mr. Chen introduced the development plan since the Group's establishment and the future plan at the meeting and put forward his suggestions on the issuance of Measures for Application and Issuance of Residence Permit for Hong Kong, Macao and Taiwan Residents. Ms. Mei Jin acknowledged the fitness of the development of USI with the industrial plan of Pudong and the current pattern after overcoming the difficulties. She also expressed her sincere gratitude to USI's contribution to the economic and social development of Pudong New Area and Shanghai. ⑤

2018 年 7 月 12 日
July 12th, 2018

環旭電子董事長陳昌益先生帶隊拜訪了廣東省臺灣事務辦公室、省台辦主任黃耿城、省台辦副主任陳林佐和經濟處有關人員。在見面會上，陳昌益董事長介紹：環旭電子去年營收 300 億，員工 1.7 萬人，未來計畫在汽車電子和人工智慧等領域積極發展，在高端電子製造領域繼續扮演龍頭角色，將持續為兩岸的經貿文化交流合作貢獻力量。

省台辦主任黃耿城表示：環旭電子是一家美譽度非常高的企業，在廣東電子產業的發展中起到了龍頭帶動作用。廣東省感謝環旭電子，多年來為粵台經貿文化交流合作和廣東經濟社會發展所作的貢獻。並表示，環旭電子在廣東珠江東岸進一步擴展事業版圖，符合省裡的發展規劃和產業定位，將大有可為，廣東省會大力支持。再次希望環旭電子繼續發揮龍頭作用，增進兩地產業交流，善用兩種資源、兩個市場，不斷推動粵台合作。⑥

A delegation led by Chairman Jeffrey Chen paid a visit to Taiwan Affairs Office of Guangdong Province, Gengcheng Huang, Director of Taiwan Affairs Office of Guangdong Province, Linzuo Chen, Vice Director of the Taiwan Affairs Office of Guangdong Province, and related personnel in the Economy Division.

Chairman Jeffrey Chen introduced that the operation revenue of USI last year was RMB 30 billion with 17 thousand employees. It was planning to develop positively in the fields of auto electronics, AI, etc., and would continue to lead the high-end electronics manufacture section and make contributions to the economic, commercial and cultural exchange and cooperation between Taiwan and China. Gengcheng Huang, Director of Taiwan Affairs Office of Guangdong Province, said that USI has high reputation and played a leading role in the development of electronics industry in Guangdong. Guangdong shall thank USI for its contribution to the economic, commercial and cultural exchange and cooperation between Guangdong and Taiwan, and the economic and social development of Guangdong for years. He also expressed that USI's expansion of its footprint on the east bank of the Pearl River tallied with the development plan and industrial positioning of Guangdong Province. It would surely have a brilliant future and Guangdong Province would provide substantial support. He hoped that USI could continue to lead the industry, promote the industrial communication between the two areas, and make good use of two kinds of resources and two markets to continuously drive the cooperation between Guangdong and Taiwan. ⑥

2018 年 4 月 15 日
April 15th, 2018

中共中央國務院副總理胡春華在視察中國國際進口博覽會籌備工作期間，視察了在滬具有代表性的各類企業。當日下午，胡總理蒞臨環旭電子股份有限公司，日月光集團董事長張虔生、環旭電子董事長陳昌益負責接待工作。胡總理參觀了環旭電子張江廠的自動化設備，他對環旭電子在產業轉型中的積極表現以及環旭在模組化領域的卓越成績表示了贊許。上海市市長應勇陪同參觀。⑦

Chunhua Hu, Premier of the State Council, inspected various representative enterprises in Shanghai when he was inspecting the preparation for the China International Import Expo. In the afternoon of that day, accompanied by Yong Ying, the Mayor of Shanghai, Premier Hu paid a visit to the USI, and Jason Chang, Chairman of the Board of ASE Group, and Jeffrey Chen, Chairman of the Board of USI, received the Premier. Premier Hu visited the automatic equipment in Zhangjiang Site of USI, and praised the active performance of USI during the industrial transformation and the outstanding performance of the USI in the modularization field. ⑦



陌生的古都 太原

The Unknown Ancient Capital Taiyuan

作者：深圳廠 / ADM / Corporate Service / 李衛林 Weilin Li

太原，一座失落的都市，一座靜謐的都市，一座安逸的都市。原之大者，是為太原。山西全境處於黃土高原之上，汾河平原是山西唯一的平原地帶，太原就坐落於此。作為山西省省會，太原是九朝古都，有 4,700 多年的歷史，「山光凝翠，川容如畫，名都自古并州」景色怡人。

Taiyuan, a lost, tranquil and peaceful city. A vast plain is called "Taiyuan". Shanxi is entirely located on the Loess Plateau. Fenhe Basin is the only plain are in Shanxi, where Taiyuan is located. Known as the capital of Shanxi Province, Taiyuan has over 4,700 years of history and was once the capital of many dynasties. The city "has vert mountains, painting-like scenery and was known as the famous Bingzhou back to the ancient time".

如今，我們每次提到太原，不是想到「晉陽」、「并州」、「龍城」的悠久歷史，就是認為太原與東北三省的諸多老工業基地一樣，是一個逐漸沒落的重工業城市，但當我們走進它，便能發現歷史積澱下來的韻味浸入了太原人的骨子裡，並吸引著外地遊客的懷舊情緒。

Today, when we talk about Taiyuan, we always think about the long ancient history of Jinyang, Bingzhou and Longchen; or consider it as a heavy industry city that is gradually fading away, just like the other old industry cities in northeastern China. But, once we walk into the city, we will see how the lasting charm

derived from history immersed in its bones and attract the foreign guests.

夏天，我還沒畢業前，在一個如往常安靜的午後，隨意騎著自行車，本來是漫無目的地前往寂靜無聲處，到最後卻也隨著人潮而行，人總是嚮往和他人一起享受生活，因為孤獨的感觸最容易引人失落。

One summer tranquil afternoon before my graduation, I cycled around the city without purpose. But, at the end, I followed the steps of the crowd: People always love to share lives with people, as loneliness can make one lost.

