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Starts with Corporate Culture

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Yourself to Create Digital
Transformation for All



歡迎關注
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Newsletter

NO.89



June, 2022

本期出刊 2022 年 6 月 1 日
Published on 1st of Jun 2022
創刊 1999 年 Since 1999
www.usiglobal.com/tw/publications
上海證券交易所股票代碼 601231

發行所 環旭電子(臺灣廠) - 環鴻科技股份有限公司
發行人 魏鎮炎
地址 南投縣 542007 草屯鎮太平路一段 351 巷 141 號
電話 +886-49-221-2700
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編輯委員 張瑞靜 / 林昭綺 / 傅詠怡 / 林育慈 / 童婉怡 / 王裕懷
特別感謝 陳曉露 / 高英 / 李燕 / 王雨珠 / 吳孜玲 / 朱芳
設計製作 博印多商業設計工作室

Published by USI-Taiwan Site (Universal Global Scientific Industrial Co., Ltd.)
Publisher CY Wei
Address No. 141, Lane 351, Sec.,1, Taiping Road, Tsaotuen, Nantou, Taiwan 542007
Tel +886-49-221-2700
Editorial Supervisor President Office / Marketing Communication
General Editor Spencer Chen
Executive Editor Liao Huang
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Acknowledgement Ice Chen / Avy Gao / Yan Li
Clover Wang / Eliza Wu / Judy Zhu
Art Design Point Commercial Design Studio

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真正的企業韌性 要從企業文化開始

作者：董事長 / 陳昌益



近期，我參加了一次公司的管理論壇，邀請到研華科技創辦人之一何春盛先生，聽他講述企業韌性的相關議題。論壇中很多同仁也分享了對企業韌性的定義及看法。由此，我想透過 Newsletter 與更多同仁分享我對企業韌性的一些見解和想法。

當今世界，愈發不確定的商業環境給企業的生存帶來極大挑戰。在過去幾年裏，從貿易戰、地緣政治戰、關稅戰、碳排放、網絡安全到 COVID-19 等事件中，我們不難看出全球政府都已經在做出改變，而這樣的轉變也帶給企業新的挑戰，促使企業去思考、面對企業韌性的議題。

企業韌性，是公司長期生存的關鍵，在塔勒布《反脆弱》一書中的說法，具備「反脆弱性」的企業能讓事物變得更好，能與時俱進，也就具備了應對混亂和壓力的超強韌性。

那麼如何建立企業韌性，如何建立企業的反脆弱性？多數人對企業韌性的解讀常常聚焦在企業的風險控制、危機管理上，這些當然是非常重要的。但隨著這幾年世界的改變，企業對風險的定義已經截然不同。因此在風險控制和危機管理的基礎上，我認為企業的韌性要從企業文化開始，以永續經營的決心，去面對產業入侵者，推翻自己既有的認知。環旭作為一家擁有四十多年歷史的公司，我們經歷過不同時期的轉型，也面臨過許多的挑戰，相信我們是一家有企業韌性的企業。

當企業的經營規模、人員在不斷發展壯大以後，企業韌性的議題就越發突出，此時不能單純地靠

「人治」去管理所有的事情，而是需要制度加上對外部環境的觀察、判斷和選擇，去採取最終行動。這在不確定性增強、快速變化、多任務、多場景和需求多樣化的今天尤為重要。長久下來，這樣的制度跟組織行為內化到員工行為，就形成了企業文化。

那麼，企業文化是如何體現的呢？形式之一是企業制度。我們每個人活在制度當中，無論在任何時候，制度對於秩序的維護都有著不可替代的作用。我也瞭解很多制度是不能一步到位的，是需要不斷完善的。但沒有制度的公司在面對危機時，就像一盤散沙。環旭要堅持用制度完善公司的管理，只有這樣，公司才能正確運行。在制度面前人人平等，制度執行沒有例外。另外，企業制度需要人為引導，如果沒有人為引導，員工只會認可和吸收自己所認可的。因而，制度要想真正得到員工的認可，我們需要管理層以身作則，帶動員工提升制度的執行力。

企業文化形成的重要因素是企業管理層的思維。要建立企業文化，管理層必須具備成長型思維。畢加索是最敬佩的人物之一，他之所以成為當代藝術史上的大師，源自他善於打破固有思維，他的創造性已然成為了他的生命常態。畢加索用成長型的思維模

式，突破傳統藝術表現手法的束縛，創造了現代藝術領域新的可能性。同理，我們的員工特別是管理層也要敢於擺脫固定思維模式，擅用成長型思維，自己推翻自己，及早啟動改革。當面臨競爭者的入侵，新產品的問世，新的業績成長等一系列變化時，才是真正展現企業韌性的時候。過去的成功不保證未來的成功，伴隨公司的成長，公司的運營模式、管理模式等都會發生改變，我們的管理層需要具備預見性，需要保持危機意識。

因此，企業韌性不僅僅是危機處理，而是企業本身的長期文化建設。一個具備韌性的企業文化，是可以應對各種不可預知的動態變化的，是能夠影響員工做出符合企業期望的選擇和行動的。環旭的企業文化就是「向前看」，我們每個人都應該具備成長型思維，一起面對前方的各種變化和挑戰。

最後，我在此也要感謝所有參與近期國內新冠戰「疫」的每一位員工，大家齊心協力保生產，促營收，充分體現了環旭在遭遇突發情況下的危機處理能力以及逆境中的企業韌性，更展現了我們企業的凝聚力。希望我們能不畏艱險，保持前行，相互成就。

True Corporate Resilience Starts with Corporate Culture

Author: Chairman / Jeffrey Chen

Recently, I participated in our Leadership & Management Forum, and we were honored to have Mr. Chaney Ho, one of the founders of Advantech, to share his perception on Corporate Resilience. Many colleagues also shared their views via online. Here, I would like to share my insights through the Newsletter.

In today's world, the increasing volatile business environment poses great challenges to the enterprises. Over the past few years, through affairs ranging from trade wars, geopolitical wars, carbon emissions, cybersecurity to COVID-19 pandemic, we can see that government around the world have been going through a transition. Such shifts have brought enterprises new challenges and prompted us to face the issue of corporate resilience.

Corporate resilience is the key to a company's long-term survival. According to Nassim Nicholas Taleb's book *Antifragile*, a company with "antifragility" can make things better and keep pace with the times, thus possessing the extraordinary resilience to cope with chaos and stress.

So how do we build up corporate resilience and antifragility? Most people think we should focus on corporate risk control and crisis management, which are undoubtedly essential. However, as the world has been changing in recent years, companies define risks quite differently nowadays. On the basis of risk control and crisis management, I believe that corporate resilience starts with deep rooted corporate

culture. At the same time, the management, with the determination of sustainable operation, defies business rivals and transforms their existing cognition. As a company with a history of more than 40 years, USI has experienced transitions in different periods and faced many challenges. Undoubtedly USI is a company with strong corporate resilience.

When a company continues to expand rapidly, corporate resilience will become even more prominent. At this moment, we cannot simply rely on the "rule of man" to manage all things, but proper policy plus external judgment, and evaluation, to manage the enterprise on dynamic mode. Such situation is even common in today's world of heightened uncertainties, rapid changes, multi-tasking, and diverse needs. Over time, enterprise policy and organizational behaviors will be internalized into employees' own thinking mode and behaviors, thus forming the corporate culture.

So, how can the corporate culture manifest itself? One of the forms is the organization and policy. Each of us must comply with the internal policy in a with disciplined, as the outlined SOP must be followed in



maintaining proper business process. I know the policy can be inflexible or unpractical in certain circumstances and management must review on continuous improvement to fit the changing dynamics to stay competitive. However, a company without a policy will be in a chaos when facing crisis. In addition, the enterprise policy must from time to time require management judgment.

An essential factor in forming corporate culture is management thinking. To build up corporate culture, the management must have a "growth mindset". Picasso is one of the characters I admire the most. Picasso used a growth mindset to break through the shackles of traditional artistic expression and created new possibilities in the field of modern art. In the same way, our employees, especially the management, should have the courage to get rid of the "fixed mindset", cultivate a growth mindset, overturn the past, and launch reforms when the time comes. When confronting changes, such as the invasion of competitors, the advent of new products and the challenge of business growth, it is the time to demonstrate the corporate resilience. As past success does not guarantee future success, with the company's development, the company's operating

model and management model will keep shifting. Our management needs to be forward-looking and maintain a sense of urgency.

Therefore, corporate resilience is not only about crisis management, but also the long-term cultural development. A resilient corporate culture can cope with various unpredictable dynamic changes and can influence employees to make choices and actions that meet corporate expectations. USI's corporate culture is "Looking-Forward". Each of us should have a growth mindset and be ready to face all types of challenges in the future.

Finally, I would like to extend my greatest gratitude to all employees who have gone through the pandemic outbreak in mainland China. Your cooperation with each other ensures production, which fully reflects the ability of USI's crisis management, demonstrates the strong resilience. I am sure we as a team will keep moving forward and achieve great success years to come.



風雨同行 路遙知馬力

作者：總經理暨營運長 / 魏鎮炎

2008 年金融海嘯之後，全世界工商環境相對穩定，其中有許多次，我們在進行策略規劃的時候，實在找不出什麼重大議題。但是這三年來，無論是政治、經濟或是環境、社會等的變局，卻一波未平一波又起，包括美中貿易大戰、新冠病毒疫情、俄烏戰爭、半導體缺料、運費高漲、通貨膨脹、氣候變遷等等不一而足。不只變動的頻率比以前高，力道也來得更強。很多公司不支倒地，只有具有韌性的公司，才能在這艱難環境下永續經營。

Deloitte 於 2021 年三月，在《哈佛商業評論》(Harvard Business Review) 上發表了一篇文章，標題是「5 Traits of Resilient Organizations」，為具有韌性的公司，下了一番註解。以下我們就逐一來檢視，看看 USI 是否符合這五種特性。

1. Be Prepared

常言道：「人無遠慮，必有近憂」，「生於憂患，死於安樂」。我們一方面做長期的策略規劃，另一方面也要保持危機意識，未雨綢繆，時刻準備應變。

2. Adaptable

「物競天擇，適者生存。」計劃歸計劃，仍難免遇到變動，所以我們要有敏捷的適應力，迅速找出解決的方法，因應突如其來的變化。

3. Collaborative

這時代不是單打獨鬥就能獲得成功，而需要群策群力，和內外部夥伴協同合作，自由輕鬆地共享信息和觀點，才能產生綜效，臨危不亂，有次序地克服困難。

4. Trustworthy

人無信不立。客戶與供應商、公司與員工、部屬與主管之間等等，平常固然有基本的互信基礎，但是真正的考驗，則要在碰到困難的時候。USI 每每在關鍵時刻，一次又一次贏得客戶堅定的信任，自有其道理。

5. Responsible

現代的企業，尤其是一個上市公司，不但要強調獲利，同時也應該注重企業社會責任 CSR (Corporate Social Responsibility)，以及 ESG (Environmental, Social and Governance)，才能永續經營。USI 自 2012 年開始，每年發行 CSR 報告書，主要就是著眼於企業經營的透明，追求基業長青。

因新冠病毒造成大上海的封控，整個生產製造和供應鏈體系都受到空前的影響，我們也未能豁免！但我們卻能上下齊心、正向積極、面對困難當機立斷，並且充分溝通，自然而然就是一個有韌性的組織。

在一個有韌性的組織中，領導者本身要像磁鐵一樣有吸引力。但若這塊磁鐵只能吸引鐵，那麼磁力線貫穿幾塊鐵之後，吸引力愈來愈弱，組織就很難壯大；反之若我們新找來的也是磁鐵，磁鐵越聚越多，吸引力就越大，那麼我們就能不斷地成長壯大。

又比如說，一列火車，如果只有火車頭有動力，那麼車廂越多的話，就會越走越慢。但是如果每一個車廂都有動力，那就不一樣了，火車不管多麼長，跑起來都很快。每位領導者能讓車廂都具有動力的話，無論組織多麼龐大，都能動得很快。

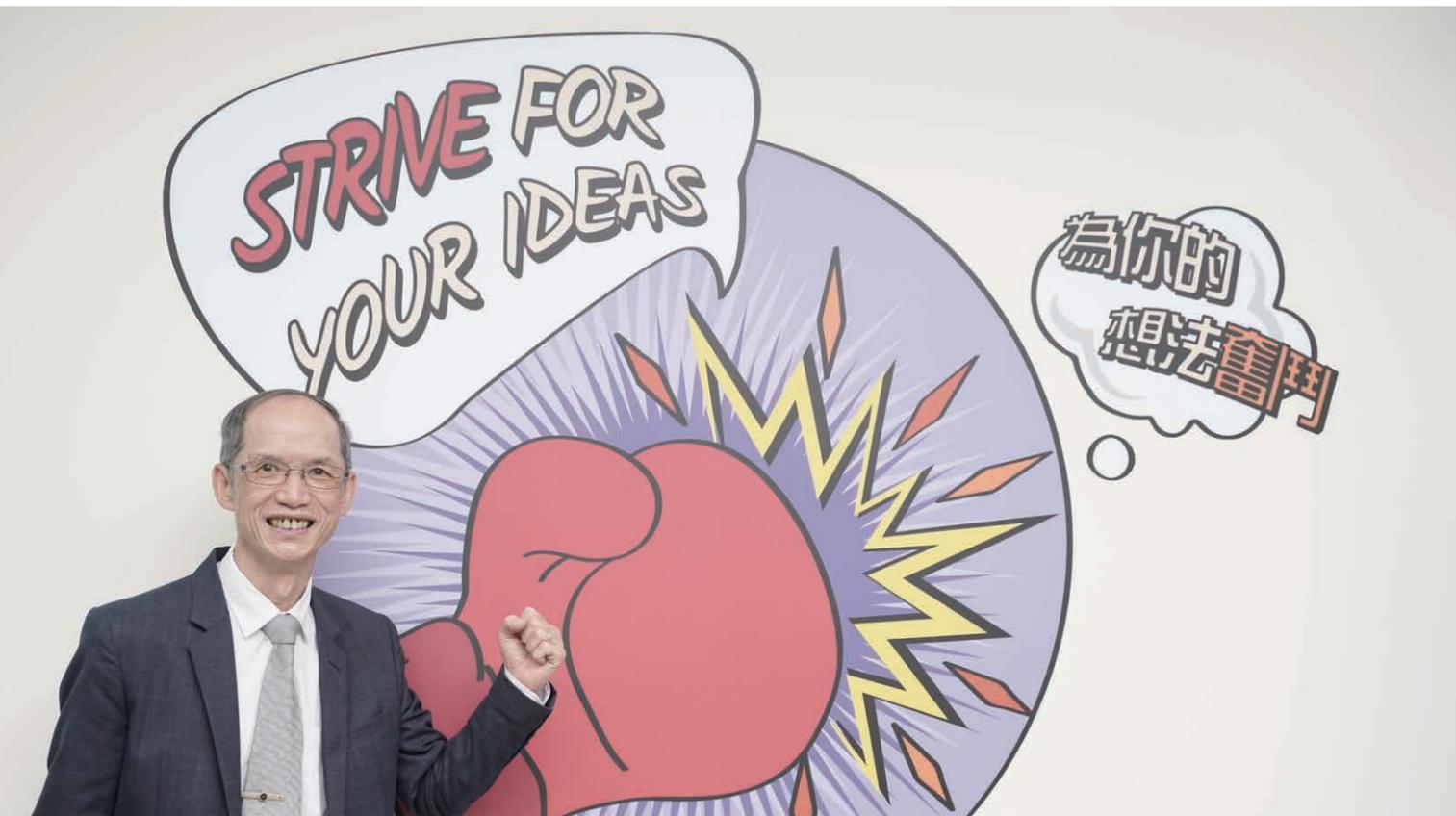
期許每位領導者都能像磁鐵，都能像動力火車般，並且以客為尊、以人為本，展現靠譜的文化本質，帶領同仁預見未來之危機，及早啟動因應對策，在大變局下風雨同行，引領 USI 繼續成功。



總經理暨營運長專訪專欄

開放讓全體員工參與提問！歡迎您將問題發送到

tw.gp.newsletter@usiglobal.com



Time Tries All

Author: President & COO / CY Wei

In the aftermath of the financial crisis of 2008, the business environment around the world had been relatively stable, and on many occasions, we had been unable to find any major issues when conducting strategic planning. However, there have been several political, economic, environmental, and social changes successively, including the US-China trade war, the coronavirus pandemic, the Russia-Ukraine war, semiconductor shortages, high freight rates, inflation and climate changes to name a few in the past three years. Not only is the frequency of change higher than before, but the force is stronger as well. Companies will be able to sustain themselves in this tough environment only if they are with resilience.



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

In March 2021, Deloitte published an article in the *Harvard Business Review* titled "5 Traits of Resilient Organizations", which provides some notes on resilient companies. Let's examine if USI meets each of these five characteristics.

1. Be Prepared

As the saying goes, "A man without foresight will have immediate worries." and "Thrive in calamity and perish in soft living." We do long-term strategic planning, and on the other hand, have a sense of crisis, prepare for emergencies, and always be ready to respond.

2. Adaptable

"Natural Selection; Survival of the Fittest." Plans are still inevitably subject to changes. Therefore, we need to have agile adaptability and find solutions quickly in response to unexpected changes.

3. Collaborative

In this era, success cannot be achieved by fighting alone, but by working together as a group, collaborating with internal and external partners, and sharing information and ideas freely and easily, to create synergy and overcome difficulties in an orderly manner.

4. Trustworthy

Trust is the foundation of faith. Customers and suppliers, companies and employees, subordinates and supervisors, etc., usually have a basis of mutual trust in normal times, but it is really tested during the hard times. That is why USI has earned the trust of our customers time and time again at critical moments.

5. Responsible

Modern companies, especially listed companies, should not only emphasize profitability, but also CSR (Corporate Social Responsibility) and ESG (Environmental, Social and Governance) to be sustainable. Since 2012, USI has issued annual CSR report focusing on transparency in our business operations to be built to last.

The entire manufacturing and supply chains have been unprecedentedly affected by the lockdown of Shanghai due to the coronavirus pandemic. We are also not exempt! Nevertheless, we were united, positive, decisive in the face of difficulties and communicate adequately. That naturally led USI to a resilient organization.

In a resilient organization, leaders must have magnetism like magnets. But, if those magnets only attract iron, then the magnetic attraction through several pieces of iron, the attraction becomes weaker. It metaphorically means that it is difficult to an organization growth. Conversely, if newcomers like magnets are drawn to leaders, an organization will sustain growth.

As another example, if only the locomotive of a train has power, then the more cars there are, the slower it will go. However, if every car is powered, the train runs fast no matter how many cars it has. It is saying that how big an organization is not a problem, it can move fast if each leader can keep people motivated.

I expect each leader to be like an attractive magnet or a powerful train, being customer first and people-oriented, demonstrating a reliable culture, leading colleagues to anticipate future crises, and initiating early countermeasures to stand together through the changes and steer USI towards constant success.

沈天恩：保持好奇心突破自我 打造全民數位轉型

採訪編輯：總經理室 / 行銷企劃部

Timmy 來自香港，在美國威斯康辛大學完成管理信息系統 (Management Information System) 與行銷 (Marketing) 的學業後，歷經了許多不同的業界，他曾在 Jabil 擔任 Global CTO，也曾在 PVH 集團 (全球大型服裝集團) 擔任亞洲區基礎設施運營的副總，2020 年，Timmy 加入 USI，擔任集團副總暨資訊長，也是 Asteelflash 的執行副總裁暨資訊長。



曾經有人問過 Timmy：「Jabil 跟 PVH 的產業類型差很大，怎麼會想要轉換跑道？」，他說：「其實 IT 的專業是不受產業限制的，即使是不一樣的業務，但你要把供應鏈看成一條線，你只是在線的不同位置移動而已。」，Timmy 認為，從上游的研發、產品設計、中間的製造，到下游的零售，IT 提供的服務大同小異，但公司與客戶提出的要求因產業而制宜，身為 IT 人員要主動去適應各種環境及理解不同需求。

現在 Timmy 來到 USI，也是從企業文化中學習，他也為自己訂

下三個目標：公司的 IT 技術要做到位，與業務保持信息一致；是將現有的平台升級，再藉著跟不同部門互動，進行 IT 能力的提升；最後是因應快速的數位發展，打造全民的數位轉型。

以資訊長的角度來看，IT 在 USI 中扮演兩個角色，第一個是運營 (Operation)，在 IT 的俗語中，有句話叫做「Keep the lights on」，就是讓公司的運營流暢，不能讓 IT 問題影響產線運作。此外，IT 須主動去瞭解時事，留意資安的風險，與黑客角力，以高標準 (銀行等級) 來衡量公司及工廠的資安防控程度。

另一個角色則是發展 (Development)，就是如何讓公司的流程在系統面有效率、有條理的發展。發展又分成三塊，分別是人、流程、技術，三者相互影響，人如果沒有持續發展，流程與技術就會停滯在某一個時間點，IT 所扮演的就是告訴大家用何種資訊的思維讓流程更有效率、更簡潔，這也是現在數位轉型的重要議題。

隨著時代進步，企業必須進行數位轉型。2021 年，USI 與微軟合作，導入 M365，取代了過去各種通訊軟體，這是 Timmy 推動 USI 數位化以及 Citizen Data

Scientist Program 的第一步。大家可以自由地在手機 App 或 PC 上用 Teams 彼此聯絡，達到 Work from anywhere 的成效。而去年 USI 舉辦黑客松比賽，也是希望同仁能藉由 M365 平台，燃起創新的火炬，Timmy 期許未來每位同仁都能夠 Trial and error，增長自身在 IT 方面的技能，利用 M365 中的各種開發小工具，解決業務上的問題。未來公司也將導入 Power BI，藉著訓練課程增進同仁點出問題，提出報表的能力，一步一步地優化公司的流程，提升公司運作的效率。

提到工作中難忘的事，Timmy 表示每天都很難忘，每天的工作都很有價值，其中，他認為 COVID-19 疫情，讓大家從過去的面對面開會、出差旅行，變得可以直接在網路上進行對話，考驗同仁「聽事情」(Active Listening) 的能力，不單單是業務需求，連對方的語氣、更深一層的語意，都要更用心地去理解。再者，COVID-19 將科技提早向前推進十幾年，對於招募人才也有深刻的影響，人才不一定要直

英文姓名 | Timmy Shum

部門 | 資訊服務總處

職稱 | USI 集團副總暨資訊長

Asteelflash 執行副總裁暨資訊長

工作地點 | 中國香港



接去公司報到，在網路上處理好手續後即可在異地工作，如此一來 USI 便可融入更多國際人才，成為一個全球化的企業。

未來也將會有更多的 IT 人才加入 USI，Timmy 表示，身為 IT 人員一定要具有很大的好奇心，不會問，就不會學，也就不會進步。再來就是要突破自我，跳離舒適圈，現在的 IT 也與過去的 IT 角色不同，除了要對自身領域瞭若指掌，更要去瞭解公司的業務運營，像是供應鏈管理或產線如何運作。對業務有某種程度的認知，才會知道客戶的痛點，依循需求提供適當的服務。在跟其他部門

的夥伴合作時，也會有對等的對話，遇到狀況才知道該如何與對方配合，最後解決問題。

在最後，Timmy 再次強調全民落實數位轉型的重要性，期許 USI 的同仁們利用線上的工具，踏出舒適圈，成為 Citizen Data Scientist。另外也要在資安上加強辨別力，不要被釣魚信件或軟件所欺騙。他也期待疫情過後能夠來到各廠區與各位同仁多多接觸，雖然視訊軟體十分方便，但對他而言，面對面的互動才會是最真摯的，因為見面三分情。

Timmy Shum: *Always Be Curious and Enhance Yourself to Create Digital Transformation for All*

Interviewed by: President Office / Marketing Communication

Timmy is from Hong Kong; after he got his degree in Management Information System and Marketing from the University of Wisconsin System, USA, he experienced many different industries. He was once the Global CTO at Jabil, and he was also the Vice President of Infrastructure Operations Asia for the PVH Group (a global large clothing Group). In 2020, Timmy joined USI to work as the Vice President and Chief Information Officer of the Group; he is also the Executive Vice President and Chief Information Officer of Asteelflash.

Someone once asked Timmy: "Jabil and PVH are very different industries; why would you want to make such a switch?" He said: "The IT profession is actually not restricted by industries; even if they are different businesses, you need to view the supply chain as a line, and you're just moving between different positions on that line." Timmy thinks that the services provided by IT are more or less the same from the R&D and product design in the upstream, the manufacturing in the middle, and the retailing in the downstream; however, the requirements proposed by clients and companies are different according to their industries, and as IT workers, we need to adapt to different environments and understand the different needs.



