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十年再樹一個里程碑

作者：董事長 / 陳昌益



隨著 2022 年的開啟，我們迎來了環旭在大陸 A 股主板上市的第十個年頭。10 這個數字，在中國傳統文化中是一個吉祥的數字，代表著「十全十美」。在西方，古希臘數學家畢德哥拉斯（Pythagoras）在數理體系中也提出「10」這個數字是全體和創造的象徵，通常用一個十角星來表示。所以，今年是環旭上市十週年，無疑是一個重要的里程碑。

環旭在 45 年的發展過程中，每個階段的發展都具有代表性及實質意義。45 年前，從草屯開始創業，2000 年在大陸設立了第一個工廠，再到 2012 年在大陸 A 股市場掛牌，直至 2020 年完成收購歐洲第二大 EMS 公司 Asteelflash，環旭的發展腳步從未停止。

尤其是，環旭在大陸上市的 10 年間，不僅切入 Wi-Fi module 的生產領域，與很多世界知名品牌訂立了合作關係，營收和獲利屢創新高。而且在行業內，通過多次的併購、調整，不斷的提升競爭力，這些舉措對公司未來的發展都產生了巨大的影響。

一直以來，資本市場在全球的經濟發展中扮演著重要的角色。從美國、日本，到臺灣、香港，再到大陸，資本市場的成長都對產業發展起到了積極作用，比如：

為科技業和製造業的轉型升級賦能，優化製造業資源配置，不斷提升全產業鏈的競爭力。此外，資本市場還能給企業的員工提供一種向心力和凝聚力。通過資本市場的平臺和監管政策，企業展示公司治理、經營管理的透明度、財會報表等成果，獲取投資者和國際資本市場的認同，從而獲得更大的發展機會。

近兩年來，隨著新冠疫情的發生及演變，正在加速全球生產的轉變，使價值鏈縮短，更具地區性，更具適應能力。所以，環旭作為一家從臺灣出發，在大陸 A 股上市，在全球有 27 個生產據點的國際性公司，我們要不斷審視未來的挑戰與商機。

當前，世界各國抗擊新冠病毒大流行的有力對策，正在加速產業市場的復興，發展模式的轉變，政府宏觀規劃的作用重新得到重

視。同時，我們又迎來了智慧市場發展的黃金十年。中國政府大力鼓勵電子行業發展，鼓勵半導體產業發展，鼓勵相關企業「做快做大」。

所以，環旭在未來更需要進一步提升自身的服務價值，結合資本市場層面的策略調整，不斷突破生意模式，來應對未來商業的彈性和韌性。同時，通過建立更好的管理制度，吸引人才，提升公司治理能力，優化組織架構。面對挑戰，在資本市場的協助下，環旭會比其他競爭者調整得更快。

環旭上市十年的里程碑意義，讓我對未來的十年充滿興奮、樂觀與期待。我相信：只要我們共同努力，十年，環旭一定能再樹一個里程碑！

One Decade Another Milestone

Author: Chairman / Jeffrey Chen

The year 2022 is the 10th year of USI listing on the A-share of SSE. Ten is a symbol of perfection, fortune and success in Chinese culture. Pythagoras, the ancient Greek mathematician, also wrote in his theory that 10 represented wholeness and creativity, known as a star mark. Therefore, this year is undoubtedly an important milestone for USI.

USI has gone through several stages during the journey of 45 years, and each has its significant story. Founded 45 years ago in Tsao-tuen, Taiwan, our first production site in Mainland China was established in 2000. Then USI was listed in A-share, SSE in 2012, and in 2020, we acquired Asteelflash, the second-largest EMS player in Europe. And yet, we didn't stand still but kept advancing.

During the ten years of being a listed company, USI has not only focused on Wi-Fi modules but also established a partnership with a wide range of world-leading brands, breaking records of revenue and profit repeatedly. Meanwhile, after closing several M&A and organization adjustments, our competitiveness is on the rise constantly. All the measures are going to have a considerable impact on our future growth.

The capital market has played an important role in global economic development, shaping all the industries from the U.S. to Japan, Taiwan, Hong Kong and Mainland China. It enriches and empowers the high-tech and manufacturing industries for an upgrade, optimizes resource allocation, and

continuously enhances the competitiveness of the whole industry chain. Meanwhile, the capital market also serves as the glue for companies to unite and connect with their employees. Supported by the platforms of capital market and national administration policies, companies demonstrate their performance in governance, management transparency and financial statements to gain investors' recognition and the international capital market for greater growth opportunities.

The outbreak and evolution of the COVID-19 pandemic in the past two years have accelerated the changes in production around the world, shortened the value chain to be more regionally oriented with a higher level of adaptability. Therefore, USI, international cooperation, started in Taiwan and is listed in A-share SSE with 27 production sites, will keep abreast of the challenges and opportunities in the future.

At present, the practical measures against the pandemic adopted by all the nations worldwide are fueling the recovery of industrial markets. The shift of development mode has highlighted the role of

macro planning by the government. Meanwhile, we are fortunate to develop business in the golden ten years of the smart market, supported by the incentive policies of the Chinese government to drive the development of electronics and semiconductors to grow larger and more robust.

Therefore, USI will focus on how to raise our service value more, collaborate with the capital market and adjust our strategies, and keep shattering the outdated business model to gain the flexibility and resilience for future business. We will develop a better management system to attract talents, raise governance capability and optimize organizational structure at the same time. USI is confident that we will make a faster adjustment than other competitors and respond to any challenge with the help of the capital market.

The 10th anniversary of listing on SSE is not only a milestone for USI but a booster so that we can remain confident, optimistic and expectant for the development of the next ten years. Working together, I believe we will lead USI to the next ten-year milestone!



上市十年 回顧與展望

作者：總經理暨營運長 / 魏鎮炎



2012 年 USI 於上海 A 股上市，這對 USI 來說，是成長茁壯過程中，一個很重要的里程碑。當初進入資本市場募集資金，主要是希望支撐未來業務的發展，並促進全球布局以及吸引人才。

人們常常用十年當作一個階段，來比較前後的差別。小至個人，大至企業甚至是國家，十年前十年後，往往有很大的不同，可能變好，也可能變壞。2022 虎年我們上市剛好滿十週年。很慶幸，過去十年我們一起完成了許多事，也創造了有目共睹的成績。在此勉勵大家，未來十年再創新猷。

USI 環繞 4C+1I，也就是 Communication、Computer、Consumer、Car Electronics + Industrial Products 五個領域，以豐富而平衡的產品線為基礎，微小化解決方案為技術核心，在大家共同努力耕耘下，營業收入自 2011 年人民幣 127 億元增長至 2021 年 553 億元，淨利潤保持著年均 10% 以上的複合增長率。不但在全球專業電子代工市場佔有一席之地，更在微小化模組和系統級封裝（SiP）、穿戴式電子產品製造領域取得領先地位。接下來順應新能源車的發展，車用功率模組及功率電子等產品則是我們另一個策略重點。

2016 年起供應鏈逐漸從全球化演變為全球在地化，幸好我們在 2018 年買了波蘭 Wroclaw 廠，加上原有的墨西哥 GDL 廠，及時滿足市場趨勢和客戶需求。2019 年美中貿易摩擦，導致一部分產品的製造必須緊急離開中國大陸，還好我們迅速重啟臺灣南崗廠，幫客戶解決燃眉之急。然而我們全球布局的腳步並未停止，2020 年 12 月併購法國飛旭電子，2021 年 7 月越南海防廠開始運營，至此我們的全球布局總算告一段落，在亞洲、美洲、歐洲和非洲，10 個國家和地區，擁有 27 個生產服務據點，超過 190 條 SMT 生產線，提供客戶更即時便捷完整的服務。

數位化並非萬靈丹，但是不進行數位化的企業，恐怕很難在下一個十年立足。USI 於 2016 年開始，參考工業 4.0 的精神，以上海張江廠為第一個示範點，推動智慧製造，並陸續拓展到其他製造據點，與時俱進，保持時代競爭力。2022 年開始，更進一步，由董事長親自主導，成立數位轉型委員會，全面檢視全公司所有七十幾個 Global Process，按照輕重緩急，善用 IT 技術平台進行升級，打造未來的競爭優勢。

2019 年以來新冠疫情席捲全球，人類的移動和群聚受到限制，貨物的運送及進出遭到耽擱，居家工作及遠距辦公成為常態。我們從一開始就嚴格自我要求，將影響降到最低，使營運沒有中輟，確實很不容易。不過病毒不斷變種，威脅尚未完全消除，我們防疫的各項措施，仍然不能鬆懈。

邁向新的里程碑，期許同仁繼續發揚敢為人先、迎難而上的精神，秉承「創新、誠信、使命必達、有效到位、靠譜、速度、以客為尊」的企業核心價值，再接再厲，為公司的長期發展做出更大的貢獻，為利害關係人創造更高的價值！

最後，ESG(Environmental, Social, Governance) 相關法規的遵循，沒有人是局外人。我們要一起致力於落實節能減碳和保護自然環境，改善工作環境及促進更多元人才的培育，主動揭露訊息，實現公平和透明的管理，才能基業常青永續發展。



總經理暨營運長專訪專欄

開放讓全體員工參與提問！歡迎您將問題發送到

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The 10th Anniversary of IPO

Retrospect and Prospect

Author: President & COO / CY Wei

Being listed on Shanghai A-share in 2012 is a significant milestone for USI. The main purpose of the Initial Public Offering (IPO) is to support our future business development, promote our global presence and attract talents.

People usually take a decade as a period to look back the changes. From small individuals to large corporations and even countries, there is often a big difference between what was ten years ago and what is now, it may get better or worse. The Tiger Year 2022 marks USI's 10th anniversary of listing on SSE. I am glad that we had accomplished so much together over the past decade and had made remarkable achievements. I would like to encourage all of you to make new innovations in the forthcoming decade.

USI focuses on the five fields of 4C + 1I, which stands for Communication, Computer, Consumer, Car Electronics and Industrial Products. With diversified and balanced businesses base and the core technology of the miniaturization solutions, our revenue has grown from RMB 12.7 billion in 2011 to RMB 55.3 billion in 2021, and the net profit has kept a compounded growth rate of over 10% per annum. We have not only gained a foothold in the global professional electronics manufacturing services market, but also achieved a leading position in the manufacturing of miniaturized modules, system-in-package (SiP) and wearable electronics products.

Next, in line with the development of new energy vehicles, automotive power modules and power electronics products are our strategic focuses as well.

Since 2016, the supply chain has gradually evolved from globalization to global localization. Fortunately, while we made a takeover for the Poland Site in Wroclaw in 2018 and with the existing GDL Site in Mexico, it meets market trends and customer needs in time. In 2019, US-China trade friction caused some of our products to be manufactured away from mainland China. In terms of that, we quickly restarted the Nankang Site to solve the urgent demands of our customers. Nevertheless, we did not stop the steps for expanding globally. In the December 2020, USI acquired Asteelflash and in the July 2021, the Vietnam Site in the Haiphong City started its production. So far, this concludes our global presence with 27 manufacturing and service sites in 10 countries and regions, and more than 190 SMT production lines across Asia, Americas, Europe and Africa to provide customers with more immediate, convenient and complete services.



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



Digitalization is not a panacea, but companies that do not digitize will find the difficulties to gain a foothold in the next decade. Since 2016, USI has referred to the concept of Industry 4.0 to take the Shanghai Zhangjiang Site as the first demonstration plant to promote smart manufacturing, and gradually expand to other manufacturing sites to keep up with the times and ensure our competitiveness. Starting in 2022, the Digital Transformation Committee has been established under the leadership of the Chairman to fully review all over 70 global processes and utilize the IT technology platform to upgrade according to the priority as to create competitive advantages for the future.

With the COVID-19 pandemic sweeping around the world since 2019, human mobility and congregation has been restricted, the logistic and accessibility of goods has been delayed, and working from home and telecommuting became the new normal. We have been strictly self-imposed from the beginning to minimize the impact, so that the operation did not drop out. It is indeed not easy. However, the virus

continues to evolve, and the threat has not yet been eliminated, so we must not let up on our pandemic prevention.

As moving towards a new milestone, I expect that our colleagues continue to carry on the spirit of being the first and rising to the challenges adhering to the corporate core values of "Innovation, Integrity, Delivery, Effectiveness, Accountability, Speed and Service". Keep up the good work, make more contribution to the long-term development of the company, and create higher value for our stakeholders!

Finally, no one is an outsider when it comes to ESG (Environmental, Social, Governance) compliance. We need to work together to implement energy saving and carbon reduction, protect the natural surroundings, improve the working environment and promote the cultivation of diversified talents, proactively disclose information, and achieve fair and transparent management to build a sustainable business.

吳新宇：一個好的領導者也要是一個有效的溝通者

採訪編輯：總經理室 / 行銷企劃部

Raymond 在 USI 擔任集團副總暨會計長，同時也擔任 Asteelflash 的執行副總裁暨財務長，他在 EMS 行業工作已超過 20 年，擔任過不同的管理職務，在亞太及北美有著豐富的國際經驗。在進入 USI 之前，Raymond 曾是加拿大的國際電子合約製造商 Celestica 的財務副總裁。在他的職涯中，曾在畢馬威會計事務所從事銀行業審計，之後進入 IBM 的亞太總部工作。1998 年，在 IBM Personal System 事業部時，他和 USI 第一次邂逅，當時 USI 是 IBM 的代工廠。現在 Raymond 在上海工作，妻子及兩位女兒住在加拿大多倫多。

企業的高速發展，離不開財務的戰略支持。Raymond 認為，每一筆交易和商業決策都會反映在公司財務數據上，並通過財務分析予以解讀，身為財務高管，需要提升透過分析得出見解的能力，幫助決策指導和戰略制定。而身為 USI 財務專業的高層管理人員，Raymond 也說：「一個好的領導者也要是一個有效的溝通者，領導者應該清楚地了解未來願景和實現目標的路線，激發團隊的潛力，挑戰現狀，以身作則。」

而近年來，越來越多的企業更加注重公司內部的業務夥伴關係 (Business Partner)。財務業務夥伴 (Financial Business Partner, FBP) 扮演著連接財務部門與業務部門的橋樑，他們對財務有專業，同時又涉足業務。FBP 這個角色既支持企業，又同時對企業提出各種挑戰，不斷地調整公司的戰略與財務目標一致，同時也確保公司不會因為不健全的財務政策造成損失。此外，透過嚴謹且有針對性的競爭者或行業分析，FBP 也能夠推動主管做出更有利或積極的運營決策。

USI 每年都會進行預算編列，Raymond 指出：「預算不是科學，而是一門藝術。高效的預算編列是企業運營的基石，不僅限於財務工作而已，它涉及到公司的每一個人。良好的預算反映了管理層的戰略目標和實現目標的執行計畫。」他認為管理層應該清楚地將計畫目標傳達給各單位，而各單位的主管需負責制定詳細的行動計畫來實現公司的要求。對 Raymond 而言，編列預算也不只是年中的一次性工作，更涵蓋管理程序的制定，藉此定期審查和監測計畫的執行情況，之後採取必要的措施來調整計畫，進而實現目標。

英文姓名 | Raymond Wu

部門 | 財務總處

職稱 | USI 集團副總暨會計長

Asteelflash 執行副總裁暨財務長

工作地點 | 中國上海



Raymond 也是一名擁有美國 Bryant 大學 MBA 學位的特許專業會計師和註冊管理會計師。在他心中，選擇財務當職業有幾個好理由。首先，企業做的每一筆交易最終都會反映在財務上，每個決定都可以從財務中得到解釋和評估。再者，財務工作非常激動人心，節奏明快，隨著科技的快速變化，如今財務已從負責傳統會計工作，成為現代企業的戰略合作夥伴，這能培養財務人員的洞察力，促進職涯發展。最後，Raymond 也認為財務是個穩定的職業，因為全世界都有財務的工作機會。

USI 即將建立 SSC (共用服務中心)，這種模式在世界上已經存在十幾年之久。Raymond 表示：「80% 的財富 500 強公司都有建立 SSC，包括我們的一些客戶或競爭對手。」在 SSC 下，重複交易、後台的財務操作……等功能被整合到一個中心。如此一來即可利用大數據提供有價值的分析來提升業務績效、實現工作效率、降低服務成本及風險，也推動全球流程的標準化。USI 也將在未來進行此領域的徵才，除了會計技能，專案管理能力、協作和談判、應對變化的能力、溝通力、領導能力都是 SSC 需要的人

才特質，如此才能滿足利益關係人的期望，良善管理員工以確保有效的運作，推動公司持續成長。

聊到元宇宙這個熱門話題，Raymond 也同意元宇宙將改變我們的生活方式，不論是購物、娛樂、工作，甚至是 Raymond 的興趣—旅行和體驗文化……等等，元宇宙將對社會產生深刻影響，在 EMS 業界，元宇宙也在網路連線、雲計算、資料數據中心等領域創造了巨大的機會。Raymond 肯定在這個新時代，USI 無疑處於有利地位！

Raymond Wu:

A Good Manager Should Also Be an Effective Communicator

Interviewed by: President Office / Marketing Communication

Raymond is the Corp. VP and Global Controller of USI, and he is also the EVP and CFO of Asteelflash. He has over 20 years experiences in EMS Industry through various corporate and regional roles in APAC and North America. Before joining USI, Raymond was the VP of Finance in Celestica, a global EMS company headquartered in Canada. In his earlier career, he has worked at KPMG, specializing in bank industry audit. Afterward, he joined IBM and work in the Asia Pacific Headquarter and Canada Operations. In 1998, he encountered USI for the first time. At that time, he worked for IBM Personal System Group, and USI was IBM's main contract manufacturer. Now Raymond works in Shanghai, and his wife and two daughters lives in Toronto, Canada.