靠近南環大道，有一個發電廠，兩個大煙囪遺世而獨立，頗有古人之風。在太原市裡，我只見過這一處，以後不知道會不會還在，畢竟這座「重工業城市」正在努力擺脫自己的重工業標籤。①

There was a power generation plant close to the Nanhuan Boulevard. Two big chimneys that have been forgotten by the world stood there alone, showing the rustic and ancient charm. This is the only place that I had seen the big chimneys in the city and I wonder if they would stand here forever. After all, this "heavy industry city" was doing its best to get rid out of the labelling of "heavy industry". ①

晉陽湖是太原最大的湖泊，我們每天都可以看到，還可以享受到微微濕潤的空氣，但這是我第一次來，該來的總會來的，就像在無形之中吸引著你，也算是了卻一樁心願，心裡如大湖一樣空蕩蕩的。這裡風很大，又不像城區有那麼多塵土。我在環湖路上推著車走走停停，眾多閒雲野鶴之人也悠然其中，古樸自然的姿態令人豔羨。②

Jinyang Lake is the biggest lake in Taiyuan. Not only can we see it, but also enjoy the humid atmosphere every day. Actually, it was my first time being there. I believe that things that shall come will come as they will attract us intangibly. Although one of my dreams had been fulfilled in this journey, my heart was somehow empty just like the lake. This place is quite windy and has clear air, which is rarely seen in the city center. I walked along my bicycle on Huanhu Road leisurely with some other people who also enjoyed the moment. Their rustic and natural way of living not only impressed the others, but also succeeded in making the others jealous. ②

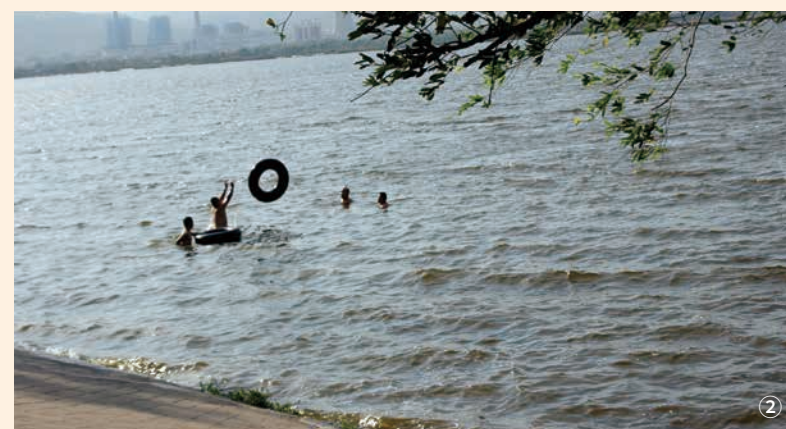
正好那天風很大，恰見草木堅韌地生長。北方天氣乾燥，也少不了野蠻的炎日和凜冽的風，草木的不安靜、不屈服是它們面對惡劣環境唯一的傲氣。③

It was windy that day and I witnessed how the plants grew strongly on this land. The weather in the north is dry, not to mention the heat sun and piercingly cold wind. Not to live

quietly or surrender to the harsh environment is the only lofty spirit that the plants have here. ③

下午 4 點左右，我在山西大學北側找到了一家書店，叫「後舍間」（後舍是山西話中「下午」的諧音），那是我去過的第一家概念書店，一共 7 層，在店外看不怎麼大。我之前就已來過一次，約上三五知己在此品嚐咖啡，靜靜讀書，不說話，就十分美好。當我們知道會永久地錯過一件東西時，我們才學會珍惜。有時候我希望像《海上鋼琴師》中說的那樣：「我們笑著說再見，卻深知再見遙遙無期。」非常浪漫，至今想起與好友的那段時光，仍舊感觸深刻。④

Around 4 pm, I found a bookstore named "Hou She Jian" ("Hou She" means "afternoon" in Shanxi language) on the northern side of Shanxi University. This seven-floor bookstore was the first concept bookstore that I had ever been and it appeared to be quite small from the outside. I had had been here once. This is an ideal spot to drink coffee and read with some friends as everything will be agreeable even without talking. Only after we miss something will we learn to cherish it. Sometimes I hope that we will be able to "say good bye with a smile, although we know that we will not see each other for a very long time" as one of the romantic scenes in The Legend of 1900. Until today, I still remember the good happy moments that I had with my friends. ④



天黑了，五一廣場上開始了喧鬧，各式廣場舞都在這有著自己的擁躉，高齡化現象的太原有著足夠的市場讓廣場舞生存。因為山西有座五臺山，連帶著太原也多了很多僧人，一位僧侶正在玩手機，在周遭的環境中毫不突兀，看起來很安逸。我在太原待了4年，安逸是用來描述太原最貼切的形容詞。⑤

The night fell and noises began on the Wuyi Square. All types of square dancing have their supporters here, as the aging society of Taiyuan is enough for the square dances to be prevailing. It is also possible to find many monks in Taiyuan as Wutai Mountain is located in Shanxi. The monk who was playing his mobile phone actually fitted the surroundings perfectly and he looked comfortable. I lived in Taiyuan for 4 years and "comfortable" is the best word to describe Taiyuan. ⑤

晚上8點40分，我到了柳巷，全山西最大的步行街。即使是平常時候，人依然很多，正在人來人往的時候，驀地拐了一個彎，人很少，燈光也很暗，我正以為自己迷路了，這老城的角落對於外地人確實難以捉摸，但出乎意料的是，竟然到了美食街，我來過這一兩次，再一次相遇更像是一次意外的邂逅。⑥

At 20:40 at night, I arrived in Liouxiang, which is the biggest crosswalk in Shanxi. Even in ordinary days, it was full of passengers. When walking along the street, I turned to an alley, which was dark and with few passengers. When I was wondering



⑤

if I was lost, I surprisingly found myself in the food street. The corners and streets of this old city are truly difficult to predict. Even if I had been here once or twice, it still seemed to be an unexpected and surprising journey. ⑥

看來我與美食有緣，「羊雜割、過油肉、六味齋醬肉、雙合成糕點、醪糟、老鼠窟元宵、魚羊包、刀削麵、揪片、剔尖、燜麵、栲栳、撥魚麵、貓耳朵、擦擱斗、沾片子、餡餅」的美食就暫且略過不提。恐怕一提，就寫出一本厚厚的書來了。「什麼？已經勾起你的食慾了？」抱歉！若想嚐嚐，請親自來一趟，保證不後悔。⑦

It seems that I am destined to meet some delicious food: lamb intestine medley, Shanxi style fried boiled pork, Liuweizhai braised pork with soy sauce, Shuanghecheng cakes, fermented glutinous rice, Laoshuku glutinous rice balls, fish and lamb bun, Daoxiao noodles, Jiupian noodles, Diangdang noodles, braised noodles, Kaolaolao noodles, Poyu noodles, Maoerduo noodles, Cagedou noodles, Zhanpianzi noodles and Huoluo noodles. There is a variety of delicacy in Shanxi that I shall not mention here. Otherwise I shall write a thick book to introduce all of them. What? You want to try all of them? I am sorry! If you want to taste these local delicacies, you got to come here by yourself and you will definitely not regret. ⑦