Timmy Shum

Division | Information Technology

Title | Corp. VP and CIO of USI

EVP and CIO of Asteelflash

Office Location | Hong Kong, China

Now, Timmy has joined USI, and he is also learning from the corporate culture. He has set three goals for himself: The IT technology of USI should be in place to keep information consistent with the business; upgrade existing platforms and improve IT capabilities through interactions between different departments; and finally, respond to the rapid digital development and create digital transformation for all.

From the CIO's point of view, IT plays two roles in USI: The first is Operation. There is a saying in IT that goes, "Keep the lights on"; this means to keep the company's operation smooth and not let IT problems affect the operation of the production line. In addition, IT must actively understand current events,

pay attention to information security risks to fight against hackers, and use high standards (bank levels) to measure a company's and factory's information security protection and control levels.

The other role is Development, and this means how to make the company's processes develop more efficiently and systematically in terms of the system aspect. Development is divided into three aspects: people, process and technology, and the three will impact one another. If people do not develop continually, processes and technology will stagnate at a certain time. The role that IT plays is to teach people what kind of thinking of information to use to make processes more efficient and simpler, and this is also an important issue for digital transformation right now.

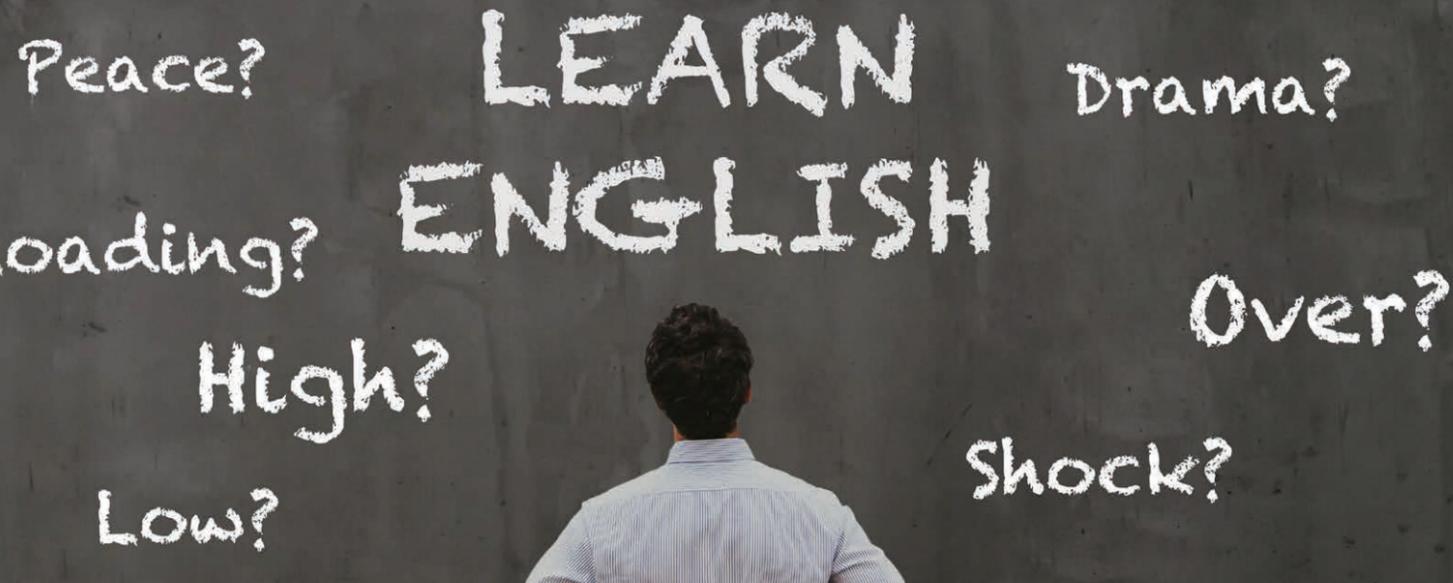
With the progress of times, enterprises must undergo digital transformation. In 2021, USI cooperated with Microsoft and introduced M365 to replace the various communication software of the past; this was the first step that Timmy took to promote the digitalization of USI and the Citizen Data Scientist Program. Everybody could contact one another freely using the Teams mobile App or on PC, achieving the performance of work from anywhere. As for the hackathon competition that USI held last year, it also wished that colleagues could use the M365 platform to light the torch of innovation; Timmy expect that in the future, every colleague can improve their IT skills through trial and error, and use the various development tools in M365 to solve business problems. USI will also be introducing Power BI in the future to improve the abilities of colleagues to point out problems and propose reports through training courses, optimizing the processes and enhancing the operating efficiency of USI step by step.

When asked about unforgettable things at work, Timmy stated that every day is unforgettable to him because the work done every day is very valuable. He thinks that the COVID-19 pandemic changed past face-to-face meetings and business travels to direct online conversations, testing the colleagues' ability

of "Active listening". This refers to listening to their business needs and their tones and the hidden meanings in what they say; they must try to understand all of these more carefully. Furthermore, COVID-19 drove the advancement of technology by more than a decade, and this also had a deep impact on talent recruitment; talents no longer have to go clock-in at the company. Instead, they can work remotely after completing the formalities online. This way, USI can have more international talents and become a globalized enterprise.

More IT talents will join USI in the future. Timmy stated that IT personnel have to be very curious; if you don't ask questions, you won't learn anything, and therefore, you will not progress. Next, you have you break through yourself, and jump out of your comfort zone. The role of IT now is different from the past; not only should you know your own field inside-out, but you must also understand the company's business operations, such as supply chain management or how the production line operates. You must have a certain level of cognition of the business to know the customers' pain points and then provide suitable services according to their needs. When cooperating with the partners in other departments, there should be equal conversations to know how to work with others when faced with situations and finally solve the problems.

Finally, Timmy stressed the importance for everybody to implement digital transformation again and expect that USI colleagues could use online tools to step out of their comfort zones to become Citizen Data Scientists. It is also necessary for them to strengthen their judgment on information security and not be fooled by phishing E-mails or software. He also looks forward to visiting each site and having more interactions with his colleagues after the pandemic has passed. Even though communication software is very convenient, face-to-face interaction is most sincere so that people can have better impressions of one another when meeting face-to-face.



10 Common Chinglish You Should Stop Using

你應停止使用的 10 個常見中式英語

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew

'm so high! How to cost down? He's very peace and social. This year is so drama and so shock. You're so low. Your joke is too over... How often have you heard or said these phrases? Did you realize they're Chinglish? Do you know their correct versions? While these Chinglish may sound funny, they are still unprofessional.

我好 high 喔！如何 cost down？他很 peace 又很會 social。今年真是又 drama 又 shock。你太 low 了。你的笑話太 over……你常聽到或說這些用語嗎？你有意識到它們是中式英語嗎？你知道它們的正確版本嗎？儘管這些中式英語很有趣，但它們都仍不夠專業。

1 We need to lower/reduce the costs. 我們需降低成本。

Supposedly imported from Japan, "cost down" is one of the most common Chinglish business phrases. so much so that many have taken it as correct. It's also often incorrectly used as titles for graphs and charts. However, "cost" is a noun; therefore, we need verbs (i.e., "lower" or "reduce") before it. We can also use "keep the costs down" or "cut costs" though these are slightly more extreme measures.

Cost down 源自日本，是最常見的商業中式英語之一，也常誤用於圖形和圖表標題。然而，cost 是名詞，前應加上動詞，即「降低」、「減少」，使用較極端的 keep the costs down 或 cut costs 也可。

► Example:

- × Savvy businesses must continually seek to cost down to remain competitive.
- ✓ Savvy companies must continually seek to reduce costs to remain competitive.
- ✓ Savvy businesses must continually find cost reductions to remain competitive.

精明的企業須不斷地尋求降低成本以保競爭力。

2 She won't mind; she's very easygoing. 她不會介意的；她很隨和。

This Chinglish not only incorrectly uses a noun as an adjective, but it's also confusing as it's not exactly clear what "peace" means. Does it mean peaceful, friendly, calm, non-violent, or easygoing?

這個用法不僅錯用名詞為形容詞，且不清楚 peace 是指和平、友善、冷靜、非暴力還是隨和。

3 He'll do well in this role; he's good at socializing. 他在這職位會做得很好；他善於社交。

"Social" is another common Chinglish used as a noun, adjective and verb. The noun means "an informal gathering"

Social 也是常見的中式英語，用作名詞、形容詞和動詞。名詞意思「非正式聚會」

► Example:

- ✓ We usually go to a church social on Christmas Eve.
我們通常在平安夜去教堂參加社交活動。
- ✓ Due to the pandemic, we should limit our social circle.
由於疫情，我們應限制我們的社交圈。
- ✓ Due to the pandemic, we should limit our socializing to a small circle.
由於疫情，我們應將社交活動限制在小範圍內。

► Other Example:

- × He likes to social.
他喜歡 social。
- ✓ He likes to socialize.
他喜歡社交。
- ✓ He's a social animal.
他是個社交動物。
- × She's not a social person.
她不是 social 的人。
- ✓ She's not a sociable person.
她不是一個善於交際的人。
- ✓ She's not sociable.
她不善交際。

4 This pandemic is shocking! 這疫情令人震驚!

Another Chinglish where nouns being used (incorrectly) as adjectives. Here, the -ing adjective describes something or someone.

這也是常見中式英語，名詞錯用作形容詞，在此 -ing 形容詞描述某物或某人。

► **Example:**

✓ This pandemic is a shock.

這疫情很讓人震驚。

✓ I'm shocked!

我很震驚!

6 Why are you so hyper today? 你今天怎麼那麼亢奮啊?

It's Chinglish refers to emotions, personality, atmosphere, fun activities, etc. However, in all these situations, "high" means "feeling euphoric, especially after taking alcohol". To express extreme excitement or joy, we should use "hyper" or "hyperactive", "ecstatic", "over the moon" or "in seventh heaven".

中式英語指的是情緒、個性、氣氛、玩樂等，但 high 在此是使用酒精後歡快的感覺。為表達極度興奮或高興，應使用 hyper 或 hyperactive (非常激動)，ecstatic、over the moon 或 in seventh heaven 也可。

► **Example:**

× I'm so high!

我好 high 喔!

✓ I'm so happy / ecstatic!

我高興極了 / 欣喜若狂!

✓ I'm over the moon / in seventh heaven!

我十分興奮、非常開心!

5 That scandal was so dramatic! 那醜聞真是太戲劇化了!

Similar to "shock", this is another misuse of nouns as adjectives. Perhaps this Chinglish also stemmed from omitting the ending sound "-ic".

與 shock 類似，也是錯用名詞為形容詞，也許這個中式用詞源於省略結尾 -ic 音。

7 This venue is too low-class for our year-end party. 對於我們的尾牙而言，這場地太劣質了。

"low" (adjective) refers to height, amount, extent, intensity, ranking, sound volume, or level of energy, whereas "low-class" refers to the standard, quality, or social class.

Low (形容詞) 是指身高、數量、程度、強度、等級、音量或能量，而 low-class 是指標準，品質或社會階層。

► **Example:**

× This product is so low.

這產品太 low 了。

✓ This product is low-class.

這產品品質低劣。

8 We want a host who is lively, who can drive the atmosphere/get the crowd excited. 我們要一位活潑的主持人，能帶動氣氛 / 讓觀眾興奮。

Instead of referring to personality (i.e., lively), "high" in this example means someone who's taken drugs or is drunk. If referring to professional ability, we could use "stage charisma" or "showmanship".

在此，high 不是指性格活潑，而是嗑了或醉酒的人。如指的是專業能力，可使用 stage charisma 或 showmanship。

► **Example:**

× We want a host who has stage charisma / good showmanship.

我們要一位主持人具有舞台魅力 / 出色的表演技巧。

× Let's go get high tonight!

今晚去 high 吧!

✓ Let's celebrate / party / have fun tonight!

今晚去慶祝 / 玩樂 吧!

✓ The year-end party was awesome! Everyone enjoyed themselves / had a great time.

尾牙超棒 / 樂翻天! 大家都很盡興 / 玩得很開心。

9 His ideas are sometimes over the top! 他的想法有時很荒謬!

This Chinglish is likely a direct translation or misuse of the phrases "over the top" or "go overboard". Here, "over the top" (excessive, exaggerated, or outrageous) can also mean "ridiculous" or "absurd". Other similar phrases include "go overboard" or "go too far" (do more than is necessary or reasonable, be too excited or enthusiastic, or behave immoderately).

這中式英語應該是源自直翻或誤用的片語 over the top 或 go overboard。在此，over the top (過度、誇大或離譜) 也可表示「荒謬」或「荒唐」。其他類似包括 go overboard 或 go too far (做多於必要或合理的程度，過於興奮或熱情，或舉止不當)。

► **Example:**

× The client seems annoyed; his jokes are too over.

客戶似乎很生氣；他的笑話太 over 了。

✓ The client seems annoyed; his jokes have gone too far.

客戶似乎很生氣；他的笑話太過分了。

10 My workload this month is super heavy. / I have a busy workload this month. 我這個月的工作量非常大。 / 本月我的工作很忙。

Another confusing Chinglish, "loading" (application of force), doesn't refer to amount, weight, or pressure. Further, using "loading" on humans implies we're containers that can be "loaded" (i.e., filled like a vehicle, ship, container, firearm, etc.).

Loading (施加力) 不是指數量，重量或壓力，load + ing 並沒有「工作量」的意思。此外，使用 loading 意味著可裝載 (即車輛，輪船，集裝箱，槍支等)。

► **Example:**

× How's your loading this week?

本週的 loading 如何?

× I have a full loading.

我 loading 滿了。

✓ How's your workload this week?

本週的工作量如何?

✓ I'm overloaded with work.

我忙於工作。

迎戰次世代 5G 到 B5G 天線技術的挑戰

作者：臺灣草屯廠 / ICS & TW OPS / R&D Center / RD1 / RF1 / 蘇祐生

隨著 5G 行動通訊商用化，人們開始享受高速通訊帶來的便利性。不僅如此，各種 5G 應用已經開始在我們的生活中嶄露鋒芒。除了行動通訊應用外，5G 帶來的高頻寬、低延遲、廣連結開啟了高科技產業的應用，像是 AR/VR、4K、8K 影音等需要高流量傳輸的場景，如智慧工廠、醫療影像傳輸等應用。在 5G 所運用的通訊技術更是有別於 4G，而訊號傳輸的窗口「天線」正是掌握 5G/B5G 的關鍵技術之一。本篇文章探討 5G/B5G 天線設計，在次世代如何能夠突破天線技術的困難與挑戰，提升通訊傳輸品質。

5G/B5G 應用場景

5G 應用的基石是建立在三個主要的核心特性，分別是「增強型行動寬頻通訊 (eMBB)」、「超可靠低延遲通訊 (URLLC)」和「大規模機間通訊 (mMTC)」，從而延伸出不同產業的應用。在 3GPP 技術標準的推進下，B5G (Beyond 5G) 的輪廓也逐漸浮現，其潛在技術將著重於衛星通訊、巨量天線波束成型，甚至到太赫茲通訊等科技上。總結如表一，我們以 3GPP 所釋出的技術標準，來討論現行 5G 及未來 B5G 特點與應用。

表一 3GPP 5G 標準比較表

Release 15	Release 16	Release 17	Release 18
增強行動頻寬服務 (eMBB)	關鍵低延遲服務 (如 5G 工業物聯網)	增強 5G 大規模 MIMO 性能	進一步增強 eMBB
大規模 MIMO	高精度定位	免許可頻譜	延展實境 (XR)
先進信道編碼	先進的節電特性和移動性	增強精準定位	自駕與 NR V2X 加強
基於時隙結構框架	蜂巢式車聯網 (C-V2X)	增強 5G 工業物聯網	加強非地面網路
毫米波波束成型和追蹤	整合傳輸以及回傳網路 (IAB)	非地面網路	頻譜拓展和共享

資料來源：<https://www.qualcomm.com/documents/setting-5g-advanced-evolution-3gpp-release-18>

Release 15 與 Release 16

Rel-15 為 3GPP 所釋出的第一階段 5G 規範，基於時隙的靈活框架為實現不同 5G 服務，主要圍繞在 eMBB 與 mMTC。針對資料傳輸率、流量等需求，制定高於 4G 的網路通訊標準。而為了有效利用現行的 4G 網路，多採用非獨立式 (Non-Stand Alone, NSA) 的架構來整合 LTE 和 5G，當然各國也積極地投入獨立式 (Stand Alone, SA) 網路的佈建。除此之外，為了疏通低頻頻譜與達成高頻寬應用，毫米波頻段也首度被納入 5G 通訊的標準中。

Rel-16 為 5G 第二階段標準，重點放在加強 URLLC 上，也就是增強移動性，此版本可看作是 Rel-15 的延續。另外在 Rel-

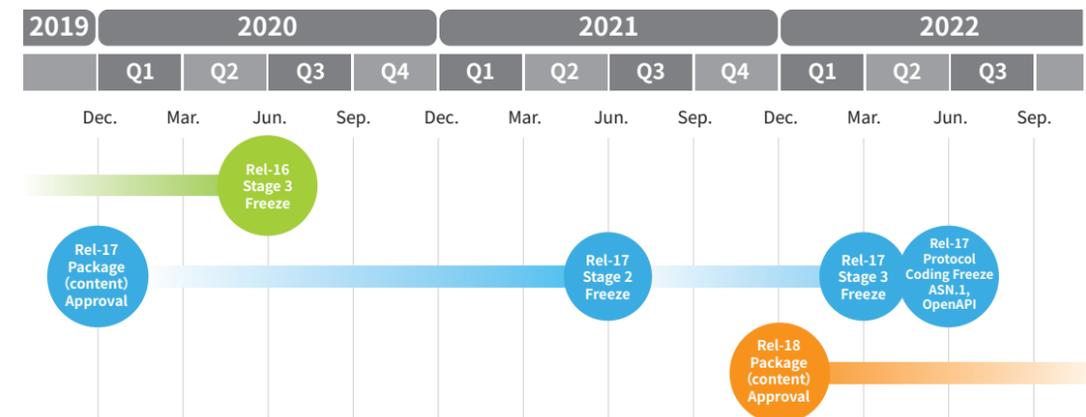
16 版本中，首次開放 5G 使用未授權頻譜，意謂著 5G 能在未授權頻段運行 (如美規 5925MHz-7125MHz 頻段中，或其他)。

Rel-15 與 Rel-16 的垂直應用如下：

- 汽車 (v2x) 和其他交通工具 (火車、海上通訊)
- 運輸、物流、物聯網
- 離散自動化
- 配電
- 公共安全
- 健康與保健
- 智慧城市
- 媒體和娛樂
- 高精度定位

Release 17 與 Release 18

依照下圖一 3GPP 的 5G 發展時程來看，預計於 2022 年 Q1 時凍結 Rel-17 版本，並開始討論 Rel-18 標準制定，但因全球 COVID-19 疫情影響可能有所延後。在這兩個版本中，持續加強在 Rel-15/16 系統的基礎方面，像是增強 massive MIMO、IAB、IoT、eMBB、V2X、XR 等技術。除此之外，更進一步擴展 5G 頻譜到 71 GHz，也稱為 3GPP 中的 FR2-2 頻段。它包括對全球 60 GHz 免許可頻段的支持，這可以為新的應用和部署打開大門。更值得注意的是，在 Rel-17 中首度加入非地面通訊 (NTN)，如低軌道衛星，這對容易受阻隔的毫米波通訊來說是助益良多。而太空探索技術公司 (SpaceX)，早在 2019 年開始執行星鏈計畫 (Starlink)，截至 2022 年止已有近 2000 顆低軌道衛星在運行中。從 5G 到 B5G，甚至到 6G，世界的通訊領域正在如火如荼地發展，朝著金字塔的頂端邁進。

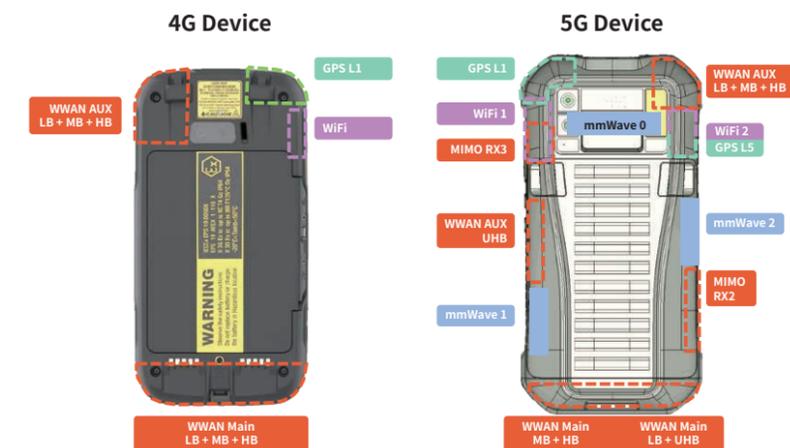


圖一 3GPP 5G 發展時間表

4G/5G/B5G 天線的設計差異與挑戰

裝置上的天線數量

以行動裝置應用為例，4G 與 5G 天線配置比較如下圖二，不難察覺其中最明顯的差異之一是天線數量。在 4G 手機中，天線的使用數量是 4-5 支，而到 5G 手機則需要 10 支以上。也就是說，相同手機尺寸下，空間受到限制，5G/B5G 的天線設計將會困難許多。



圖二 4G vs 5G/B5G 天線配置差異

天線的工作頻率

根據 3GPP 的頻譜使用標準，請參考下表二，5G 使用頻譜分為 FR1 與 FR2，FR1 使用頻段範圍介於 410 MHz – 7125 MHz，FR2 則是 24.25 GHz – 52.6 GHz。除了 FR1 頻段提升到 7125 MHz (4G LTE 最高頻率到 3800 MHz)，特別在 5G FR2，操作頻率來到了毫米波頻段。由於使用頻譜的擴展，讓大頻寬帶來傳輸速度的提升，但相對地寬頻天線需要更大的空間，使得天線設計更加複雜。另外材料的選擇也是一門重要的學問，下表三整理出 4G/5G 材料的介電係數 (Dk) 與介電損耗 (Df) 總表，頻率越高建議選用介電損耗較小的材料，如 LCP。

表二 1G-5G 頻段表

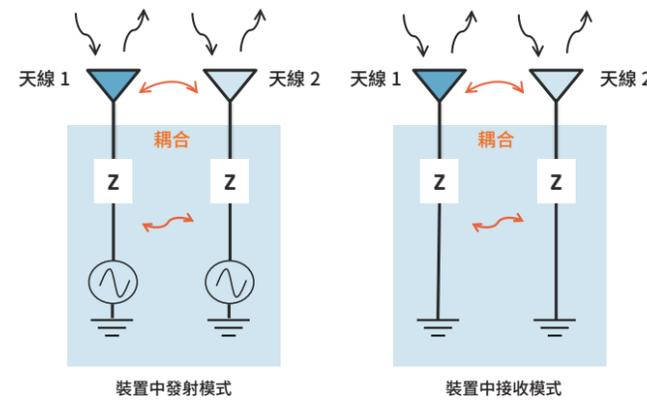
世代	頻段	頻寬
1G	800 MHz	30 MHz
2G	50 MHz, 900 MHz 1.8 GHz, 1.9 GHz	25 MHz
3G	850 MHz, 900 MHz 1.9 GHz, 2.1 GHz	25 MHz
4G	800 MHz, 850 MHz, 900 MHz 1.9 GHz, 2.1 GHz, 2.3 GHz, 2.5 GHz	1.4, 3, 5, 10, 15, 20, 100 MHz
5G FR1	410 MHz-7.125 GHz	5, 10, 15, 20, 25, 30, 40, 50, 60, 80, 100 MHz
5G FR2	24.25-52.6 GHz	50, 100, 200, 400 MHz

表三 4G/5G 材料 Dk/Df 總表

材料	Dk(介電係數)	Df(介電損耗)
聚碳酸酯	3	0.005
液晶高分子	<3	0.002
改良型聚醯亞胺	3.2	0.005
聚醯亞胺	3.8-4.2	0.008
玻璃	4-7	0.02
鐵氟龍	2.0-2.1	0.0004
環氧樹脂	3-4	<0.004
陶瓷	6-8.5	0.0001