Raymond Wu
Division | Finance
Title | Corp. VP and Global Controller of USI
EVP and CFO of Asteelflash
Office Location | Shanghai, China

The future business strategy and operation success could not be achieved without the strong support of Finance. In Raymond's opinion, every business transaction and decision will eventually be reflected in financials and can be interpreted through financial analysis. As a finance leader, he/she needs to enhance the capability of obtaining insights through analysis to support guiding decision making and strategy planning. Moreover, as a finance leader at USI, Raymond says, "A good manager should also be an effective communicator. She or he should clearly understand the vision and roadmap to achieve the

objectives, energize everyone within the team to explore the potential, challenge the status quo, and lead by example."

In recent years, Business Partnership development becomes more important in company's operation. Financial Business Partner (FBP) plays the role as the bridge between financial department and business department. FBPs have expertise in finance but also are involved in business. FBPs both support and challenge the business to continually ensure that the company's strategies align with financial goals and



mitigate the risk from financially unsound decisions. Besides, by providing rigorous and targeted analysis and data of competitors or industry benchmarking, FBPs can drive leaders to make more profitable or positive operating decisions.

USI prepares budget annually, and Raymond indicates that "Budget is not a science, it is rather an art." Effective budget process is the cornerstone of the business operations. It is not just a finance exercise; it involves everyone in the company. A good budget reflects executives' strategic goals and the execution plan to achieve objectives. Raymond thinks that executives should clearly communicate and cascade down the plan targets to each business unit and it is each unit management's responsibility to develop a detailed action plan to fulfill corporate requirement. For Raymond, budgeting is not a one-time exercise during the year, and it includes developing a management process to periodically review and monitor the execution of the plan and take necessary steps to adjust action plans to achieve the target.

Raymond is also a Chartered Professional Accountant and Certified Management Accountant with an MBA degree from Bryant University, USA. There are several good reasons for him to select finance as his profession. Firstly, every transaction of the business will eventually be reflected in financials, and every decision can be explained and assessed from financials. Furthermore, it's exciting and fast paced. With the rapid change in technology, finance brings a change from traditional accounting to a modern finance business partnership of company, which can develop the insight and career development of

finance administrators. Lastly, Raymond also thinks that finance is a stable career because there are always jobs available worldwide.

USI will establish a Shared Service Center (SSC), and this has been around for more than decades. Raymond says that "80% of Fortune 500 companies are using SSC concept in their business, including some of our customers or competitors". Through SSC, the repeated transactional, back-office finance operations...etc., are consolidated into a central location, and then we can use big data to provide valuable insights to enhance the business performance, achieve work efficiency, reduce service cost and risk, drive global process standardization. USI will also conduct the recruitment in this field. Other than the basic accounting skills, project management, collaboration and negotiation, change management, communication and leadership are the capabilities of SSC talents which USI needs. By doing this, SSC team can satisfy the stakeholder, manage employees efficiently to ensure effective company operation, driving the company for continuous growth.

Talking the hot topic of metaverse, Raymond agrees that metaverse will change the way we live, no matter shopping, entertainment, career, even Raymond's hobbies - traveling and culture experiencing, etc., it will have massive implication in our social life. In EMS industry, metaverse also creates a huge opportunity in connectivity, cloud computing, data center, etc. Raymond affirms that USI is certainly positioned well in this new era!

中國大陸及臺灣地區 個人所得稅小知識分享

作者：上海張江廠 / ADM / 財務總處 / 集團財會中心 / 徐祥程

每年到了個人所得稅申報的季節，往往是市井小民們回顧上一年度的所得及檢討相關花費的日子，並在最後一刻為自己爭取最大利益。適逢臺灣地區財政部於 2021 年 11 月公告調整 2022 年綜合所得稅免稅額、扣除額及課稅級距，故藉此專欄，分享臺灣地區及中國大陸個人所得稅的課稅級距及計算所得額時可享有之扣除額，與各位同事一同提升基本的法律常識，維護自身權益，極大化納稅義務人之可支配所得。

首先就讓我們藉由以下對照表，看看這次臺灣地區財政部的調整有哪些利多吧！

單位：新台幣元

項目		2021 年	2022 年
免稅額	一般	8.8 萬	9.2 萬
	年滿 70 歲之納稅義務人、配偶及受納稅義務人扶養之直系尊親屬	13.2 萬	13.8 萬
標準扣除額	單身	12 萬	12.4 萬
	有配偶者	24 萬	24.8 萬
薪資所得特別扣除額		20 萬	20.7 萬
身心障礙特別扣除額		20 萬	20.7 萬
課稅級距	5%	0~540,000	0~560,000
	12%	540,001~1,210,000	560,001~1,260,000
	20%	1,210,001~2,420,000	1,260,001~2,520,000
	30%	2,420,001~4,530,000	2,520,001~4,720,000
	40%	45,300,001 以上	4,720,001 以上
退職所得	一次領取者	一次領取總額在 18 萬元乘以退職服務年資之金額以下者，所得額為 0	一次領取總額在 18.8 萬元乘以退職服務年資之金額以下者，所得額為 0
		超過 18 萬元乘以退職服務年資之金額，未達 36.2 萬元乘以退職服務年資之金額部分，以其半數為所得額	超過 18.8 萬元乘以退職服務年資之金額，未達 37.7 萬元乘以退職服務年資之金額部分，以其半數為所得額
		超過 36.2 萬元乘以退職服務年資之金額部分，全數為所得額	超過 37.7 萬元乘以退職服務年資之金額部分，全數為所得額
	分期領取者	定額免稅金額為 78.1 萬元	定額免稅金額為 81.4 萬元

看完上表以後，再讓我們動動腦，做個腦力激盪，讓大家更有感覺！

假設有一 30 歲的單身貴族員工甲，未領有身心障礙手冊或身心障礙證明，每月應稅所得 6.8 萬元，全年薪資所得總額為 14 個月，無其他適用之扣除額，那分別在 2021 年和 2022 年所適用的稅制下，分別需繳納多少的稅額呢？讓我們看看以下的計算式！

單位：新台幣元

項目 Item	2021 年	2022 年
全年綜合所得總額	95.2 萬 (6.8 萬 *14 個月)	95.2 萬 (6.8 萬 *14 個月)
免稅	8.8 萬	9.2 萬
標準扣除	12 萬	12.4 萬
薪資所得特別扣除	20 萬	20.7 萬
全年綜合所得淨額	54.4 萬 (95.2 萬 -8.8 萬 -12 萬 -20 萬)	52.9 萬 (95.2 萬 -9.2 萬 -12.4 萬 -20.7 萬)
稅率級	5%~12%	5%
應納稅額	27,480 (54 萬 *5%+0.4 萬 *12%)	26,450 (52.9 萬 *5%)

各位有發現嗎？在薪資水準不變的情況下，2021 年和 2022 年的應納稅額，竟然有 1,030 元的差異呢！

分享了臺灣地區個人所得稅得調整，中國大陸的個人所得稅分享也是一定要的！中國大陸的個人所得稅在 2018 年修正後，到目前為止，並沒有新的修正。但即使沒有更新，我們還是要了解自身的權利以及納稅人應盡的義務，讓我們藉由下表一起複習中國大陸於申報個人所得稅時所適用的基本減除費用以及課稅級距吧！

看完上表以後，我們也做個腦力激盪，一起試算看看稅額！

單位：人民幣元

基本減除費用		60,000
課稅級距	3%	0~36,000
	10%	36,001~144,000
	20%	144,001~300,000
	25%	300,001~420,000
	30%	420,001~660,000
	35%	660,001~960,000
	45%	960,000 以上

假設有一 30 歲的單身貴族員工乙，2021 年每月應稅所得 6 千元，全年薪資所得總額為 12 個月，無其他適用之扣除額，那在申報 2021 年個人所得稅時，單身貴族員工乙需要繳納多少的稅額呢？

單位：人民幣元

2021 年	
全年綜合所得總額	7.2 萬
基本減除費用	6 萬 60,000
全年綜合所得淨額	1.2 萬 (7.2 萬 -6 萬)
稅率級距	3%
應納稅額	360

透過上表的公式，大家初步了解個人所得稅的計算了嗎？

透過前述的兩個簡易釋例，大家都初步了解臺灣地區及中國大陸的個人所得稅計算了嗎？了解之後，各位不妨依據自身的情況，試算未來應該要繳納之稅額，在了解自身權利的同時，也要盡應盡的義務唷！

Individual Income Tax Tips in Mainland China and Taiwan

Author: Shanghai-Zhangjiang Site / ADM / Finance / Group Reporting Center / Hogan Hsu

When it comes to the individual income tax filing season every year, it is often a time for ordinary people to review their income and expenses for the previous year, and to strive for their best interests at the last minute. In November 2021, The Ministry of Finance of Taiwan announced the adjustment of the exemptions, deductions and tax brackets for the individual income tax for 2022. Therefore, we would like to discuss the income tax brackets and deductions upon calculating the income in Taiwan and Mainland China, so that you can enhance your basic legal knowledge, protect your rights and interests, and maximize your disposable income.

First of all, let's use the following comparison table to see what are the benefits of this adjustment announced by the Ministry of Finance in Taiwan!

Unit: NTD

Item		2021	2022
Exemption	General	88,000	92,000
	Taxpayers (aged 70 or older), their spouses (aged 70 or older) and lineal ascendants (aged 70 or over) as the taxpayer's dependents.	132,000	138,000
Standard deduction	Single	120,000	124,000
	Married	240,000	248,000
Special deduction of income from salaries/wages		200,000	207,000
Special deduction for the disabled or handicapped		200,000	207,000
Tax brackets	5%	0~540,000	0~560,000
	12%	540,001~1,210,000	560,001~1,260,000
	20%	1,210,001~2,420,000	1,260,001~2,520,000
	30%	2,420,001~4,530,000	2,520,001~4,720,000
	40%	45,300,001 or more	4,720,001 or more
Separation income	For those who receive in a lump sum	If the total amount received in one lump sum is less than NT\$180,000 multiplied by the number of service years at the time of separation, the income amount shall be considered zero.	If the total amount received in one lump sum is less than NT\$188,000 multiplied by the number of service years at the time of separation, the income amount shall be considered zero.
		If the total amount received in one lump sum is more than NT\$ 180,000 multiplied by the number of service years at the time of separation, half of the portion of the amount over NT\$ 180,000 but less than NT\$ 362,000 multiplied by the number of service years at the time of separation shall be the income amount.	If the total amount received in one lump sum is more than NT\$ 188,000 multiplied by the number of service years at the time of separation, half of the portion of the amount over NT\$ 188,000 but less than NT\$ 377,000 multiplied by the number of service years at the time of separation shall be the income amount.
		The portion of the amount over NT\$ 362,000 multiplied by the number of service years shall totally be considered the income amount.	The portion of the amount over NT\$ 377,000 multiplied by the number of service years shall totally be considered the income amount.
	For those who receive in installments	The income amount shall be the balance of the total amount of all installments received in one year with the deduction of NT\$781,000.	The income amount shall be the balance of the total amount of all installments received in one year with the deduction of NT\$814,000.

After reading the above table, let us do a brainstorming!

Suppose there is a 30-year-old single worker A, who does not have a disability identification or certification, with a monthly taxable income of NT\$68,000, has a total annual salary of 14 months and no other applicable deductions. How much tax will he have to pay under the tax system applicable in 2021 and 2022 respectively? Let's take a look at the following calculations!

Unit: NTD

Item	2021	2022
Annual gross consolidated income	952,000 (68,000*14 months)	952,000 (68,000*14 months)
Exemption	88,000	92,000
Standard deduction	120,000	124,000
Special deduction of income from salaries/wages	200,000	207,000
Annual net consolidated income	544,000 (952,000-88,000-120,000-200,000)	529,000 (952,000-92,000-124,000-207,000)
Tax brackets	5%~12%	5%
Tax payable	27,480 (540,000*5%+ 4,000*12%)	26,450 (529,000*5%)

Have you noticed? With no change in salary level, there is a NT\$1,030 difference between the tax payable in 2021 and 2022.

After sharing the adjustment of Taiwan's individual income tax, it is a must to share the regulations on the individual income tax in Mainland China! There is no new amendment to the individual income tax in Mainland China after the amendment in 2018. But even without the update, we still need to understand our rights and taxpayers' obligations, so let's review the basic deductions and tax brackets applicable to individual income tax returns in Mainland China with the table below!

After reading the above table, let's have a brainstorming and try to calculate the tax amount together!

Unit: RMB

Standard basic deductions		60,000
Tax brackets	3%	0~36,000
	10%	36,001~144,000
	20%	144,001~300,000
	25%	300,001~420,000
	30%	420,001~660,000
	35%	660,001~960,000
	45%	960,000 or more

Suppose there is a 30-year-old single worker B with a taxable income of RMB 6,000 per month in 2021, has a total annual salary of 12 months and no other applicable deductions. How much tax will the single worker B have to pay when filing his 2021 personal income tax return?

Unit: RMB

2021	
Annual gross consolidated income	72,000 (6,000*12 months)
Standard basic deductions	60,000
Annual net consolidated income	12,000 (72,000- 60,000)
Tax bracket	3%
Tax payable	360

Through the formula in the table above, do you have a preliminary understanding of the calculation of individual income tax?

Through the above two examples, do you have a preliminary understanding of the individual income tax calculation in Taiwan and Mainland China? It's suggested to try to calculate the amount of tax you should pay in the future depending on your own situation. Upon understanding your rights, you shall fulfill your obligations at the same time!

現行 Wi-Fi 6/6E 與次世代無線網路 Wi-Fi 7 技術探討

作者：臺灣南崗廠 / ICS / WMS / WP1 PLM 研發處 / 梁凱閔

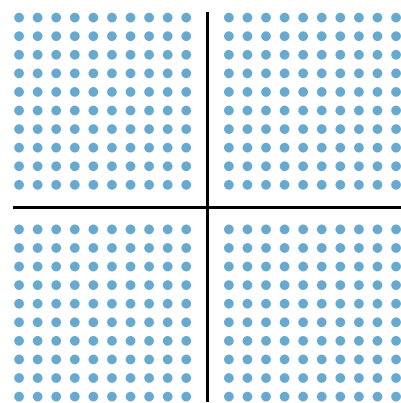
無線裝置的種類不斷增加，從一開始的個人電腦、手持裝置，直到最近的頭戴裝置，裝置數量的增加讓頻段更加的擁擠，考驗無線網路的速度和頻寬利用率。此外，高品質的影音串流服務也讓傳輸速率的要求也越來越高，例如，4K 甚至 8K 的影片都需要穩定且巨大的流量。特別是在 COVID-19 之後，遠距及分流辦公成為新常態，網路視訊會議的互動需要多人且更低的網路延遲。本文將在以下探討幾項 Wi-Fi 6/6E 與 Wi-Fi 7 技術的改進，這些技術能夠提供更穩定的速率和頻寬利用率。

Wi-Fi 6/6E

現行最新的無線網路技術為 6/6E，與上一代相比主要有以下幾點技術上的不同。

1024-QAM

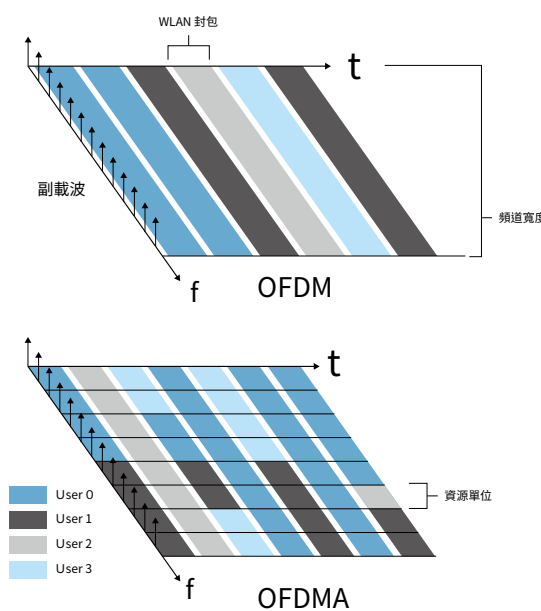
Wi-Fi 透過訊號的振幅與相位來傳輸資訊，這種調變方式稱作 QAM，資料可以用這兩個參數構成的星座圖來表示，其密度越高每單位傳輸的資訊量也就越大，因此傳輸速率也就越快，Wi-Fi 6 達到 1024 QAM，一個符號可以表示 10 bits，如圖一。