除此之外，還有很多景點沒寫到，像晉祠、汾河公園、迎澤公園、二龍山、蒙山等等，若只是來太原走馬觀花，



⑥



⑦

這些地方都不可錯過，但若要體會龍城古都的風韻，就不得不在此生活一段時間，眾多的特色美食和經年老店會讓你感受在這座古老城市駐足已久的學養與深度，安逸的氛圍更如當代民謠，讓人輕鬆自在。

Besides, there are many places in Taiyuan, such as the ancient ancestral temple of Jinci, Fenhe Park, Yingze Park, Erlong Mountain and Meng Mountain. If you wish to visit these tourist attractions, these are the places that you shall not miss. However, if you desire to experience the charm of dragon city and old capital, you got to live here for a period of time. Not only the local delicacies and old stores will enable you to experience the literacy and depth of this ancient city, but also the folk-song-like comfortable atmosphere will make you feel relaxed and free.

這是我第一次專門花時間刻意觀察太原，之前都只是匆匆過客，總以為太原充斥著太多喧囂、灰塵與機器的轟鳴，但從未深入它的每一條街巷，去感受、觸摸它的脈絡。但在一座擁有悠久歷史的古都中，其中的喜怒哀樂，柴米油鹽，怎可能沒有另一番風味呢？

This is the first time that I spent times on observing Taiyuan with purpose. Before this journey, I had always been a passenger and thought that Taiyuan had too much noises, dusts and roaring machines. This is the reason that I had never tried to understand each street and alley to understand and experience the momentum of this city in depth. But if we think about it clearly, this long-history old city must have its unique charm hidden in the lives of people living here, doesn't it?

看起來很美 李衡個展

作者：李衡 / 資料來源：M 藝術空間



不知不覺，同一個主題，我已畫了 10 年。

我著迷喬治·莫蘭迪，重複的主題覆蓋了他的一生。重複本身蘊藏著偉大，它意味著一個緩慢，且必須緩慢的過程：時間、結構、反思、情感，皆由此現形。



A | B
C

- A. 無題 1807
布面丙烯油彩 / 105×150 cm / 2018
- B. 無題 1513
布面油彩 / 165×200 cm / 2015
- C. 無題 1814
布面丙烯油彩 / 80×100 cm / 2018

「為什麼只畫草？」這是 10 年裡被問得最多的問題。

馬克·羅斯科單單用幾片鮮亮的顏色，便告訴了你，什麼是絕望。他畫的是悲劇，毫無敘事性的悲劇，我畫的第一張草也誕生於我人生最悲傷絕望的時候。和羅斯科相反，我喜歡用大片的暗色，在整體的黯淡中充斥著繁複的筆觸，看起來很美，它繁密、蓬勃；但繁密裡有糾結，蓬勃裡有孤獨。

我畫的不只是草。

重複的草葉與專一的主題，最終走向對自己的內觀：不知從何時起，我透過自己的悲傷，開始漸漸體會萬物與我的共同命運。那些生命中的無奈，不可避免的痛苦，那麼大，那麼美，無法言說的淒美。我也再次看我重複佈置的畫面，它糾結、孤獨，但糾結裡有不妥協，孤獨裡有生命力。還有遠處的一絲光。

還有希望。



李衡

1979 年生於烏魯木齊，1985 年開始學習書法與繪畫。先後就讀於中央美術學院附中、俄羅斯聖彼得堡列賓美術學院、德國紐倫堡美術學院，至今生活於德國慕尼黑。

個展

- 2018
《看起來很美》，M 藝術空間，上海，中國
《風景詩學》，Jahn 畫廊，蘭茨胡特，德國
《李衡個展》，CHW GmbH，格拉斯許特，德國
- 2017
《李衡個展》，現代藝術陳列館畔畫廊，慕尼黑，德國
- 2016
《不可避免》，芳草地畫廊，北京，中國
《不可避免》，芳草地畫廊，臺北，臺灣
- 2015
《希望》，肯普滕藝術家協會，肯普滕，德國

Anscheinend schön

Heng Li's Solo Exhibition

Author: Heng Li / Source: M Art Center

Unconsciously, my paintings have circled around the same topic for 10 years. Giorgio Morandi, whose artistic life is covered by duplicate themes, fascinates me. Repetition is a powerful tool in itself as it refers to a very slow process that one has to experience, during which time, structure, reflection and emotion are all represented.



The question which I have been asked most frequently over the course of the past 10 years is: Why do I keep painting grass?

Mark Rothko illustrates what is desperation by merely several layers in bright colors. He tells us a tragedy without any narrative element on his canvas. Similarly, my first painting of grass was created during the most painful period in my life. By contrast to Rothko, I prefer to use dark colors for the whole piece and flourish it with precise and complicated strokes, which gives the picture the beauty of vitality but also twists and loneliness.

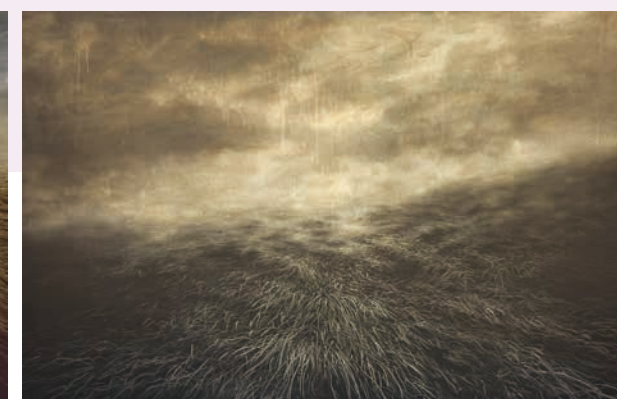
I draw more than just grass.



Untitled 1817
Acrylic_Oil on Canvas / 140×150 cm / 2018



Untitled 1818
Acrylic_Oil on Canvas / 145×145 cm / 2018



Untitled 1524
Acrylic_Oil on Canvas / 130×205 cm / 2015

The repeated specific topic of grass finally traces to the view of my inside world. One day, I came to understand the common destiny of all creatures on earth, including myself, through my sadness. Those helpless and inevitable pains in life become so sublime, beautiful and poignant that they cannot be summarized using words. When I look back on the rearranged pictures, I see that there were determination and energy which transcend the twists and the loneliness. That is light from a distance.

That is hope.