天線間的干擾

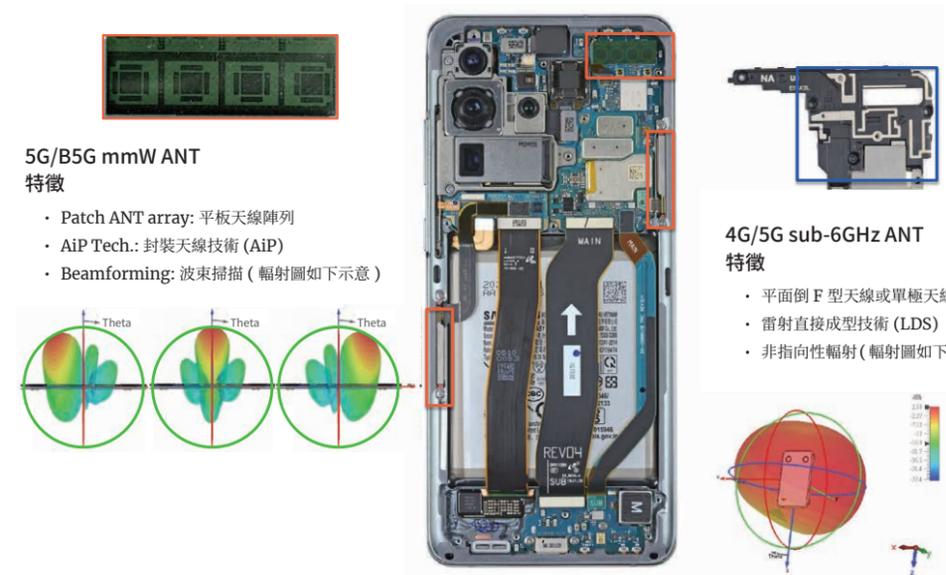
現今智慧手機上多相機，側邊按鍵，USB 介面等因素，對於天線設計的空間是無可避免的阻礙。再者是 5G 採多天線設計，天線只能比鄰而立。在擁擠空間與頻率相近的狀況下，各天線之間勢必得面臨相互干擾的問題。如右圖三所示，我們的手機上會有射頻收發電路與天線，當發射或接收訊號時，電磁波會經由天線或者內部線路耦合至鄰近的射頻路徑，進而產生干擾訊號。這些雜訊會造成接受感度惡化，讓傳輸的吞吐量大幅下降。如何優化空間設計，降低干擾，將會是 5G 天線設計的一個重要課題。



圖三 天線互耦干擾示意圖

FR2 毫米波天線

5G FR2 在市場上也有人稱之為「真」5G，因頻譜規範在毫米波段，讓 5G FR2 有大頻寬的優勢。但有其利必有其弊，使用毫米波頻譜的代價則是大量的傳輸損耗，需要佈建大量的小基站，且研發難度與成本也相對高。以市售 5G 手機為例，天線差異如下圖四，首先，5G FR2 所使用的天線類型為平板天線，且為陣列型式，相較於 4G 或 5G FR1 的 PIFA 天線是不同的設計概念。再者，以往 4G 多採用 LDS 技術將天線刻印在手機背蓋，而到了 5G FR2 天線因其頻率高，設計尺寸較小，加上需與波束控制電路整合，所以導入 AiP 技術，將天線模組化。最後，5G FR2 天線的波束有著高指向特性，無法像 4G 使用單一線天線就能接收四面八方的訊號，所以在手機上至少需配置 3 組毫米波天線模組，來接收或發射左右上各方向訊號。



圖四 5G 毫米波手機天線解析

圖片來源: <https://zh.ifixit.com/Guide/Samsung+Galaxy+S20+Ultra+%E6%8B%86%E8%A7%A3/131607>

未來展望

隨著通訊技術不斷地進步，次世代行動裝置面對著相當多的天線設計挑戰與工程問題。第一，天線工程師需要有良好的天線空間規劃，並搭配電磁模擬軟體來輔助設計。第二，現今 5G 手機空間寸土寸金，在不影響天線效能的前提下，盡可能地小型化設計。第三，頻率越高損耗越大，天線材料選用需要在低介電損耗與成本考量等因素之間周旋。第四，降低裝置中天線之間的干擾，能提升高速通訊的訊號品質。第五，由 3GPP 釋出的通訊標準與產業發展來看，毫米波儼然會成為未來 5G/B5G 通訊的指標，其中也包括低軌道衛星，甚至到 6G 時代會達到太赫茲技術。最後，即使 5G 天線設計經緯萬端，技術門檻與佈建成本非常高，透過全球各企業的專家與學者一同努力，定能突破挑戰。

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5G to B5G Antenna Technologies: Facing Challenge of the Next Generation

Author: ICS & TW OPS / R&D Center / RD1 / RF1 / Samuel Su

As 5G mobile devices commercialize, people start to enjoy the convenience brought about by the high-speed communication; moreover, 5G applications start to show their importance in our daily lives. In addition to mobile communication, 5G also realizes high bandwidth, low latency and wide-spread connectivity which enables high-tech applications such as AR/VR, 4K and 8K videos as well as smart factory and medical imaging scenarios that require high volume transfers. Communication technologies employed in 5G differ significantly from those in 4G; and "Antenna", the gateway for transmitting the signal, is surely one of key technologies for getting hold of 5G/B5G communications. This article will explore 5G/B5G antenna design and how to overcome difficulties and challenges of antenna technologies in the next generation for enhancing the transfer quality of communications.

Application Scenarios of 5G/B5G

The foundation of 5G applications is established on 3 major core features, namely "enhanced mobile broadband (eMBB)", "ultra-reliable low latency communication (URLLC)" and "massive machine type communication (mMTC)"; from which different industrial applications are derived. While promoting technical standards of 3GPP, the outline of B5G (Beyond 5G) emerges gradually as well, with potential technologies focusing on satellite communication, massive antenna wave formation and even on terahertz (THz) communications. As summarized in Table 1, we discuss the features and applications of the existing 5G and the B5G in the future based on technical standards released in 3GPP.

Table1 Comparison of 3GPP 5G Standards

Release 15	Release 16	Release 17	Release 18
Enhanced mobile broadband services (eMBB)	Key low-latency services (e.g. 5G IIoT)	Enhanced 5G massive MIMO features	Further enhanced eMBB
Massive MIMO	High-precision positioning	License-free spectrum	Extended Reality (XR)
Advanced Channel Coding	Advanced power saving and mobility	Enhanced precision positioning	Auto pilot and NR V2X Enhancement
Timeslot-based framework	Cellular Vehicle to Everything (C-V2X)	Enhanced 5G IIoT	Enhanced non-terrestrial network
mmW Beamforming and Tracking	Integrated Access and Backhaul (IAB)	Non-terrestrial network	Spread Spectrum and Spectrum Sharing

Source: <https://www.qualcomm.com/documents/setting-5g-advanced-evolution-3gpp-release-18>

Release 15 and Release 16

Rel-15 is the Stage-1 specifications of 5G released by 3GPP; the timeslot-based framework for realizing versatile 5G services mainly goes around eMBB and mMTC. Addressing data transfer rate and volume demands, a network communication standard higher than 4G is therefore set up. For using the existing 4G network effectively, a Non-Stand Alone (NSA) configuration is mostly used for integrating LTE and 5G; naturally countries also actively go for establishing the Stand Alone (SA) network. In addition to that, for quickening the LF spectrum and achieving high bandwidth applications, the mmWave has also been incorporated into the 5G standard for the first time.

Rel-16 is the Stage-2 standard of 5G and focuses on enhancing URLLC, i.e., for enhancing mobility; this release may be seen as a continuation of Rel-15. Furthermore, the Rel-16, for the first time, opens unlicensed spectrum for 5G use, which means 5G will be allowed to run in an unlicensed spectrum (such as in the 5925MHz-7125MHz segment of the US specifications or others).

Vertical applications of Rel-15 and Rel-16 are as follows:

- Automobiles (V2X) and other transportation means (train, maritime communication)

- Healthcare
- Smart City
- Media and Entertainment
- High-precision Positioning
- Transportation, logistic, IoT
- Discrete Automation
- Power Distribution
- Public Safety

Release 17 and Release 18

Based on the 5G development schedule of 3GPP shown below, it is expected to freeze Rel-17 by 2022 Q1 and start discussions for setting up Rel-18 standards; however, there may be a delay due to the Covid-19 pandemic. In these releases, continued enhancement is seen in Rel-15/16 system basics, such as enhanced massive MIMO, IAB, IoT, eMBB, V2X, XR, etc. Additionally, the 5G spectrum will be further expanded to 71GHz, also known as FR2-2 frequency band in 3GPP. It includes the support for the global 60GHz license-free bands; this will open wide the gate for new applications and deployments. It deserves more attention that Rel-17 has for the first time included Non-Terrestrial (NTN) communications, such as low-orbit satellites; this will significantly help the easily hindered mmWave communication. SpaceX started Starlink Project early in 2019; up to 2022 there are almost 2000 satellites running in low orbits. From 5G to B5G, or even 6G, communication realm in the world is developing vigorously towards the top.

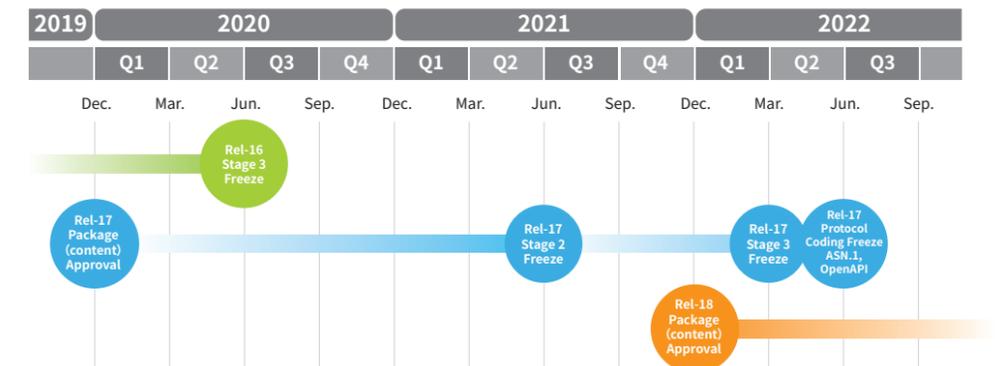


Figure 1 3GPP's 5G Development Schedule

Deviations and challenges in 4G/5G/B5G antenna design

Number of antennas on devices

As in mobile device applications, Fig.2 shows the placement comparison of 4G and 5G antennas; it is easy to see that the most obvious difference lies in the number of antennas. In 4G cell phones, 4 to 5 antennas are used, whereas in 5G, 10 or more. Which means, for the same dimensions, the space is limited for 5G/B5G and the antenna design will be much more difficult.

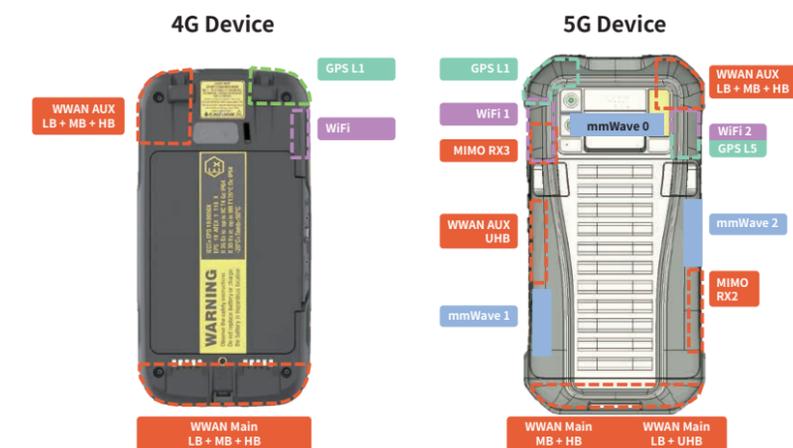


Figure 2 4G vs 5G/B5G Antenna Placement Differences

Antenna Working Frequency

According to 3GPP standards on spectrum use, see Table 2 below, the spectrum used in 5G includes FR1 and FR2: FR1 is 410 MHz – 7125 MHz; FR2 is 24.25 GHz – 52.6 GHz. In addition to increasing FR1 up to 7125 MHz (4G LTE up to 3800 MHz), especially in 5G FR2, the operating frequency has reached the range of mmWave. Due to the expansion of the used spectrum, the wider band width will allow increased transmission speed; yet correspondingly wideband antenna will require more space and have additional design difficulties. The selection of materials is also a critical know-how. Table-3 below summarizes di-electric coefficient (Dk) and di-electric loss (Df) of 4G/5G materials; materials with lower Df are recommended for higher frequencies.

Table2 1G-5G Frequency Band List

Gen.	Frequency Bands	Bandwidth
1G	800 MHz	30 MHz
2G	50 MHz, 900 MHz 1.8 GHz, 1.9 GHz	25 MHz
3G	850 MHz, 900 MHz 1.9 GHz, 2.1 GHz	25 MHz
4G	800 MHz, 850 MHz, 900 MHz 1.9 GHz, 2.1 GHz, 2.3 GHz, 2.5 GHz	1.4, 3, 5, 10, 15, 20, 100 MHz
5G FR1	410 MHz-7.125 GHz	5, 10, 15, 20, 25, 30, 40, 50, 60, 80, 100 MHz
5G FR2	24.25-52.6 GHz	50, 100, 200, 400 MHz

Table3 Dk/Df Summarization of 4G/5G Materials

Materials	Dk (Di-electric Coefficient)	Df (Di-electric Loss)
Polycarbonate	3	0.005
LCP	<3	0.002
Modified Polyimide	3.2	0.005
Polyimide	3.8-4.2	0.008
Glass	4-7	0.02
Teflon	2.0-2.1	0.0004
Epoxy	3-4	<0.004
Ceramic	6-8.5	0.0001

Inter-antenna Interference

Factors like multiple cameras, side button and USB interface on modern smart phones are inevitably obstructions to the space available for antenna design. Furthermore, most 5G devices are of multiple antenna design where antennas have to stand side by side. Due to crowded spaces and proximate frequencies, antennas have to encounter mutual interference issues. As shown in Fig.3 below, our cell phones are provided with RF reception/transmission circuits. While transmitting or receiving signals, electromagnetic waves tend to be coupled to neighboring RF paths via an antenna or internal circuits, thereby producing interfering signals. These noise signals will cause deterioration of reception sensitivity and a significant drop of transfer throughput. How to optimize space design and minimize interference will be a critical topic in 5G antenna design.

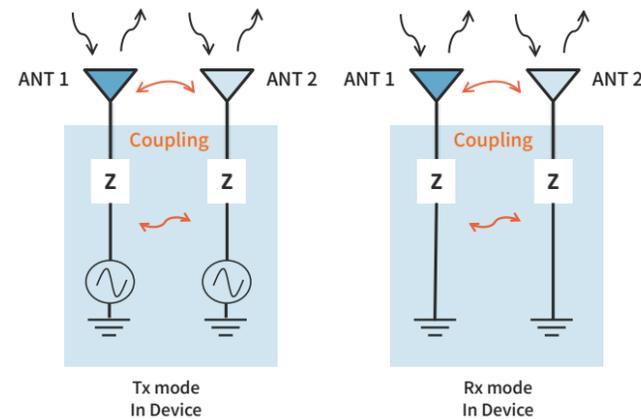


Figure 3 Coupled Interference between Antennas

FR2 mmWave Antenna

5G FR2 is also known in the marketplace as "True" 5G; with spectrum specified in the mmWave section, the 5G FR2 has the advantage of a wider bandwidth. However, there is also a drawback; the price for using mmWave is a significant transfer loss thereby requiring a large quantity of small cells; R&D difficulties and costs are also relatively high. Taking market available cell phones as examples, antenna differences are shown in Fig.4. First of all, antennas used for 5G FR2 are of the patch antenna array, a different design concept compared to PIFA antennas in 4G or 5G FR1. Furthermore, in the past 4G antennas are mostly imprinted on the back covers of the cell phone via LDS technology; while for 5G FR2 antennas, due to higher frequency, smaller dimensions and the need for integration with a beam control circuit, AiP technology is introduced to modularize the antenna. Lastly, 5G FR2 antennas are highly directional and unable to receive signals from all directions like an omnidirectional 4G antenna. Therefore, the cell phone needs at least 3 mmWave antenna modules for receiving or transmitting signals in the respective directions (i.e., left, right, top, etc.).

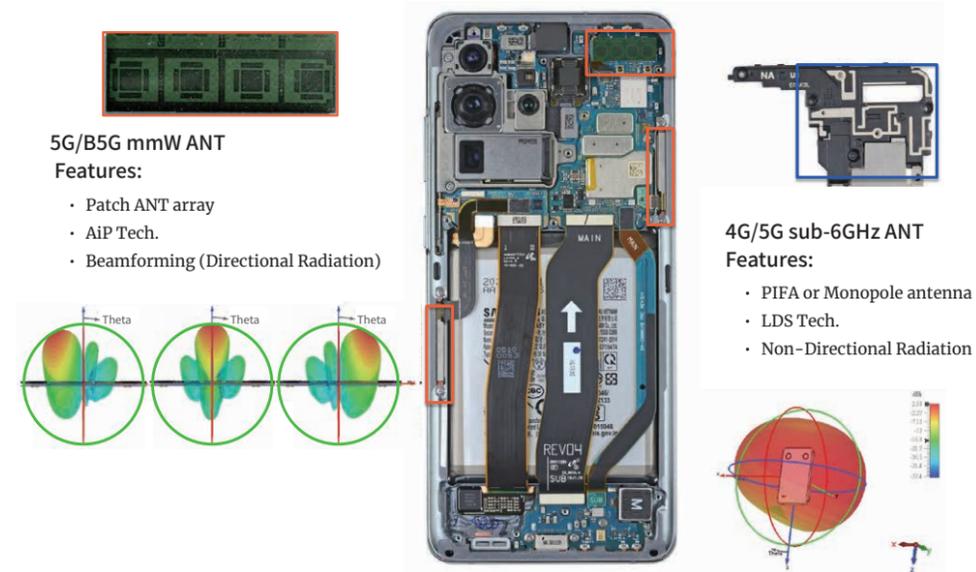


Figure 4 5G mmWave Cell Phone Illustration

Source: <https://zh.ifixit.com/Guide/Samsung+Galaxy+S20+Ultra+%E6%8B%86%E8%A7%A3/131607>

Prospects

As communication technology advances continuously, next generation mobile devices face antenna design challenges and engineering problems. Firstly, antenna engineers will need proper placement planning for accommodating antennas and electromagnetic simulation software shall be used together for facilitating antenna design. Secondly, today's 5G cell phones are space craving, thus a miniature design shall be used for as long as antenna efficiency will not be affected. Thirdly, higher frequency causes higher losses; selection of antenna material will linger around low di-electric loss and cost considerations. Fourthly, minimizing inter-antenna interference is capable of increasing signal quality of high-speed communications. Fifthly, viewing from communication standards released by 3GPP and industrial developments, mmWave will surely become the benchmark in the future 5G/B5G communication, which will also include low-orbit satellites or even reach the 6G era of Terahertz technology. Finally, although the 5G antennal design involves versatile aspects and extremely high technical thresholds and installation costs, all the challenges shall eventually be overcome via joint efforts of global enterprises, specialists and scholars.

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Vincent Suo

工作的一天

作者：Asteelflash / Marketing Communication / Clara Fosse

本次「工作的一天」系列，我們採訪了亞洲區信息技術部總監索偉 (Vincent Suo)，他在 2006 年加入 Asteelflash 中國蘇州廠。

Vincent 有兩個可愛的女兒，在空閒時間陪伴她們是他最美好的時刻。他喜歡帶女兒們去世界各地旅行、吃美食、聽音樂，創造美好的家庭回憶。

十六年前，在加入 Asteelflash 之前，Vincent 在一家美國半導體公司工作。他很快就把自己的職涯導向了 EMS 公司，因為 EMS 公司提供更多的學習機會，擁有更複雜的 IT 系統和更好的工作機會。Vincent 在 2006 年加入 Asteelflash，擔任 IT 經理，管理 3 個員工。今天，他的團隊已經發展到 20 人。

有一天，一位老師告訴他：「如果你自己創業，這個公司將是你的事業。如果你為別人的公司工作，這個公司也將是你的事業。」這句話讓他至今記憶猶新。Asteelflash 的演變也代表了 Vincent 事業的演變，他的動力來自於與公司一起成長，讓他在工作不斷進步，擁有成就感。

作為一名 IT 總監，每天最重要的任務是對系統效率進行全面檢查。另一個優先事項是每天早上都要檢查 Asteelflash 其他地區 IT 運營的狀況沒有出錯。確保 IT 系統在世界任何地方都能安全順利地運行，這點非常重要。身為亞洲的 IT 主管，也意味著他須與歐美的 IT 主管進行聯繫。此外，Vincent 也需要



花心思去瞭解用戶、供應商和合作者的不同要求，以便能依照他們的需求提供最佳和最專業的建議。除了上述的工作，解決 IT 相關的問題也佔用了他大部分時間。系統和網路中總有一些問題，是用戶根本看不到或不會受到影響的。

有時，更大的危機有可能會發生！Vincent 記得有一次機房淹水，對整個工廠來說情況非常危急。值得慶幸的是，所有團隊齊心協力，用不同的方法阻止水災蔓延！淹水的災情持續了 30 分鐘，但多虧了大家，損失非常有限。

IT 部門是公司最重要的核心之一。每個人都仰賴 IT 系統，因此，有一個反應迅速和高效的團隊來解決隨時可能發生的問題是非常重要的。有時，團隊也要對已經發生的問題和以後可能出現的問題有足夠廣泛的瞭解，並準備好面對任何問題。這就是為什麼公司每年都會為 IT 團隊做一些培訓，讓他們學習新技術和實際的 IT 環境。

在 IT 部門是採用團隊工作形式來運作，這也是 Vincent 最喜歡這份工作的地方。大家彼此互相支持，每個人的技能都是重要和必要，作為一個團隊工作這些要素是必不可缺的。

現在，Vincent 的角色已擴展到 USI，他還將管理環旭的昆山廠、深圳廠及惠州廠的 IT 運營。我們祝賀他承接這個新的職務！

A Day in the Life of Vincent Suo

Author: Asteelflash / Marketing Communication / Clara Fosse

Vincent Suo, APAC IT Director since 2006 and based in Suzhou, China, was interviewed for this edition of "A Day in the life of".

Before all, Vincent is the dad of two beautiful girls, and spending all his spare time with them is what he values the most. He likes to take them on trips around the world, eat good food and listen to music, creating beautiful family memories.

Before joining Asteelflash, sixteen years ago, Vincent worked for an American semiconductor company. He quickly directed himself to EMS companies that offer more to learn, with more complex IT systems and better career opportunities. Vincent joined Asteelflash in 2006 as an IT manager with 3 people to manage. Today, his team is made of 20 people.

One Day, one of his teachers told him "If you create your own business, this company will be your career. If you work for someone's company, this company will also be your career." This sentence stuck with him since. The evolution of Asteelflash also represents the evolution of his own career, and this is a motivation for him, to always improve and give his best in his job and achievements.

As an IT director, the most important task of the day for him is to do a complete check of the system efficiency. Another priority is to check, every morning without fails, what is going on in the other regions where Asteelflash operates. It is important to make sure the system keeps running safely and smoothly anywhere in the world. Being an IT director in Asia also means that he needs to be connected with the other IT directors in Europe or the Americas. Besides, Vincent also works on



understanding the different requests of the users, suppliers, and collaborators to be able to offer them the best and most professional recommendations for their needs. However, on the side of these main tasks, most of the time is spent solving problems. There are always some issues in the system and network that users won't even see or won't be affected by.

Sometimes bigger problems may occur! Vincent remembers one time when the server room was completely flooded, and the situation was very critical for the entire site. Thankfully, all the team worked together and stopped this flood with different ways! It lasted 30 minutes, but thanks to everyone, there was very limited damage.

The IT department is one of the most important hubs of a company. Everybody relies on the IT system. Therefore, it is really important to have reactive and efficient teams to solve the problems that can occur at any time. Sometimes, the IT teams also need to have a wide enough overview of the problems that occur and the one that can possibly appear later and to be prepared to face anything. This is why some training is organized every year for all the IT teams to learn about new technologies and the actual IT environment.

Working in the IT department is all about working as a team, and this is the part of the job Vincent likes the most. They support each other a lot and the skills of each of them are welcome and needed. When working as a team, these factors are essential.

Now, Vincent's role has expanded to USI sites, he will also manage USI KS and USI SZ&HZ IT operations. We congratulate him on this new role!