圖一 1024-QAM 星座圖

正交分頻多重連接 (OFDMA)

一個頻道中的頻寬由相鄰連續的多個子載波構成，Wi-Fi 5 採用了 OFDM(正交分頻多工)，每次傳送資料時整個頻寬都只能由同一 STA(工作站，例如：手機和筆電) 從 AP(無線接入點，例如：路由器) 傳送或接收資料，造成傳輸的延遲和頻寬浪費。OFDMA 改良了 OFDM，將頻寬切割更小的單位 (Resource Unit, RU)，將 RU 分配給不同的 STA，讓 STA 可以同時傳輸，降低延遲和提高頻寬利用率，圖二為 OFDM 與 OFDMA 的比較。



圖二 OFDM 與 OFDMA 的比較

8x8 UL/DL MU-MIMO

多天線可以增加傳輸速度和距離，然而發送端與接收端的天線數量不一定相同，通常 AP 的天線會比 STA 的天線數多，AP 可能有多餘的天線被閒置。Wi-Fi 5 同時讓多個 STA 利用 AP 的天線，減少 AP 被閒置的天線，但僅限於下行連線。直到 Wi-Fi 6 才能讓多個 STA 在上行下行傳輸時都同時可以利用 AP 的天線，這種系統稱為 UL/DL MU-MIMO (上行 / 下行多使用者 - 多輸入多輸出系統)。

6 GHz 頻段

Wi-Fi 6 和 Wi-Fi 5 一樣只有 2.4GHz 和 5GHz 兩個頻段可用，Wi-Fi 6E 多了 6GHz 的頻段可用，可以改善頻段擁擠的狀況。

BSS Coloring

以往多 AP 同時使用同一頻道時，一次只有一個 AP 可以傳輸，Wi-Fi 6 的 BSS Coloring 將鄰近的 AP 設為不同的顏色，透過檢查顏色是否相同，可以忽略同頻道上不同顏色的訊號，同時傳輸資料，這種多 AP 同時使用頻道的特性被稱為空間複用 (Spatial Reuse)。

Wi-Fi 7

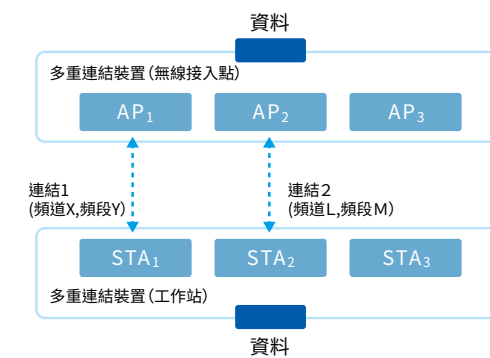
目前 Wi-Fi 7 技術還沒有商業化，預計在 2023 發布，以下是幾項草案中有可能被納入的技術和特性。

Multi-RU

Wi-Fi 6 的 OFDMA 提高了頻寬利用率，但因為每個 STA 只分配一個 RU，分配的方式較不具彈性，在有訊號屏蔽或者 STA 或 RU 數量不對稱的情況下，RU 無法全數分配，Wi-Fi 7 加入了 Multi-RU 特性，讓多個 RU 可以合併分配給同一個 STA，提高頻寬的使用率。

多重連結模式 (Multi-link Operation)

Wi-Fi 6 原本 AP 與 STA 之間只能建立一個連結，Wi-Fi 7 加入了 Multi-link Operation 的特性，如圖三，AP 與 STA 之間的連結可以視為有多個子 AP 和多個子 STA 的連結，透過多重連結讓資料傳輸有更高的速率和更低的延遲。



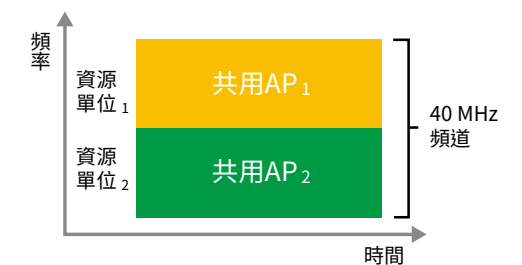
圖三 多重連結模式

Multi-AP 特性

Wi-Fi 7 加入了 Multi-AP 特性，透過以下幾個方式讓多個 AP 間能協同工作，來提高資源利用率和減少互相干擾。

1. 協同正交分頻多重連接 (Coordinated OFDMA)

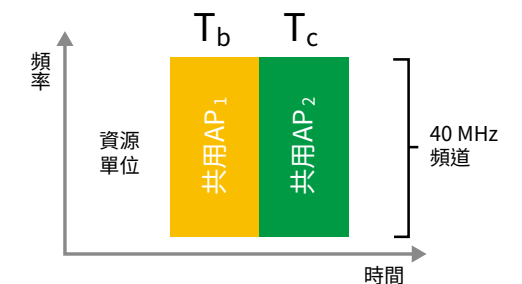
原本 Wi-Fi 6 的 OFDMA 只能透過頻率分配給讓同一 AP 底下的 STA 共用頻道，Coordinated OFDMA 如圖四，讓多 AP 間也能協調頻率分配共用頻道，提高頻寬利用率。



圖四 協同正交分頻多重連接

2. 協同時分多工 (Coordinated TDMA)

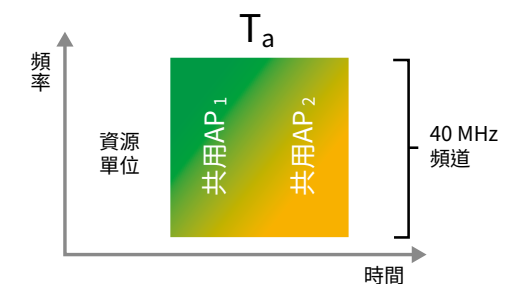
原本 Wi-Fi 6 只能透過時間分配讓同一 AP 給底下的 STA 共用頻道，Coordinated TDMA 讓多 AP 間也能協調時間的分配以共用頻道，提高頻寬利用率，如圖五。



圖五 協同時分多工

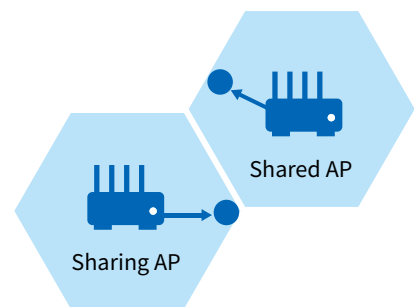
3. 協同空間複用 (Coordinated Spatial Reuse)

AP 發射功率過大或過小有可能導致空間複用不穩定，Coordinated Spatial Reuse 透過平衡 AP 間發射功率控制能取得更好的空間複用，如圖六。



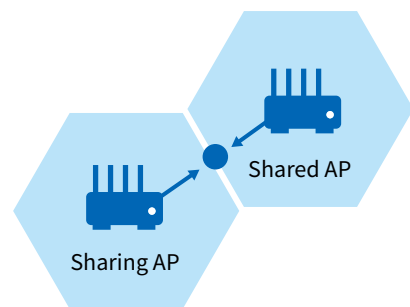
圖六 協同空間複用

4. 協同波束成型 (Coordinated beamforming)
STA 有可能會被不同服務集合的 AP 干擾，Coordinated beamforming 透過協調 AP 天線定向發送和接收避免互相干擾，如圖七。



圖七 協同波束成型

5. 協同聯合傳送 (Coordinated joint processing)
Coordinated joint processing 可以被視為多 AP 組成的 MIMO，讓多個 AP 可以協同傳輸資料給 STA，如圖八。



圖八 協同聯合傳送

4096-QAM
QAM 頻譜密度在 Wi-Fi 7 將達到 4096，一個符號可以表示到 12 bits。

Wi-Fi 5、Wi-Fi 6/6E、Wi-Fi 7 的比較

表一為各個 Wi-Fi 世代的進展的比較。

表一 Wi-Fi 5、Wi-Fi 6/6E、Wi-Fi 7 的比較表

	Wi-Fi 5	Wi-Fi 6	Wi-Fi 6E	Wi-Fi 7
發佈時間	2013	2019	2021	2023
IEEE 協定標準	802.11ac	802.11ax		802.11be
頻段	2.4 GHz 5 GHz	2.4 GHz 5 GHz	2.4 GHz 5 GHz 6 GHz	2.4 GHz 5 GHz 6 GHz
調變	256-QAM OFDM	1024-QAM OFDMA		4096-QAM C-OFDMA
多輸入多輸出	4x4 DL MU-MIMO	8x8 UL/DL MU-MIMO		16x16 UL/DL MU-MIMO

未來的趨勢與展望

在 Wi-Fi 6 到 Wi-Fi 7 之間的演進可以看出 Wi-Fi 技術未來的幾個發展方向。首先，硬體方面不斷的進步，讓訊號有更好的調變精度與更高的頻段，從基本面提升了 Wi-Fi 的速度。其次，Multi-RU、Multi-AP、Multi-Link Operation 等從技術面上改良，讓資源的使用方式更有彈性，這些改進包括了頻寬的利用率和即時性的改善。除此之外，還有一些額外的應用沒納入本文，比如 Wi-Fi Sensing 利用頻道振幅和相位的變化能夠感測環境，可以應用在監控、辨識等方面。

資料來源

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- The Wi-Fi Evolution。檢自 <https://www.qorvo.com/resources/d/qorvo-the-wi-fi-evolution-white-paper>

Discussion on *Wi-Fi 6/6E* and Next-generation Wireless Network *Wi-Fi 7* Technology

Author: Taiwan-Nankang Site / ICS / WMS / WP1 PLM / Leon Liang

The types of wireless devices are increasing continuously, from personal computers and handheld devices in the beginning to the recent headsets. The increase in the number of devices also made band frequencies more crowded, which tests the speed and bandwidth utilization of wireless networks. In addition, high quality multimedia streaming services also made the demand transmission speed higher and higher; for example, 4K and even 8K videos all require steady and huge traffics. Especially after COVID-19, working from home and in shifts have become new norms, and interactions with online video conferences require multi-users and lower network latencies. This article will discuss some of the improvements with Wi-Fi 6/6E and Wi-Fi 7 technologies; these technologies can provide more stable speed and bandwidth utilization.

Wi-Fi 6/6E

The latest wireless network technology right now is 6/6E; there are the following technical differences compared with the previous generation.

1024-QAM

Wi-Fi transmits information through amplitudes and phases of signals; this modulation method is called QAM. Data can be represented by this constellation diagram composed of these two parameters; the denser it is, the larger the amount of information is transmitted by each unit, hence, the faster the transmission speed. Wi-Fi 6 reaches up to 1024 QAM, with each symbol representing 10 bits, as shown in Figure 1.

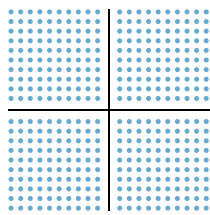


Figure 1 1024-QAM Constellation Diagram

Orthogonal Frequency Division
Multiple Access (OFDMA)

The bandwidth in a channel is composed of multiple adjacent sub-carriers; Wi-Fi 5 adopted orthogonal

frequency division multiplexing (OFDM). Every time data is transmitted, the entire bandwidth can only transmit or receive data from the AP (wireless access point, such as: router) of the same STA (workstation, such as: mobile phone and notebook computer), causing delays in transmission and wastes of bandwidths. OFDMA is an improvement of OFDM; it splits the bandwidth into smaller resource units (RU) and distributes the RUs to different STAs so that the STAs can transmit simultaneously, reducing delays and increasing bandwidth utilization. Figure 2 is the comparison between OFDM and OFDMA.

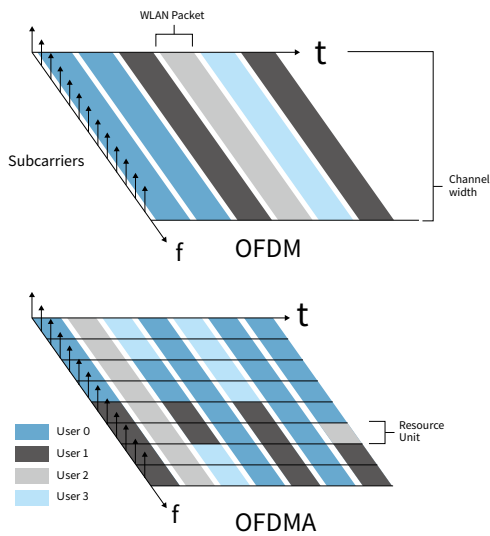


Figure 2 Comparison Between OFDM and OFDMA

8x8 UL/DL MU-MIMO

Multiple antennas can increase the transmission speed and distance; however, the number of antennas at the transmitting end and the receiving end might not be the same. Usually, APs have more antennas than STAs, and APs may have redundant antennas that are idle. Wi-Fi 5 allows multiple STAs to use the antennas of APs simultaneously, reducing the number of redundant AP antennas, but this is only limited to download connections. Until Wi-Fi 6, multiple STAs use AP antennas simultaneously for both upload and download transmissions; this system is generally called UL/DL MU-MIMO (upload/download multi-user, multi-input multi-output system).

6 GHz Band

Wi-Fi 6 and Wi-Fi 5 both only have two bands, 2.4GHz and 5GHz, to use, but Wi-Fi 6E has an additional 6GHz band to use, able to improve the band congestion condition.

BSS Coloring

In the past, when multiple APs used the same band, only one AP could transmit at a time. The BSS Coloring of Wi-Fi 6 sets the APs nearby as different colors; by checking whether the colors are the same, different color signals on the same band can be omitted to transmit data simultaneously. This feature where multiple APs use the same band simultaneously is called spatial reuse.

Wi-Fi 7

Currently, Wi-Fi 7 technology has not been commercialized as yet; it is set to be launched in 2023. The following are some of the technologies and features that may be included in the draft.

Multi-RU

The OFDMA of Wi-Fi 6 has improved bandwidth utilization, but since each STA only has one RU allocated, the allocation method is not very flexible. When there is signal shielding or asymmetric numbers of STAs and RUs, the RUs cannot be fully allocated. Wi-Fi 7 has the Multi-RU feature added, allowing multiple RUs to be combined and allocated to the same STA, increasing bandwidth utilization.

Multi-link Operation

Originally, only one connection could be established between AP and STA for Wi-Fi 6, but Wi-Fi 7 added the multi-link operation feature, as shown in Figure 3. The connection between AP and STA can be viewed as connections with multiple sub-APs and sub-STAs, allowing data transmission to have higher speeds and lower latencies through multiple connections.

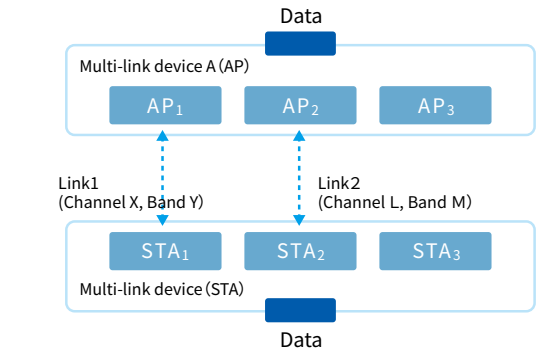


Figure 3 Multi-link Operation

Multi-AP Feature

Wi-Fi 7 added the Multi-AP feature, allowing APs to work coordinately through the following methods to improve resource utilization and reduce mutual interference.

1. Coordinated OFDMA

The OFDMA of Wi-Fi 6 originally only allowed the STAs under the same AP to share bands through frequency allocation; Coordinated OFDMA, as shown in Figure 4, allows multiple APs to share bands by coordinating frequency allocations to improve bandwidth utilization.

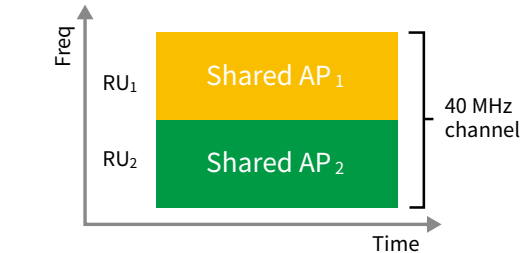


Figure 4 Coordinated OFDMA

2. Coordinated Time Division Multiple Access (Coordinated TDMA)

Originally, Wi-Fi 6 only allowed the STAs under the same AP to share bands through time allocation. Still, coordinated TDMA allows multiple APs to share bands by coordinating time allocations to improve bandwidth utilization, as shown in Figure 5.

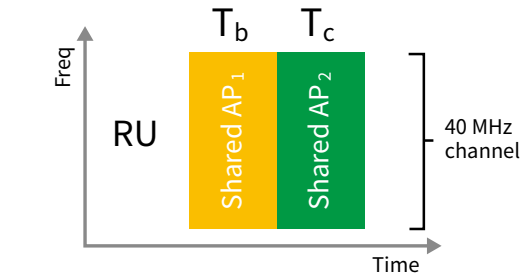


Figure 5 Coordinated TDMA

3. Coordinated Spatial Reuse

If the transmitting power of the AP is too large or too small, it may cause unstable spatial reuse; coordinated spatial reuse balances the control of the transmission power between APs to get better spatial reuse, as shown in Figure 6.