HENG LI

He was born in Urumqi in 1979, and began to learn calligraphy and painting in 1985. He affiliated Middle School of Central Academy of Fine Arts in Beijing, China from 1996 to 1998. He has been studied in I. E. Repin-Institute for Painting, Sculpture and Architecture in St. Petersburg, Russia, Academy of Fine Arts in Nuremberg (Prof. Ralph Fleck & Prof. Ottmar Hörl) Germany, and Master of Fine Arts, Academy of Fine Arts in Nuremberg, Prof. Ottmar Hörl, Germany. Currently working in Munich, Germany.

Solo Exhibitions

2018

"Anscheinend schön", M Art Center, Shanghai, China

"Poetics of landscape", Gallery Jahn, Landshut, Germany

"Heng Li Solo Exhibition", CHW GmbH, Glashuette, Germany

2017

"Heng Li Solo Exhibition", Gallery an der Pinakothek der Moderne, Munich, Germany

2016

"Inevitability", Parkview Green Art, Beijing, China

"Inevitability", Parkview Green Art, Taipei, Taiwan

2015

"Hope", Gallery Kunstreich, Kempten, Germany



Untitled 1809
Acrylic_Oil on Canvas / 140×100 cm / 2018

三大英文面試題目 背後之涵義

作者：臺北辦公室 / 行政管理 / 企業服務總處 / 石虔宇

在每個人職涯當中，一定都會經歷過英文面試，但你有沒有發現其中有三個問題經常出現，看似簡單，但回答起來卻得小心翼翼，絕非直接切入專業能力，而是跟個人特質有關。



「如果您是經營者，您希望員工或部屬具備哪些人格特質？」

「您在選擇工作的時候，會考慮哪些因素？請按照優先順序至少列出三項。」

「在本次面試過程中，您希望瞭解公司或工作上哪些事情？」

經過統計，以上三個問題是每個面試者都會被問的考題。為什麼在人員甄選過程中，應徵者大多被問到這些英文面試題呢？這一期要帶大家從公司招募者的角度來看這些問題背後的意義，並非單純測試面試者的英文能力，其實背後有三個目的。



一、用來客觀評量和預測應徵者對於我們公司文化、價值觀和工作內容認同的程度

美國心理治療師 Virginia Satir 在冰山理論中指出，人們外在行為只是人們全貌的一小部分，如同冰山露在水平面以上的部分。若要對於人們有透徹的瞭解，包含水平面以上和以下的完整冰山部分，則必須去探索他們的感受、觀點、信念、期望、價值觀、渴望及自我，這些都可以從三個問題間接瞭解。要留住員工除了用優渥的薪水之外，公司的信念及價值觀能不能與應徵者相符，才是重點。因此面試官往往透過這些問題多瞭解應徵者。

二、用來強化公司招募、發展和留任新世代人才

"Global Leadership Forecast 2018" 研究報告的結果發現，企業 CEO 們最關心的十大議題的前兩名分別是「發展下一世代領導者」和「未能吸引和留任優秀人才」議題，這三個問題也能用來發掘新世代領導者。

依據 2018 年 3 月 28 日《天下雜誌·千禧世代接管世界》報導，2015 年美國千禧世代佔職場人口比率達 35%；2016 統計，千禧世代已逼近臺灣勞動力市場所有勞動人口的 50%，比例逐年增高。有鑑於此勞動人口的變化，而也正是公司堅持在人員甄選過程中，透過三個英文面試題目，瞭解年輕世

代價值觀與公司現有價值觀之差異，彼此都能調整出適合的方向，以及瞭解新世代年輕人的思考模式及時代趨勢。

三、用來強化公司招募、發展和留任國際化專業領導人才的效益

如同 "Global Leadership Forecast 2018" 研究報告指出「未能吸引和留任優秀人才」議題，只有國際化專業領導人才能吸引更優秀的國際化專業人才加入企業，進而產生良性循環，如果面試者能夠以流利英文溝通，通常也代表著有潛力成為國際化專業人才，進而可以招募、發展、留任成為國際化專業領導人才，讓企業競爭力蒸蒸日上。

因此，所有面試主管應善加利用三個英文面試題目，不僅是來評量應徵者的英文能力，同時確保公司在國際營運競爭舞臺上，能持續有效地招募、發展和留任能認同我們公司文化、價值觀和工作內容的優秀國際化領導人才。

資料來源

- <https://www.ddiworld.com/glf2018>
- https://language.moe.gov.tw/001/upload/files/site_content/m0001/hau/h12.htm

Hidden Messages Behind Three Major Interview Questions

Author: Taipei Office / ADM / Corporate Service / Rock Shih

We all experienced English interviews during the career. Did you notice there are three questions that often been asked? These questions may seem to be simple, but you have to be careful with them, since they are related to your personal features rather than directly asking about your professional skills.

"If you are a manager, what kind of personal features do you expect your employees or subordinates obtain?"

"When you choose your job, which features would you consider? Please list at least three in the order of your preferences."

"During this interview, what would you like to know about our company or work?"



According to statistics, the above three questions are the ones every interviewer would ask. Why are interviewees mostly being asked with these questions during the process of employee recruitment? This time we are leading you to see the messages hidden behind these questions from the perspective of recruiters from the companies. These questions not only test the English proficiency of the interviewees, but also have three hidden purposes.

I. To Objectively Evaluate And Anticipate The Degree Of Acceptance Kept By Interviewees To Our Company's Culture, Values, And Work Content

American therapist Virginia Satir points out in her Iceberg Theory that people's external behavior is only a small part of the whole picture, just like the part of the iceberg that is above the water level. To have a thorough understanding of people, in terms of the complete iceberg above and below the water level, you must explore their feelings, opinions, beliefs, expectations, values, desires and true self, which can be indirectly known from the three questions. In order to retain



employees, in addition to the generous salary, the consistency between the company's beliefs and values and the applicants' is the focus. Therefore, interviewers often know more about the applicants through these questions.

II. To Strengthen The Company's Recruitment, Development And Retention Of New Generations Talents

The results of the research of "Global Leadership Forecast 2018" show that the top two topics out of ten what CEOs care about are "development of next generation leaders" and "failure to attract and retain exceptional talents"; these three questions can also be used to discover the new generation leaders.

According to the articles of "CommonWealth Magazine · Stop Treating the Millennials as Children" on March 28th, 2018, in 2015 the American Millennials have taken 35% of the working population. According to the statistics in 2016, the Millennial generation has come close to 50% of the working population in Taiwan, and the ratio gets higher and higher. Based on the changes of the working population, companies insist on learning about the differences between the values of the young generation and the current values of companies in the process of personnel recruitment, in order to adjust the direction to suit both sides, and understand the thinking pattern of the new generation as well as the trends of the time.