法國飛旭集團 德國區總經理
Caner Goekcin
**你無法控制風
但可以調整風帆的方向**

採訪編輯：總經理室 / 行銷企劃部

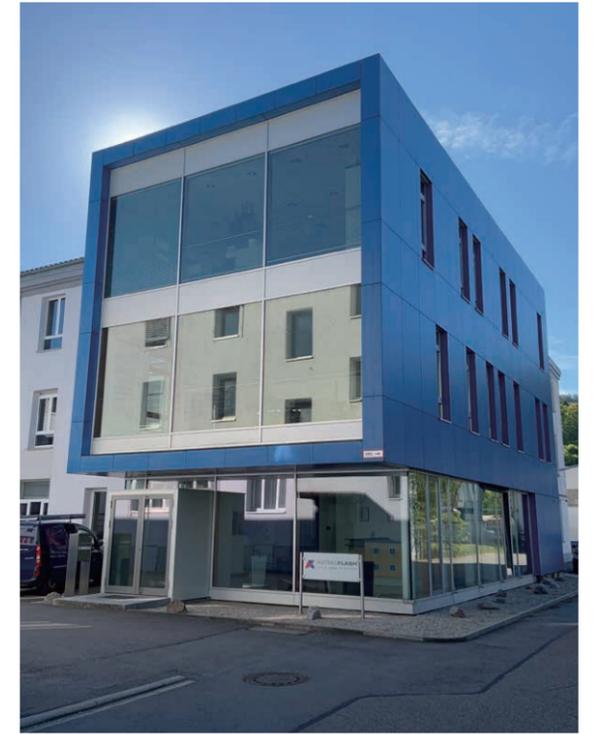
Asteelflash 在德國有四個廠區，在德國廠區工作的員工們，致力於推動公司成長。本次我們採訪 Astelflash 德國區總經理 Caner Goekcin 先生，他將與我們分享如何打造一個好的團隊與成為一個優秀專案經理的關鍵要素。



Production Line of Bad Hersfeld Site



Production Line of Bad Hersfeld Site



Eberbach Site

Q1. 請簡單介紹一下您自己。

自1997年以來，我在EMS行業擔任過不同職位。在帶領採購部門幾年後，我轉到銷售部門擔任主要客戶經理。不久之後，我被晉升為銷售主管。2012年，我接管了Asteelflash現在的Eberbach廠。在2021年10月，我被任命為德國區總經理。

我喜歡騎摩托車，這是一個讓人頭腦清醒的好方法。此外，我喜歡閱讀，我最喜歡的書是《老人與海》。

Q2. 請與我們分享您的領導哲學。

最重要的領導哲學之一是用激勵的方式引導。士氣低落的員工往往讓事情變得更加困難。此外，以身作則也很重要。你不能要求員工做連你自己都不願意做的事情。我認為每個人都應該參與過程。我傾向於與團隊成員共同分擔責任，尊重我的團隊，傾聽他們的想法，並在需要時激勵他們，做到有同理心、體貼和善意。

Q3. 請介紹您一天的工作行程。

每一天，我都會對每個工廠當月的目標進行快速審查，之後，我會與當地管理團隊或區域管理團隊開會。在當前形勢下，與客戶保持密切聯繫是非常重要的。因此，在內部會議之後，我會進行客戶拜訪、電話/視訊會議。緊接著是專案會議，以瞭解重要議題的最新情況。巡視車間，積極反饋意見給同事也很重要。這些工作是否每天都在進行？可惜沒有！但我盡可能多嘗試這樣做。

Q4. 您最難忘的事情是什麼？

對我來說，最難忘的時刻是大約在半年前被任命為Asteelflash德國區總經理，負責管理一個區域團隊，我們正在努力實現前所未有的增長。我很高興能夠與團隊成員一起將在Eberbach廠獲得的經驗應用到整個德國。



Production Line of Bonn Site

Q5. 在您的經驗中，打造一個優秀團隊的關鍵要素有哪些？

從第一天起就確立期望目標

制定基本規則，從一開始就讓大家知道你的期望目標——不僅僅是銷售目標或五年計劃，而是你希望建立的團隊環境。你是否想創造一個共同承擔責任、共同解決問題和共同決策的職場文化？如果是，那就這樣告訴其他人。

尊重你的團隊成員

尊重你的團隊成員。在工作中，你希望員工是團隊的一份子，但你也必須有以下的覺察：這些人是有自己個性的個體。當團隊成員獨特的天賦和能對共同目標作出貢獻的能力受到尊重時，一個強大的團隊就會綻放光彩。

培養團隊內部的關係

雖然你重視和尊重團隊中的每一個成員是非常重要的，但團隊成員也要對彼此表現出相同的尊重和關心。

用積極的態度來激勵

通過表揚團隊成員的作法來創造一個積極的團隊環境，並鼓勵你的團隊成員帶來更多他們專精領域上的貢獻。

溝通，溝通，再溝通

有效的溝通可以使工作上的關係維持穩固幾十年，而沉默則會使事情很快就破局。

Q6. 您管理德國區的所有專案經理，對您而言，一個優秀的專案經理要有怎樣的特質？

一個優秀的專案經理首先要有友善的態度，畢竟第一印象是不給你第二次機會的。這個角色必須有銷售方面的興趣，專案經理必須在專案和業務中如魚得水、發揮自如。專案經理也必須在面對任何衝突情況下保持冷靜，最重要的是，代表公司及落實公司的利益。

Q7. EMS 產業的迷人之處在哪裡？

EMS產業的迷人之處在於速度，你每天都必須證明這一點。能夠支援產品從開始製造，經歷完整的產品生命週期，再到售後服務，這是EMS最重要的，也是這個產業吸引人的地方。EMS可以是許多新產品創新的一部分，也因此可以成為全球技術發展的一個貢獻者。

Q8. 您的人生座右銘是？

你無法控制風，但可以調整風帆的方向。

Caner Goekcin

General Manager of Asteelflash Germany

You Can't Change the Wind But You Can Set the Sails Differently

Interviewed by: President Office / Marketing Communication



Asteelflash has four Sites in Germany, and the employees working in Germany are committed to the growth of the company. In this interview, Mr. Caner Goekcin, the General Manager of Asteelflash Germany, shared the ways to build a good team and the key elements to be a good program manager with us.

Q1. Please briefly introduce yourself.

Since 1997, I have held various positions in the EMS industry. After leading purchasing functions for several years, I switched to the sales side as a Key Account Manager. Here I was appointed to the Head of Sales after a short time. In 2012, I took over the plant management of today's Asteelflash plant in Eberbach. In October 2021, I was appointed as the General Manager Germany.

I like riding a motorcycle. A good way to get a clear head. Furthermore, I like to read. My favorite book is: *The Old Man and the Sea*.

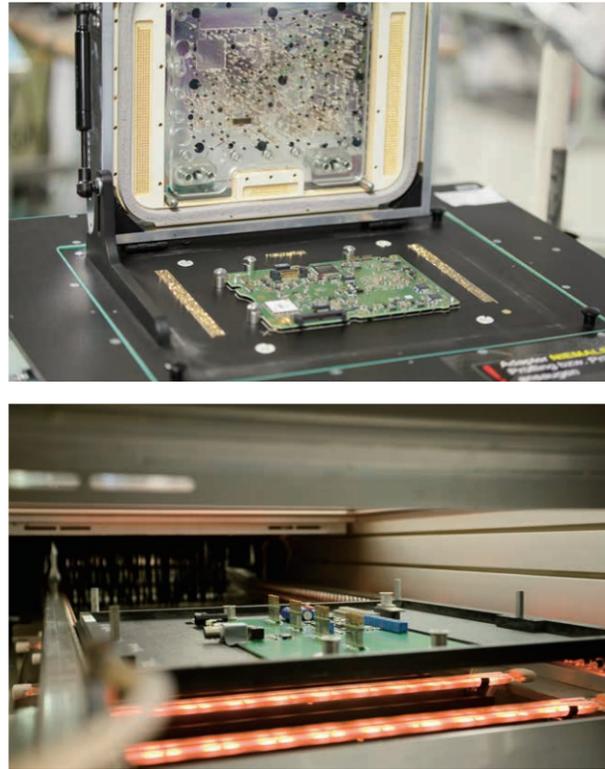
Q2. Please share your leadership philosophy with us.

One of the most important leadership philosophies is to lead with motivation. Demotivated employees tend to make things more difficult. Furthermore, it is important to lead by example. You can't ask employees to do something you're not willing to do

yourself. I believe everyone should participate in the process. I intend to share responsibility with my team. I respect my team, listen to their ideas and inspire them when needed. I behave with empathy, thoughtfulness and kindness.

Q3. How does your typical working day look like?

I start each working day with a quick review of the targets we have per plant for the current month. Afterwards I have meetings with either the local management team or the regional management team. It is important to have close contact with our customers in the current situation. Therefore, after the internal meetings, customer visits, telephone/video conferences are held and followed by project meetings to be up to date on the most important topics. To be seen on the shop floor to share positive feedback is also important. Does this work every day? Unfortunately, No! But I try to do this as often as I can.



Production Line of Eberbach Site

Q4. What was the most unforgettable thing or occasion you have experienced?

An unforgettable occasion for me was being appointed as General Manager Germany about half a year ago. I have to take responsibility in charge of a regional team, and we are striving for unprecedented growth. It is a pleasure for me to be able to implement the experience I have gained in the Eberbach Site throughout Germany with my team together.

Q5. In your experience, what is the essential factor to build a good team?

Establish expectations from day one

Set ground rules, and let your expectations be known from the start—not just in terms of sales goals or a five-year plan, but in terms of the type of team environment you're looking to establish. Do you want to create a culture of shared responsibility, shared problem-solving, and shared decision making? If yes, then say so.

Respect your team members as individuals

Respect your team members as individuals. At work, you want your employees to be part of a team, but you must also have perspective: these are individuals with stories of their own. A robust team environment blossoms when individuals are honored and respected for their unique gifts and their ability to contribute toward your common goal.

Engender connections within the team

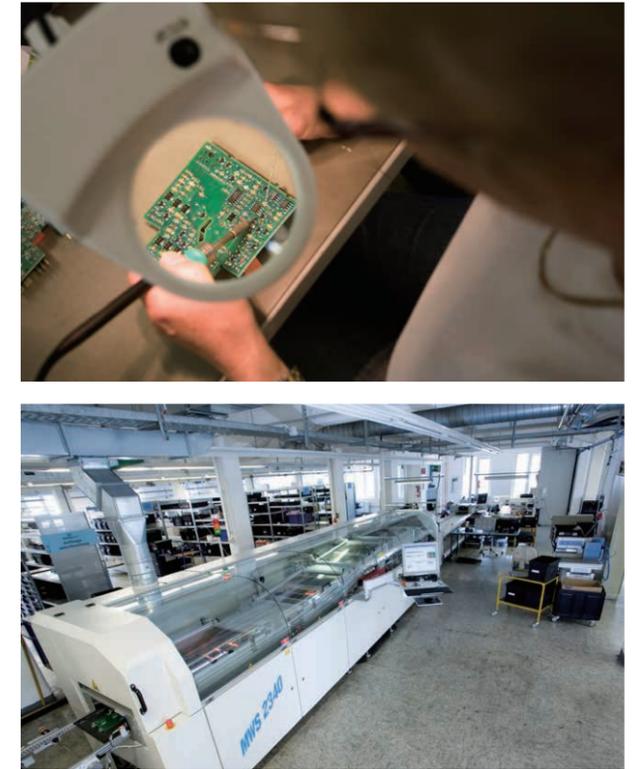
While it's critically important that you value and honor each individual member of the team, it's also important that the team members themselves exhibit that same respect and care toward one another.

Motivate with positivity

Create a positive team environment by citing events and behaviors that you particularly liked and encourage your team to bring more where that came from.



Production Line of Bonn Site



Communicate, communicate, communicate

An effective communication can keep working relationships strong for decades, while silence can break things apart very quickly.

Q6. You supervise all program managers across Germany. In your opinion, what characteristics should a good program manager have?

A good program manager should first and foremost have a friendly attitude. There is no second chance for a first impression. He or she must have fun in selling. The program manager must feel comfortable in projects and in the project business. He or she also must keep a cool head in any conflict situation and, above all, represent and implement the interests of the company.

The role of a Program Manager in AFG is to manage strategy and communication with assigned customers. He or she is the point of contact for the customer. Managing the profitability of assigned

projects is crucial. The Program Manager must drive performance to achieve the best level of customer satisfaction. Growth is also among the most important responsibilities of a PM.

Q7. What's the fascinating part of the EMS business?

The fascinating thing about the EMS business is the speed, which you have to prove every day. Being able to support products from their creation through the complete product life cycle to after sales is a fundamentally important and fascinating point in our industry. The EMS industry can be part of many new product innovations and can therefore also be a contributor to global technical progress.

Q8. What is your motto for life so far?

You can't change the wind, but you can set the sails differently.

集團中國區對外事務處： 一部高效的信息處理器

採訪編輯：總經理室 / 行銷企劃部

日月光在 2000 年進入中國並以「日月光集團」企業品牌開始經營半導體、商業地產、電子製造等行業。當企業跨足多各行業時，尤其是處於以政府為主導的營商環境中，就必須有一個單位來整合內部信息並搭建企業跟政府溝通的橋樑。此次大陸廠區的疫情封控再次凸顯出這個單位的角色，本期 Newsletter 專訪集團中國區對外事務處資深總監—江宇聞，請她來介紹集團這個有如信息處理器的單位職能。以下是我們的採訪內容。



Q1. 集團中國區對外事務處是何時成立的？成立的目的。

集團中國區對外事務處成立於2018年2月，成立的目的主要是搭建一個專業化的溝通管道和信息平臺，在中國區範圍內，能及時處理集團各事業單位、各地各級政府部門提出的諸多需求，提供相關決策所需的諮詢信息、背景資料、解決方案等說明。隨著組織的變化，這個單位被賦予的任務也逐漸跨足到公共關係和投資者關係等領域。

Q2. 請介紹一下集團中國區對外事務處負責的工作範圍

從單位上的名稱大概能猜出我們的工作大部分是跟各地及各級政府進行企業各類需求與溝通；反之，政府希望企業配合的政策也會透過我們來傳達。我們面對的單位垂直來看上至國家部級單位、下至街鎮居委會、平行面來看有行業組織、國家媒體等。簡言之就是確保集團各行業單位不論在內部或外部，彼此間的溝通能有一個高效運作。

要做好集團對外事務工作，我們必須要妥善處理集團內各種信息的互通交流，形成集團內的信息池。當集團接收到來自各地各級政府部門、行業組織、社會各界及各類媒體各類需求與質詢，甚至是與投資者相關議題，我們需要在第一時間找出集團內能落實解決問題的具體單位，接著會綜合外部訊息針對該議題提供各類的決策參考。



Q3. 基於上述的工作範圍您會如何形容這個單位的角色？這份工作需要具備哪些軟實力。

集團中國區對外事務處的角色，高大上的說法就是集團中國區管理層決策中樞內置的智庫及信息處理中心，是集團內外所有溝通的橋樑、管道、平臺及共識達成的舞臺。比較接地氣的說法就是信息處理器，這個處理器不僅速度要快，效能也要好，需要能同步做好input跟output，面對不同的情境還要能切換不同的演算法。

目前單位的編制主要以集團行業單位來劃分，一位負責商業地產、另一位負責半導體與電子行業，所有的訊息都會經由我來做統整。不同行業單位溝通的物件及工作職掌各有不同，但大致上要能擔任這份工作共同要具備的軟實力為高情商、有足夠的抗壓性以及清晰的邏輯思維及分析歸納能力，能傾聽與領會政府要求、瞭解行業政策、與社會各界進行有效的溝通等。而負責半導體與電子行業的同事，還必須有扎實的中英文雙語交流的能力。

多數人很少或者很怕跟政府打交道，如果用商業活動將政府比擬是甲方、企業是乙方，我個人是先經歷在甲方的工作，然後來到乙方。其實跟政府溝通只要掌握幾個原則，建立互信與形成良好的溝通，絕大多數的問題是可以解決的。首先要先瞭解今天溝通的單位主要負責的領域、其次合理評估企業自身的訴求、同時在掌握充足的內部訊息、瞭解政策法規的前提下作出充分的溝通和判斷；最後，永遠都保持謙遜，不要有先入為主的觀念。

Q4. 這次疫情中遇到哪些需求或提供的協助是前所未有的？

集團在上海地區涉及的行業有商業地產、半導體(材料廠)和電子產業(環旭三個廠區)以及與職工居住相關的員工生活區，在這次疫情中上述單位都受到封控的影響。這些單位需要的對外協助都在極短時間內一併發生，許多事情也是前所未有的，此時沒有過去經驗或是SOP來跟你說事情要如何處理。要把事情做好，需要的是前面提到的掌握充足的內部訊息以及清晰的邏輯思維及分析歸納能力，抓住關鍵點，用最簡單易懂的方式跟政府達成有效的溝通。

這次封控集團中國區對外事務處對內的首要任務除了確保工廠能持續閉環生產，另外就是要保障在廠區及生活區兩區的員工能取得政府支持的生活物資。集團各行業單位隸屬不同區域政府，此時對外的職責還要代表各事業單位與政府溝通相關安排，例如核酸、抗原檢測資源的安排、為工廠申請車輛通行證、以及復工復產等相關手續的辦理。當然在防疫封閉引發的群體事件或各類矛盾衝突也要協同集團各事業單位進行處理。

Q5. 疫情結束後你最想做的一件事是？

如果各項條件都允許，我倒是想好好給自己休個假。把手機關機、把微信下線，然後選個地方去旅行，純粹放鬆自我，認識新朋友，給大腦徹底放個假，在世界重啟前，自己先來一次重啟。

External Liaison Department of China Region of ASE Group: *A Highly Efficient Information Processor*

Interviewed by: President Office / Marketing Communication



Since 2000, ASE Group has been engaged in industries, like semiconductors, commercial real estate, and electronics assembly under the enterprise brand name of "ASE Group" in China. With a presence across different industries, in particular, in a government-led business environment, the enterprise needs a unit to integrate internal information and play as a communication bridge between the enterprise and the government. Such a unit further shows its importance when our Mainland China sites are under the COVID lock-down. In this issue, we invited Jenny Jiang, the Senior Director of External Liaison Department of China Region of ASE Group, to share with us how this unit operates like an information processor. Our conversation is summarized below:

Q1. When was the External Liaison Department of China Region of ASE Group established? What are the purposes for such arrangement?

The External Liaison Department of China Region of ASE Group was set up in February 2018, with a view to building a dedicated communication channel and an information platform. Within the China Region, it can promptly respond to various requests raised by business functions under the Group and local governments at all levels, and provide necessary consulting information, background materials, solutions and other information for decision-making. With the organizational changes, this unit expands its responsibilities to public relations and investor relations for the time being.

Q2. Would you please introduce the scope of work designed for this unit?

From the unit's name, you can probably guess that our main responsibility is to express our requests to the governments at all levels, also we are responsible for passing government policies on to the ASE Group. Vertically, we work with from the national ministerial-level departments to sub-district or township residents' committees. Horizontally, we deal with industrial organizations and state-run media. In short, our job is to ensure various industries under the Group with an effective operation, either internally or externally.

To effectively handle the external affairs of the ASE Group, we must adequately facilitate and exchange

various information within the Group to build an information pool. When ASE Group receives various requests and inquiries from the government agencies, industrial organizations, all kinds of organizations and media, even related to investor relations, we will first find relevant divisions within the Group in response. Then, we will provide references for decision-making in the combination of various external information.

Q3. How would you describe the role of this unit based on above scope of work? What intangible strengths are required for this job?

To explain it decently, our unit operates as a think-tank and information processing center for the decision made by the management of ASE Group in the China Region. We are like a communication bridge, channel, platform and stage to reach a consensus, both inside and outside the Group. It, stated popularly, acts like an information processor, which should execute fast and efficiently and be able to keep input and output synchronously and switch to different algorithms in different scenarios.

Now, we divide our tasks by industry. One staff is in charge of commercial real estate, another employee focuses on the semiconductor and electronics industry. I am responsible for coordinating and gathering all together. All of us have different duties according to a different industry. Generally, to be competent for this job, you need to have high EQ, be able to work under pressure, along with clear logical thinking and inductive reasoning skills, the ability to listen to and understand the governments' requirements, familiar with industry policies and communicating effectively with people from all walks of life. In addition to these, the colleagues who are responsible for the semiconductor and electronics industry must be fluent in both Chinese and English.

Most people are seldom or might be afraid to contact government officials. If compare the government to Party A, and the enterprise to Party B in commercial activities, I had worked for Party A, and then transfer to Party B. Actually, you can solve most problems by mastering several principles that as establishing

mutual trust and building good communication, when communicating with government officials. First of all, you should know the responsible area of the government bureau that you are going to communicate. Then, assess your requests as a corporate while having thorough communication and judgment based on sufficient internal information and policy regulations. Finally, always keep modest and avoid any preconception ideas.

Q4. What requests or assistances were never met or provided before COVID-19?

In Shanghai, ASE Group has commercial real estate, semiconductor (material site), electronics business (USI-ZJ, SZ, JQ), and a residential park for staff. They were locked down during the COVID-19 case surge in Shanghai and needed help in a short period. We have never met such issues. No experience or SOP tells us how to respond to them. To do a better job, we should master sufficient internal information, as mentioned previously, with clear, logical thinking and the ability of analysis and induction, grasp the key point, and achieve effective communication with the government in a way of simple and clear.

Our top priority is to ensure the closed-loop production not to be interrupted and guarantee our plant and employee living areas can receive household supplies from the government during the lock-down period. Different business units are located in different districts and governed by different local governments. Our job is to talk with the government on behalf of ASE Group to make a better arrangement, such as nucleic acid testing and antigen testing, vehicle pass permits for plants, and going through relevant procedures for resumption of work and production. During the lock-down period, of course, we also assist each business unit in dealing with group incidents or various conflicts.

Q5. What do you want to do most after the pandemic?

If all conditions permit, I would like to take a vacation. Switch off my phone, log out of my WeChat account, and choose a place to relax and make new friends. Give my brain time off, and reset myself before the world fully reopens.

越南美食物語

整理編輯：越南廠 / ALCMM / MSD / Nguyen Thi Thuy Trang

美食是每個國家的獨特文化，它是當地風俗與居民性格的結晶。所以才說，每當走到每個陌生的地方，當地美食會給你留下深刻的印象。在前期許多廠區的同事已經陸續介紹各地的美食。本期就讓我們越南同事向各位介紹越南美食吧！

炸豆腐蝦醬米線

設備工程部 / Pham Van Manh

若是提到越南的街頭小吃，你絕對別錯過「Bun Dau Mam Tom」——炸豆腐蝦醬米線。

蝦醬在亞洲許多地區都十分受歡迎，包括越南。事實上，蝦醬在「世界上最難聞的食物」的排行上時常榜上有名。我知道有些人可能會覺得「嘔嘔嘔！」但是別這樣！你旅行的原因就是去看、聽、聞、摸、嘗，去感受世界上所有特別的事物，那麼為什麼不給蝦醬一個機會呢？基本上，蝦醬是由蝦和鹽製成的。蝦醬典型的香味來自於蝦的腸道中的一種酶。發酵過程可能需要六個月到一年的時間。蝦醬可能聞起來像爛掉的動物，但對許多當地人來說，這是一種光想就會流口水的味道。嘗過兩三次後，相信我，對那些拒絕嘗試這種當地食物的人，你一定會替他們感到很遺憾！

Bun Dau Mam Tom
炸豆腐蝦醬米線
Noodles with
Tofu & Shrimp Paste



你肯定能猜到炸豆腐蝦醬米線的食材包括麵條、豆腐、蝦醬，以及羅勒和雞冠花等草本香料。要找到提供這種美食的街頭小販並不難。而且你會注意到，小販們在給你蝦醬之前會做一些處理。他們會加入幾滴新鮮檸檬汁和一點沸騰的油。你必須將其攪拌均勻，直到碗裡充滿了柔軟的小白泡，讓味道不那麼強烈。最後，把一塊豆腐、麵條和羅勒葉蘸上醬汁一起吃下肚，超美味！

在街頭吃一盤「炸豆腐蝦醬米線」大概要 2 萬越南盾，相當便宜。這也是我喜歡街頭小吃的其中之一。最後，享受完這道特色小吃後，你可能要準備幾粒口香糖。

希望各位在讀完這篇文章後，別把「Bun Dau Mam Tom」說的好像是「數一數二奇怪的食物」，而是把它當作一道特色越南美食，推薦給你的朋友。

蟹肉粉條

OPM / Nguyen Thi Phuong Hao

當你來到位於海防港的 USI 越南廠，你一定要嘗嘗美味且帶有「海味」的 Banh Da Cua(蟹肉粉條)。

海防市不只是北越最繁忙的港口都市，同時也以海鮮料理聞名。接下來我要介紹的料理——Banh Da Cua 在海防非常受歡迎，從高級飯店、餐廳到市井小販，不僅當地人特別喜歡，甚至遊客和外國人也深深著迷。

無論你夏天還是冬天來到越南，Banh Da Cua 隨時都有供應，你可以把它當作午餐、晚餐，甚至早餐來享用。

一碗美味誘人的粉條必須融合五種顏色：蟹肉米線的紅褐色，蝦子與番茄的紅色，皮皮蝦的紫白色，假蒟卷和時令蔬菜的綠色，以及炸豆腐的黃色，上面還放上炸乾蔥頭。醒目的顏色加上油脂的美味，吸引了每個饕客。

Banh Da Cua
蟹肉粉條
Red Noodle with Crab



Banh Da Cua 的特別之處不在於空心菜、假蒟卷、田蟹或炒洋蔥——這些料到處都有。Banh Da (紅米粉條) 一定是海防的特色。Banh Da 是深褐色的，是一種經過複雜工藝製造的麵條，麵條很薄，柔軟且有嚼勁，口感酥脆而濃郁。如果先在冷水中浸泡後再進行汆燙，會更加美味。這種麵條是由 Du Hang Kenh 的村民生產的，這是一個離市中心不遠的小村莊，這個村莊為整個海防和越南其他省份供應粉條。製作 Banh Da 的人必須非常瞭解製造過程，而且從泡米、磨米時要準備水、製作麵粉和軋製麵粉時如何調整烤箱溫度等這些技術都需要保密，以確保製作出來的麵條是美味、酥脆但有嚼勁。

在一首關於海防的歌曲中有提到：「海防人就像 Banh Da Cua 一樣純樸……」一道質樸的民間菜餚，被用來指代人們的素質。因此，一道料理已經成為一個地區的美食象徵和文化，這是多麼令人自豪的事情。當你有機會來越南旅遊時，你至少一定要品嚐一次 Banh Da Cua，享受這道獨特料理帶來的「純樸感」。

Amazing Vietnamese Cuisine

Edited by: Vietnam Site / ALCMM / MSD / Tracy Nguyen

Cuisine is a unique culture of each country. It is the solidification of local customs and resident characteristics. That's why it is said that when you go to other country, the local cuisine will deeply impress you. In the previous episodes, colleagues from other sites have introduced the delicacies of their country. This time, we will introduce Vietnamese cuisine to all international colleagues.