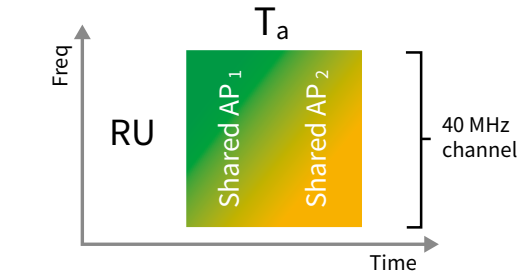


Figure 6 Coordinate Spatial Reuse

4. Coordinated Beamforming

STAs may be interfered with by APs in different service sets; Coordinated beamforming coordinates the antennas of APs to transmit and receive directionally to avoid mutual interference, as shown in Figure 7.

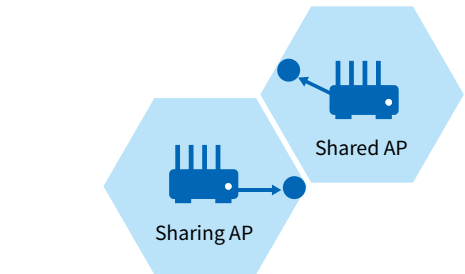


Figure 7 Coordinated Beamforming

5. Coordinated Joint Processing

Coordinated joint processing can be viewed as MIMO composed of multiple APs; it allows multiple APs to transmit data to the STA coordinately, as shown in Figure 8.

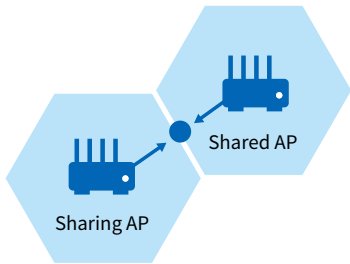


Figure 8 Coordinated Joint Processing

4096-QAM

The density of the QAM spectrum will reach 4096 in Wi-Fi 7; one symbol can represent 12 bits.

Comparison Between Wi-Fi 5, Wi-Fi 6/6E and Wi-Fi 7

Table 1 is the comparison of the progress for each generation of Wi-Fi.

Table 1 Comparison chart between Wi-Fi 5, Wi-Fi 6/6E and Wi-Fi 7

	Wi-Fi 5	Wi-Fi 6	Wi-Fi 6E	Wi-Fi 7
Launch date	2013	2019	2021	2023
IEEE standard	802.11ac	802.11ax		802.11be
Bands	2.4 GHz 5 GHz	2.4 GHz 5 GHz	2.4 GHz 5 GHz 6 GHz	2.4 GHz 5 GHz 6 GHz
Modulation	256-QAM OFDM	1024-QAM OFDMA		4096-QAM C-OFDMA
MIMO	4x4 DL MU-MIMO	8x8 UL/DL MU-MIMO		16x16 UL/DL MU-MIMO

Future Trends and Prospects

The future development directions of Wi-Fi technology can be seen from the evolution of Wi-Fi 6 to Wi-Fi 7. First of all, the hardware keeps advancing, allowing signals to have better modulation accuracy and higher bands; fundamentally, this increases the speed of Wi-Fi. Second, improvements on the technical aspects, including Multi-RU, Multi-AP and Multi-Link Operation, allowed the usage of resources to be more flexible; these improvements include improved bandwidth utilization and immediacy. In addition, some additional applications were not included in this article, such as Wi-Fi Sensing that uses changes in channel amplitudes and phases to sense the environment, which can be applied for monitoring and recognition, etc.

Sources

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- Current Status and Directions of IEEE 802.11be, the Future Wi-Fi 7 ◦ From <https://ieeexplore.ieee.org/stamp/stamp.jsp?arnumber=9090146>
- The Wi-Fi Evolution ◦ From <https://www.qorvo.com/resources/d/qorvo-the-wi-fi-evolution-white-paper>

Brigitte Hartung

工作的一天

作者：Asteelflash / Marketing Communication / Clara Fosse

我們有幸採訪了自動生產團隊的通孔插裝技術主管（APT PTH 主管）Brigitte Hartung。她在 Asteelflash 位於德國的 Bad Hersfeld 廠工作已超過 10 年。



Brigitte 對 Asteelflash 的工作充滿熱情，稱這「非常滿足她的想望」。當下班離開工廠後，她喜歡急速充滿冒險的生活。在閒暇時間，她會騎上四輪摩托車，在森林中探索大自然，享受奔馳的快感。

Brigitte 加入 Asteelflash 已有十多年，多年來見證了公司許多變化。這讓她同時成長不少。在她加入公司幾年後，Bad Hersfeld 廠需要雇用 100 多名新員工來支援新客戶。而那時 Brigitte 成為了 APT PTH 主管，培訓這些新員工。現在，Brigitte 負責一個約 8 到 12 人的團隊，這也讓她提升了不少責任感。

Bad Hersfeld 廠是一個 24 小時運作的工廠。Brigitte 的團隊從早上 5 點開始早班的工作。她第一件事就是向前一班的負責人詢問夜間發生的事情。確保前一班在輪班簿上留的資訊能被完整的追蹤與監控。

之後，她會參加由產品經理、規劃人員和部分團隊主管組成的生產會議。安排這些會議的目的是為了確定每個問題的優先程度，並找到有效的解決方案。

此外，Brigitte 也必須通知客戶主要關於因 COVID-19 或零組件短缺所造成的延誤。對客戶提供透明化的訊息，展現即使遇到了很多困難，我們能盡最大努力完成客戶的目標，以示我們的靠譜。

最後，在一天工作結束時，她和她的團隊必須為下一班人員將工作環境準備好，並對白天製造的產品進行最後一次品質檢查。

除了日常工作之外，Brigitte 在工廠還扮演另一個重要的角色：她是 Bad Hersfeld 廠勞資委員會的一員。這個委員會有 9 名代表，扮演著資方和員工之間的聯絡人。Brigitte 對這任務相當的投入，試圖為雙方在經濟和社會議題上找到最佳的折衷方案。



A Day in the Life of Brigitte Hartung

Author: Asteelflash / Marketing Communication / Clara Fosse

We have had the pleasure of interviewing Brigitte Hartung, Autonomous Production Team - Pin Through Hole Supervisor (APT PTH Supervisor). Working at Asteelflash for the last 10 years, she is based in our Bad Hersfeld Site in Germany.

Brigitte is really passionate about her job at Asteelflash, calling it "really close to her heart". When she leaves the premises, she likes to enjoy a fast and adventurous life. In her free time, you will find her in the forest on her quad bike to discover the nature and enjoy the thrill of speed.

Brigitte has been part of Asteelflash for more than a decade and has seen many changes in the company over the years. This has allowed her to evolve greatly at the same time. A few years after she joined the company, Bad Hersfeld site had to hire more than 100 employees to support a new major customer. Brigitte became an APT PTH supervisor then and needed to train these employees. Now Brigitte is responsible for a team of 8 to 12 people, and her level of responsibility has increased a lot.

The facility of Bad Hersfeld is a 24/7 working factory. Brigitte's team works the "early shifts" starting at 5 am. The first thing she does is to ask the previous shift supervisor about what happened during the night, making the information is thoroughly tracked and monitored in the shift book.

A bit later in the day, she has to attend the production meeting that gathers Production

Managers, Planners and some of the Team Leaders. The objective of these meetings is to define the priority of each problem and to find efficient solutions.

Moreover, Brigitte also has to inform the customers about any delays mainly due to the COVID-19 crisis or the component shortages. It is really important to be transparent with them and to show that despite confronting the recent obstacles, we will do our best to meet their targets and be as reliable as possible.

Finally, at the end of her day, it is mandatory for her and her team to prepare the workplace for the next shift and to do a last quality check on the products they have been working on during the day.

On top of her daily work, Brigitte has another important role in the facility: she is the part of the work council that represents all Bad Hersfeld employees. There are 9 representatives whose role is to be the point of contact between the management board and the employees. Brigitte always feels very involved in her mission to try to find the best compromise for both economic and social topics.

法國飛旭集團 突尼西亞 La Soukra 廠總經理 Ridha Bouras 永不放棄 用多樣性與靈活取勝

採訪編輯：總經理室 / 行銷企劃部

Asteelflash La Soukra 廠位於北非的突尼西亞首都突尼斯市。在馬格里布這塊肥沃的土地上，La Soukra 廠持續成長，提供客戶優秀的服務及解決方案。本次，我們邀請 La Soukra 廠總經理 Ridha Bouras 先生來分享一些關於 La Soukra 廠的小故事與他的工作經驗及想法。



Q1. 請簡單介紹一下您自己。

自1982年以來，我在汽車與消費性電子產業歷經幾間公司並擔任過不同的職位。1991 年，我從事 Alpine Electronics 的品質經理，於歐盟市場負責視聽娛樂系統及產品的OEM專案。2006 年，擔任江森自控的全球運營品質總監。2015 年，我進入了位於愛爾蘭的 Valeo，負責 CDV 業務，同時從事開發和製造。2016 年年中進入 Hager，擔任駐德國的價值鏈品質總監。而三年前，我加入 Asteelflash，擔任 La Soukra 廠總經理一職。

我喜歡馬術和閱讀，最喜歡的書是 Jeffrey K. Liker 寫的 The Toyota Way。不過，最愛的作家則是Amin Mallouf。此外，我也喜歡旅行，曾拜訪過阿聯、日本、美國和許多歐盟國家。

Q2. 請用三個字描述 La Soukra 廠。

這三個字分別是：**成長(Growth)**、**靈活(Flexibility)**與**卓越(Excellence)**。

成長：在過去5年中，La Soukra廠的營業額翻了一倍以上，目標是在未來 2 年維持相同的成長率。在保持與客戶商定之服務品質的同時也達到規模量產是我們最大的挑戰之一。行動計劃的推出不僅應促進擴張，更要推動成長。例如：審查和更新所有流程和基礎設施、開發更多有能力的人才、規劃成長計劃的確就等同於在計劃一個「大變革」。像優化生產區域以取得更多空間、創建自動化開發專案、升級SMT 和其他流程來生產高度複雜的產品、導入數位化、推展工程師培訓計劃等等，都是為了推動變革和促進成長而需要實施的行動。



靈活：La Soukra 廠的一大特點是客戶和產品的多樣性。除了為各個領域的客戶提供服務，像汽車、工業、鐵路、醫療、航空、消費性電子、智慧家庭、安全、能源管理……等，La Soukra 廠擁有廣泛的生產組合和產量，從每年不超過幾百個的多樣少量產品至好幾百萬個的中少樣多量產品。La Soukra 廠仍然希望透過為客戶提供具有彈性的製造解決方案，超越競爭對手。我們相信，能有效解決每位客戶需求的能力是未來發展的致勝關鍵。

卓越：我們的目標是讓卓越成為工作文化中的一種心態，來創造持續的成長。卓越的運營不僅會帶來客戶的滿意和增長的重要動力，而且還會隨著提升效率和減少浪費而提高利潤。

Q3. 請介紹您一天的工作行程。

我每天都從巡視車間(又稱作GEMBA Walk)開始，有兩個原因：

首先，巡視車間能向我們的同仁傳達訊息：我們將管理投入到日常運營，而執行力是相當重要的一環。此外，

在車間巡視時，即使是一個簡單的微笑，足以表明我們對員工真誠的關心，以及看重他們所創造的附加價值。如此一來，我們就擁有一支更盡心盡力的團隊。

其次，巡視車間能讓我了解與標準的落差（如果有存在）、生產問題或困難以及問題的本源有更深入的了解。我能夠根據事實而不是報告來進行管理。

我花了大約一個小時巡視車間。然後與管理團隊舉行會議，分享緊急和重要的訊息，確定優先事項並快速解決問題。

在剩下的時間裡，取決於每天日程安排來處理日常事項。不過我一天中最喜歡的時間就是巡視車間。

Q4. 在經營工廠方面，你遇過最大的挑戰是什麼？

我想，當前的環境就是經營工廠目前最大的挑戰。零組件缺料的危機和疫情影響了我們客戶在2020到2021年的訂單，而在運輸成本、供應鏈管理等議題上也尚未緩解。



事實上，面對資訊有限，甚至不透明的原物料供給狀況，在計劃資源和生產方面是個挑戰；在確保客戶訂單所需零組件的同時，還要實現減少庫存的目標，這是一個挑戰；在保持利潤目標的同時，材料採購、運輸方面的額外成本，以及由於變化和物料短缺造成的運營效率損失也是一個挑戰。

在 La Soukra 廠，我們制定了緩解計劃來解決這些問題。作為一個團隊，我們利用彼此的優勢，依舊在 2021 年實現了 17% 的成長。

Q5. 在 EMS 行業中，您前進的動力是什麼？

我的工作生涯都在 OEM 中度過，在這個領域所有產品在設計和/或功能方面都是使用既定的技術開發平台。

EMS 對我來說是個截然不同的世界，因為我們可以依照不同設計和客戶要求開發各種產品。對於像我這樣具有工程背景和 40 年電子製造經驗的人來說，能夠利用它來做出如此多樣的產品，並能夠保持具有成本競爭力同時建立最佳製造解決方案，就像置身於樂園一樣。

Q6. 您最難忘的事情是什麼？

儘管我加入 Asteelflash Tunisia 僅僅三年，但我們一直在實施的快速變革、迄今取得的成就，讓我在短時間內就經歷了許多難忘的事情。以下僅舉幾例，其中一個是，2019 年我們與管理團隊突破極限，在 La Soukra 廠的歷史上首次實現一個月1000 萬歐元的營收。那一年，我們實現了 27% 的總成長。第二是OBD 的產線從中國廠區轉移到La Soukra 廠只用了4週。

Q7. 您如何看待元宇宙？

未來 10 到 20 年元宇宙的使用範圍會有多廣，以及它會影響各行各業和企業多大程度，我目前無法斷定。然而，毫無疑問地，元宇宙將成為互聯網的下一個迭代。

由於疫情大流行，我們透過 Zoom 進行了許多線上稽核和產線巡視，不過我可以想像將來我們也會使用元宇宙的技術來進行這些事情。以上只是可能的應用舉例，但我確定未來它將會超越商務會議。

Q8. 您的人生座右銘是？

「永不放棄」。因為我相信只有在停止嘗試後我們才會失敗。

Ridha Bouras

General Manager of Asteelflash Tunisia

Never Give Up Achieve Excellence Through Diversity and Flexibility

Interviewed by: President Office / Marketing Communication

Asteelflash La Soukra Site is located in Tunis, the capital of Tunisia, North Africa. On this fertile land of Maghreb, La Soukra Site keeps growing and providing great service and solutions to its customers. This time, we have invited the General Manager of Asteelflash Tunisia, Mr. Ridha Bouras, to share some stories about La Soukra Site, his working experience and ideas with us.

Q1. Please briefly introduce yourself.

I held several job positions in the Automotive & Consumer Industry since 1982. In 1991, I was assigned as Quality Manager at Alpine Electronics, providing Audio & Entertainment system for OEM's, covering All EU region. In 2006, I became the Global Operation Quality Director within Johnson Controls. In 2015, I joined Valeo in Ireland and I was in charge of CDV businesses, acting on development as well as manufacturing. In the mid of 2016, I joined Hager as the Value Chain Quality Director based in Germany. Three years ago, I joined Asteelflash as the General Manager of La Soukra Site.

I like Horseback riding and reading - my favorite book is The Toyota Way written by Jeffrey K. Liker. However, Amin Mallouf is my favorite writer. Besides, I also like traveling. I



have traveled to UAE, Japan, USA and many other countries in Europe.

Q2. Please give three words with explanation to describe La Soukra Site.

The three words that would describe La Soukra Site are: **Growth, Flexibility and Excellence.**

Growth: In the last 5 years, La Soukra Site's turnover has more than doubled, and the target is to maintain the same growth rate in the next 2 years. Getting to the scale while maintaining the agreed level of service with our customers has been one of the biggest challenges. The output of the planned actions should not only facilitate the expansion but



should also drive more growth. For example, reviewing and updating all processes and infrastructure, as well as developing human resources both in competencies and in numbers. Planning a growth is indeed planning a big change. Optimizing production cells' layout to gain space, creating an automation development cell, upgrading SMT and other processes for highly complex products, digitalizing activities, running engineers training programs...etc., are some examples of actions that need to be implemented to run the change and facilitate growth.

Flexibility: One particularity that distinguishes La Soukra Site is the big diversity of customers and products. Besides delivering services to customers in various segments: automotive, industrial, railway, medical, aeronautic, consumer, domotics, safety, energy management..., etc, La Soukra Site runs a large range of production mix and volumes: from high mix, low volumes that does not exceed 3-digit number per year to middle/low mix and high volume with 7-digit number per year. La Soukra Site still wants to differentiate from its competitors as the manufacturing solution that offers flexibility to its customers. We believe that the ability to address each customer's needs effectively is a winning key for its future growth.