III. The Benefit Of Strengthening The Company's Recruitment, Development And Retention Of International Professional Leaders

The issue of "failure to attract and retain exceptional talents", as the results of the research of "Global Leadership Forecast 2018" has pointed out, only international professional leaders can attract even better international professional leaders to join the company, and further create a positive cycle. If the interviewees are able to communicate fluently with English, they tend to have better international point of view than general interviewees. By asking these questions, the companies are able to recruit and retain more employees with international point of view to enhance the competitiveness.

Therefore, all interviewers should utilize these three English interview questions not only for the assessment of the English ability of the interviewees, but also to ensure that the company continues to effectively recruit, develop, and retain exceptional international leaders who agree with the company culture, values, and work contents on the stage of international operational competition.

Resources

- <https://www.ddiworld.com/glf2018>
- https://language.moe.gov.tw/001/upload/files/site_content/m0001/hau/h12.htm

花草之美

The Beauty Of Plants

01

“

草屯廠 / MT&T / Telematics / 朱修平
Tsaotuen Site / MT&T / Telematics / Anton Chu



臺中新社
Xinshe, Taichung

在花海的季節，看著美麗的花兒，心血來潮想換個方式拍照，意外發現了這樣的方式也是一種美，就如同我們換個角度看事情，往往也能獲得意外的驚喜。 | In the season of flowers, I hit upon an idea of taking photos in another way while looking at those beautiful flowers, and I surprisingly found that this is a kind of beauty as well. It seems that we often find unexpected surprises when we look at things from another point of view.

雲林林內寶隆紙廠舊址
Old location Of Bao Long Paper Mill In Linnei, Yunlin

旅遊的途中意外發現了路邊一棵已枯死的大樹，四周荒涼無人，卻難掩凋零之美。相信寶島台灣還有許多隱藏的美景等待我們去發掘。 | I unexpectedly found a withered tree by the road during my trip. It was desolate around, but the beauty of withering stood out. I believe there still are numerous hidden beautiful views waiting to be explored in Taiwan.

“

草屯廠 / S&S & CE / Storage & Server 新事業管理部 / 洪智瑜
Tsaotuen Site / S&S & CE / Storage & Server New Business Management Department / Leah Hong



桃園大溪
Daxi, Taoyuan

生活中綻放的小清新，韭菜花。 |
Leek flowers, little sweeties, blossom in life.

臺中潭雅神自行車道
Tanyashen Green Bikeway, Taichung

蜿蜒的道路，聳立的樹木，通向未知的遠方。 | A winding road with towering trees along both sides leads into the unknown distance.



宜蘭太平山
Taiping Mountain, Yilan

紫葉槭，如同秋天盛開的楓葉。 | Acer palmatum looks like a blooming maple tree in autumn.

03

“ 草屯廠 / SCM / 策略採購管理部 / 洪玄穗
Tsaotuen Site / SCM / Material Procurement
Management Department / Sui Hong

臺中霧峰鄉間小路

The Countryside Road In Wufeng, Taichung

可遇不可求的朝露，朝露待日稀，晶瑩剔透等待在陽光下飛升。■

Morning dew that comes once in a blue moon awaits the first rays of morning sun. It sparkingly waits for evaporation in the sun.



“ 深圳廠 / 行政管理 / 企業服務總處 / 蔚藍
Shenzhen Site / ADM / Corporate Service / Celeste Wei



墨西哥
Mexico

紅刺仙人掌為珍稀品種，即使在仙人掌國—墨西哥的荒漠中也不多見。■ Red spine cactuses are a precious species, and they are rarely seen even in the deserts of Mexico, the kingdom of cactuses.

仙人掌和龍舌蘭均是墨西哥的代表性植物，這裡的人民信仰天主教，在此照片遠處可見一點的教堂，正處於兩代表性植物中間，各自代表著墨西哥特色。■ Both cactuses and century plants are representative plants of Mexico. Mexicans believe in Catholicism and the church which can be seen in the distance in the photo is located between the two representative plants, each standing for the characteristics of Mexico.



04

“ 張江廠 / AMMS / MWC / 費紅豔
Zhangjiang Site / AMMS / MWC / Emily Fei



上海張江集電港

Zhangjiang Riverfront Harbor, Shanghai

紫荊花雖然不大，但其花之多，是其它花所不能及。那些小而豔麗的花朵，密密層層地，爬滿了整棵樹的每個枝條。眼眸所及盡是滿樹的嫣然。■ Although the bauhinia is not big in size, the number of the flowers in the tree is incomparable to others. Those small gorgeous flowers tightly cluster growing in each branch of the entire tree. What in our eyes is a tree filled with scarlet blossoms.

牽牛花很不起眼，人們很少注意它，因為它不像茉莉花那麼芬芳，也不像杜鵑花那麼美麗。但是每天清晨，牽牛花都會吹起紫色的小喇叭，掛著一點點露水，伴著太陽美好的開放著。■

Morning glories are not eye-catching, and people seldom notice them because they are not as fragrant as jasmine or as beautiful as azaleas. However, every morning, morning glories flower their violet trumpets with a little dew hanging on their petals blossoming in the sunshine.



炎熱的夏天，太陽照在荷花上豔麗多彩，給寧靜的池塘增添生機；碧綠的荷葉像個大玉盤襯托著荷花，美麗絕倫。這真是「接天蓮葉無窮碧，映日荷花別樣紅。」■ In scorching summer, the sun shines on lotuses to create gorgeous colors, bringing vitality to the serene lake. The scene of dark green lotus leaves setting off lotuses like a large jade plate is extremely beautiful. This is as the view depicted in a poem saying "In contrast to the blue sky, lotus leaves are verdant; in the sun, lotuses look especially red."