Bun Dau Mam Tom
Noodles with Tofu & Shrimp Paste



Bun Dau Mam Tom Equipment / Loki Pham

When talking about the street food culture of Vietnam, one can't forget to mention "Bun Dau Mam Tom" – Noodle with tofu and shrimp paste.

Shrimp paste is popular in many regions of Asia, including Vietnam. As a matter of fact, shrimp paste has long been on the list of "Worst smelling foods in the world". I know some of you may react to this: "Ewww!" but come on! One of the reasons why you travel is to see, hear, smell, touch, taste, feel everything special in the world, so why not just give shrimp paste a chance? Basically, shrimp paste is made from shrimp and salt. The typical aroma comes from an enzyme that is available in the intestine of shrimps. The fermentation may take from six months to one year before shrimp paste can be served. Shrimp paste may smell like a rotten animal, but to many local people, it is an aroma that makes their mouth water only thinking about it. After tasting two or three times, trust me, you will feel pity for those who refuse to try this local food.

You can surely guess, "Noodles with tofu and shrimp paste" includes noodles, tofu, shrimp paste, and odoriferous herbs as basil and cockscomb mint. It's not difficult to find a street food vendor that offers you this yummy dish. Moreover, you will notice that the vendors do something to the shrimp paste before giving it to you. They will add a few drops fresh lemon juice and some boiling oil. You have to mix the whole thing well until the bowl is full of soft tiny white

bubbles, which is how they make the smell less strong. At last, dip a piece of tofu, some noodles and basil leaf into the sauce and eat them all together. It's delicious!

A dish of "Bun Dau Mam Tom" in the street costs around 20,000 VND, and it's quite cheap. This is also one of the reasons why I love street foods. Lastly, you may want to prepare some pieces of chewing gum to have after enjoying this exceptional food.

I hope after reading this, instead of referring to "Bun Dau Mam Tom" as "one of the weirdest foods", you may want to recommend it to your friends as a special feature of Vietnam cuisine.

Banh Da Cua OPM / Alice Nguyen

When you visit USI Vietnam in Hai Phong port, you must definitely try delicious Banh Da Cua with the "sea taste".

Hai Phong City is not only the busiest harbor city of Northern Vietnam but also very famous for its seafood cuisine. The specialty that I'm going to introduce you is very popular in Hai Phong from luxury hotels and restaurants to everywhere along the streets and alleys – Banh Da Cua (Red noodle with crab). This dish not only fascinates local people but even the tourists and foreigners are also being attracted.

Whenever you come to Vietnam in summer or winter, you can enjoy it for lunch, dinner, or even breakfast, it's always available to be served.

A bowl of delicious and attractive noodles must have the converge of five colors: red-brown of crab and rice noodles, red of shrimp and tomato, purple white of mantis shrimp, green of sausage rolls and seasonal vegetable, and the yellow of fried tofu with dry onion on the top. The very eye-catching colors combined with greasy tasty has been attracted anyone who even just once enjoyed it.



Banh Da Cua
Red Noodle with Crab

What makes Banh Da Cua special is not water spinach, sausage rolls, field crab or fried onions – which are available everywhere. The red rice noodle must be the specialty of Hai Phong. Banh Da is dark brown in its color, a type of noodle that is coated with quite a complicated process. The noodles are thin, soft and chewy, with a crispy and bold taste. It would be more delicious if being soaked in cold water then blanched. This kind of noodle is produced by the villagers of Du Hang Kenh, a small village not far from the city center, which supplies the noodles for the whole of Hai Phong and other provinces in Vietnam. People who make Banh Da must know very well about the process and keep the secret from soaking rice, preparing water when grinding, making flour and adjusting the oven temperature when rolling it to ensure that the batches of noodles come out must be delicious, crispy but chewy.

In a song about Hai Phong wrote: "Hai Phong people are as honest as Banh Da Cua..." – a rustic and folk dish that is used to refer to the quality of people. Hence, how proud a dish has become a cuisine symbol and culture of a region. When you have the opportunity to come to visit Vietnam, you definitely should try Banh Da Cua at least one time to enjoy the "honest feelings" of this unique dish.

北海岸的那一抹綠 The Splash of Green of the North Coast

作者：臺灣南崗廠 / ICS&TW OPS / 製造服務中心 / 孫有德
Author: Taiwan Nankang Site / ICS&TW OPS / MSC / Burk Sun



臺灣四面環海，一年四季有著各式不同生命的表徵展現，也帶來各種漁產，豐富我們的味蕾，本次就以季節限定景點「北海岸老梅綠石槽」來迎接春的到來。

Taiwan is surrounded by the sea, and there are various manifestations of life throughout the year. It also brings a variety of fish products to enrich our taste buds. This time, we will welcome the visit of spring with the seasonally special scenic spot "Laomei Green Reef of North Coast".

經過幾個月東北季風洗禮後，石門北海岸人潮又開始多了起來，春開啟了生命的延伸，大自然的奧秘也在此重現，海岸邊光禿禿的火山岩所形成的石槽一條條綿延於海灘，綠海藻開始附著於上，慢慢的有了生命。最終那抹綠意在退潮後呈現，這番奇特景觀每年從三月中到四月底，延續著春季的盛事。

After a few months of washing by the northeast monsoon, the number of people on the north coast Shimen began to increase again. Spring has flourished the extension of life, and the mysteries of nature have reappeared here. The stone grooves formed by the bare volcanic rocks on the coast stretch out on the beach; green seaweed began to adhere to it, and slowly came to life. In the end, the greenery appeared after the low tide. This peculiar landscape continues from mid-March to the end of April every year, sustaining the great feast of Spring.



老梅綠石槽位於臺灣最北端的富貴角旁，步道完善，玩沙玩水看夕陽，動靜皆宜，公園內有一座臺灣本島最北的極點燈塔—富貴角燈塔，對於有收集夕景的狂熱份子們絕不容錯過這裡的夕陽。

Laomei Green Reef is located next to Fuguijiao, the northernmost tip of Taiwan. There are complete trails in the area, making it suitable for playing with sand and water and watching the sunset. In the park, there is the Fuguijiao Lighthouse, which is the lighthouse of the northern end of Taiwan Island. Fans who love to collect the various beautiful sunset view must not miss the sunset here.

一路來此當然不可能就此結束，我們停留一晚後，繞過北海岸來到東北角一個小漁村—馬崗，此村原本因年輕人口外流嚴重已不再繁華，近幾年在地方努力重新尋找立足點下，又開啟了另一個漁村新生命。

Of course, we didn't come all the way to stop here. After staying for one night, we bypassed the north coast and came to Magang, a small fishing village in the northeast corner. This village was originally no longer prosperous due to the serious emigration of young people. After spending recent years establishing a new characteristic, another new life in the fishing village has been opened.

石頭屋原先是居民對抗東北季風就地取材下的建物，現今卻成為了村莊特色，還賣起了當地海鮮—九孔、小卷、石花凍，光看字是否引起了你的食慾？我只能說九孔香嫩入口，小卷米粉香甜好吃，石花凍更是你逛累消暑聖品。

The stone house was originally a building made by residents to fight the northeast monsoon, but now it has become a characteristic of the village. Residents here also sell local seafood - abalones, cuttle fish, and Gelidium jelly. Do these words alone arouse your appetite? All I can say is that the braised abalones are fragrant and tender, the rice noodles with squid are juicy and delicious, and the Gelidium jelly is a popular product for you to cool off when you are tired of travelling.

你以為馬崗就只有這樣而已嗎？它的對面山崖上還有一個臺灣極東點—三貂角燈塔，上面有三貂角燈塔公園，讓你能夠遠眺日出的太平洋，甚至讓你看見龜山島，昔有柯市長的 24 小時挑戰雙塔，各位不用那麼累也能輕鬆完成另類一日雙塔（極北點的富貴角燈塔與極東點的三貂角燈塔）。

Do you think that's it for Magang? On the opposite cliff there is the Sandiaojiao Lighthouse, which is the easternmost tip of Taiwan. There is a Sandiaojiao Lighthouse Park on the cliff, which allows you to see the sunrise over the Pacific Ocean and even Guishan Island. Remember Mayor Ke's one-day challenge of the twin towers? You can easily complete the alternative one-day twin towers (Fuguijiao Lighthouse at the northernmost tip and Sandiaojiao Lighthouse at the easternmost tip) without being so tired.

來到這也必嘗一下沿路的銅板美食：深澳漁港阿華鯊魚羹、小卷米粉，福隆火車站的福隆便當，馬崗漁村滷九孔、石花凍，澳底黑白毛小吃店的海鮮粥等等。臺灣季節限定的景色與美食等著各位光臨，各位坐在電腦前那麼久也該心動出門走走！

When you visit here, you must also enjoy the cheap street food: Ahua Shark Soup in Shenao Fishing Port, rice noodles with squid, Fulong Bento in Fulong Railway Station, stewed abalones and Gelidium Jelly in Magang Fishing Village, seafood porridge of Heibaimau Diner in Aodi, etc. Taiwan's seasonal limited scenery and food are waiting for you to visit. You should be excited to go out after sitting in front of the computer for so long!

在高雄的生日驚喜

Surprising Birthday in Kaohsiung

作者：美國廠 USA Site / SCM / NA SCM Center / Bill Fisher



我是 USI 的新成員，最近加入 USI，在這之前是 Asteelflash 零組件的高級採購經理。現在要與各位分享的這個故事發生在很多年前，但仍深存在我的記憶中。這個故事是我經歷的許多旅行中，最溫暖的回憶之一。這件事發生在 USI 的起源地—台灣，我在高雄參加與楠梓電子的銷售會議，當時楠梓電子是我負責的客戶之一。那是一個星期天，也是我的生日。飯店在澄清湖附近，所以我決定出去走走，享受一下，看看高雄的景色。那天天氣很好，包括湖邊的九曲橋，沿途的風景我都很喜歡。

I am a new member of USI, recently just joining as the former Advanced Sourcing Manager for mechanical components at Asteelflash. This story I would like to

share happened many years ago, but it is still in my memory, and I would love to share this with my new colleagues. This is one of the warmest memories of the many travels that I have experienced. It is appropriate that this occurred in Taiwan, the birthplace of USI. I was in Kaohsiung for a sales meeting with WUS Circuits, a company that I was selling for at that time. It was a weekend day, Sunday, and it was my birthday. The Grand Hotel is located near a very well-known park, Cheng Ching Lake, so I decided to go out for a walk from my hotel to enjoy the area and see some views of Kaohsiung. It was a beautiful day, and I enjoyed the sights along the way, including the Nine Corners Bridge on the lake.

走著走著，在前往湖邊的山坡上，我看到了一個烤肉區，有很多家庭正在野餐煮食。我很想看看臺灣人的野餐長什麼樣子，所以我下山朝著湖邊走去。從湖畔往回走時，我看到一群年輕人正在煮飯喝酒，他們突然叫我過去，分了我一些烤肉和一杯冰啤酒。這些年輕人非常友善，雖然他們不會說英語，我也不會說中文，但我們試圖用肢體語言交流。

As I walked along, I saw a Barbeque area where families were having a picnic and cooking food on a hillside that went down to the lake. I wanted to see what a Taiwanese picnic was like, so I walked down the hill towards the lake to see. As I was walking back up from the lake, I saw a group of young men cooking and drinking beers, enjoying their day. They yelled to me to come over to them suddenly, and they offered me some meat they were cooking and a cold beer. They were very nice young guys. They could speak no English and I could speak no Chinese, but we tried to communicate without words.

這些年輕人問我來自哪裡，我說我來自美國加州。他們秀證件給我看，並解釋他們是臺灣的海軍。我看不懂證件上面的中文字，但我大致還是瞭解意思。我給他們看了我的護照，他們發現今天是我的生日。這時，這些年輕人唱起了生日快樂歌！他們唯一會講的英語就是唱生日快樂歌。我們都大笑了起來，享受這段歡樂的時光，對我而言，這真是一個大驚喜！

They asked me where I came from, and I told them California in the United States. They showed me their identification and explained they were in the Taiwan Navy. I couldn't read it because it was all in Kanji, but I understood anyway. I showed them my passport



and they could read on my identification that today was my birthday. At this time, they all joined in singing Happy Birthday to me! The only thing they knew in the English was how to sing Happy Birthday. We all laughed and enjoyed the time. What a great surprise!

這時候，他們看到一群大約是大學生年紀的年輕女孩經過，他們問女孩們是否有人會講英語，可不可以來替我們做翻譯。實際上，這只是這些海軍士兵想要搭訕女生的藉口。她們走過來加入我們的行列，我們又繼續聊了 30 分鐘，邊吃邊喝啤酒。男生們很高興能和女孩們待在一塊，而我在離家這麼遠，獨自一人的時候，擁有一場最獨特的生日派對，我也感到很開心。感謝這些人的盛情款待，感謝他們在我的生日上為我唱歌。當我想到臺灣人的時候，我總是回到這段記憶中，想起這些年輕人表現出的善良。他們確實是臺灣的觀光大使。給了我人生中最難忘的一個生日，我會永遠記得他們。有時我會希望能夠再次見到這些年輕人，到時要向他們道謝，因為他們的善意，讓我生命中的那一天是多麼的特別。這真是個值得紀念的生日！

About this time, they saw a group of young girls that were around the university age. They called to the girls to ask if any could speak English and if they could come and be interpreters for us. Really this was just a way for these sailors to meet some pretty girls. They came over and joined the guys and we continued to chat for another 30 minutes eating and having our beer. The guys were so happy to be with the girls, and I felt so good to have been given a most unique birthday party while I was so far from home and alone. I thanked them for their wonderful hospitality and for singing to me on my birthday. When I think about the Taiwanese people, I always go back to this memory and remember the kindness these young men showed. They were truly great ambassadors of Taiwan. They gave me one the most memorable birthdays in my life, and I will always remember them. Sometimes I wish there was a way for me to find them to say thank you again and tell them how special that day in my life was because of their kindness. This is a real birthday to remember!

白相大世界

藝術家：柒先生

策展人：曹彬

資料來源：M 藝術空間



Andavadoaka, Madagascar / 2013

過往的二十年間，世界彷彿成為了我的遊樂場。「我的孩子們」在那些樓宇、高牆和角落之間盡情地嬉戲玩耍。

在我的旅途中，異國文化風情不斷激發更新著我的內心感受。我渴望與這些不同地域的人們進行心靈對話，為了能更懂得他們的世界，我讓自己去走近、走得更近；去深入、更深入地探訪他們。讓畫筆下的「我的孩子們融入」他們的世界，賦予那些「畫布」新的生命和語言，成為一把鑰匙，打開人們心靈深處的門。

滿世界的「畫布」給予我創作靈感的自由，返璞歸真的想像力，童心未泯的表達方式。在我創作中的人物常常沉浸在五彩斑斕的「彩色漩渦」裡，呈現出真實而虛幻又無比豐富的內在宇宙。就如同愛麗絲夢遊奇境兔子洞的入口，是追尋著夢想通往新世界的通道，也是穿越自由之門的鑰匙。

——柒先生



柒先生

朱利安·馬蘭出生於巴黎，藝名 SETH，他是一位城市藝術家，90 年代中期開始牆繪創作。他開創了一種基於童年世界和想像的繪畫風格。以雙重閱讀的方式呈現，兒童形象成為他被畫環境的代言人。

畢業於法國國家裝飾藝術學院，SETH 最初在創意產業工作：線上娛樂、卡通、漫畫和廣告等等。2003 年，他開始了世界之旅，與來自不同文化的藝術家們交流。這些環球創作的經驗讓他有幸加入了「新探索者」團隊。5 年中，他環遊世界，在法國 Canal + 播出的這個系列紀錄片中分享他的環球創作經歷。

從那時起，SETH 受邀在世界各地的藝術機構、畫廊、基金會和博物館做藝術專案，創作了一系列當代藝術裝置和沉浸式展覽。



La Réunion / 2015



Kharkhiv, Ukraine / 2013

La clef des champs

Artist: SETH
Curator: Bin Cao
Source: M Art Center



Envole moi
Acrylic and spray paint on Canvas / 95×130cm / 2022



Sonia's sun
Acrylic and spray paint on Canvas / 97×130cm / 2021

SETH

Born in Paris, Julien Malland, also known as Seth, is an urban artist who began to express himself on walls in the mid-90s. He developed a painting style based on the world of childhood and the imaginary. A double reading approach, where the child becomes a spokesman for the environment where he is painted.

A graduate of the École Nationale des Arts Décoratifs, he first worked in the creative industries: online entertainment, cartoons, comics and advertising. In 2003, he went on a world tour to exchange with artists from different cultures. These experiences as a Globe-painter allowed him to join the "New Explorers" team. For 5 years, he travelled the world and shared his encounters in this series of documentaries broadcast on Canal+.

Since then, Seth has multiplied his projects and exhibitions in galleries, foundations and museums with the creation of installations and immersive exhibitions.

For the past twenty years, the world has become my playground. My children play with the walls, the architecture, or the culture of the places where I paint them.

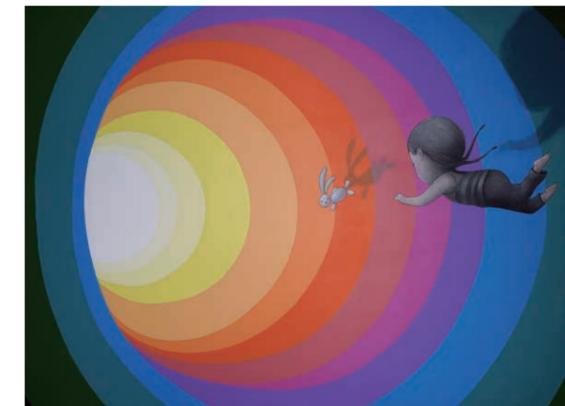
I am constantly discovering new territories that inspire me to create new works. By wanting to speak to the people who live where I leave my mark, I force myself to understand and analyse the places I visit. By adapting myself to the walls before painting them, I want to open doors to which each of us has the key.

The freedom that the canvas gives me allows me to constantly explore new ways of evoking the imagination of childhood. With the vortexes of color into which I immerse my characters, I want to represent the richness of an inner universe that floods the space. They represent the passage to a new world, the entrance to the rabbit hole of Alice in Wonderland, fly the coop.

-SETH



Eye to Eye
Acrylic and spray paint on Canvas / 150×130cm / 2021



Tunnel
Acrylic and spray paint on Canvas / 130×97cm / 2021



L' école bussionnière
Acrylic and spray paint on Canvas / 195×130cm / 2021

修煉企業韌性 打造卓越領導力

作者：臺灣草屯廠 / ADM / Corporate Service / 官昀萱、戴御軒

在這個不斷變動的產業環境下，經營團隊如何擁有別樹一格的洞見及領導力？如何帶領企業在瞬息萬變的市場生存？本季的管理論壇，由研華科技何春盛董事分享打造企業成功之路的重要因素—「企業韌性」！



研華科技 / 董事 / 何春盛

為何企業會從榮耀走向無關緊要？

「企業過去的成功，不保證未來的成功」作為此次演講的開場，他點出了企業所處的產業環境會受到科技與社會的驅動而不斷面對產業的典範轉移，使得過去成功的企業現在可能不再成功。何董藉由過去主導變革成功的領導者做為案例，如：IBM、Intel 與 SONY 等知名企業如何捨去非主力的產業，轉而聚焦主力，也提出百年企業興衰過程的共通性，像是「經營超過一個以上不同性質產業」與「面臨產業循環的典範轉移」是如何讓企業從榮耀逐漸走向無關緊要，因此企業的經營者必須扮演洞見、論述與領導的角色，要能預見未來之危機，及早啟動變革，並且勇於捨棄，重新聚焦。



企業如何永續經營 韌性是重點

何董表示：「永續經營的企業必須不斷變革才能持續成功，其中領導者是企業延續的關鍵外，企業自身的韌性也至關重要，每家企業都會不斷經歷危機與改革，但最重要的是不要掉到死亡線之下」。強調了企業保有韌性的重要。

何董以在逆境栽培中成長的釋迦與不斷脫殼成長的大閘蟹為例，前者在受到農夫修剪的外力下，仍然能夠內斂己身，讓樹心變得更加堅韌，開花結果；後者則是將每次蛻殼的危機做為成長的契機，只要挺過將會變得更加強大！正如企業面臨危機，唯有逆境才能淬鍊出屬於企業的韌性。何董也分享如何形塑企業韌性的方法給大家：

長期的觀點

何董說道：「為何日本處在多天災的島國地理位置，卻能擁有超過二萬五千家長壽企業？」最重要的就是他們擁有「長期觀點」，面對可能發生的危機未雨綢繆並且積極培養後繼者，不只放眼短期十年、中期三十年，甚至是長期一百年的觀點，目的是為企業留下典範、制度與文化，以供未來領導者承襲。

定期願景會議

唯有每位員工都了解企業的願景，才能夠凝聚力量與邁向成功，何董透過分享兩個水泥匠的故事告訴我們何謂願景的力量：兩位水泥匠建造教堂，第一位是以「達成當天目標就能提早下班」的心態堆砌水泥牆；第二位則是抱持著「建立宏偉的教堂，擺放神聖的耶穌像」的心態認真且小心地堆砌，兩者鮮明的對比，體現擁有好的願景所能帶來的力量不容小覷。何董分享願景訂定要如第二位泥水匠的「膽大包天」，砌牆時面對的不只是一面牆，而是宏偉教堂；膽大包天的願景能讓參與者更感到「激勵人心」，賦予動力來實踐願景，並「由衷感謝」能參與這個願景，最後則是保有「堅毅決斷」的精神持之以恆。

建立紀律步調

為何企業要建立「有紀律」的步調？何董以真實的案例道破其重要性，過去歐洲組織兩個探險隊到南極洲探險，一隊全軍覆滅，而另一隊安全返航；前者前進時依天氣變化而定；後者則堅持每天前進固定的距離，其關鍵差距在於「紀律且穩定的步調」與「堅持不懈的精神」，這正是「二十里行軍之精神，建立紀律之文化」，不管外界環境如何變動與惡劣，都堅持達成目標之決心，長期鍛鍊企業之毅力與執行力。

選擇困難道路

何董以自身在研華為例，當其他企業選擇專注於代工時，研華選擇了困難的道路，建立「品牌」與「全球布局」。何董說：「困難的目標雖需要花費大量的時間，只要企業建立紀律的步調與堅毅果斷的執行力，不畏懼辛苦與困難，一步一腳印，將能夠成就更偉大的目標」。

永續經營決心

何董整理了日本企業為何能如此長壽的原因，企業要做到不以追求短期利益、財務穩健自主、累積核心能力、重視利益相關者權益、保有企業的危機意識與規劃接班人計劃。保有利他之心，並盡早做好接班人規劃，以此打造長壽企業。

企業不只優秀 更需要卓越

何董以 Jim Collins 為師，Collins 曾發表數本有關卓越成功之道的著作。企業要從優秀到卓越，除了打造韌性，「有紀律的員工、思考、行動」是三大要素，

以此奠定企業的長青，也說明打造卓越的企業從卓越的領導者開始。

- 員工：首先，「第五級領導人」非常重要，他們具有謙虛個性及專業堅持，建立起卓越的績效。另外，HR 需要協助找到「對的人」，適才適所，提升組織效能。
- 思考：面對現實專注找到解決方法。在面對困難時，不逃避、勇於面對，並動員全員一同邁向目標。
- 行動：決策非一頭熱，可先試試水溫，先將眼光先放遠，洞見可能的威脅，再推近聚焦策略，不坐等危機！一步一腳印，冷靜向前。

在演講的尾聲，何董分享了他對於成功人生三個境界的體悟，分別是「立定志向」、「全力以赴」與「坦然接受」，鼓勵我們以積極的企圖心立下宏願，朝著設立的目標勇往直前；最後，不論眼前斷壁殘垣，抑或是繁榮富強的盛況，都要坦然的接受。



Building Resilience Through Discipline Leadership

Author: Taiwan Tsautuen Site / ADM / Corporate Service / Sherry Kuan & David Dai

In this ever-changing industrial environment, how do management teams maintain unique insights and leadership? How to lead an enterprise to survive in a rapidly changing market? In this season's management forum, Board of Director of Advantech Chaney Ho shared the important factors in building a successful enterprise - "Corporate Resilience"!