Excellence: The target is that excellence becomes a mindset in the work culture to create lasting growth. Excellence in operations will not only lead to customer satisfaction and an important enabler of growth but will also increase profitability as inefficiencies and wastes will be reduced.

Q3. How does your typical working day look like?

I start each working day by a site tour called the GEMBA Walk. This is key for two main reasons:

First, walking around the shop floor will convey the message to our collaborators that management is invested in everyday operations and that execution is important. Moreover, connecting with the teams even with a simple smile while making the GEMBA will show that we do care about them and added value matters. Thus, we will have a more dedicated team.

Second, being on the shop floor gives me greater insight of standards deployment gaps (if they exist), issues or difficulties and root causes. I would be able to manage by facts not by reports.

I spend around an hour making this tour. Then, I have a meeting with my management team to share urgent and important information, set priorities and quickly tackle issues.

For the rest of the time, I deal with the day-to-day work, depending on my calendar. But my favorite time of the day is always the GEMBA walk.

Q4. What's the biggest challenge to run a factory?

The current context is the biggest challenge to run a factory I would say, with the electronic component crisis and the pandemic that has affected our customers' orders in 2020-2021 and is still impacting them, as well as the transportation costs, the supply chain management and so on.



In fact, supply issues with limited to no visibility on components availability is a challenge in planning resources and production. Securing components for customers' orders while having an objective to reduce inventories is a challenge. Keeping the profitability target levels while

having extra costs in material procurement, transportation and losses in operation efficiencies due to variations and shortages is also a challenge.

In La Soukra Site, we developed a mitigation plan to tackle these issues. As a team, we have leveraged each other's strengths and we still managed to achieve a 17% growth in 2021.

Q5. In the EMS industry, what's the driven power or interesting thing that keep you going?

I have spent all my career in OEMs where all the products are using a defined technological platform in terms of design and/or functions.

EMS for me is a different world as we get to develop diverse products with different designs and customer requirement. For someone like me who has an engineering background and 40+ years of electronic manufacturing experience, to be able to use the experience for such wide diversity of products and to build the best manufacturing process solutions while maintaining a competitive cost, is like being in Wonderland.

Q6. What was the most unforgettable thing or occasion you have experienced?

Even though it has been only three years since I joined Asteelflash Tunisia, the fast pace of change we've been implementing, with all the accomplishments we've done so far, made me experience numerous unforgettable things in such a short time. To mention only a few, one is, in 2019 we committed with the management team to push our limits and to achieve 10 M€/month in revenue for the first time in La Soukra Site's history. That year we were able to achieve a total growth of 27%. Another one is the transfer of OBD's production from China to La Soukra Site in only 4 weeks.

Q7. What do you see the Metaverse?

How broad the usage of metaverse will be in the next 10-20 years and to what extent will it affect industries and businesses in general, I can't tell at the moment. However, no doubt the metaverse will be somehow the next iteration of the internet.

Due to the pandemic, we had many virtual audits and site tours through Zoom. I can easily imagine in the future that audits and visits would be performed with metaverse technologies. This is only an example of a possible application, but I am sure it will go beyond business meetings.

Q8. What is your motto for life so far?

"Never Give Up" as I do believe that we only fail when we stop trying.



作者：昆山廠 / SZ&HZ&KS / KS OPS / 魏超嶺
Author: Kunshan Site / SZ&HZ&KS / KS OPS / Jackee Wei

10月24日夜，在蘇州體育中心看了一場牽念已久的薛之謙演唱會。一首《你還要我怎樣》的熟悉旋律在姑蘇城中再次遊蕩，心中是別樣的溫馨與感動。前排座位的情侶十指緊扣，溫柔相偎。而身旁不遠的女生形單影隻，神情落寞。愛情的盛宴過後，有人守著煙火的餘溫久久不願離場。

On the night of October 24th, I went to a long-awaited Joker Xue's concert at the Suzhou Sports Center. The familiar melody of *What Do You Still Want From Me* flowed through the city of Suzhou again, moving my heart with a different kind of warmth. The couple in the row were interlocking their hands and gently cuddling each other. A girl not far away from them was all by herself, with a lonely look on her face. After the feast of love, some still guard the embers of the fireworks, and were reluctant to leave the venue even long after the show.

情歌縱然不是單身人士的專屬，但在酷狗音樂裡《單身情歌》的留言數倍於《幸福戀人》。是我們自己太過苛刻，還是愛情的際遇總差強人意？偶然聽過一段別人的往事。昔年她在大學讀書時深愛一個男生，但原因種種終未能修成正果。多年以後她已知道她們之間再無可能，自與君別後再未遇伊人如斯。總覺得生命中的其他人只能是將就，而她倔強而決絕地拒絕將就。單身成了她固守愛情的堡壘，前方橫亘著回憶激蕩的鴻溝，讓後來的追求者望而生畏，難以逾越。

Though love songs are not exclusive to singles, the comments under *Single's Love Song* are several times more than those of *Happy Lovers* in KuGou Music. Are we being too harsh to ourselves, or do affairs of the heart always end up unsatisfactory? Here's a story I came across by chance. She was deeply in love with a boy when she was in college, but for various reasons, the relationship did not end well. Years later, she knew that there wasn't a future for them, yet she was never able to meet someone like him again after they parted ways. She always felt that other people in her life were simply there to fill the void, and she stubbornly and resolutely refused to compromise. Being single has become her way of safeguarding her idea of love, so she built walls with her passionate memories, putting off later suitors, as the barriers were insurmountable.

演唱會的夜晚，彎月灑下清冷的光輝，亦如多年前他們閒庭信步的夏夜。漫步在人聲鼎沸的巷陌之中，手中捧著奶茶，臉上是明亮的笑容。「那樣的夜色太美你太溫柔，才會在剎那之間只想和你一起到白頭。」終究後來彼此向現實妥協，你背起行囊去了遠方，而我選擇留在這座城市。時光的腳步深深淺淺，漸行漸遠中讓人忘卻了愛情最初的模樣。

On the night of the concert, the crescent moon sheds its cold, brilliant light, just like in the summer nights when they strolled in the courtyard many years ago. They walked in crowded alleys, with milk teas in their hands, and bright smiles on their faces. "That night was so beautiful, and you were so gentle. In that

instant I just wanted to grow old with you." But eventually we had to face reality. You packed up and went far away, and I chose to stay in this city. The footsteps of time were sometimes deep and sometimes shallow, and people forget how they used to love as they move on.

在《巫師3》的遊戲世界裡，愛麗絲的心已化作磐石，忘記前塵往事，唯獨清晰的記得自己深愛的戀人歐吉爾德，縱使他早已移情別戀，負心出走。愛麗絲手中的愛情信物紫色玫瑰永不凋零，她無法放下已經消逝的愛情，執著於過往無法解脫。花開之時未能折枝，花既凋零又何堪再折。若往事不能改變來事，不如讓他隨風，也好過身披鎧甲，深溝高壘，一生圍困自己。

In *The Witcher 3*, Iris's heart had become as hard as stone. She had forgotten the matters of the past, except for one person, Olgerd, whom she loved deeply, despite his falling for another. The purple rose in Iris held in her hands represented a token of love that will never wither. She could not let go of her past love, trapped in a past with no way out. If one did not break the branch to pick the flower when it blossomed, then why bother breaking the branch to pick the flower when it has withered. If the past cannot change the future, it is better to let it go with the wind; it is certainly better than donning armor, confining oneself behind a fortress for the rest of one's life.





多年以後，你已兩鬢斑白，承歡膝下。某個冬天的雪夜，和你一起圍坐在暖爐旁，翻著泛黃相冊如數家珍的人，也許不是最初那個帶給你內心悸動之人。但你已然明白眼前之人莫大的好，便是義無反顧陪你慢慢變老。若有一個人讓你明白有些愛可以重來，何嘗不是三生有幸，憐取眼前人便是此生幸福的劇本。

Years later, the hair by your temples have turned grey, and your children are pleasing you. On a snowy winter night, the person sitting at the fireplace with you, flipping through yellowing albums, is probably not the one who first made your heart skip a beat. But you already understand the incredible goodness of the person beside you for growing old with you without a hesitating. If there is one person who makes you understand that some love can be repeated, it is a great blessing. To care for such a person is to live a happy life.

薛之謙在《你還要我怎樣》裡唱到「你千萬不要在我婚禮的現場，我聽完你愛的歌，就上了車，愛過你很值得。」不是所有的美的開始都能成就善的結果。《大話西遊》裡至尊寶踏上七彩祥雲變成蓋世英雄，卻也永遠失去了紫霞仙子。《剪刀手愛德華》中愛德華深愛著金，卻無法擁抱他的摯愛。《羅馬假日》裡赫本的傾城微笑也未能書寫公主的美滿姻緣。夏荷會錯過冬日的皚皚白雪，秋蟬會錯過春天的杏花微雨，而我終究錯過了陪你一起到白頭。我知道有人有幸陪你一起慢慢變老，生活未曾吝惜對你的愛，我便能微笑面對這美麗的遺憾。在我的婚禮現場，你的到來我沒有怯場，那一天陽光很暖，你笑的很淺。

In *What Do You Want From Me*, Joker Xue sang, "Don't show up at my wedding. After listening to the song you love, I will get in the car. Loving you was worth it." Not all beautiful beginnings have beautiful endings. In *A Chinese Odyssey*, the main character stepped on the auspicious rainbow cloud, and became a hero of the world, but he also lost his love forever. In *Edward Scissorhands*, Edward was deeply in love with Kim, but he could not embrace his beloved. Even Hepburn's alluring smile in *Roman Holiday* failed to bring a happy marriage to the princess. The summer lotus will miss out on the white snow of winter; the autumn cicadas will miss the light rain and apricot flowers of spring; and I will miss growing old with you after all. Knowing someone is fortunate enough to slowly grow old with you and shower you with love every day, I can smile and face this beautiful regret. At my wedding, I had no stage fright when you came. The sun was very warm, your smile was bright.

去年一個朋友向我訴苦他的失戀，我一時語塞不知如何安慰。於失戀之事我經驗有限，且我不想深究他人的感情隱私。過了些許時日再見面時我詢問他是否已走出陰霾，他岔開話題不願再提，只是淡定的說今天晚上多喝幾杯酒。或許他已平靜地放下過去那段感情。熱戀之時會覺得我最大的遺憾是你從前的遺憾未能成為我的遺憾，分手之後倘能覺得我莫大的幸福是已然知曉你擁有了坦然的幸福，亦是善莫大焉。若某一天彼此還能在街角的咖啡店偶遇，滿含驚喜的問候一句「多年不見，你還好嗎？」，未嘗不是餘生溫存的回憶。

Last year, when a friend shared with me about his breakup, I was at a loss for words and did not know how to comfort him. I have had limited experience with breakups, and I didn't want to delve into other people's private matters. When we met again after some time, I asked him if he had recovered from the breakup. He changed the subject and did not want to talk about it again, but calmly asked me to join him for a few rounds of drinks. Perhaps he has peacefully let go of that past relationship. In the heat of love, my greatest regret is that your old regrets hadn't become my regrets. After breaking up, my greatest happiness

is knowing that you have your own happiness. If one day, we meet each other in a coffee shop on the corner by chance, can we still greet each other with a happy surprise, "I haven't seen you for many years. How are you?" It may well be a warm memory for the rest of our lives.

這個週末輝哥沒來加班，他說女兒生病了，昨晚徹夜未眠照顧她，我勸他也保重身體，他說將來我會明白肩上家庭的責任。輝哥和他愛人相識相愛已近十載，他曾說二人之間現在更多的是相互守望的親情。這大概亦是世間多數相愛之人的常態，童話裡的愛情才有綿長的風花雪月，平凡的生活裡更多的是油鹽醬醋。但誰又能說這沉甸甸的親情不是過往甜蜜蜜的愛情的沉澱。多年以後你依然懂我話語裡的言不由衷，而我也懂你眼神裡的一言難盡，不需太多動聽的情話，我只想永遠陪你看院落裡的日出日落，雲起雲散。

My colleague Hui did not do any overtime work this weekend. He said that his daughter was sick, and he stayed up all night to take care of her. I told him to take care of himself. He said that I would understand what it is like to bear family responsibilities in the future. Hui and his spouse have known each other and have been in love for nearly a decade. He once said that the two of them are now more of family members watching out for each other than anything else. This is probably the normal state for most people who are in love in the world. Only love in fairy tales have a long romantic period; mundane life is more about basic necessities. But who can say that this strong family affection is not the culmination of the sweet love of the past? Years later, you still understand how I cannot speak my mind, and I also understand that you have your own difficulties. There is no need for too many sweet words of love. I just want to see sunrises and sunsets, and the coming and the leaving of the clouds with you.

「最是人間留不住，朱顏辭鏡花辭樹。」在能相愛之時請用力深愛，即使分手也沒有那麼多遺憾。因為有你願她每一個冬日都有暖陽，每一個夜晚都有人掌燈，每一段波瀾不驚的遠航都有人為她揚起風帆。我愛你三個字說得少稍顯薄情，說的太多總覺濫情，而恰到好處的我愛你則需要一生精緻的雕琢與呵護，



在每一段執子之手，指間劃過的流年裡。

"Beauteous appearances leave the mirror, flowers leave the tree, those are least likely to remain in the world." When you can love each other, please love each other with all your heart, so that even if you break up, you will not have so many regrets. Because you wish that she has a sun to warm her up in every winter, someone to hold the lantern for her every night, and someone to take the helm for her every voyage. It is a lack of affection when one doesn't say "I love you" enough yet saying it too frequently might be overly sentimental. Just the right declarations of "I love you" requires a lifetime of exquisite care, holding onto each other's hands as time slips through the fingers.

聽，緣起，故事裡，歡聲笑語，君面若桃花，撥動心弦幾許，弱水三千一瓢飲，鴻雁寄書相思一縷。且願世間有情人，得遇一人而白首，相思不相負，牡丹亭上三生路。

Listen, begin. In the stories, there are laughter and happy words, your face is like a peach blossom, tugging a little at the heart string. Drinking only one scoop of water out of the three thousand, and deliver to each other messages of yearning. I hope that couples in the world will meet the person they can grow old with, love but not betray each other, so their love would not only last in this life but in the next.

2021.12.25 夜於 USI
Written in night of 2021.12.25 at USI
To Someone

Global MA 前哨站 校園招募 實習生無縫接軌！

作者：臺灣草屯廠 / ADM / Corporate Service / 林廷昀

USI 從 2016 年至 2017 年間開始推動校園招募實習生計畫，至今已實行近五年，員工留任的比例逐年攀升。本次邀請三位臺灣廠的同仁，她們從實習生時期就踏入 USI。是因為 USI 的何種魅力讓她們毅然決然留任呢？一起來聽聽她們的心路歷程吧！

受訪者



Ellie Hsu

實習單位：AE&M AE 營業處
實習期間：2021/2-2021/6



Shelly Chang

實習單位：VPS ANS 產品處
實習期間：2021/2-2021/7



Chihchi Hsieh

實習單位：TW OPS 生物管
實習期間：2020/2-2020/7



Q1. 在實習之前有聽過 USI 嗎？

Ellie：有，校內學長姊曾分享過 USI。我覺得透過學長姊自主分享或回校分享，加上企業來校園招募，這樣的加乘效果更有吸引力及說服力！

Shelly：沒有，透過學校實習媒合平台才得知 USI。後來到 104 人力銀行查看更多 USI 的資訊時，發現 104 上的介紹寫得非常具有吸引力，公司提供的福利及日月光的形象加持，讓學生進入公司實習的意願有太大的加分！

Chihchi：沒有，當初是透過學校媒合才認識 USI。當時系主任有跟公司接洽，老師介紹 USI 時，也說可能有外派的機會，我大學時主修西文系，把派駐墨西哥當作我的目標，因此才主動申請實習。

Q2. 在實習招募階段有沒有讓妳印象深刻的事情？

Ellie：HR 單位的步調明快！從被通知面試結束的那

天到正式發出 offer，不到一週就完成了手續。那時候也有面試別的公司，結果對方遲遲慢了兩週才發出 Offer，但那時候我已經決定到 USI 實習，所以能說是 USI HR 實踐了 IDEAS 的「Speed」，哈哈！

Shelly：HR 的回應速度很迅速，而且有問必答。因為是實習生，第一次要面對正式的公司面試免不了緊張，但當時的 HR 窗口在面試前有給我了一些溫馨的小提醒；面試完之後也有再打電話關心我的面試狀況，是一次很好的體驗！總結來說，最深的印象是有效率！從我被通知面試至獲得 offer 的那一刻，僅僅只花了四天！