金橋 Super環維 飛躍極限 2018 趣味運動會

作者：金橋廠 / 總務部 / 張嘉瑩



即使濛濛細雨也澆不熄大家的熱情，2018 趣味運動會於 11 月 18 日舉行，先由廠內歌唱比賽的三位頂尖歌手王朋朋、扎西尖措、沈棟，為運動會暖場、拉開序幕。今年運動會以「Super 環維 飛躍極限」為主題，表現同仁努力進取、超越極限的精神。

隨著節奏分明的進行曲，9 支隊伍氣宇軒昂，踏著整齊有力的步伐通過主席台。他們雄赳赳氣昂昂，口號響亮。隊伍裝扮風格迥異亦是另一看點，有意氣風發的「創世紀戰隊」、也有活潑可愛的「彩虹聯盟」、還有熱血霸氣的「盛世天夏」都以精彩的進場表演，贏得了所有人的驚歎與喝彩。最後，金橋廠總經理 Clement 推動啟動儀，巨幅五彩飛布由近而遠飛展開來，氣球冉冉升天，彷彿承載著同仁的希望及勇往直前、逆風高飛的精神。

青春洋溢的啦啦隊表演透過不同風格的音樂及舞蹈，展

現了同仁們多才多藝的一面，有性感的爵士舞、帥氣的街舞，更有活潑可愛的米奇玩偶上場同樂，讓在場者欣賞了活力十足的表演。運動會上頒發了年度模範員工與年度 5S 和 CI 獲獎部門，獎勵同仁日常工作中以積極主動與精益求精的態度，為公司營運做出了優秀貢獻，更是公司發展中一股不可忽視的力量。

全場暖場熱身後，趣味競賽準時開始，有「泡泡相撲」、「歡樂圈圈」、「協力獨木橋」、「驚爆大氣球」、「坦克大戰」和「誰管得住我」共六大競賽相繼登場。各項比賽主管、同仁們都熱烈參與，雖然雨勢漸大，但對團隊士氣毫無影響，各項競賽依然比拚激烈。最後，恭喜生產三部的「不二戰隊」在取得「協力獨木橋」和「驚爆大氣球」兩項比賽冠軍後，奪下本次運動會總錦標，讓 2018 趣味運動會圓滿落幕。

Jinqiao Super USI(JQ) Surpassing Limitations 2018 Fun Sports Day

Author: Jinqiao Site / General Affairs / Abby Zhang



Even in the drizzling rain, everyone's enthusiasm remained undiminished. 2018 USI(JQ) Fun Sports Day was held on November 18th. The top 3 singers from the singing competition of the JQ site, Pengpeng Wang, Xijiancuo Zha and Dong Shen warmed up for the Sports Day and started the activity. This year's sports will be based on the theme of "Super USI(JQ) Surpassing Limitations", which demonstrates the spirit of the colleagues' efforts to forge ahead and surpass the limits.

With the rhythmical march, nine teams stepped through the podium in a neat and powerful pace with an imposing appearance. They chanted their slogans valiantly and spiritedly. The different styles of team dressing were another attraction. There were lively "Genesis Team", lovely "Rainbow League", and the hot-blooded and domineering "Greatness World", which had won the amazement and cheers of all with wonderful entrance performances. Finally, Clement, the Site GM of USI(JQ), pushed the starter. The huge multi-colored flying banner was launched and unfurled outward, with the balloons ascended to the sky. They seemed to carry the colleagues' hope and a spirit of striving for progress, with heads holding high.

The youthful cheerleading performance showed the versatile

side of the colleagues through different styles of music and dance. There were sexy jazz dances, cool street dances, and even lively and lovely Mickey costume went on the stage to let the audience enjoy the energetic performances. The 2018 USI(JQ) Model Employees, and the annual 5S and CI award-winning units were awarded on the fun sports day to reward the colleagues for their proactive and progressive attitude in their daily work. They have made outstanding contributions to the company's operations and are a force to be reckoned with in the company's development.

After everyone had warmed up, the fun games started on time, and a total of 6 major competitions "Bubble Sumo", "Joyful Circle", "Cooperation on a Single-Plank Bridge", "Explosive Big Balloon", "Tank War" and "Who Can Control Me" appeared one after another. The managers and colleagues all enthusiastically participated in the games. Although the rain was getting heavier, it had no influence on team morale and the competitions were still fierce. Finally, congratulations to the "Best Fighting Team" from PD3 on getting the championship of the 2018 USI(JQ) Fun Sports Day after winning the "Cooperation on a Single-Plank Bridge" and "Explosive Big Balloon" competitions, leading the 2018 USI(JQ) Fun Sports Day to round off successfully.

臺灣 突破無限 榮耀環電

作者：草屯廠 / CSO / 行銷企劃部



剛邁入 2019，環電年會接著熱鬧登場，今年仍然於平面停車場舉辦，但參加的人數一年比一年多，除了員工表演外，也邀請兩位藝人阿喜與閻奕格，以及民和國中濁岸合唱團，和同仁同樂，慰勞 2018 的努力與付出。

「請大家不要懷疑！第一，我是玩真的，我要跟大家一起來打拼創造更好的未來；第二，我相信環電在大家的努力下，未來一定會更好！」董事長 Jeffrey 一上臺就用簡短的話告訴同仁未來的展望與決心。他也給環電立下目標，在未來 5 到 7 年內，營收要翻倍成長，從去年臺幣 1,500 億成長到 3,000 億，為「百年老店」的目標立下根基。執行長 Tien、營運長 CY 及日月光投控的董事長 Jason 與副董事長 Richard 也感謝同仁辛勞，並頒獎給資深員工、模範員工、獎勵研發競賽及 CIP 卓越貢獻獎的同仁。

民和國中的濁岸合唱團聲名遠播，曾遠赴奧地利表演，今年以 4 首原住民歌曲為年會揭開序幕，其中拍手歌、獵歌

的輕快節奏與昂揚歌聲，讓現場同仁沉浸在布農族歌聲中。接力而上的同仁表演「抖音喂我尚好」、「草屯角仔頭」結合劇情與音樂的舞蹈，巧妙融合臺灣在地元素，呈現與以往不同的精彩演出，表演結束後，副總們也為這些用心表演的員工獻上紅包。

本次的藝人組合以年輕兼具演唱實力的阿喜與閻奕格壓軸，除了歌聲動人、唱跳兼具，帶動現場氣氛外，阿喜更走下舞臺與同仁互動、自拍，炒熱現場氣氛；閻奕格則是帶來多首歌曲，以歌聲征服臺下觀眾，加上現場的舞臺燈光效果宛如個人演唱會。

今年的摸彩活動穿插在節目中，不時帶給同仁期待的興奮感，最後營運長 CY 更現場加碼一份大紅包犒賞同仁們這一年來為 USI 創造出優秀成績，年會就在期待中獎的鼓譟聲與恭喜得獎的尖叫聲中劃下句點。

The 2018 Year End Party of the USI followed right after the arrival of 2019. It was still held in the parking lot this year, but the number of participants grew and grew every year. In addition to the performance of the staff, two artists, Ashi and Janice Yan, as well as the Juann Choir from Min Ho Junior High School are invited to celebrate together and thank the colleagues in recognition of their efforts and devotion in 2018.