Advantech / Board of Director / Chaney Ho

Why Do Companies Fall from Glory to Irrelevance?

"The past success of an enterprise does not guarantee the success in the future." As the opening of the speech, he pointed out that the industrial environment in which the enterprise is located will be driven by technology and society, and constantly face the paradigm shift of the industry, making the enterprises successful in the past no longer successful. He uses the leaders who have led successful changes in the past as examples, such as how well-known companies such as IBM, Intel, and SONY give up industries that are not their main force and focus on their what they are good at, also propose the commonality of the rise and fall of a century-old enterprise, such as how "operating more than one industry of different natures" and

"confronting a paradigm shift in the industrial cycle" make the enterprise gradually fall from glory to irrelevance. Therefore, managers must play the role of insight, interpretation and leadership, and can foresee future crises, start changing early, and have the courage to give up and refocus.

Key to Sustainable Operation of Enterprises: Resilience

Director Ho said: "Sustainable enterprises must continue to change in order to maintain successful. Leaders are the key to the continuation of the enterprise, and the resilience of the enterprise itself is also crucial. Every enterprise repeatedly continues to experience crises and reforms, but the



most important thing is to not fall below the line of death." Director Ho's opinion emphasizes the importance of corporate resilience.

Director Ho takes the sugar apple growing in hard cultivation and the hairy crabs growing out of their shells as examples. The former is able to restrain itself under the external force of the farmer's planting and shearing, making the pith tougher and able to grow fruit; the latter takes each molting crisis as an opportunity for growth; as long as you overcome the crisis, you will become stronger! Just as an enterprise faces a crisis, only obstacles can temper the resilience of the enterprise. He also shared the methods on how to build corporate resilience:

Long-term Point of View

Director He said: "Why are there more than 25,000 long-lived companies in Japan, where the geographical location of this island country encounters many natural disasters?" The most important thing is that they have a "long-term perspective", and they are prepared for possible crises and actively cultivate successors to not

only look at the short-term point of view in ten years, the mid-term thirty years, even the long-term one hundred years. The purpose is to leave a model, system, and culture for the enterprise to be inherited by future leaders.

Regular Meetings of Vision

Only when every employee understands the vision of the company can they gather strength and move towards success. He tells us what the power of vision is by sharing the story of two cement workers: two cement workers attempt to build the church, the first one builds the concrete walls with the mentality of "If you achieve your goal of the day, you can leave work early." The second one builds earnestly and carefully with the mentality of "building a magnificent church and placing a holy statue of Jesus". The sharp contrast between the two reflects that the power of having a good vision cannot be underestimated. He shared that the vision is set to be like the "boldness" of the second plasterer. When building a wall, he is not only facing a wall, but a magnificent church. The bold vision can make the participants feel more "inspiring" and give them motivation to realize the vision, and "be heartily thankful" for participating in this vision, and finally maintain the spirit of "Resolute Determination".

Establishment of a Disciplined Pace

Why do companies need to establish a "disciplined" pace? Director He demonstrated its importance with a real case. In the past, Europe organized two expeditions to South Antarctica. One team was completely destroyed, while the other team returned safely. The former proceeds according to the weather changes; the latter insists on advancing every day. The key gap lies in "disciplined and stable pace" and "persistent spirit", which is exactly the "spirit of marching twenty miles to

establish a culture of discipline". No matter how the external environment changes and worsens, we must insist on the determination of achieving the goal, and the long-term training of the perseverance and execution of the enterprise.

Choosing Challenging Path

Director He took his own experience in Advantech as an example. When other companies chose to focus on OEM, Advantech chose a challenging path to establish a "brand" and "global layout". He said: "Although difficult goals take a lot of time, as long as the company establishes a disciplined pace and firm and decisive execution, it is not afraid of hardships and difficulties, and it will be able to achieve greater goals step by step."

Determination of Sustainable Operation

Director He took his own experience in Advantech as an example. When other companies chose to focus on OEM, Advantech chose a challenging path to establish a "brand" and "global layout". He said: "Although difficult goals take a lot of time, as long as the company establishes a disciplined pace and firm and decisive execution, it is not afraid of hardships and difficulties, and it will be able to achieve greater goals step by step."

Director He sorted out the reasons why Japanese companies can maintain such a long life. The company should give up pursuing short-term interests, be financially stable and independent, accumulate core capabilities, attach importance to the rights and interests of stakeholders, maintain the company's crisis awareness and have succession plans. Maintaining spirit of altruism and making succession planning as soon as possible is key to build a long-lived enterprise.

Enterprises That Are Not Only Good, But Excellent.

Director He regards Jim Collins as his role model, who has published several books on the principles of great success. An enterprise to go from good to excellent, in addition to building resilience, "disciplined employees, thinking, and action" are the three major elements to establish the longevity of the enterprise. It also shows that building an excellent enterprise starts with an excellent leader.

- Employees: First, "Level 5 Leaders" are very important; they have a humble personality and professional persistence to establish excellent performance. In addition, HR needs to assist in finding the "right person", suitable for the right place, and enhance organizational effectiveness.
- Thinking: Face reality and focus on finding solutions. In the face of difficulties, do not try to avoid it, face the obstacles bravely, and mobilize all partners to move towards the goal together.
- Action: Decision-making is not a wishful thinking: first look farther, gain insight into possible threats, and then focus strategy, don't wait for the crisis! Move forward calmly step by step.

At the end of the speech, Director He shared his understanding of the three realms of success in life, namely "determination of goals", "all in" and "accepting it calmly" and encouraged us to set up aspirations with positive intentions and move towards the goals; in the end, accept it with confidence, whether it is the ruins like a disaster, or the grand situation of prosperity.

從全面影響力衡量 看見新方向

作者：資誠聯合會計師事務所 / 企業永續發展服務 / 陳子豪經理
臺灣草屯廠 / QA&CSR / S&HS / CSR / 林昭綺

隨著 ESG 投資熱潮席捲全球，傳統的財務資訊已無法完全反映公司價值，企業在環境與社會的影響力越來越受到注目，如何將環境與社會的衝擊影響以適當的衡量方法來量化、貨幣化及透明化報導成為當前的課題與挑戰。

傳統的價值衡量側重於營運項目的增長，由於環境與社會的影響價值不易進行量化與推估，因此無法有效反映環境和社會真實成本及收益而導致資訊的失真。有鑑於此，近年有越來越多的影響力衡量工具正在蓬勃發展。這些評估工具被期待可以幫助企業將環境和社會成本收益內化在營運管理中，並且更好地洞悉社會與環境衝擊 (impact) 的脈絡，有助企業瞭解所產生的成本與利益，並得出涵蓋潛在風險與可行機會的整體觀點。其中全面影響衡量與管理架構 (Total Impact Measurement and Management, TIMM) 是以經濟、稅務、環境與社會四個面向，盤點對利害關係人產生的影響力價值，衡量企業營運對於社會所帶來的永續價值，TIMM 四大面向影響力價值如下圖所示。



圖一 TIMM 四大面向影響力價值

影響力評價的結果可被視為管理決策的應用工具，進而找到風險與機會的管理方向。2021 年，USI 導入 TIMM 方法學，藉以修正關鍵管理指標，改善整體營運績效，相關分析結果預計於 2022 年 7 月產出。S&P Global 也提出影響力評價對於企業的管理風險與機會如下表。

主動管理相關風險

- **保護業務運作:** 為提供產品和服務，企業必須投入大量自然、社會及人力資本。若此類資源減少或遭到破壞，企業的產出亦將受到影響。
- **法律與管制行動:** 為因應氣候危機，世界各地已陸續出現各類管制行動，顯見各國政府將持續限制可能產生負面外部效果的活動。
- **消費者偏好改變:** 越來越多消費者重視企業的影響 ESG 影響。創造高附加價值的產品，同時盡力避免損及人類和環境的永續企業，較可能獲取信任及提高市佔率。
- **供應鏈夥伴:** 若企業未能妥善管理整體影響，亦可能為供應鏈中夥伴帶來風險。單一夥伴的負面聲譽效果，可能快速散播至上下游供應商與客戶。
- **投資人與融資:** 越來越多投資人採用 ESG 評等做為投資標準。投資人偏好完整考量長期風險與機會的企業，藉此為社會創造正面共通價值。企業若未能辨識、評價與修正負面影響，將導致融資成本提高及股東撤資風險。

資料來源：S&P Global, The Sustainability Yearbook 2020

隨著 ESG 永續投資乘風而起，影響力投資的氛圍仍不斷發酵，儘管現今的影響力衡量工具百花齊放，但量化僅是管理的第一步，唯有讓全面影響力評估與貨幣化衡量的思維納入關鍵決策之中，實現永續策略，積極回應利害關係人，才能展現領先思維與宏觀視野。

瞭解與把握機會

- **決策支援工具:** 為發展足以降低或提高影響的政策、程序、合作及產品，有必要瞭解影響在組織中的位置和強度。企業可根據影響力評價結果進行資本投資，擴大或降低影響。
- **證明重大價值創造:** 企業可透過影響力評價瞭解薪資、就業、醫療保健、訓練及服務如何對個人、家庭、社區、當地經濟及企業本身造成的有力正面影響。此外，企業亦將定期投資有助益的發展及教育計畫，為主要利害關係人創造加乘效果。
- **提升透明度:** 企業若能公開其影響評估和結果，將有助於建立商譽與獲取利害關係人信任。
- **知識共享:** 企業亟需散播知識和經驗。企業若能分享知識，同樣有興趣推展影響力評價和供應鏈夥伴及同業，即較可能提供具有建設性的回饋意見。產業內部及跨產業合作有助共同解決關鍵問題，強化特定產業價值鏈的永續經營能力，以及影響力評價的整體發展，進而達到全球經濟的永續目標。

Finding New Insights through TIMM

Author: PwC Taiwan / CSR Service / Manager / Tzu-Hao Chen
Taiwan Tsaotuen Site / QA&CSR / S&HS / CSR / Nancy Lin

As the ESG sustainable investing momentum sweeps the world, traditional financial metrics can no longer fully reflect companies' value. With more expectations placed on companies' influence on the environment and society, how to appropriately quantify and monetize environmental and social impacts and publicly report on them has become our current challenge.

Traditional value measurement focuses on the growth of business activities. As environmental and social impacts have been hard to quantify and estimate, this information could not be effectively accounted for in the total revenue and costs, resulting in information distortion. That is why there is a recent boom in impact measurement tools. These assessment tools can help companies internalize environmental and social impact costs in their operational management, understand its context, assess its value, and draw a holistic view identifying potential risks and feasible opportunities. The Total Impact Measurement and Management (TIMM) framework analyzes how business activities impact a broad range of stakeholders and how these impacts, in turn, affect the business across four dimensions: social, environmental, economic, and tax. Each impact is further measured to reflect the sustainable value of business operations to society. Figure 1 below illustrates TIMM's four dimensions of impact.



Figure 1 TIMM Four Dimensions of Impact

These impact measurement results can be incorporated into strategic decision-making and then used to find new ways to manage risks and opportunities. In 2021, USI introduced the TIMM methodology to revise key management indicators and improve operational performances. Relevant analysis results will be published in July 2022. S&P Global also proposes impact valuation as a means to understand and proactively manage risks and seize opportunities, summarized in the following table.

Proactively managing risks

- **Protecting business operations** – companies are heavily dependent on natural, social, and human capital as inputs for their products and services. When these resources are reduced or damaged, company output also suffers.
- **Legal and regulatory action** – regulatory actions worldwide in response to the climate crisis demonstrate that authorities will continue to tighten their grip on company activities that create negative externalities.
- **Changing consumer preferences** – a new breed of conscious consumers who place greater weight on companies' ESG impact is emerging. Sustainable companies that create value-added products with minimal damage to people and planet stand to gain trust and market share.
- **Supply chain partners** – relationships across a company's supply chain may also be at risk if companies fail to adequately address their overall impact. Negative reputational effects of one link can quickly spread to suppliers and customers both upstream and downstream
- **Investors and financing** – ESG ratings are increasingly being used as investment criteria in their own right. Investors will reward companies that holistically consider long-term risks and opportunities, thereby creating positive shared value for society. Companies that fail to identify, value, and rectify their negative impacts will risk an increase in financing costs and divestment by shareholders.

Understanding and seizing opportunities

- **Decision-support tool** – knowing the location and magnitude of impacts in an organization is critical in the development of policies, processes, partnerships, and products that mitigate and/or enhance those impacts. Companies can use the results of impact valuations to justify capital investments to augment or mitigate impact results.
- **Demonstrate material value creation** – companies can use impact valuation to inform their understanding of how wages, employment, healthcare, training, and services create powerful positive impacts on individuals, families, communities, and in turn on the local economy and the company itself. In addition, companies regularly invest in beneficial development and educational projects that produce multiplier effects for their key stakeholders
- **Greater transparency** – companies that are open about measuring their impact and sharing the results will create goodwill and trust among stakeholders.
- **Knowledge-sharing** – dissemination of knowledge and experience by companies is badly needed. Companies willing to share their knowledge will increase their chances of constructive feedback from supply chain partners and peers also interested in the development of impact valuation within business and industry. Inter- and intra-industry collaboration means tackling key problems together, thus strengthening the sustainability of specific industry value chains as well as the overall development of impact valuation for a sustainable global economy.

With the rise of ESG sustainable investment, the impact investment trend continues. Although impact measurement tools are flourishing, quantification is only the first step. By incorporating total impact assessment and monetization measurement into strategic decision making, realizing our sustainability strategy, and actively responding to stakeholders, we can demonstrate leading sustainable and holistic thinking.

我最喜歡的節日

My Favorite *Holiday*

01

臺灣草屯廠 / AEGWMS / AE / 林信鳴
Taiwan Tsaotuen Site / AEGWMS / AE / Rin Lin

新年 / 日本橫濱中華街
New Year / Chinatown, Yokohama, Japan

新年是世界各地的重要節慶。海外的華人，延續著舊曆的傳統，在熱鬧的街上，張燈結綵，點綴著具有新年氣息的裝飾，迎接新年的到來。

New Years is an important festival around the world. Chinese people overseas continue the tradition of the lunar calendar, greeted the arrival of the new year with lanterns and decorations on the lively streets.



02

上海張江廠 / ALCMM / 智能製造開發中心 / 徐雨萍
Shanghai Zhangjiang Site / ALCMM / SMD / Rainy Xu

耶誕節 / 上海市靜安區上海商城劇院
Christmas / Shanghai Center Theater, Jing'an District, Shanghai

該照片攝於耶誕節後，我剛結束了艱難和迷茫的考研生活。我想對自己說：「辛苦了，聖誕快樂。」

This photo was taken just after Christmas, when I just finished my difficult and perplexed life preparing for the graduate school exam. I want to say to myself, "Good work and Merry Christmas."

03

上海張江廠 / AEGWMS / AE China Operation Div. / 張燕楠
Shanghai Zhangjiang Site / AEGWMS / AE China Operation Div. / Ella Zhang

端午 / 南京市玄武區三品堂
Dragon Boat Festival / Sanpintang, Xuanwu District, Nanjing

端午，和朋友相約這家店，裝修精緻，風格舒適，風味十足，短暫的相聚與浪漫相擁。

On the day of Dragon Boat Festival, I met friends in this exquisitely decorated restaurant with soothing style, full of flavor. We had a short gathering, embracing romantic vibes.



04

Asteelflash 蘇州廠 / 信息技術部 / 黃蘇陽
Asteelflash Suzhou Site / Information Technology / Judy Huang
音樂節 蘇州文化藝術中心
Music Festival, Suzhou Culture and Arts Centre, China

你可以隨時抽離，但永遠無法離開。
You can disengage anytime you like, but you can never leave.



05

墨西哥廠 / GS&Service/NAGGRM / MX OPS2 / Eric Ruiz
Mexico Site / GS&Service/NAGGRM / MX OPS2 / Eric Ruiz

畢斯比黑藍釣魚節 / 墨西哥洛斯卡波斯
Bisbee's Black & Blue Festival / Los Cabos, Mexico.

我和家人一起參加畢斯比黑藍釣魚節，在這項錦標賽中，數百名漁夫出動，釣到最大的馬林魚或鮪魚的勝者將贏得超過100萬元的豐厚獎金。

This is my family and I in Bisbee's Black & Blue Festival, which is a tournament where hundreds of fishers go out and try to fish the biggest marlin or tuna to win more than 1 million dollars.



十月節 / 墨西哥瓜達拉哈拉
October Festival / Guadalajara, Mexico

這張照片是我在瓜達拉哈拉的十月節上拍的。每年，居民們都會用市集小遊戲與音樂來慶祝十月節，藉此來推動瓜達拉哈拉的文化與旅遊。

Here is a photo of me in October Festival in Guadalajara, Mexico. People in Guadalajara celebrates every year with fair games and music to promote the culture and tourism in Guadalajara.



06

上海張江廠 / SCM / 供應管理中心 / 沈克昌
Shanghai Zhangjiang Site / SCM / Supply Chain Management / Jack Shen

炸寒單 / 雲林麥寮拱範宮
Blasting Lord Han Dan / Mailiao Gongfan Temple, Yunlin

利用返臺休假，剛好遇到台東寒單爺出巡中部，過去因為疫情影響取消了活動。第一次特別來體驗一下。

Taking the time of returning to Taiwan for vacation, I happened to bump into the Blasting Lord Han Dan Festival on a tour of the middle of Taiwan. The event was cancelled before due to the impact of the pandemic. This is the first time that I experience it.



萬眾一心 同舟共濟 USI 抗疫特別報導

整理編輯：總經理室 / 行銷企劃部

自三月中旬後，大陸廠區因奧密克戎疫情而陸續在封控下進行閉環生產或停工。在此期間廠區前線同仁肩負起生產工作外，還有後勤單位必須照顧工廠、生活區兩邊的日常所需。本期 Newsletter 以特刊方式進行相關報導，希望能讓全球員工瞭解他們在整個抗疫過程中的故事並向他們致意。



深圳

抗疫小記

深圳廠 / 行政部 / 董軼群



惠州小夥伴進行全員核酸

3月14日，深圳政府按下暫停鍵，所有社區封控一周。總經理林岳明立即召開緊急會議，成立應對封控小組，除積極落實政府的管控要求外，同時每天分析疫情對公司的影響，及時調整應變。

由於政府封控，住在園區外宿舍的1300名員工的吃飯問題和防疫資料的收集申報、緊急出入證辦理等任務落在被封控在家的總務同事李淑文身上。對內要回答各種問題、幫員工購買必需品、安撫員工情緒；對外要向社區申報各種資料、提交出入證申請、為個別員工不配合的行為道歉，同時又要為復工的防疫工作做準備。從早到晚手機成了熱線，微信成了諮詢台。

3月21日深圳順利解封，工作、生活回歸正軌，然而HR C&B的同事們卻被雪片般的各種居家辦公申請、請假申請壓得透不過氣，尤其是考勤專員畢夢喜。3月28號好不容易處理完所有資料，發現勞動局的書面和口頭指引有差異，公司經過同行業調查，結合員工意見，決定調整封控那一周的考勤政策。這就意味著3000多名員工的考勤資料要重新做，C&B的同事再次連續熬夜加班，終將3月份的工資按時發到員工手上。



為松坪山社區工作站防疫人員送牛奶與涼茶

這段期間同仁們自我打趣的說：「睡在公司不用每天通勤，也不用擔心遲到了」、「還好吧！今晚加班應該能完成、堅持一下，相信很快就會過去。」這些自我安慰的話語體現著樂觀與擔當。窗外陽光燦爛，疫情終將過去，而環旭人高效務實、團隊合作、追求卓越的精神，會一直傳承下去，永不褪色！

其實疫情防控對於深圳不只是封控這一週。封控前各政府部門對公司的防疫工作監管力度加大，突擊檢查頻率和要求越來越高。所有進口物料都需要進行每箱消毒並核酸採樣結果陰性才可點收。跨境貨車有時凌晨才進廠，庫房進料主管鄒優禮隨叫隨到，確保物料能第一時間點收入庫。後來隨著香港疫情爆發，公司跨境物流車輛無法從香港直接進入公司，為了盡最大可能保證物料供應，進出口部門經理柯海英帶領全體人員多方打聽、尋找新方法、摸索新流程，最後找協力廠商陸運，改駁船轉陸運。在新業務面前，小夥伴們流過眼淚，發過牢騷，可是，不影響她們去嘗試，糾正，再嘗試，尋找最適合的方式支援公司的生產和出貨。3周時間內開闢3條海運及深圳，廣州，上海3條空運進出口新線路。而這些都是在封控黃金二十四小時前完成。所以在封控結束後，強有力的物流保證，深圳廠產能才能迅速恢復，4月份更是創了本年度產值新高。



上海

封控後廠內工作部署紀實

上海廠 / 總務部 / 陳穎 & 陸艷



張江廠物資



盛夏廠的加值餐



金橋廠保潔消毒

3月24日晚上，上海三個廠區接到即將封控的消息。為了保障企業生產和員工生活，在總務部和各部門的通力合作下開展了一系列工作部署。

20:00~24:00

緊急召回員工，保障企業生產力

封控啟動時正值早晚班換班時間，部分早班員工已下班，而晚班員工還未全部到廠。收到通知後4小時緊急召回已回到生活區的員工，尤其是產線員工。員工積極響應主管們的號召返回工廠。各部門組織員工將工廠所有的會議室和能利用的空閒庫房整理成簡易的休息場所。

24:00~04:00

緊急囤購必需品，生活保障做到位

總務部作為後勤保障部門之一，隨即啟動緊急採購流程，與多個部門的通力協作，全力為廠內同仁儲備防疫和生活物資。民以食為天，第一時間通知三廠的餐廳供應商和全家便利店，要求提前備貨，做好物資供應。在上海買菜難、搶貨難的時刻，公司提高用餐標準，給員工加餐加飲料，確實保障員工吃得飽、吃得好的需求。

09:00-17:00

部門通力協作，做好廠區根本保障工作

這天天氣雖冷，廠務人員卻汗流浹背，緊急採購調試安裝熱水器，維修各項設備設施。保潔團隊除加強消毒殺菌力度，還進行下水道疏通工程，隨時清理激增的生活垃圾以及茶水間、衛生間的積水。安保團隊對需要進入廠區的物品內外包裝進行全面消毒，對需要進廠的貨車嚴格審核司機健康碼、行程碼、核酸記錄和車輛貼封條管理。