Chihchi：雖然一年過去了，但對於當初安排面試的細節還是印象深刻！那時候跟同學一起從臺中搭車來草屯面試，當時的 HR 把客運時間表、搭車位置、所有交通細節都一一告知。面試比預計時間還晚結束，走出面談室發現 HR 還幫我們包好便當，載我們去搭車。對於當時的我們來說，能認識 USI 的第一接觸就是 HR，回想起來那是非常好的體驗。



Q3. 在實習期間，妳學習到最重要的能力是什麼？

Ellie：在實習期間，我的主管時常叮嚀我：「以人為鏡，可以明得失。」所以我在實習學習到最重要的能力是「觀察後思考，思考後行動！」觀察前輩們的處事技巧或是專業能力，把他們的經驗作為借鏡，思考這樣的行為能創造多大的效益或風險。

Shelly：簡單來說就是抗壓性。實習期間就遇到 WFH。當時還不太熟悉業務，沒辦法立即跟主管同事面對面討論業務。跟客戶開會時就「獲得」了慘痛教訓，但也因此知道客戶想知道的是什麼。雖然當下很痛苦，但是一個很有養分的經驗。感謝同事給予很大的後援、安慰和鼓勵！再來就是安排事情優先順序的能力，客人的事情，永遠是第一順位～

Chihchi：首先是挫折容忍力！回想一年前剛成為生物管的一員，因為對業務的不熟悉，影響出貨的進度，影響到多個跨部門的運作，想當然爾被罵到臭頭，當下也哭了。但回想起這段經驗，我體認到有挫折才有成長。沒有跌一跤，不會知道自己的能耐在哪裡。到了現在，我會適時地消化後排解，將挫折轉念成職場上的「貴人」。第二，學習與人圓融相處，

人脈在職場上也是實力的一環呀！第三，同樣的事情不要問超過三遍！要整理成筆記！

Q4. 是什麼原因促使妳在實習之後決定直接加入 USI ？

Ellie：首先是「我能發揮能力的職務內容」。其實在實習期間的單位，並非我現在所任職的單位。透過實習的機會，我更了解自己的能力及方向。再與當時的主管深談後，協助我轉任到能讓我「有效學習又有成就感」的職務，是我決定留在 USI 的最關鍵。另外我覺得有競爭力的薪資也是加分的優點！

Shelly：我覺得是天時地利人和！去年一畢業就面臨疫情最嚴重的時期，很難找到工作，但 USI 剛好有缺額，於是我就抓緊機會，留在 USI。

第二個原因是，工作非常具有挑戰性，「如何透過與各部門溝通與合作達成共同目標」是我正在學習的能力。一個產品要出貨之前需要經過重重的流程：需要看料況、需要生物管、物控、採購、工程等跨部門溝通，要如何在不同角度跟立場之間做到最好的平衡，是門很深的學問。



第三個原因，公司規模大，薪水有競爭力，同事相處的氛圍很和樂，部門裡前輩都很資深，但我們相處間完全沒有階級之感！教導我的時候也都是竭盡所能傾囊相授，出社會第一份工作遇到好的師父，是很幸運的一件事！

Chihchi：我的同事們！剛成為上班族時，看網路上都有很多人分享自身遇到的職場惡文化，讓我起初也有點戰戰兢兢。但我覺得我很幸運！我在 USI 遇到的同事們都很友善！團隊氣氛也很融洽～除了友善之外還很願意無私地教我很多受用無窮的辦事技巧跟生物管上的專業能力。

Q5. 實習之後直接無縫接軌進入 USI，對妳來說有什麼優勢？

Ellie：時間！省下了很多找工作的時間，因為有同屆同學到了 12 月才找到工作，但與此同時我已經在 USI 轉正半年了。第二個優點是，不用再重新適應新環境！

Shelly：不用再重新面試，省下很多時間成本。而且年資從實習期間開始算，真的是無縫接軌！

Chihchi：省下重新適應環境的時間和心力，轉正職後的人、物都是不變的！不用再重新適應新公司的習慣跟文化。

Q6. 請以一句話總結妳的實習旅程。

Ellie：「不要害怕嘗試，而是要把『不斷嘗試』當成是一種習慣。」來到 USI 實習是我做夢都沒想過的事情，也不曾想像自己有一天會進入高度競爭的電子業。若沒有當初那份「不斷嘗試」的勇氣，說不定現在的我還在到處投履歷，焦急地等候面試通知；但因為我嘗試了，才讓我的人生又增添色彩。在往後的每一天，我還是會督促自己不斷嘗試，激勵自己成長！

Shelly：一句話不夠，請讓我分享三句話。「撐過就是你的」，「實習期間積極學習、掌握機會、永遠保持好奇心」、「實習同伴是實習的意外禮物！」

Chihchi：「如果你覺得值得，就不要抱怨過程為什麼那麼辛苦。」

Global MA Outposts

USI Internship Program

to Explore Career Possibilities

Author: Taiwan-Tsaotuen Site / ADM / Corporate Service / Elliza Lin

USI initiated the USI intern program since 2016, and it has been running for nearly five years, with retention rate increasing every year. We invited three employees from Taiwan Site who have been with USI since they were interns to share their experiences. Is it because of the charm of USI that they decided to stay on?

Interviewee



Ellie Hsu

Intern Unit: AE&M AE
Intern Period: 2021/2-2021/6



Shelly Chang

Intern Unit: VPS ANS
Intern Period: 2021/2-2021/7



Chihchi Hsieh

Intern Unit: TW OPS PMC
Intern Period: 2020/2-2020/7



Q1.Had you ever heard of USI before being an USI intern?

Ellie : Yes, some seniors at school have shared about their experience at USI. I think the synergistic effect made it more attractive and convincing through self-sharing or back-to-school sharing by seniors, and campus recruitment!

Shelly : No, I learned about USI through the college's internship platform. When I searched for more information about USI on the job bank, I found that the introduction was very attractive. The benefits offered by USI and the great image of ASE increased students' willingness to be USI interns!

Chihchi : No, I was initially introduced to USI through the school's match. At the time, the department chair approached USI about the internship, and my professor said that there might be opportunities for expatriate assignments at USI. Since I majored in Spanish in college, and an expatriate assignment to Mexico was my goal, I took the initiative to apply for the internship.

Q2.Was there anything impressing during the recruitment phase of the internship?

Ellie : The HR was fast paced! From the end of the interview to the official offer, the process was

completed in less than a week. At that time, I also had interviews with other companies, and their offers were sent two weeks later. By that time, I had already decided to intern at USI, so I can say that USI HR realized the "speed" of IDEAS, ha-ha!

Shelly : The HR's response time was very fast, and they always answered my questions. As an intern, I was nervous about my first formal interview with a company, but the HR gave me some warm reminders before the interview; after the interview, they also contacted me again to care about my interview. It was a great experience! To sum up, the most impressive thing is that the whole process was very efficient! From the moment I was notified of the interview to the moment I got the offer, it only took four days!

Chihchi : Although a year has passed, I am still deeply impressed by the details of the initial interview arrangement. At that time, I needed to take a bus from Taichung to Tsaotuen with my classmates for the interview, and the HR told me the bus schedule, the location of the bus stop, and all the transportation details. The interview ended later than expected, and when we walked out of the interview room, we found that HR had packed lunch boxes for us and gave us a ride to the bus stop. In retrospect, it was a very good experience for us to get to know USI's HR as our first image at that time.

Q3.What was the most important skill you have learned during your internship?

Ellie : During my internship, my supervisor always told me, "Take people as a mirror to reflect on yourself." Therefore, the most important skill I learned during the internship is "think after observing, act after thinking!" Observe my predecessors' skills and professionalism, learn their experience and consider how much benefit or risk can be created by such actions.

Shelly : To put it simply, it is stress resistant. I encountered WFH during my internship. At that time, I was not yet familiar with the business enough to directly discuss the business face-to-face with my supervisors and colleagues. I learned a hard lesson in a meeting with a customer, but I also learned what the customer wanted to know. Although it was painful at the moment, it was a very rewarding experience. Thanks to my colleagues for the great support, comfort and encouragement they gave me! The second skill is the ability to prioritize things. Customers' matters should be our top priority ~

Chihchi : The first is frustration tolerance! A year ago, when I first became a member of the production material control, my unfamiliarity with the business affected the progress of shipments and several cross-functional operations. Undoubtedly, I was scolded and cried. However, I realize that growth comes from setbacks when looking back on this experience. Without a fall, I will not know where my ability lies. Now, I will relieve my stress in a timely manner and regard it as a "benefactor" for my work. Secondly, how to get along with people is important. Connections are also a part of

strength in the workplace! Thirdly, avoid asking the same thing more than three times! It should be organized into notes!

Q4.What made you decide to join USI directly after your internship?

Ellie : The first is "the content of the job where I can demonstrate my capabilities." In fact, the unit I worked for during my internship was not the one I currently work for. Through internship, I have a better understanding of my capabilities and development. After having a deep discussion with the supervisor at the time, he assisted me to transfer to a position where I can "learn effectively and have a sense of achievement." It is the key to my decision to stay at USI. In addition, I think the competitive salary is also a plus!

Shelly : I think it was the perfect timing and favorable position! It was hard to find a job when the pandemic was at its peak right after I graduated last year. Luckily, USI had a job opening, so I took the opportunity to stay at USI.

The second reason is that the work is very challenging. "How to achieve common goals through cross-functional communication and cooperation" is the ability I am learning now. Before a product can be shipped, it needs to go through a lot of processes: it requires checking the materials condition, cross-departmental communication among production material control, procurement, engineering, etc. It requires deep knowledge to achieve the balance between different perspectives and positions.

The third reason is that USI is large, the salary is competitive and the atmosphere among colleagues is great. Even though the colleagues in my department are very senior, we get along without any sense of hierarchy! They did their best in teaching me, and I was very lucky to meet good mentors in my first job.

Chihchi : My colleagues! When I first started working, I read about many people's experiences about of the bad workplace culture on the internet, so I was a little bit scared at first. However, I think I am very lucky! The people I met at USI were all very friendly! The team atmosphere was also very cordial. In addition to being friendly, they are also willing to selflessly teach me a lot of useful office skills and professional skills in production material control.

Q5.What are the advantages for you of being a fulltime USI employee directly after finishing your internship at USI?

Ellie : Time! It saved me a lot of time looking for a job. Some of my classmates didn't find a job until December, but at the same time I had already been at USI for six months. The second one is that I don't have to re-adapt to a new environment.

Shelly : There is no need to re-interview, which saves a lot of time. The seniority also takes the intern period into account, which is really perfect!

Chihchi : It saves the time and effort of re-adapting to the environment. After you become a fulltime employee, you still face the same people and environment! You don't need to re-adapt to the new company's practices and culture.



Q6.Please summarize your internship in one sentence.

Ellie : "Don't be afraid to try but make it a habit to keep trying." Being a USI intern was something I never dreamed of, nor did I imagine I would one day enter the highly competitive electronics industry. If I hadn't had the courage to "keep trying," I would probably still be sending my resume and waiting anxiously for an interview. Because I tried, I was able to make my life more colorful. Every day, I will keep pushing myself to keep trying and inspiring myself to grow!

Shelly : One is not enough. Please let me share three sentences. "You are what you make of it", "Learn actively during your internship, seize opportunities and always be curious", and "Internship partners are the unexpected gift of internship!"

Chihchi : "If you think it's worth it, don't complain about why the process is so hard"

攜手 SDGs 落實永續目標

作者：臺灣草屯廠 / QA&CSR / S&HS / CSR / 林昭綺

近年來永續議題深受重視，各國政府及企業對永續目標的落實提出各種倡議行動，致力達成聯合國永續發展目標（Sustainable Development Goals，SDGs）。但是對普羅大眾而言，未必了解 SDGs 的含意，又該如何實踐？

在我們了解 SDGs 之前，需要認識它的前身一千禧年發展目標（Millennium Development Goals，MDGs）。聯合國為提倡永續發展，於 2000 年的高峰會議簽署聯合國千禧宣言，訂出八項「千禧年發展目標」，希望到 2015 年可以消除極端貧窮和飢餓、普及初等教育、遏止愛滋病及瘧疾的蔓延以及確保環境永續，提升全球人類生活品質。從 2015 年聯合國的千禧年發展目標結果報告來看，雖然各項議題已經在這 15 年當中朝向正面發展，但是仍需要更進一步的強化

並推展，以深化永續發展的方向。於是聯合國在 2015 年宣布以「2030 永續發展目標（SDGs）為方針，冀望在接下來的 15 年接替 MDGs 指引全球朝向永續目標前進。

SDGs 包含 17 個永續發展目標，均衡涵蓋環境（E）、社會（S）、治理（G）三大面向，推展範疇也不只侷限於未開發國家或低收入國家，以更為明確的定義做為各國政府及民間永續策略發展的指南。

USI 身為全球電子設計製造領導廠商，深刻體認到企業除了賺取利潤以外，更應致力於實踐社會責任。多年來公司將永續精神當成企業核心，結合 SDGs 目標到經營策略及營運管理，成功地展現出企業永續績效。以下是近年來 USI 在 SDGs 的貢獻與成果，詳細資訊請參閱 2020 年永續報告書：

	SDGs	USI 對 SDGs 之貢獻		SDGs	USI 對 SDGs 之貢獻
	消除貧窮	• 支持鄉村振興計畫，扶助偏鄉學生		工業、創新基礎建設	• 推動太陽能發電，在廠區頂樓建置太陽能發電系統 • 鼓勵研發專利
	消除飢餓	• 向貧困戶捐贈米、油、乾貨等慈善禮包		減少不平等	• 聘僱身心障礙員工，提供均等的就業機會
	健康與福祉	• 為員工提供醫師健康諮詢、舉行各項衛生教育講座、訓練課程及健康促進活動，並成立各類社團，舉辦員工活動 • 提供出差及派駐人員於海外差旅／派駐期間，因意外或突發疾病所需醫療照護保障、緊急支援及諮詢		永續城市	• 推動綠色產品，降低對人體的傷害及環境的影響
	教育品質	• 持續捐贈書籍給偏鄉小學 • 企業內部講師培訓 • 支持企業員工在職進修 • 與當地學校開辦在職進修班		責任消費與生產	• 導入營運持續管理系統 • 執行企業風險管理評估 • 建立郵件安全防護機制，強化郵件安全 • 導入先進持續威脅（Advanced Persistent Threat，APT）系統，強化資安防護能力
	性別平等	• 員工皆具有育嬰留停復職權利 • 員具有同工同酬之權利，提供公平晉升機會		氣候行動	• 推動綠色產品，減少能源損耗與持續改善，降低二氧化碳的排放 • 廠區取得綠建築認證
	淨水與衛生	• 用水密集度持續下降		海洋生態	• 鼓勵員工參與海灘清潔活動
	可負擔能源	• 購買再生能源憑證，以作為宣告使用傳統電力所產生之二氧化碳排放量抵消之用		陸地生態	• 推動百萬植樹計畫
	就業與經濟成長	• 營收持續成長 • 被列入上證公司治理指數 • 提升客戶滿意度 • 給薪標準優於各廠區法定薪資，提供具競爭力之薪酬方案 • 產品技術開發與創新，吸引客戶需求與增加工作機會		和平與正義制度	• 制訂《舞弊風險管理辦法》、《陽光法案貪污舞弊行為懲處辦法》及陽光採購等相關政策，並設有申訴舉報信箱
				全球夥伴	• 提升當地採購比例 • 目標供應商 100% 完成無衝突礦產（Conflict-Free）調查

永續不只是政府或企業的責任，而是你我在每天日常生活中一點一滴實踐的結果；不論是對大自然資源該有的珍惜，還是對人權及生活水平應有的保障，都不該因追求經濟成長而捨去。身為地球公民的我們應當把永續發展視為普世價值，為未來的世界做出貢獻。

資料來源

- Sustainable Development Knowledge Platform of United Nations. Transforming our world: the 2030 agenda for Sustainable Development. Retrieved from December 30, 2021, from <https://sdgs.un.org/2030agenda>
- 環旭電子 2020 年永續報告書通過第三方單位保證。

Partnership for Achieving the Sustainable Development Goals

Author: Taiwan-Tsaotuen Site / QA&CSR / S&HS / CSR / Nancy Lin

In recent years, sustainability issues have received significant attention. Governments and businesses worldwide have put forward multiple initiatives to achieve the United Nations Sustainable Development Goals (SDGs). However, the public may not understand what SDGs stand for and how to implement them in their lives.

Before learning about the SDGs, we need to talk about their predecessor—the Millennium Development Goals (MDGs). The United Nations set and declared eight MDGs at the Millennium Summit in 2000 to promote sustainable development. They hoped to eradicate extreme poverty and hunger, achieve universal primary education, halt the spread of AIDS and malaria, and ensure environmental sustainability by 2015, thereby improving the quality of human life worldwide. The 2015 United Nations MDGs Report shows that while there has been positive progress on the issues in the 15 years, many facets still need to be strengthened to deepen the impact of sustainable development. As a result, in 2015 the United Nations announced the 2030 SDGs as the successor of the MDGs. The SDGs act as a guideline in the next 15 years to steer the world towards sustainability.