"Please don't doubt what I said! First of all, I mean it. I want to work hard with everyone to create a better future. Second, I believe that with everybody's efforts, the future of USI will be better!" As soon as the chairman, Jeffrey, went on the stage, he told all colleagues about the future vision and determination in short words. He also set a goals for USI. In the next 5 to 7 years, revenue must have double growth from NT\$150 billion last year to NT\$300 billion, setting the foundation for the goal of "100-year-old business". The CEO Tien, the COO CY, the chairman of ASE Technology Holding Co., Ltd., Jason, and Vice chairman, Richard, also thanked the colleagues for their hard work, presented the awards to senior staff and model employees, and rewarded the colleagues who participated in R&D competitions and who won the CIP Contribution Awards.

The Juann Choir from Min Ho Junior High School has a well-known reputation. They have been invited to Austria for performances. This year, they sang four aboriginal songs to

Taiwan Break through The Limitations Honor USI

Author: Tsao-tuen Site / CSO / Marketing Communication

kick off for the Year End Party. Among them, the brisk rhythm and high-spirited singing from the clapping song and hunting song made the audience immersed in the singing of Bunun. The colleagues' performances "I am the Best at TikTok" and "Tsao-tuen Gangster" that followed combined with the plot and the dance with music, cleverly incorporating Taiwanese local elements and presenting amazing performances different from the past. After the performance, the vice presidents presented red envelopes for these well-preparing performers.

The grand finale performance of Year End Party was brought by the young and talented Ashi and Janice Yan. In addition to their heartfelt voice, singing and dancing, and pumping up the atmosphere, Ashi walked down the stage to interact with colleagues and take selfies, bringing the party to life. Janice Yan, on the other hand, sang a number of songs and conquered the audience with her voice. With the stage lighting effects on the scene, it was like her personal concert.

This year's lottery activities were interwoven in the program and brought excitement to the colleagues from time to time. Finally, the COO CY added a big red envelope to reward the colleagues for the excellent result has been created for USI this year. The Year End Party came to an end in the noise of people expecting to win the prizes and the scream of congratulations.

張江 環旭製造 勢必不凡

作者：張江廠 / 總務課 / 陳曉露



Zhangjiang USI Made Destined To Be Great

Author: Zhangjiang / General Affairs / Ice Chen



環旭電子年會於 2019 年 1 月 11 日在南匯體育中心舉辦，由環旭人共同錄製的《真心英雄》MV 中拉開序幕，現場更有攝影機搭配搖臂在可以容納千人的體育館現場直播，同仁們也精心準備表演，慶祝一年一度的盛會。

張江廠總經理曹憬直言：「2018 年是比較『奇怪』的一年，環旭遇到了一些挑戰，但是挑戰也意味著機遇。在這一年裡環旭的良率和人均產值再創歷史新高，營業額衝破了 50 億美金。大家莫忘董事長提出的三個策略主軸：全球化，多元化，模組化，希望面對挑戰和機遇，環旭永遠是做好準備的。」他也希望讓員工們安心，一起攜手共創未來。

今年流行什麼呢？讓舞臺上的精采節目來告訴你。由

同仁辛苦排練的表演，如：《Pick Me Up》、《Bboom Bboom》、《海草舞》等，都讓現場氣氛沸騰、驚豔四座。臺下同仁們有些更是忍不住跟著舞動起來，環旭的員工可以說是十項全能，沒有什麼是他們不會的。

今年環旭的抽獎環節非常豪氣，除了可以帶走最新款的 iPhone，近萬元人民幣現金大獎可拿，年會現場還有直播互動，精彩照片同步更新，讓你第一時間分享於微信，還有延續去年大獲好評的搖一搖搶紅包活動。

「不經歷風雨，怎麼見彩虹，沒有人能隨隨便便成功」，伴隨著張江廠總經理曹憬和高管們的歌聲，晚會到了尾聲。願新的一年，所有環旭人並肩前行，再創佳績。

The USI Year End Party is held in the Nanhui Sports Center on 2019, January 11th. The event started with the music video, "True Hero", recorded by USI employees. There were cameras on rocker arms in the stadium which can contain over 1,000 people to live stream the event, in which employees prepared performances to celebrate the annual gathering.

Zhangjiang Site GM, Jim Cao, stated: "2018 is a relatively 'strange' year. USI has encountered some challenges, but the challenges also meant opportunities. In this year, the yield rate and per capita output of USI reached the new high record, and the revenue went over US\$ 5 billion. Let's not forget the three main strategies proposed by the chairman: Globalized, Diversified, and Modularized. I hope that when we encounter challenges and opportunities, USI is always ready." He reassured employees with the future that they will create together.

What is on trend this year? Let the marvelous performances on the stage tell you. The great shows that our colleagues rehearsed and prepared were "Pick Me Up", "Bboom

Bboom", "Seaweed Dance", etc., all of which set the scene on fire, and wowed the audience. Some of the colleagues in the audience couldn't help but start dancing along. The employees of USI are recognized as excelling in various aspects. There is nothing that they can't pull off.

The lottery session of USI this year was generous. Other than the newest iPhone, there is also over RMB 10 thousand of cash prize. At the gathering, you could also go on live stream to interact with others and download the great photos simultaneously, allowing you to share on WeChat as soon as possible. Furthermore, the greatly-praised "Shake for Red Envelop" activity also reappeared this year.

"If not experience the storm, how could you see the rainbow? No one ever succeeded without putting in effort." With the singing voice of Zhangjiang Site GM, Jim Cao, and all the senior managers, the event came to the end. We expect that in the new year, all of USI members will stride side by side and create another great success together.



昆山 不忘初心 砥礪前行

作者：昆山廠 / 行政管理部 / 金玲

昆山廠 2018 年會於 2019 年 1 月 23 日在中央餐廳盛大舉行，3,200 餘名同仁一同參與，由激情澎湃的舞獅以及生產四部帶來的暖場歌舞《最初的夢想》拉開帷幕，舞獅帶來吉祥和好運，象徵來年昆山廠將勇敢地迎接逆境，追逐夢想。

昆山廠總經理林大毅開心的說昆山廠在 2018 年與中科曙光合資，共同拓展市場，前景可期。廠長卓志祐也表示昆山廠 2018 年表現優秀，創下 45% 的成長率，且昆山陸續有同仁支援墨西哥、韓國、臺灣，歷練歸來後，持續提升團隊競爭力，為來年打下良好基礎。兩位主管致辭既真誠也振奮人心，激發同仁對未來滿懷憧憬。

接著頒發卓越貢獻獎以及模範員工獎，對一年來辛勤付出的同仁致上真摯的感謝。晚會節目由各部门合力精心準備，

以「春、夏、秋、冬」為主題貫串，歌舞劇《驛動的心》藉歌曲和戲劇述說公司的發展歷程，以及我們不忘初心砥礪前行的願景，主管表演恰恰舞，展現活潑可愛的一面，生產五部的肚皮舞、生產一部的藏族舞《普末》、供應鏈管理處的歌舞《離人愁》和品質保證部的韓國熱舞，一連串舞蹈讓同仁讚不絕口；供應鏈管理處帶來的情景劇《父親寫的散文詩》則感動著現場的每一位同仁。