17:00~20:00

核酸檢測，做到應檢盡檢不遺漏

疫情當下，組織廠內員工核酸檢測是最艱巨也是最重要的環節。在總務部、環安部和各部門組成的志願團隊指揮下，要讓2千多名員工和2百多名供應商在最短的時間內完成全員核酸檢測，做到應檢盡檢，不漏一人。

4月23日 投稿當日

困難只是暫時的，只要積極配合政府的核酸檢測和抗原自測工作，做到足不出戶、不聚集和保持安全距離，做好個人防疫工作。我們相信大家很快就能回到疫情前的生活！環旭加油！上海加油！

員工生活區裡的動態模式紀實

上海廠 / 總務部 / 陳曉露



核酸組



核酸組



運輸組

3月28日凌晨5點，浦東新區進入封控狀態，生活區開始實施足不出戶的封閉式管理；園區內近五千人都不得開「保持靜止」的防疫模式。當絕大部分人進入靜止狀態後，有一群人開啟了前所未有的動態模式，他們就是我們的志願者。大家懷著一腔熱血，面對突如其來的考驗，在最快的時間內，從不知所措的新手快速成長為分工明確、有條不紊的正規軍。

生活區志願者分為運輸組和核酸組，運輸組負責分發盒飯，分發公司和政府物資，部分外賣和快遞；核酸組負責抗原檢測、園區核酸以及部分物資分發工作；個別志願者擔當隔離樓棟大白的工作。

「滴……滴……」當你清晨被微信的各種視窗群，小組群，樓棟群的消息吵醒時，不用懷疑，不是通知做抗原，就是做核酸。此時志願者們早在天還未亮，已經前往了集合點，開始分裝抗原試劑，核對人員名單，變成一個個大白，開始各樓棟的分發工作，再一個個回收，彙報異常，結束的時候，已經接近中午，這時候大家心裡最單純的期待就是「今天應該不做核酸了吧，要不然又是熬一個大夜……，已經好多啦！比半夜做抗原，早上四點才能睡覺強多啦……」。雖然嘴上吐槽，但是當工作群的消息傳來，所有人都在第一時間回復「收到」，一排整齊的長長的「收到」就像一支小小的軍隊，召喚必達！

隨著封控時間越來越長，各種平臺越來越難搶到生活

物資，4月5日，總務組織了第一次的蔬菜包團購，由於需求量很大，最後約有2噸的蔬菜需要運送。當物資到達園區門口的時候，光是消殺，就用了快1個小時，再做抗原檢測，只有每一批的抗原都顯示陰性，我們才能放心。等一切妥當之後，志願者開始分工合作，將這一大批蔬菜，點數稱重，打包成一個個蔬菜包，最後再送到每一個樓棟。大米團購，水果團購，調味料團購……志願者在無數次的彎腰抬頭搬運之間，從熱鬧到累的不說話，從白天發放到半夜，「累但能堅持」似乎成了所有人不必說出口的默契。

「今天的風好大！」「一會還有大雨呢！」「防疫視窗群都發通知了，還提醒大家收衣服呢，哈哈……」已經不記得是第幾場雨了，好像第一天送晚餐的時候，就是這樣一場大雨。然後是第二次，第三次……4月13日那天的雨大概印象最為深刻，那天上午，就能聽到窗戶被風吹得框框作響，很快雨開始下了，雨滴很大，你能聽到它打在地上啪嗒啪嗒的聲音，那天有遼寧支援的蔬菜禮包需要分發，也有團購的物資需要分發，還有十幾個樓棟的盒飯需要分發，每一樣都不得不做，蔬菜會壞，員工要吃飯。志願者們凍著瑟瑟發抖，這一輪發完，渾身濕透，回去換衣服，再發下一輪，再濕透，再換……兩披和雨傘在這樣的大雨面前早已不起作用，到後面也懶得換衣服了。很快就深夜了，寂靜的園區裡面還有推車的車輪劃過地面的聲音，工作還未結束，幸好雨終於停了。上海的這場疫情，我們相信停的那天終會到來！

「跑」出處長的公僕樣兒—哈處

上海廠 / SiP TEST / 代偉進



哈處搬運物資

2022年3月24日21:00，「環旭的員工，到我這邊來集合」這句高昂的聲音劃破了空氣中緊張的氣氛。這是政府即將對日月光員工生活區封控的當晚，人群中最洪亮的聲音，就是我們的哈處，正在召集著人員，帶領大夥搭乘最後一輛廠車離開即將封控的生活區，前往工廠。

「跑」出處長的公僕樣兒，作為JQ&SX OPS處的處長，哈處不怕苦、不怕累。從封控那天起，在工廠的

疫情無情，公司有情

上海廠 / 設備工程部 / 李全先



廠外物資配送

我叫李全先，是金橋廠設備工程部的一名工程師，3月25日凌晨起政府宣佈全區全面進入全封閉狀態，

每一個角落都可以看到哈處的身影，搬物資有他的身影，發放物資時有他的身影，做核酸時也有他的身影，員工休息區也有他的身影。特別是每次熬夜做抗原檢測時，他都是最後一個睡，一定要等到全廠的抗原檢測結果才能放心。

印象最深刻的是公司封閉的第三個晚上23:10左右，處長又出現在員工休息的地方，從3樓到4樓再到5樓進行巡視，走路一癩一拐，右腳已經起了水泡，連腳上的拖鞋也罷工了，還是念著員工冷不冷，日常用品缺不缺等問題。他就是一個這樣的人，幫我們解決各種問題，看到他憨憨的身影，大家都會有種踏實的感覺。他經常掛在嘴邊的話就是「口罩戴好、有沒有缺什麼東西、大家加油，我們很快就可以出去了……」似乎總有用不完的精神力。直到我們發現他在物資堆裡睡著了，才知道其實他也累了，真的很辛苦。

隨即被政府強制隔離在公司。家中太太有孕在身，生活本就多有不便，再加上物資短缺，面臨嚴重的生活困難。我在公司憂心忡忡，主管馬濤得知我的困難後，主動幫忙向公司高層反應，隨後便安排調撥將生活物資送至我家中。在這樣的大環境下，十分不易，十分感謝公司的關懷，我為這樣有擔當的領導感到慶幸。截至投稿日(4/21)金橋廠全體員工響應上海市政府號召，做了數次的全員核酸或抗原檢測，所有858名同仁全部陰性。疫情的反復，讓我們一刻也不能鬆懈，並繼續做好我們的防控。在此我特別感謝我的主管馬濤；PD主管熊浩，EHS視部長，長官Hodgson，以及其他長官，非常感謝你們的大力幫助，身為環旭這個大家庭的一員，我很自豪，很榮幸，也願意為這樣的公司奉獻我的全部。



昆山

保生產 保物流 保物資

昆山廠 / 人力資源部 / 郭麗麗

2022年4月伊始，昆山暫態開啟靜默模式，為降低流動接觸風險，第一時間決定採取閉園管理。防疫總指揮卓總帶頭入住園區員工宿舍，其他同仁響應號召，共計達95%的一線生產人員及70%的製造相關人員入住園區，其他人員居家辦公，共同保證疫情下工廠能有序生產。

在做好貨運生產防疫過程中，採購、進出口、環安、司機團隊成員聯動，積極尋找物料、克服物流壓力，貨運接駁人員不分日夜，安全引導貨運司機接送貨物返程，進一步保障了貨運防疫安全。倉庫管理人員嚴格執行貨物消毒作業，用實際行動保障了公司內部所有閉環生產人員的安全。

物資保障人員多管道採買物資，保障了我們的食物多樣充足，為前線生產工作提供了大力的後方支援。食堂供應商也駐紮公司，天未亮就開始準備餐食，特殊時期下盡力保證一日三餐，餐餐豐盛。

疫情的持續也讓我們產生了許多無法排解的情緒困擾，此時一群心理衛士及時伸出援手，幫助我們排解煩惱：知心姐姐24小時線上，隨時聆聽我們的心聲；總務團隊為所有人員準備了防疫大禮包，同時組織了多場形態多樣的員工活動如「疫」剪行動、草坪音樂會、雲象棋比賽等；HR小夥伴組織了多場員工溝通會及線上培訓，全方位多層面的講解；部門內部舉辦暖心活動關心下屬，緩解我們的情緒壓力。

這段時期，是你們的辛勤付出，讓公司依舊保持正常營運，確保了疫情防控和生產經營兩不誤。在每一個艱難的時刻，總有一批平凡人化身先鋒，戰鬥在不同的崗位，為防疫保產做出不平凡的貢獻，你們是大家心中的平凡英雄，感謝你們的付出，真誠的道一聲：保供聯盟，你們辛苦了！



保生產



保物流



保物資

攝影記錄員鏡頭下的志願者

昆山廠 / 行政管理部 / 金玲

自4月6日開始，昆山廠進入靜默期，很榮幸自己成為攝影記錄員，以下透過鏡頭記錄公司志願者活動並向他們的無私致意。



嚴格執行四查一測，公共區域嚴格消毒



每日核酸志願者們服務的開始



資訊採集大白，消殺大白



愛心觀察區管家為同仁送餐、做抗原測試、物品代購



車輛接駁志願者奔走於高速卡口



員工餐廳、超市每天正常供應各類菜品、水果、零食



天使白和守護藍志願者的身影彙聚成最美的風景

堅持不懈的保供聯盟與大白

昆山廠 / 供應鏈管理處 / 魏超嶺

行政管理部的熊姐 (Ruby) 是我們的貼心大姐姐。四月的每一天都在張羅園區的生活物資保障問題，從廠區後廚倉庫的各色生鮮，到生活區超市瓜果蔬菜保質保量按時供應。當在家封控的同事調侃綠葉青菜成為奢侈品，公司每天的菜品都能新鮮多樣，彰顯著保供聯盟的殷勤努力與對每個員工吃飽吃好的堅持。

每一個需要做核酸檢測的日子，都離不開 USI 大白志願者的靚麗身影。四月的驕陽已有炎夏的幾分威力，大白們穿著密閉的防護服，在戶外工作數小時，悶熱的天氣裡額頭上隱約可見的汗水，頻繁且枯燥的日常檢測沒有消磨他們工作的熱情。

封控期間，公司給家人們送去暖心關懷，廠區提供免費的理髮服務，廚藝比賽，線上口罩秀等活動讓每個員工從最初的彷徨，焦慮到現今滿心的感動。做好每個防疫舉措，等待解封之日生活回復正常。



大白志願者



蘇州

「疫」戰到底

蘇州廠 / EHS 部 / 劉慧卿 & 信息技術部 / 殷日亮

四月初各部門已做好了應急預案，防疫組成員及主管們一直在緊密關注疫情的進展，大家一直在緊張的待命狀態，希望備而不用，但這天還是在 4 月 16 日到來了！

8:00-9:00

閉環管理的號角吹響

一早防疫組會議召開，總經理宣佈公司從現在開始進行封閉式管理，保障員工健康安全及生產正常運行是第一要務。從人機料法環談生產保障，從防疫物資生活物資儲備來保障生活安全；會議結束後，各部門按分工開始行動。

9:00~ 23:00

閉環管理啟動

封控管理小組穿越封鎖線，來飛旭工廠現場指揮。防疫應急小組各司其職，員工齊心協力。

- 兵馬未動，糧草先行：行政安排物資儲備，並跟蹤庫存，確保物資供應
- 加強防疫，排除風險：EHS 部門制定防疫要求和政策
- 通行證在手，心中不慌：EHS 協調內外部打通物料通道
- 通風換氣，水電供應：廠務提前做好通風換氣，並保障水電供應

- 貨物消殺，防患於無形：最嚴貨物消殺預案啟動，保證貨物安全

在這黃金的 24 小時，最能展現出公司的領導力，與團隊的高效執行力，以及為公司默默做出貢獻的前線員工。正是有這 24 小時奠定的基礎，讓公司在後續的封閉管理期秩序井然，員工能靜下心來，做好防疫，全力投入生產，保證客戶訂單能準時交付。

08:00~12:00

IT 出手，居家辦公不要愁

公司列入加強管控措施區域內，4 月 17 日早上，我

平凡的崗位，不平凡的堅守

蘇州廠 / 行政部 / 崔梅雪 & 翟亞楠



防疫期食物儲備

4 月 15 日晚上 11 時，行政部所有員工緊急集合，總經理吳英斌對疫情防控預案做了緊急調整，指示按照生產所需人力再次優化緊急入住宿舍的名單。行政部根據名單按照部門分批、分時段安排員工入住，以保證人員分流不聚集。當日夜間逐間宿舍核查入住員工身份、綠碼等資訊。因隔離人數較預期有所增加，

帶著簡單的生活用品，開車通過數個卡口，開啟了保產抗疫之路。疫情面前，信息技術部的責任重大，需確保居家辦公同事能正常遠端辦公，現場生產相關系統能穩定運行。居家辦公缺乏電腦相關設備的，我和王明全一起發到他們手上。由於之前部門總監及經理們的妥善計畫及全體員工的前期準備，居家辦公保障工作進行的很順利，一切盡在掌握之中。當天下午張賓（遠端辦公支持任務重，原本第二梯隊，主動申請變為第一梯隊）和夏鵬陸續入住公司，信息技術部現場辦公人員全部就位，開啟了一周的高強度工作。

原有儲備的隔離宿舍已無法滿足需求，行政部連夜協調出獨立衛浴的宿舍，以確保員工可以有效隔離。同時為足不出戶的隔離員工們採購桶裝飲用水、按時按點無接觸送餐。

在封控管理下，物資保供是個難題。行政部在儲備量上必須增量儲備，以保證公司內所有員工生活物資無短缺。在供應商鼎力配合下，4 月 16 日行政已完成所有生活物資增量儲備工作。同時為保障接送貨物安全，接送貨全程執行「無接觸配送」並進行有效消殺後再行入庫，每日專人進行記錄以保證及時補充庫存。

平凡的崗位，不平凡的堅守，4 月 22 日 23 時，我們終於等到「解封」的時刻，但解封不解防，我們依然需要做好疫情防控，堅信在大家的共同努力下，我們一定能打贏這場「戰疫」。

確保遠端辦公正常 現場生產穩定運行

蘇州廠 / 信息技術部 / 殷日亮

在確定遠端辦公正常，現場生產穩定運行後，得知核酸檢測點需要志願者，但信息技術部只搶到一個名額，此時部門 4 個人就開啟了激烈的角逐。我說：「我先上，關鍵時候黨員理應衝在第一線。」夏鵬說：「我有志願者經驗，我先。」王明全說：「我座位前後都是黨員，我也想衝在第一線。」張賓說：「我總是第二梯隊的，這次我想變為第一梯隊。」最後以猜拳來決定，最終夏鵬搶到了這個名額。當天稍晚我和王明全另外搶到了 2 個名額，當晚我們把隔天需要的工作提前做了一部分，這樣我們三位去前線當志願者也不會影響生產。

早上 6 點 30 到了核酸檢測點，穿上防護服變身成大白，開始進行 5 個小時的檢測工作。前勤崗：維護秩序，身份證信息錄入崗，錄入資訊。後勤崗：備足檢測用的試管、棉棒、消毒水，以及運輸採樣樣品及清點個數，封袋等操作，期間需要及時把檢測好的樣品收走，清點，封袋，且個數不能出錯。整個過程防護服的鞋套都磨壞了 2 雙，身上的衣服早已被汗水濕透，但我們絲毫不覺得累。自蘇州吳江區新冠疫情再次爆發以來，公司湧現很多的志願者，他們有的是辛勤耕耘的工程師，有的是操作設備的一線生產人員，他們來自不同的崗位，卻有一個共同的身份，平凡而又偉大的疫情防控志願者。希望我們早點戰勝疫情，恢復正常生活。



穿起防護衣 轉身變大白

從日常小生活轉換成核酸檢測的志願者

蘇州廠 / 楊榮



集結排隊進行核酸檢測

4 月 18 日下班後我像往常一樣回到家中，開始為家人準備晚飯。晚上 11 點過後，政府防疫公告突如而至，飛旭蘇州工廠在此封控區域中。為了回應政府封控政策但又不影響正常生產和運營，公司決定進行閉環生產。公司第一時間調動封控區域外的員工進住工廠來支持生產及應對突發情況，我從日常小生活模式轉換成 E 組核酸檢測的志願者，為公司抗疫第一線的一員。主要工作是要動員和組織部門成員高效地完成核酸檢測。經過第一天的經驗總結，在第二天的核酸通知集結前，我將 40 位成員分為兩組，參考「站點陣圖」進行集結排隊並點名。接下來的幾天裡，同仁們都能有序、高效地完成核酸檢測。4 月 22 日 23:25 收到區域性解封公告，當下大家既感動又開心。感動於所有公司同仁這段時間的付出和努力；感動於很多一線員工自發加入志願者團隊服務大家；更加感動於大家在封控的這段最困難時期團結一心，眾志成城，抗戰疫情。期盼疫情能儘早終止，祝願所有的 USI 同仁們疫情之下一切安好，健康幸福！

我不認識你，但我謝謝你

蘇州廠 / 倉庫部 / 盧蘇梅

公司在封控時期，大家同心協力，確保員工安全及貨物安全進入倉庫，投入這場戰役！作為負責貨運閉環管理的一員，鑒證了每輛貨車司機付出的辛苦。按照貨運閉環管理要求，貨車司機開始執行貨運任務前配合高速檢查口進行蘇康碼和行程碼雙碼查驗後，一路上到達公司所屬封控區域檢查口再次做檢查。到公司大門後要再通過相關檢查，最後才能抵達公司裝卸貨碼頭，整個過程司機不能下車。一路的檢查，一路等待，非常辛苦，可是貨車司機堅持自己的責任和使命，將原材料安全送達，保證產線正常運行。原材料是生產的源泉，運輸貨車亦是傳遞原材料的紐帶，在這個艱困的日子裡，感謝貨車司機們用實際行動支持著我們，讓生產能夠正常運轉，讓成品能夠正常出貨。在這裡，我想對你們說：「我不認識你，但我謝謝你！」



進廠貨車進行消殺

大白，辛苦了！

蘇州廠 / 人力資源部 / 李慧

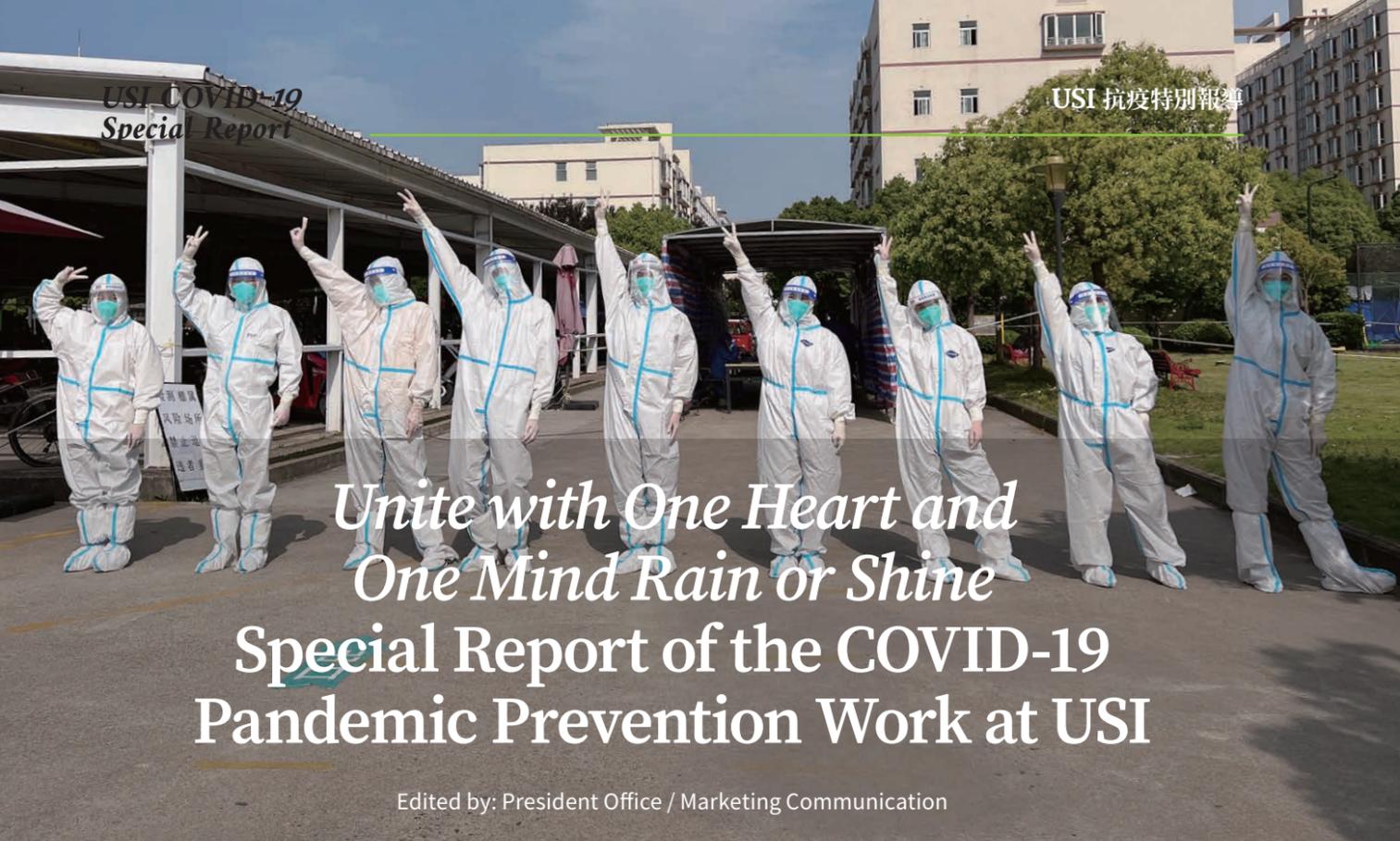


大白志願者

早上不到 6 點，蘇州廠的大白志願者們就早早起床，準時奔赴前往距公司 1 公里外志願工作地開始核酸檢測現場的採集錄入工作。大白志願者來自不同部門、不同職位，有黨員、有群眾，不僅有強兵能將，也有鏗鏘玫瑰！他們在疫情時刻回應防疫號召，積極報名衝當志願者，身披防護服，肩負使命，無私奉獻，早出晚歸。作為公司的一名普通員工，我由衷感謝他們！

各廠閉環生產或停工期間

深圳廠 (停工)	2022/3/14~ 3/20
上海三廠	2022/3/25 00:00 ~ 至印刷日尚未結封
昆山廠	2022/4/6 00:00 ~ 5/7
蘇州廠	2022/4/16 00:00 ~4/22 22:00



Unite with One Heart and One Mind Rain or Shine Special Report of the COVID-19 Pandemic Prevention Work at USI

Edited by: President Office / Marketing Communication

Since the middle of March, our sites in Mainland China had been running under the closed-loop mode or shut down one after the other due to the Omicron pandemic. During this period, our front-line colleagues were responsible for implementing production practices, while our office support departments were in charge of the daily supply in both of the sites and the quarters. By giving related reports in this Newsletter as a special issue, it's expected that our employees around the world could be aware of their stories during the battle of pandemic prevention and pay tribute to them.



SHENZHEN

Epidemic Prevention Notes

Shenzhen Site / ADM / Sussie Dong

On March 14th, the Shenzhen government asked the city to pause daily activities and locked down all communities for one week. Site GM Vincent Lin held an emergency meeting immediately to develop measures. Other than actively meeting the control requirements of the government, we were asked to set up epidemic prevention response teams and make adjustments in time according to the daily analysis of the epidemic impact on our company.

Due to the lockdown, the responsibilities of supplying meals, collecting and declaring epidemic prevention information for 1,300 employees living in the dormitory outside the quarters, and handling emergency access permits fell on Aileen Li, a member of the General Affairs who was told to stay at home during the lockdown. At work, she needed to answer all kinds of questions from employees, help them purchase necessities, and

comfort them. Outside of work, she had to declare various materials and submit applications for access permits to the community, apologize for the uncooperative behaviors of certain employees, and be prepared for the epidemic prevention after the resumption of work. From morning to night, her phone became a hotline, while her WeChat account was turned into a help center.

On March 21st, Shenzhen finally lifted the lockdown, and our work and life returned to normal. However, our colleagues at HR C&B were overwhelmed by multiple applications for working from home and leave, and Attendance commissioner Mengxi Bi was most affected. On March 28th, after finishing all the work, we found that there was inconsistency between the written and oral guidance of the Labor Bureau. Through the industry investigation, combined with the opinions from employees, our company decided to adjust the attendance policy for the week of lockdown. That meant the attendance records of more than 3,000 employees had to be reworked, which made the C&B stay up late again so that employees could get their pay for March in time.