The SDGs contain 17 sustainable development goals that can be categorized evenly in three dimensions, environmental (E), social (S) and governance (G). The goals are broadened, so all countries have goals to work towards, unlike the MDGs that focus on underdeveloped or low-income countries. Apart from the 17 goals, detailed target indicators provide clear definitions and guidance for governments and communities to develop sustainable strategies.

As a global leader in electronic design and manufacturing, USI recognizes that businesses should also be committed to social responsibility in addition to making profits. Over the years, USI integrated sustainability into its core business strategy and operational management practices using the SDGs as guidance. The following is a list of USI's contributions to the SDGs in recent years, as detailed in the 2020 Sustainability Report.

Source

- Sustainable Development Knowledge Platform of United Nations. Transforming our world: the 2030 agenda for Sustainable Development. Retrieved from December 30, 2021, from <https://sdgs.un.org/2030agenda>
- <https://www.usiglobal.com/tw/report>

SDGs	USI's Contributions to the SDGs	SDGs	USI's Contributions to the SDGs
 1 No Poverty	<ul style="list-style-type: none">Support revitalization projects and help students from rural and remote areas	 9 Industry, Innovation, and Infrastructure	<ul style="list-style-type: none">Install solar panels on the roof of facilities to promote solar powerEncourage research and development
 2 Zero Hunger	<ul style="list-style-type: none">Donate care packages with rice, oil, and dried goods to households in need	 10 Reduced Inequalities	<ul style="list-style-type: none">Employ employees with disabilities and provide equal employment opportunities
 3 Good Health and Well-being	<ul style="list-style-type: none">Promote healthy lifestyles through providing medical consultation, health education seminars, training courses, health awareness activities, and establishing clubs and activities for employeesProvide medical and emergency support for unexpected or sudden illnesses for employees on business trips or stationed overseas	 11 Sustainable Cities and Communities	<ul style="list-style-type: none">Promote green products to reduce harm to the human body and environmental impact
 4 Quality Education	<ul style="list-style-type: none">Continue donating books to rural elementary schoolsConduct internal lecturer trainingSupport advanced studies for employeesLaunch degree-granting programs with local schools	 12 Responsible Consumption and Production	<ul style="list-style-type: none">Implement the Business Continuity Management SystemAssess and manage corporate risksEstablish an email protection system to strengthen email securityIntroduce an Advanced Persistent Threat (APT) system to strengthen cybersecurity protection capabilities
 5 Gender Equality	<ul style="list-style-type: none">Ensure employee rights to reinstatement after parental leaveSecure equal pay for equal work and fair promotion opportunities	 13 Climate Action	<ul style="list-style-type: none">Promote and continue to optimize green products to reduce energy consumption and carbon dioxide emissionsObtain Green Building certification
 6 Clean Water and Sanitation	<ul style="list-style-type: none">Continue reducing water use intensity	 14 Life Below Water	<ul style="list-style-type: none">Encourage employees to participate in coastal cleanup activities
 7 Affordable and Clean Energy	<ul style="list-style-type: none">Purchase certified renewable energy to offset carbon dioxide emissions generated by traditional electricity	 15 Life on Land	<ul style="list-style-type: none">Promote the Million Tree Project
 8 Decent Work and Economic Growth	<ul style="list-style-type: none">Maintain continuous revenue growthBe included in the SSE Corporate Governance IndexEnhance customer satisfactionProvide competitive salary above minimum wage of each facility localeInnovate and develop new products to attract customers and increase job opportunities	 16 Peace, Justice, and Strong Institutions	<ul style="list-style-type: none">Established <i>Sunshine Conduct Policies</i> and <i>Anti-Corruption Management Measures</i> with reporting mechanisms to ensure compliance from suppliers and employees
		 17 Partnerships for the Goals	<ul style="list-style-type: none">Increase local purchasing rateCertify 100% key suppliers meet conflict-free mineral requirements

Sustainability is not just the responsibility of governments or corporations, but part of our daily lives. Whether it is cherishing natural resources, protecting human rights, or raising living standards, we should not abandon these principles to pursue economic growth. As global citizens, we should regard sustainable development as a universal value and contribute to that vision of the future.

人生最棒的禮物

Greatest Gift in My Life

01

墨西哥廠 / GS&Service/NA / MX OPS / Patricia Ramos
Mexico Site / GS&Service/NA / MX OPS / Patricia Ramos

墨西哥瓜達哈拉
Guadalajara, Mexico

即使 2020 年的新冠肺炎疫情打斷了世界的運作，但我慶祝婚禮三次。對我而言，我的老公就是人生最棒的禮物。

Although COVID-19 complicated everything in 2020, it did allow me to celebrate my wedding 3 times. The greatest gift in my life is definitely my husband.



02

上海盛夏廠 / QA&CSR / QMC / 張俊
Shanghai-Shengxia Site / QA&CSR / QMC / Jun Zhang

上海市虹口區蘇州河白渡橋上
Baidu Bridge, Suzhou River, Hongkou, Shanghai

下午五點整，站在白渡橋上，底下的蘇州河披著波光粼粼悠悠劃過，遠處郵政大樓霓虹分明，趁天空不注意，劫持一點晚霞送給你。

At 5 p.m., I stand on the Baidu Bridge as the sparkling water of Suzhou River under it flows through. The neon lights of the Post Office Building faraway has been lighted on. I will steal a little bit of sunset from the unwary sky for you.



03

上海金橋廠 / QA&CSR / ZJ 品質管理一處 / 程偲
Shanghai-Jinqiao Site / QA&CSR / ZJ QMD1 / Clyde Cheng

新疆塔里木胡楊國家級自然保護區
Xinjiang Talimu Poplar National Nature Reserve

死亡僅帶走生時的色彩，帶不去生前存世的印跡。

Death takes the color of life away, leaves the print of existence alive.

04

昆山廠 / QA&CSR / 品質管理中心 / 劉玉祥
Kunshan Site / QA&CSR / QMC / Andy Liu

浙江千島湖民宿與宏村
The B&B of Qiandao Lake in Zhejiang and Hongcun

孩子們剛放暑假，就帶他們遠離城市車水馬龍的喧囂，驅車 3 個小時到千島湖，讓大家浸潤在沁人脾息的山水田園間。62 年前，國家為了上海的電力輸送，修建了新安江水庫，從此賀城和獅城兩個古城被湖水永遠塵封湖底，原來的 1078 個山巒頂部也變成現在的千島湖。踏足在湖邊的煙雨濛濛，採擷著花果綠蔬，沉浸在厚重濃郁的中國歷史文化裡，身邊妻兒相伴，笑語攀談，想也真是：人生無限多美好，奮鬥不止走一遭。

As the children's summer vacation just starts, we take them away from the bustling city and to Qiandao Lake by 3 hours of driving, so that we can immerse ourselves in the refreshing and pastoral landscape. 62 years ago, the government built Xin'anjiang Reservoir for the transmission of power to Shanghai. Since then, the two ancient cities – Hecheng and Shicheng – have been submerged beneath the water forever. The original 1078 mountain peaks have now become today's Qiandao Lake (literally means the lake of a thousand islands). Standing by the lake shrouded in misty rain; harvesting flowers, fruits and vegetables; being immersed in the profound and rich Chinese history and culture; and having the laughter of my wife and children, it is as the saying describes "Life is infinitely beautiful and working at our utmost is a progressive tense."





05 臺灣草屯廠 / AEGM / AE / 林信鳴 Taiwan-Tsaotuen Site / AEGM / AE / Rin Lin

日本東京明治神宮外苑
Meiji Shrine Outer Garden, Tokyo, Japan

每年 11 月下旬，季節交換之際，能看見神宮外苑的銀杏樹群。在陽光的照射之下，漫步於街，猶如行走於金色大道之上。春夏秋冬、四季更迭，世界多了不同的繽紛色彩，是上天贈與的最好禮物。

Every year when the season changes in late November, you will see maidenhair trees turning yellow outside the Meiji Shrine Outer Garden. When you walk on the street under the sunshine, you will feel like walking on a golden boulevard. As the seasons change from spring to winter, the world is decorated with different colors, and these are the best gifts from the world.

06 臺灣南崗廠 / VGSA BU & TW OPS / 採購處 / 白若彤 Taiwan-Nankang Site / VGSA BU & TW OPS / Material Procurement Division / Ashley Pai

南投草屯
Tsaotuen, Nantou

人生最棒的禮物是友誼，他們陪伴你走過每個階段，甚至在我們的新婚之夜還特地藏了六個不同時段的鬧鐘，來幫我們「鬧洞房」。
Friendship is the best present in life as it accompanies us to walk through every stage. My friends even hid six alarms set at different times at our room as the bridal celebration.



07 臺灣南崗廠 / ICS / DNS / 楊婷詒 Taiwan-Nankang Site / ICS / DNS / Ting Yang

大霸尖山
Mt. Dabajian

在高海拔地區初見大雪又正逢生日之喜悅，讓人為之振奮，此乃人生中短短數十年載之最棒禮物！

Seeing snow at high attitude on my birthday is truly an inspiring happiness. This is the best gift over the last decades ever in my life!



08 臺灣南崗廠 / VGSA BU & TW OPS / 製造服務中心 / 孫有德 Taiwan-Nankang Site / VGSA BU & TW OPS / Manufacturing Service Center / Burk Sun

屏東後壁湖星沙灣
Xing Sha Wan, Houbi Lake, Pingtung

無意中收養了流浪的你，從小到大陪著我開車四處遊玩，旅程不再是一段段距離而是溫暖的回憶，西諾，你就是上天給我最棒的禮物。

I adopted you unexpectedly. Ever since you were little, you traveled around with me by car. For me, journey is no longer a distance from one place to another, but a sweet memory. Sihno, you are the best gift that the god has given me.

昆山
Kunshan

花 YOUNG 少年 當燃不讓

Show Your Vitality of Youth

作者：昆山廠 / SZ&HZ&KS / 行政管理部 / 金玲
Author: Kunshan Site / SZ&HZ&KS / ADM / Ling Jin



光陰如梭，12月4日昆山廠家庭日火熱開幕，2021年是昆山廠成立十周年，本屆家庭日活動意義非凡！

早上8:30，團體競賽選手整裝待發，伴隨著嘹亮激昂的運動員進行曲，6位會旗手昂首闊步，為活動拉開序幕，USI的logo熠熠生輝，象徵著我們凝心聚力，邁向全新更輝煌的征程！

隨後裁判員代表隊以及來自各部門的14支隊伍依次入場。豐富多彩的團隊展示、響亮的口號和新穎別致的造型，全面展示了各部門獨特的創意，現場不時響起陣陣熱烈掌聲和歡呼聲。

胸懷大局才能高屋建瓴、因勢而謀，把握大勢才能明辯方向、應勢而動，公司在各位主管的帶領下取得了穩健的發展。集團資深副總林大毅先生、蘇州廠 & 昆山廠總經理吳英斌先生、昆山廠總經理卓志祐先生感謝各位參與，對各位同仁優秀的工作表現予以肯定，希望我們繼續保持少年的活力，書寫未來。

裁判員代表黃艷和運動員代表耿甯分別鄭重宣誓。也邀請稽核室的譚宗凱經理和生產六部的何宏凱經理為抽獎公證，作為寵粉第一名的公司，獎品當然豐富多樣，在各位同仁的歡呼中，8位主管為我們抽出了第一輪的主管獎。

活力四射的熱身過後，三位掌門人一同啟動能量柱，各項比拼正式展開。除團體趣味運動比拼外，還有個人挑戰、親子趣味互動、舞蹈表演、遊戲闖關，活動高潮不斷。在精彩的表演後，除了有第二輪主管獎，還有一大波總經理獎和David加碼的營運長獎，點燃全場氣氛。

經過三個小時的激烈比拼，最終生產一部 / 雄鷹隊、PD3一隊、資材部 / 醬油隊、生產六部 / 拼搏隊分別榮獲團體賽冠軍、亞軍、季軍以及最佳團隊，而品質管理處 / QQ隊以優美的表演榮獲最佳團隊展示獎，為活動劃上圓滿的句號。



Time flies like an arrow. 2021 Sports Carnival and Family Fair of Kunshan Site was grandly opened on December 4th. As 2021 is the 10th anniversary of Kunshan Site, the Family Day of this year is very meaningful!

At 8:30 am, all contestants were ready to go. Following the loud and passionate athletes' march, 6 flag bearers strode forward with head high to unveil this event. The shining USI logo symbolized our coherence and determination of overcoming the challenges to create a brighter future!

Then the referee team and 14 teams from all departments entered the venue one after another. The colorful team display, loud cheering and innovative styles have shown the unique creativity of each department. There were bursts of applause and cheers every now and then.

Only by keeping a big picture in mind, we can look further and plan according to the situation; and only by knowing the trend, we can then identify our direction and follow the trend. Under the managers' leadership, Kunshan Site succeeded in achieving a stable development. Corp. SVP David Lin, Kunshan & Suzhou Site GM Andrew Wu and Kunshan Site GM Eric Cho thanked everyone for their participation, recognized the performance of excellent colleagues, and delivered the wish that all employees will

maintain the vitality of youth while picturing our future.

The referee representative Yan Huang and athlete representative Ning Geng solemnly took oath and respectively; and Audit Manager Lawrence Tan and PD6 Manager Ken He were invited to notarize the lucky draw event. As the No.1 company that dotes on fans, USI surely prepared rich and varied prizes. In the cheers of colleagues, 8 executives drew out the first round of managerial awards for us.

After the energetic warm-up, David, Andrew and Eric activated the energy bar together, and the contest officially began. In addition to group fun sports contests, there are also individual challenges, interactive family games, dance performance and challenge games that brings this event to the climax. After the excellent shows, the second round of managerial awards, plus the general manager awards and David's additional COO awards have spiced up the atmosphere!

After three hours of fierce competition, PD1, PD3, Warehouse Dept. and PD6 won the champion, the runner up, the third place and best performance team prizes respectively. On the other hand, QMD received the best team demonstration prize with their excellence performance. The whole event then came to a successful ending.

越南建廠之路

The Road to Constructing a New Site in Vietnam

作者：越南廠 / ALCMM / 製造服務處 / Tracy Nguyen
Author: Vietnam Site / ALCMM / MSD / Tracy Nguyen



2021 年 12 月 25 日，越南廠舉辦 2021 年會，並邀請越南廠總經理劉惠民、USI 越南工團代表以及主管代表共襄盛舉。

越南廠投資專案於 2019 年 12 月 12 日經環旭電子董事會審議通過，並設立全資子公司環旭電子（越南）責任有限公司作為運營公司，2020 年 11 月正式開工。經過 10 個月的努力，在 2021 年 7 月正式量產，在短短一年內，從一片荒土建成標準的智慧製造工廠。

在 COVID-19 疫情嚴峻的情況下，我們首次使用線上直播，雖然不能親臨現場，但同仁們仍然可以感受到公司的關懷以及濃烈的節日氣氛。董事長陳昌益先生、營運長魏鎮炎先生、集團資深副總曹憬先生同時送給距離 1800 公里外的越南同仁親切的節日問候，對越南廠的成績表示肯定及鼓勵，也祝福越南廠在所有同仁的努力下創造新的奇蹟，成為 USI 的重要生產據點。

越南廠總經理劉惠民感謝各領導的關懷、並肯定越南廠先遣部隊與新建工程處的建廠努力、上海團隊全力支持以及全體同仁的持續投入。2022 年新的挑戰，我們相信越南廠會團結一致，創造新的輝煌。為了表揚各部門與同仁的貢獻，在活動中也頒發 10 位優秀員工、30 位優秀講師以及 7 部門 5S 冠軍獎狀。

活動中邀請越南廠總經理劉惠民、製造服務處處長桂春吉、廠務服務處長賴勝嘉進行抽獎儀式。越南廠第一年的活動獎項豐富精彩，從電磁爐到手機、電視、Apple Watch 等，不僅如此還有數不勝數的紀念品與所有同仁分享。

2022 虎年到來，越南廠將秉持勇往直前的信念，與 USI 一起努力創造最佳成績！



Vietnam Site held the 2021 Year End Party on December 25th, 2021. Vietnam Site GM Huimin Liu, USI VN Labor Union Organization and executives of Vietnam Site were all invited to attend this grand event.

The Vietnam Site investment project was approved by USI's board of directors on December 12th, 2019; and Universal Scientific Industrial Vietnam Co., Ltd., a subsidiary fully funded by USI, was established as the business operation entity. The construction of the Vietnam Site was officially launched in November 2020. After 10 months of effort, the production started in July 2021. Within only 1 year, a wasteland was developed into a standard smart factory.

Affected by the severe impact of COVID-19, we have adopted live streaming for this event for the first time. Although our colleagues cannot attend this event in person, they still feel care from USI and the intense festival atmosphere. Chairman Jeffrey Chen, President & COO CY Wei, and Corp. SVP Jim Cao simultaneously sent their festival wishes to colleagues in Vietnam. They not only gave recognition and encouragement to us, but also wished that the Vietnam Site will create a new miracle with the efforts of all employees and become

an important production base of USI.