川劇變臉將晚會推向高潮，隨著激昂的音樂，快速變換的臉譜，讓人摸不著其中奧妙，只能不斷驚嘆。抽獎活動點燃現場氣氛，人人都有希望拿個大獎過好年。最後年會在大合唱《月亮代表我的心》中畫下句點，期許 2019 年昆山廠繼續向更高的目標邁進。

Kunshan Stay True Keep On Going

Author: Kunshan Site / General Affairs / Ling Jin

The 2018 Year End Party of Kunshan Site was grandly held on January 23rd, 2019 in the Central Restaurant with over 3,200 colleagues attending. The Year End Party started with the exciting Lion Dance Performance and warm-up dance of "Original Dream" from PD4. The Lion Dance Performance brought us harmony and good fortunes, symbolizing that in the upcoming year, Kunshan Site will bravely embrace challenges to pursue the dream.

Kunshan Site GM, David Lin, happily said that the Kunshan Site had joint venture with Sugon in 2018 to expand the market together with great visions. Factory Director, Eric Cho, also said that in 2018 Kunshan Site had extraordinary scores as we created 45% of growth, and there are colleagues supporting Mexico, South Korea and Taiwan successively and then returned to continue elevating the competitiveness of our team in order to set a great tone for the upcoming year. The speeches from two senior managers were sincere and inspiring, encouraging colleagues to have great expectations of the future.

After we presented the Outstanding Contribution Award and USI(KS) Model Employees, and sincerely thanked all the

colleagues who had worked hard over the past year. The performances of the Year End Party were exquisitely prepared by various departments, following the coherent theme of "Spring, Summer, Autumn and Winter". The Musical "Beating Heart" told the development about the corporation as well as the vision in which we keep on going and never forget our initial goal through songs and play. The series of dance performances, Cha Cha performed by the managers to show their lively and cute side, Belly dance performed by PD5, Tibetan dance "Pu Mo" by PD1, song and dance "From the People" by SCM, and Korean Pop dance by Quality Assurance Department amazed our colleagues, and the drama "The Prose Poem that Father Wrote" from the SCM touched every colleague.

Later on, the Sichuan Opera Face Changing pushed the evening to the climax. Following the exciting music, the swiftly changing facial designs baffled us with the secret and we were only amazed at its mystery. The lottery activity lit up the atmosphere. Everyone wished to get a big prize for the Chinese New Year. The Year End Party ended with the chorus of "The Moon Represents My Heart", with the hope that in 2019 Kunshan Site will move towards higher goals.

深圳 不忘初心

作者：深圳廠 / 人力資源暨行政管理部 / 李衛林



深圳廠 2018 年會於 2019 年 1 月 25 日晚成功舉辦。以「不忘初心」為年會主題，準備了一系列精彩表演，當天近 4,000 人齊聚一堂，共同回首過往一年，展望全新未來，度過一個難忘的夜晚。

深圳廠總經理林岳明與 USI 資深副總林大毅都感謝大家在經濟環境比較艱難的情況下，依然提高了營收，並超出預期。廠總經理林岳明更勉勵「希望大家不忘初心，砥礪前行，在 2019 年取得更好、更優秀的成績。」

各部門精心拍攝了影片於年會正式開始前播出，令現場反應熱烈。舞蹈《Pick Me》拉開了年會的序幕。首先，廠總經理林岳明為 26 名優秀員工及 3 名優秀關愛代表頒獎，因為他們把自己的工作當作使命，即便是普通的一個崗位，也能夠

以最高的標準，展現利他人生價值。

接著用心準備的節目個個精彩：拉丁舞《這個舞蹈很拉丁》動感十足、魅力四射；歌曲《沙漠駱駝》將西域風情，流行因素、搖滾和民謠風格合為一體，現場掌聲如潮；歌曲《你曾是少年》中，同仁們的十幾年前的照片在背景影片中一一呈現，引起了同仁們的共鳴，回想起那些一起打拼到現在的日子；主管大合唱《月亮代表我的心》委婉動人，寧靜、溫柔、細膩，飽含對未來的希冀與祝福。派駐墨西哥的同仁也透過新年祝賀影片傳來祝福，兩地共度美好年會。

「鐵誓鏗鏘猶貫耳，初心不改是身躬。」感謝各部門用心準備，讓整場年會高潮迭起。相信在新的一年里，我們將取得更輝煌的成績。



Shenzhen Never Forget the Initial Goal

Author: Shenzhen Site / Human Resource Department / Weilin Li

Shenzhen Site 2018 Year End Party was successfully held on January 25th, 2019. Choosing "Never Forget The Initial Goal" as the theme, we prepared a series of splendid performances. On that day, over 4,000 people gathered to look back through the past year, envision the brand new future and enjoy an unforgettable night.

Shenzhen Site GM, Vincent Lin, and SVP of USI, David Lin, both thanked everyone for elevating the revenue in this difficult economic environment and going beyond expectations. Vincent Lin further encouraged everyone "Not to forget the initial goal and keep on going. Let's get a better, even more excellent score in 2019!"

All departments put in efforts to film video clips to play before the official start of the Year End Party, which received enthusiastic responses. The dance "Pick Me" kicked off the Year End Party. First, Vincent Lin presented awards to 26 2018 USI(SZ) Model Employees and 3 Exceptional Caring Representatives, because they took their jobs as missions. Even an ordinary post can demonstrate the value of altruism with the highest standards.

Every following performance was just as marvelous as the previous one. The Latin dance "This Dance Is very Latin" had great vibe and was charming. The song "Desert Camel" combined the vibe of western area, pop factors, rock and roll, ballad styles all together and received a lot of applause. During the song of "You Once Were A Teenager", the photos of our colleagues taken over a decade ago were shown in the video one by one, which triggered the memories of colleagues of those old days that they worked together until today. The song that our senior managers all sang together, "The Moon Represents My Heart" was soft and touching, serene, gentle, delicate, and full of hope and blessing towards the future. Our colleagues who were expatriated currently in Mexico Site also sent their blessings through their Chinese New Year message film, allowing both sides to enjoy a wonderful Year End Party.

"Iron swears linger in the ears. Initial goals remain what we strive for." Thanks to all departments' efforts put into the preparation, the whole Year End Party was like riding a roller coaster. We believe we will obtain even more glorious accomplishments in the new year.





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