Vietnam Site GM Huimin Liu not only thanked all leaders' cares, but also recognized the efforts of Vietnam Site's vanguard members and Construction Engineering Division, support of Shanghai team, and continuous contributions of all employees. Regarding the new challenge in 2022, we believe that Vietnam Site will be united to create new glory. In recognition of the contributions of USI departments and employees, awards were issued to 10 employees and 30 internal lecturers with excellent performance; and 5S champion certificates were issued to 7 departments during this event.

Vietnam Site GM Huimin Liu, Director of Manufacturing Service Division Akira Kuei and Director of Facility Service Division Senjer Lai were also invited to carry out the lucky draw event. The prizes of the first Year End Party were rich and varied, including induction stove, mobile phone, TV, Apple Watch and so on. Moreover, we also distributed souvenirs to all employees.

Upon the arrival of the Year of Tiger, Vietnam Site will uphold the faith of going forward to achieve the best performance together with USI!

虎嘯龍騰 旭日高升 Tiger Roars, Dragon Ascends, *Sun* Rises

作者：上海張江廠 / ALCMM / 總務部 / 陳穎

Author: Shanghai-Zhangjiang Site / ALCMM / General Affairs / Madeline Chen

2022年1月7日，張江、盛夏、金橋三個廠區共同舉辦 USI 上海區線上嘉年華。本次年會主題為「虎嘯龍騰 旭日高升」，源於公司員工的創意與智慧！

「取之於民，用之於民」，讓員工有更多的參與感和身為主人翁的榮譽感。線上直播也能呈現出喜氣洋洋的節日氣氛，各位同仁們必然能感受到公司濃濃的關懷和滿滿的誠意！

董事長陳昌益先生、總經理暨營運長魏鎮炎先生、大上海區總經理曹景先生在直播間現場為同仁們送上親切的新年問候和誠摯的節日祝福！期許大家針對新的一年做好了準備，全力以赴迎接新的挑戰。進一步保持穩定的成長，為公司創造另外一個奇蹟！

漢服社的小夥伴們展示了一場非常精彩的漢服走秀，為大家帶來唯美的視覺饗宴。可親可愛的主管們也在螢屏上一展歌喉，為同仁們獻上新年祝福！

虎年行大運，事事猛如虎！一定少不了精彩紛呈的獎品！不僅有總經理為大家準備的 iPhone 手機、AirPods、Apple Watch 和 iPad Pro，還有四個六千元的加碼大獎，更有董事長為大家加碼的十個萬元加碼大獎。除此之外還有不勝枚數的購物卡和直播間紅包雨，真正做到人人有獎。在直播間現場，我們也邀請到 5 年、10 年、15 年資深員工代表共同分享他們在 USI 的工作心得與體會。

2022 年，相信在總經理的帶領下，各位同仁的共同努力，USI 上海廠區必定虎嘯龍騰，旭日高升！



On January 7th, 2022, three sites of Zhangjiang, Shengxia and Jinqiao jointly held the USI Shanghai Online Carnival. The theme of this Year End Party is "Tiger Roars, Dragon Ascends, Sun Rises", which originated from the creativity and wisdom of USI colleagues! "What's taken from the people is used for the people.", this event allows the employees to have more sense of participation and honor as the main participants. The online live stream also created a festive atmosphere, and the colleagues will definitely feel USI's deep care and sincerity!

Chairman Jeffrey Chen, President & COO CY Wei, and GM of Great Shanghai Area Jim Cao send their sincere new year greetings and blessings in the studio and expressed their expectation that everyone is ready for the new year and new challenges to further maintain stable progress and create another miracle for USI.

Furthermore, many thanks to our colleagues of

Hanfu Club, who presented a very wonderful Hanfu show, bringing us a beautiful visual feast. The adorable supervisors also sang on the screen, presenting New Year blessings to colleagues!

"Great luck in the Year of Tiger!" So, there must be some exciting prizes as well! There were iPhones, AirPods, Apple Watches and iPad Pros prepared by Jim for everyone, but also four bonuses of RMB 6,000, as well as ten RMB 10,000 bonuses that Jeffrey added for everyone. In addition, there are countless gift cards and red envelopes presented in the live stream, so that everyone can really get the prizes. We also invited representatives of senior employees of 5, 10 and 15 years to share their work experience in USI.

In 2022, we believe that with Jim's guidance and every colleague's effort, USI Shanghai Sites will create a brilliant future!

臺灣
Taiwan

引領前行 永續未來

Lead the Way Towards the *Sustainable Future*

作者：總經理室 / 行銷企劃部
Author: President Office / Marketing Communication



臺灣廠尾牙年會於 1 月 14 日舉行，由於疫情的持續，這是我們第二年採取小型年會的方式，高管們及與會同仁齊聚教育訓練室。輕快的背景音樂，讓各位的心都隨之躍動起來。

活動伊始，總經理暨營運長 CY 向各位拜個早年，即使在疫情的肆虐下，USI 仍然創下新高峰，期許大家新的一年再接再厲，創造更美好的未來。董事長 Jeffrey 勉勵在場各位同仁，在大家的努力下，短短幾年內 USI 的業績翻倍，許多客戶都希望 USI 加大產能，增加全球據點。Jeffrey 也表示未來臺灣廠會改變不少，持續進步，在未來擁有更好的工作環境之下，期待臺灣同仁們勇於面對各種挑戰，精進自我。

獎勵研發競賽、最佳發明團隊暨發明王、CIP 卓越貢獻獎等獎項依序頒出。研發團隊創意不輟，為 USI 帶來一次又一次的機會。圍繞著最近討論度最高的永續議題，同仁也想出許多解決方案。在環電「傲」運會下，模範員工憑藉著優良的表現脫穎而出；資深員工也收到了來自公司的感謝大禮，他們有的在工作 10 年、20 年，甚至還有超過 35 年的員工，USI 陪著他們立下許多人生里程碑，感謝他們的忠誠支持。

終於來到大家最期待的抽獎時刻，Jeffrey、CY 與各位高管依序抽出大紅包。沒想到這次居然有在場的同仁抽中！現場紛紛響起羨慕的讚嘆，這位同仁除了收到資深員工的禮品外，又有大紅包加持，真是喜上加喜！沒抽到的也別氣餒，這次同樣也有紅包大放送，幸運兒更能獲得 AirPods Pro、百貨公司禮券，在虎年慶個豐年！

2022 年，USI 將繼續引領前行，永續未來，相信 USI 會更上一層樓，再創輝煌！



The 2021 Year End Party of Taiwan Site was held on January 14th. Due to the current pandemic, this is the second year that we chose to hold a smaller scale of gathering. Executives and colleagues gathered in the training room. The brisk background music lifted everyone's mood.

At the beginning of the event, President & COO CY wished everyone happy new year in advance. Even during the ravaging pandemic, USI still reached a new peak. Everyone is expected to make persistent efforts in the new year to create a better future together. Chairman Jeffrey made a speech mentioning how all colleagues at present worked together to double USI's performance in just a few years. Many customers expect that USI will increase the production capacity and more global sites. Jeffrey also said that Taiwan Site will make more changes in the future and continue to make progress. With a better working environment in the future, he expects Taiwan colleagues to face various challenges bravely and enhance themselves.

During the event, awards such as R&D Competitions, Best Invention Team, CIP Contribution Awards were presented one after another. The R&D team had been constantly creative, bringing USI numerous

opportunities. Our colleagues have also come up with many solutions around the recently most discussed sustainability issues. In the USI Model Employees Olympics, the model employees stood out with their excellent performance; senior employees also received a thankful gift from USI. Some of them have worked for 10, 20, and even more than 35 years. They have set many milestones with USI in their lives. We appreciate their support and loyalty.

Finally came to the lucky draw moment that everyone was most looking forward to. Jeffrey, CY and the executives drew out one after another big red envelope. Surprisingly, there were colleagues at present who got lucky this time! The venue was then filled with admiration. In addition to receiving senior employee gifts, it is amazing that she got red envelopes as plus. Don't be discouraged if you didn't get it at first, this time there was also a red envelope given event. Lucky winners can also receive AirPods Pro and department store gift vouchers, allowing everyone to have a great start in the Year of the Tiger!

In 2022, USI will continue to lead the way towards the sustainable future, and we believe that USI will make further progress and break the record again!

2022 福虎賀新春

Happy 2022 New Year of Tiger

作者：Asteelflash 蘇州廠 / 人力資源部 / 李慧
Author: Asteelflash Suzhou Site / HR Department / Hayley Li

瑞虎迎新春，虎年新春到！為迎接 2022 壬寅虎年的到來，蘇州廠舉辦了一系列春節慶祝活動。

應疫情防控要求，公司通過「線上直播」的形式，開展了此次活動。活動開場前，董事長陳昌益和 CEO Gilles Benhamou 分別送上了新年的「雲」祝福，他們對飛旭全體同仁在 2021 年付出的努力表示感謝，同時祝願大家新年快樂，虎年大吉！隨後，總經理 Andrew 寄予新年致詞，Andrew 表示 2021 年是飛旭與環旭合併後的第一年，各部門在這一年有很多融合探取與學習的過程。希望所有同仁和公司儘快融入 USI 這個大家庭，大家一起努力，取得更大的進步！

狂歡派對由各部門管理層團隊「龍爭虎鬥」的遊戲拉開序幕，接下來分別進行了「如虎添翼」、「虎蹄奮進」、「虎虎生威」、「臥虎藏龍」、「龍騰虎躍」等抽獎比拼環節。

如虎添翼：幸運員工從搖錢樹上摘選紅包，再通過扔沙包遊戲來添「翼」精美禮品！虎蹄奮進：透過「指壓板跳繩」比賽及「夾紙運杯」遊戲來爭奪選擇獎品的優先順序。虎虎生威：除了腿腳體力比拼，當然少不了腦力競賽，「文字讀心術」遊戲上線，大家一起喊出「飛旭牛」！臥虎藏龍：通過「翻杯接力」和「疊杯接力」的遊戲決出團隊勝負，幸運員工在「抽盲繩」、「拆盲盒」獲得獎品，實在是一

波三折！龍騰虎躍：這是最激動人心的時刻，此獎項由總經理親自抽取並進行頒發，幸運員工通過跳繩計數來爭奪最終大獎。

新穎的活動規則，有趣的遊戲比拼，讓現場和直播間的每位員工都喜上眉梢。透過五天及六個環節的抽獎比拼，最終產生了 230 名幸運員工，恭喜 2022 幸運的飛旭員工們。

春節系列活動的舉辦，讓辛苦一年的員工們放鬆心情，高高興興地過新年。最後祝大家虎年有虎氣，人人有喜氣，個個有福氣，天天都有好運氣！也祝公司 2022 虎蹄奮進，如虎添翼，生意興隆，財源廣進！



The Year of Tiger has arrived as the spring comes ! In order to welcome the Chinese New Year, Suzhou Site held a series of celebrative events.

In response to the requirements of pandemic prevention and control, Suzhou Site carried out this event through online live stream. Before the opening of the event, Chairman Jeffrey Chen and CEO Gilles Benhamou sent New Year's wishes respectively on the "Cloud". They expressed their gratitude to all Suzhou colleagues for their dedication in 2021 and wished everyone a happy New Year and a prosperous Year of the Tiger! Then, Site GM Andrew sent a New Year's speech. Andrew said that 2021 is the first year after the acquisition of Asteelflash and USI, and there were a lot of integration, exploration and learning of various departments in this year. He expected that Asteelflash integrate into the big family of USI as soon as possible and work together to achieve greater progress!

The party kicked off with the game of "Enter the Dragon" by the management teams of each department, followed by lucky draws and competition sessions such as "A Tiger with Wings", "Tiger's Steps", "Tiger Power", "Crouching Tiger, Hidden Dragon", "Dragon Soars and Tiger Leaps", etc.

"A Tiger with Wings": The lucky employees pick red envelopes from good luck tree, and then collect extra exquisite gifts by throwing sandbags! "Tiger's Steps": Compete for the priority of

choosing the prizes through the "Rope Skipping on the Pressure Board" and the "Clip Paper and Move the Cup" games. "Tiger Power": Brainstorming competition following the former strength requiring activities, shout out "Asteelflash Rocks" together in the mind reading game! "Crouching Tiger, Hidden Dragon": Decide the winners through the games of "Flip Cup Relay" and "Cup Stack Relay"; the lucky employees will win the prize in "Lucky Rope Draw" and "Mystery Box Opening". There are a lot of twists and turns! "Dragon Soars and Tiger Leaps": This is the most exciting moment: this prize is drawn and presented by Andrew, and the lucky employees compete for the final prize by counting the number of rope skipping.

Novel activity rules and interesting competitions made every employee on site and in live broadcast room very happy. Through the five-day and six-part lottery and competition, 230 lucky employees were finally generated. Congratulations to the lucky colleagues in 2022.

Holding of a series of activities during the Chinese New Year allows employees who have worked hard for a year to relax and celebrate the New Year happily. Finally, we wish everyone "tiger roaring" spirit in the Year of Tiger ; everyone shall be happy and blessed, and every day is a lucky day! We also wish the company to stride ahead in 2022, be more powerful, have a prosperous business, and make a lot of money!

深圳
Shenzhen



作者：深圳廠 / ADM / SZ 人力資源管理部 / 朱芳
Author: Shenzhen Site / ADM / SZ Human Resource Department / Judy Zhu



線上一賀歲片《安居記》

《安居記》是惠州廠推出的首部職場生活真人秀系列，真實記錄拍攝員工轉移至惠州，安居樂業的故事。通過《安居記》系列，向大家全方位展現多姿多彩的生活場景，幫助更多員工瞭解真實的惠州衣食住行生活。特別在春節期間推出賀歲版首映，讓大家感受到家的溫暖和節日的喜慶，更加堅定了在惠州安居樂業的信心。

線下—春節留守活動 金虎送福

金虎送福，新春將至，今年留守的員工較多，春節留守活動也拉開了帷幕。

深圳廠和惠州廠給留守的員工們帶來許多驚喜和歡樂。



1月29日，深圳廠總經理林岳明攜幾位主管來到員工宿舍給員工拜年，送上新春大禮包，員工們排起了長長的隊伍，領到了沉甸甸的大禮包，感受到了公司滿滿的誠意。

公司還為大家準備了趣味遊戲，大家踴躍參加，收穫了許多網紅美食，心滿意足，喜氣洋洋。除夕夜，惠州廠在宿舍為春節留守員工準備了美味可口的自助餐年夜飯、精美糕點、禮品、大紅包，大家其樂融融一起看春晚，歡聲笑語迎新春！年初一早上開始熱鬧的遊園活動，有讓人痛但快樂的「指壓板跳繩」、歡樂不斷的「套圈」，還有考驗技術的「及線挑戰」，每個人都玩得不亦樂乎，精彩紛呈。年初二早，總務同仁裝扮成可愛帥氣的福虎，為留守員工送去了精美大禮包、最美新春祝福。大家度過了一個溫暖幸福、喜氣洋洋的新年！



Online Event: Chinese New Year Film "Happy Nesting"

"Happy Nesting" is the first reality series of workplace life launched by Huizhou Site, which truly records the stories of employees who have moved to Huizhou and settled down to work. Through "Happy Nesting", we show the colorful life to everyone and help more employees understand the life in Huizhou. The premiere of the Chinese New Year edition was especially launched during this holiday, allowing colleagues to feel the warmth of home and festive celebrations, and reinforcing their confidence to settle down and work happily in Huizhou.

Offline Event: Chinese New Year Stay-Behind Activities

The golden tiger sends blessings and the Chinese New Year is approaching. There are more employees staying behind this year, and the Chinese New Year stay-behind activities have been kicked off.

Shenzhen and Huizhou Site brought a lot of surprise and joy to the employees who stayed behind. On January 29th, Shenzhen Site GM Vincent Lin went to the employee dormitory with several supervisors to pay New Year's greetings to the employees and send them New Year's gift bags. The employees lined up in a long queue to receive the heavy gift bag and felt USI's sincerity.

Shenzhen and Huizhou Site also prepared fun games, and everyone participated enthusiastically,



harvesting a lot of culinary delight famous on the internet, full of joy and happiness. On New Year's Eve, Huizhou Site prepared a delicious buffet-style Chinese New Year's Eve dinner, exquisite cakes, gifts and big red envelopes in the dormitory for the employees stayed behind during the Spring Festival. Everyone enjoyed watching the Spring Festival Gala together and welcomed the Spring Festival with laughter! In the morning of the Chinese New Year's Day, there were lively carnival games, including the painful but joyful "fingerboard rope jumping", the joyful "hooping", and the skill testing "line challenge." Everyone had a great and wonderful time. In the morning of the second day of the Chinese New Year, the General Affairs staff dressed up as cute and handsome Lucky Tiger, and sent exquisite gift bags and best wishes for the New Year to the employees who stayed behind for the New Year. Everyone had a warm, happy and joyful Chinese New Year!





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— Eudora Welty

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