During that time, we'd make jokes like, "It's nice living at the company without the need to commute, and we also don't have to worry about being late." and "It's fine. We can get it done if we work overtime tonight. Hang on. It'll be over soon." These morale-boosting words reflected their optimism and responsibility. The sun is shining above the sky, and the epidemic will finally come to an end. Meanwhile, future generations of USI staff will also be guided by the ever-present spirit of efficiency and pragmatism, teamwork and cooperation, and pursuit of excellence as they are already now.

As for Shenzhen site, the efforts in epidemic prevention were not only made in the week of lockdown, before which all departments of the government raised the supervision level of the epidemic prevention efforts of our company, and we were going through more spot checks and were required to meet more stringent requirements. All imported materials wouldn't be collected until every box of them was disinfected and went through the nucleic acid test results with negative test result. Sometimes the cross-border trucks arrived at the site early in the morning. However, Yi Zou, the warehouse inbound materials supervisor, would always be there in ensuring that the materials could enter the warehouse as early as possible. Later, with the outbreak in Hong Kong, the cross-border logistics vehicles from Hong Kong could not directly enter our site. To guarantee the supply of materials as much as possible, Maggie Ke, the Shipping Manager, led all the staff within the Department to inquire, look for new methods and explore new processes. Finally, they found a manufacturer to transport goods by land instead of by the barge. When dealing with a new business, we had shed tears and complained, but it did not stop them from trying, making amendments and trying again to find the most suitable way to support the production and shipment for our company. In three weeks, we opened up three new import and export routes by sea and another three by air to Shenzhen, Guangzhou, and Shanghai, and all of them were completed within the first and most effective 24 hours before the lockdown. Therefore, after the lockdown was lifted, Shenzhen site recovered its production capacity soon with our strong guarantee of logistics and even hit a new high in production value in April.

 SHANGHAI

Work Deployment Records at the Site During the Lockdown

Shanghai Site / General Affairs /
Madeline Chen & Joyce Lu

On the evening of March 24th, three of our sites in Shanghai were informed that they would be locked down. To secure the production in sites and staff life, the General Affairs Department and each department together made a series of arrangements for work.

8:00 pm-Midnight

Immediately Recalling Staff to Ensure Enterprise Productivity

By the time the lockdown started, it was during a shift change when part of the morning shift staff were off work, while some of the evening shift staff hadn't arrived yet. Four hours after receiving the notice, we immediately recalled the employees that were back to the quarters, especially the production line staff, who responded actively and returned to the site. Then the leaders of each department guided their subordinates on turning all meeting rooms and available spare storerooms into simple rest areas.

Midnight-4:00 am

Stocking up Necessities to Secure Staff Life

As a part of the logistics departments, the General Affairs initiated the procurement process immediately, where they made every effort by working with multiple departments to stock up anti-epidemic products and daily supplies for people at the site. Since food was the paramount necessity of the people, the General Affairs Department first informed the canteen suppliers of these three sites and FamilyMart to stock up goods in advance and secure supply. During the time when buying food and snatching supplies were a huge challenge in Shanghai, USI guaranteed that staff could have healthy and good foods by raising meal standards and offering extra meals and beverages to them.

9:00 am-5:00 pm

Each Department Cooperating to Ensure Safe Working Conditions at Site

Although it was cold that day, the site affairs personnel were sweating, because they were occupied with procuring, adjusting and installing the water heaters in a speedy manner and maintaining a variety of equipment and facilities. The hygiene team was not only in charge of enhancing the level of disinfection but also handling sewer dredging work and cleaning up a sharp increase in household garbage and water in pantry rooms and toilets at any time. The security team implemented an all-round disinfection measure on both inside and outside the packaging of items needed to enter the site, and rigorously check the health codes, travel codes, nucleic acid test records and vehicle anti-epidemic control seals on the vehicles of the drivers needed to enter the site.

5:00 pm-8:00 pm

Extensive Nucleic Acid Testing among Key Population Groups without Omission

During the epidemic, the most difficult and important part was to organize nucleic acid testing for those staff on site. Guided by a volunteer team composed of staff from the General Affairs, the EHS Department and other departments, we ensured complete nucleic acid testing for more than 2,000 employees and 200 suppliers without omission at the earliest time possible.

April 23rd The Contributing Day

Challenging situations are only temporary. We believe that as long as we actively cooperate with the government by taking nucleic acid testing and antigen self-testing, staying at home, avoiding gathering together, practicing social distancing, and focusing on individual epidemic prevention, our lives will be back to normal again. Hang on, USI! Hang on, Shanghai!



Anti-epidemic Products and Daily Supplies of Zhangjiang Site



Special Meal of Shengxia Site



Jinqiao Site Employees are Disinfecting the Office

The Records of The Activity Made in the Staff Quarters

Shanghai Site / General Affairs / Ice Chen



Delivery Team

At 5 am on March 28th, Pudong New Area was officially locked down, and closed-off management was implemented in the quarters; and nearly 5,000 staff in the quarters had to adopt the staying put anti-epidemic mode. While most of these people were staying at home, some started to be active as never before, and they were the volunteers. Faced with the unexpected challenge, everyone were enthusiastic and quickly transitioned into a group of professionals with a clear division of work from overwhelmed recruits within the shortest possible time.

The volunteers were divided into the Delivery Teams and the Testing Teams. The Delivery Teams were in charge of delivering meals, supplies provided by the company and government, as well as some takeouts and packages; and the Testing Teams were responsible for carrying out antigen tests and nucleic acid tests in the quarters, and distributing some supplies; other volunteers served as the administrators of the building in quarantine.

"Beep...beep..." When you woke up in the morning by messages from various group chats, you'd know for sure that it was a notice asking you to take either a PCR test or nucleic acid test. Before the sun even came up, the volunteers had already made their way to the assembly points, began to pack antigen reagents and checked the name lists. They put on the protective suits, like Baymax, to hand out the reagents to residents of each building, and then collected them one by one and reported anything unusual. It was almost noon after getting everything done when people were simply expecting that they wouldn't have to take

another nucleic acid test late at night, but anyhow, it'd still be much better than taking an antigen test at midnight and going to bed at 4 in the morning. Though there were complaints, everyone would respond with "Got it" immediately upon receiving the messages from the group chats. The long list of "Got it" on the chat page was like turning them into a small army that responded to the call at any time.

As time went by, it was getting harder for people to snatch daily supplies on any platform during the lockdown. On April 5th, the General Affairs Team organized the first group-buying service of vegetable packs, and nearly two tons of vegetables needed to be delivered due to great demand. After the supplies arrived at the quarters, it took almost one hour to have them disinfected before going for the antigen testing. We wouldn't feel relieved until only negative results were shown in every batch of tests. After the supplies were proven safe, the volunteers would share the work and cooperate in counting and weighing the vegetables before packing them into vegetable packages and delivering them to each building. Due to group-buying of rice, fruits and seasonings, volunteers went through countless shifts of lifting and delivering day and night. They were eager at first, but became exhausted and quiet soon, while what's left unsaid between all of them were that they could pull through despite being tired.



Delivery Team

"It's windy today!" "The heavy rain will come in a moment!" "I knew it from the epidemic prevention informing group chat, and everyone was told to bring the laundry in, haha..." No one knew how many times it had rained. It seemed that it was a heavy rain when we were delivering dinner on the first night. Then a second and a third days of rain hit... On April 13th, it was probably the most impressive one. In the morning, we could hear the windows rattling with the wind, and soon the rain poured down and we could hear it falling on the ground. That day, we had to deliver the vegetable packs supplied by Liaoning, the group-buying supplies and meals for residents at a dozen buildings. We were required to finish all these tasks, as the vegetables would go rotten and the staff needed to eat. At that day, the volunteers shivered with cold. After one shift of delivery, they were soaked and had to change before another shift. They repeated the cycle and were tired of getting changed, again and again, a raincoats and umbrellas were no longer effective in the heavy rain. Soon it was late at night, but we could still hear the sound of cartwheels rolling over the ground in the quarters. They hadn't finish their work yet. Fortunately, the rain finally stopped. We believe the epidemic in Shanghai will come to an end as well!



Test Team

Against the Merciless Epidemic is the Caring and Person-centered Company

Shanghai Site / Equipment Engineering / Quanxian Li



Supplies Delivery

I am Quanxian Li, an engineer at Equipment Engineering at Jinqiao site. Since the government declared total lockdown on the entire district in the early morning of March 25th, I've been told to stay in quarantine in our company. To my pregnant wife, life was already inconvenient. After the outbreaks, it's extremely challenging for her to get food due to the supply shortages. I was extremely worried about her, when I was staying put in the company until Manager Henry Ma learned about my situation, who offered to help by speaking to the senior management for me and arranged supplies to be sent to my home. It was very difficult during lockdown. I would like to express my gratitude for the care given by our leadership and it's my pleasure to have such a responsible superior. All of the employees at the Jinqiao site responded actively to the call of the government of Shanghai to take mass nucleic acid tests or antigen tests several times. As of April 21st, the day I contributed, all of our 858 colleagues were tested negative. With a wave of resurgent Epidemics, we should stay vigilant and keep focusing on the prevention efforts. I hereby would like to give a special thanks to Manager Henry Ma, PD Manager Michael Xiong, EHS Manager Jason Zhu, Director Hodgson along with many others. Thank you for your great help. I feel proud and pleased to be a member of USI, and I am willing to devote myself to a company as warm as USI wholeheartedly.

Director Hodgson, Running like a Servant of the People

Shanghai Site / SiP TEST / Weijin Dai

At 9 pm on March 24th, 2022, a resonant voice broke the tense atmosphere, "USI staff, gather here at my side." That was the night when the government was about to lock down the quarters, and the loudest voice was from Director Hodgson, who was gathering people and leading us to leave the quarters soon to be locked down into the last shuttle bus heading for the site.

As the director of JQ&SX OPS, who neither feared hardship nor got tired of the job, Director Hodgson "ran" like a servant of the people. Ever since the first day of the lockdown, Director Hodgson had been seen everywhere at the site. He helped lift materials, distribute supplies, and offer nucleic acid tests. He also came to the rest areas for employees. In particular, whenever we took PCR tests late at night, he was always the last one going to bed, who couldn't rest assured until getting the antigen test results of all the staff.

What impressed me most was that something happened at around 11:10 pm at the third night after the lockdown. Director Hodgson went on a tour of inspection of the whole staff rest areas from the third floor, the fourth floor to the fifth floor, who then hobbled with blisters on his right foot and a pair of broken slippers. However, he was still concerned about whether the staff were cold or lack of daily supplies. He was the man who would help us deal with all kinds of problems. Every one of us felt relieved whenever we saw him. What he always said was, "Wear your mask.", "Do you need anything?", "Hang on, guys, the lockdown will be over soon." It seemed that he always had endless energy to burn until we found him falling asleep among the supplies when we realized he was tired, since he had been working really hard.



Supplies from Shishou, Hubei Arrived



Ensure Production, Logistics, and Supplies

Kunshan Site / Human Resources / Leona Guo

At the beginning of April 2022, Kunshan temporarily entered a quiet period, and we decided to shut down the industrial park immediately to reduce the exposure risk through active exposure. Site GM Eric Cho, the head of anti-epidemic response, took the lead in moving into the dormitory in the quarters, while other colleagues followed. As a result, 95% of front-line production personnel and 70% of manufacturing-related personnel started to live and work in the park, and the rest of them worked at home to ensure everything was well-ordered at the site.

In the epidemic prevention in freight production, members of the procurement, import and export, environmental safety, and transportation teams cooperated actively in finding supplies and overcoming the logistics pressure. Connecting personnel guided the drivers to pick up and deliver the goods safely round the clock, further ensuring the security of epidemic prevention in freight. By rigorously implementing the rule of disinfection on the goods, the Warehouse administrators took actions to guarantee the safety of all production personnel under closed-loop management in the company.

Supply support personnel procured resources through multiple channels, so that they could ensure the variety and sufficiency of our food and be of great help to front-line production. Canteen suppliers also stayed put in the park, started to prepare meals before dawn every day, and made every effort to offer three meals with a variety of food during the lockdown.

The ongoing epidemic also brought us frustration hard to resolve. To deal with it, a group of people offered to handle our emotional pressure so that we would no longer be upset. Advice consultants offered 24/7 online services to listen to our voices. Also, the General Affairs Department prepared anti-epidemic gift packs and organized various activities for all staff, such as Free Haircuts, Lawn Concerts, Remote Chess Games, etc. HR personnel held several staff communication meetings and online training, providing comprehensive and multifaceted knowledge. Each department expressed their concern for their employees by organizing heart-warming activities and thus helped relieve our emotional pressure.

It is your hard work that has enabled our company to run as usual during the lockdown and ensured both epidemic prevention and production at the same time. In the times of hardship, there is always a group of common men who will step up and take the initiative by fighting in different positions and making remarkable contributions to guaranteeing epidemic prevention and continuous production. You are the unsung heroes in our hearts. We would like to show our gratitude for your work and say it out sincerely: Supply Guarantors Alliance, thank you for all your help and hard work!



Ensure Production



Ensure Logistics



Ensure Supplies

Volunteers Photographed by a Recorder

Kunshan Site / ADM / Ling Jin

Since April 6th, Kunshan site has entered a quiet period. It was my pleasure to be the recorder, and present the following photos of the volunteers in our company, so that we could pay tribute to their selfless services.



Carry out "4 Inspections and 1 Tests" Strictly and Implement Careful Disinfection in Public Areas



Volunteers in Charge of Nucleic Acid Testing Are Getting Ready for Providing Services Every Day



"Baymax"-like Epidemic Prevention Workers in Charge of Information Collection and Disinfection



Managers in Caring Observation Area Delivering food, Offering Antigen Tests and Purchasing Goods for Residents



Volunteers on Shuttle Cars Guarding in Highway Accesses



Meals Provided by Canteen and Regular Daily Supplies of Fruits, Vegetables and Snacks in the Grocery Store Every Day



Volunteers in Angel White and Guardian Blue Making the Most Beautiful Scenery

Persevering Supply Guarantors Alliance and "Baymax"

Kunshan Site / KS OPS / Jackee Wei

Ruby Xiong from ADM is a caring sister to us. Throughout April, she was busy dealing with the timely supply of living materials for the park, ranging from various fresh food for the kitchen warehouse in the workplace to fruits and vegetables for the grocery store in the living area. Compared to the colleagues at home during the lockdown, who joked that green leafy vegetables became a luxury, the freshness and variety of those that our company offered every day reflected the diligence and persistence of Supply Guarantors Alliance in ensuring that every employee could healthy food.

USI "Baymax" volunteers would come to help on every nucleic acid pcr test day. Hot summer came in April when "Baymax" worked outside for hours in seal protective suits with sweat on their foreheads in the suffocating heat. However, frequent and dull daily tests did not dampen their enthusiasm for work.

During the lockdown, our leadership cared for the employees by providing free haircut services on the site and holding various activities like cooking competitions and online mask

shows to get each employee motivated now instead of feeling confused and anxious in the beginning. We should take every anti-epidemic measure seriously and wait patiently for the end of lockdown and return to normal life.



"Baymax"-like Volunteers

SUZHOU

Fight against the Epidemic to the End

Suzhou Site / EHS / Helen Liu & Information Technology / Patriot Yin

By the beginning of April, all departments had developed contingency plans, and members of the epidemic prevention team and supervisors had been closely focusing on the developments of the epidemic on standby with a sense of urgency, hoping that they wouldn't put the plans to use. However, the least expected news broke on April 16th.

8:00 am-9:00 am

On the Eve of Closed-loop Management

On the meeting initiated by the epidemic prevention team in the morning, the General Manager announced the implementation of closed-loop management of our company and the priority of ensuring the health and safety of employees and the normal operation of production. He explained that we could guarantee the production with the 5M1E theory and secure the life of employees by stocking up sufficient daily supplies for epidemic prevention; after the meeting, each department took action according to their assigned jobs.

9:00 am-11:00 pm

Starting Closed-loop Management

The lockdown management team passed through the blockade line and came to the Suzhou site to offer on-site guidance. Each member of the epidemic response team performed their own duties, while the employees worked together unanimously.

- Food and fodder should go ahead of troops and horses: The ADM Department arranged the stock up of supplies and followed up on inventory to ensure sufficient supply.
- Improve epidemic prevention and eliminate risks: The EHS Department developed the requirements and policies for epidemic prevention.
- Feel safe with the access permit in hands: The EHS Department coordinated the internal and external channels for shipping materials.
- Ventilation and utility supply: The affairs personnel conducted the ventilation process in

advance and guaranteed utility supply.

- Disinfect the goods as a precaution: Carry out the most strict disinfection plan for the goods to ensure safety.

The leadership of our company and high performance of our teams were demonstrated within the first and most effective 24 hours as well as the front-line employees who contributed to the company in silence. Based on the work completed in these 24 hours, our company achieved orderliness during the subsequent closed-loop management, when employees were able to focus on production with patience, implement the measure of epidemic prevention to ensure the timely delivery of orders for customers.

8:00 am-12:00 am

Successfully Working from Home with the Help of the IT Department

After our company was listed as an intensified control zone, I began a journey of maintaining production against the epidemic in the morning of April 17th, carrying a few daily supplies, and drove through several accesses. During the epidemic, the IT Department played an important part in ensuring that those working from home could work as usual, and the manufacturing-related systems on site could function steadily. For those working from home without equipment, such as a PC, MQ Wang and I would deliver the equipment needed to them. As our directors and managers had made proper arrangements, and all staff were prepared in the early stage, working from home to keep everything running was a huge success, and everything was under control. In the afternoon that day, Polo Zhang, who applied to join the first tier team but remain with the second tier one due to the heavy workload in supporting remote work, and Lucas Xia moved into the company. The one-week challenge of high-intensity workload kicked off after all on-site staff of the IT department were ready for work.

Extraordinary People Fulfilled Their Duties Assigned to Their Ordinary Positions

Suzhou Site / ADM / Michelle Cui & Una Zhai

At 11 pm on April 15th, all staff in the ADM Department gathered in an urgent manner, and General Manager Andrew Wu made an emergency adjustment to the epidemic prevention plan, instructing reoptimization of the name list so that staff needed in production could move into the dormitories. The ADM Department arranged the move-in turn within multiple time slots according to the name list to ensure dispersion of employees and avoid mass gathering, and verified their information one by one that night in terms of identity, health code, etc. As the number of people in quarantine increased more than expected, the previously arranged dormitories didn't have enough room. Therefore, the ADM Department arranged dormitories with independent bathrooms overnight to ensure an effective quarantine measure for employees. At the same time, they purchased barreled water for the quarantined staff and delivered meals on time without contact.

During the lockdown, it was hard to secure supplies and materials, so the ADM Department had to stock up more than needed to ensure

a sufficient daily supply for every staff in our company. The suppliers were fully cooperative, and the ADM Department was able to stock up extra number of supplies on April 16th. Meanwhile, in order to ensure the safety of the goods to be delivered, the delivery was carried through in accordance with the principle of "Delivering without Contact" and effective disinfection measure was implemented before the goods entered the site. Besides, we specially assigned people to make records every day to guarantee timely replenishment of stock.

Those people kept fulfilling their duties assigned to their ordinary posts in an extraordinary manner. At 11 pm on April 22nd, the news that the lockdown would be lifted finally came, but prevention was still here. We should keep focusing on epidemic prevention. With the joint efforts of everyone, we will surely win the battle against the epidemic.



Securing Supplies and Materials of Convenience Store at Site



Stock Up Daily Supplies for Epidemic Prevention

Ensure the Normal Operation of Remote Work and Production on Site Running Steadily as Usual

Suzhou Site / Information Technology / Patriot Yin

After confirming that everything went well for people working remotely and production was running steadily on site, we were informed that volunteers were needed at the nucleic acid testing point. However, there was only one spot for the IT department, so four of us entered a fierce competition. "I'll go first, as a party member, I should be the one on the front line at critical times," I said. "I've been a volunteer before, so let me go," Lucas Xia argued. "Those whose seats around mine are party members, and I want to join them on the front line," MQ Wang added. "I was always in the second tier team, but I want to be in the first tier one this time," Polo Zhang explained. Finally, we agreed to make the decision through "Rock paper scissors", and Lucas Xia won and got the spot. Fortunately, MQ Wang and I got another two spots later that day, and then we finished part of our jobs in advance, so that the production procedure wouldn't be affected after three of us became volunteers on the front line.

After we arrived at the nucleic acid testing point at 6:30 am, we then put on the protective suits, dressed in the fashion of "Baymax", and started the five-hour work in testing. The front-line personnel maintained order, while the information entry personnel were responsible for inputting information like ID number, and the office support personnel prepared enough test tubes,

cotton swabs and disinfectant for testing, delivered samples, counted its quantity, and sealed the bags. We needed to collect the samples, count and seal them in time, and can't make any mistakes in terms of the quantity. In the end, we ended up with two pairs of worn-out shoe covers and clothes soaked with sweat, but we didn't feel tired at all. Since the outbreak of COVID-19 repeated in Wujiang District, Suzhou, many of us had been actively joining the volunteer team, including hard-working engineers and front-line production staff in charge of operating the equipment. They worked at different positions, but they had one thing in common: they were ordinary but great volunteers during epidemic prevention and control. I hope we can overcome the epidemic and our life can return to normal as soon as possible.



Employees Waiting in Line to Have the Nucleic Acid Test

Making the Transition from Ordinary People to Volunteers for Nucleic Acid Tests

Suzhou Site / Peter Yang



Put on the Protective Suits, We are Like the "Baymax"

On April 18th, I returned home after work as usual and began preparing dinner for my family. After around 11 pm, the government suddenly announced the epidemic prevention measure would be implemented, and Suzhou site was at the lockdown area. To respond to the prevention policy adopted by the government and keep production and operation running as usual, our company decided to initiate the closed-loop production process,

and motivated employees outside the lockdown area immediately to move into the site to continue production and deal with emergencies. I made the transition from an ordinary person to a volunteer of Team E of nucleic acid tests and worked at the front line in our company in the fight against the epidemic, in charge of mobilizing and organizing members of departments to complete nucleic acid tests efficiently. With the takeaways from the first day, I divided 40 members into two teams before the announcement of the nucleic tests came and staff gathered together on the next day, asked them to line up according to the Test Location Map, and then called the roll. In the following days, my colleagues completed the nucleic acid tests in an orderly and efficient manner. When we got the notice that the lockdown was lifted in some areas at 11:25 pm on April 22nd, everyone was moved and happy. We were moved by the contributions and efforts that all the staff in our company made during this period; the fact that many front-line staff actively joined the volunteer team and served others; and we were even more moved at the fact that everyone were united and make concerted efforts in the battle against the epidemic during the toughest lockdown period. I hope the epidemic ends soon and wish all the USI colleagues all the best, good health, and happiness despite the epidemic!

Periods of Each Site Running under Closed-loop Mode or Being Shut down

Shenzhen Site (Shutdown)	From March 14, 2022 to March 20, 2022
Three Sites in Shanghai	From midnight on March 25, 2022 till now
Kunshan Site	From midnight on April 6, 2022 to May 7, 2022
Suzhou Site	From midnight on April 16, 2022 to 10:00 pm on April 22, 2022

I Don't Know You, but I Am Thankful for Your Work.

Suzhou Site / Logistics / Sumei Lu



Disinfecting the Truck Entering the Site

During the lockdown, everyone was engaged in the battle by working together to ensure the safety of employees and inbound goods. As a staff member in charge of the closed-loop management of the freight, I witnessed the hard work of every truck driver. According to the freight closed-loop management requirements, each truck driver needed to receive an inspection of both the Suzhou Health Code and Travel Code at the highway access

before carrying out the delivery tasks. When they made their way to the checking point at the lockdown area where our company was located, they had to go through another inspection. Upon arriving at the gate of our site, there was the last inspection before they could enter the loading dock of our company. During the whole process, the drivers weren't allowed to get off the truck. It was extremely painstaking during the entire process because they had to wait along the way. However, the drivers fulfilled to their responsibilities and mission and delivered the raw materials at the destination safely, ensuring that the production line could operate as usual. Production begins with raw materials while the transport trucks help to make it happen. During this difficult time, I would like to thank the truck drivers for taking actions to support us, so that the production could run normally and the products could be shipped as usual. I want to say, "I don't know you, but I'm thankful for your work."

"Baymax", Thank You for Your Hard Work!

Suzhou Site / Human Resources / Hayley Li

Before 6 am, the "Baymax" volunteers at the Suzhou site got up early and rushed to the volunteer site 1 km away from our company on time to collect and input samples during the nucleic acid tests. The "Baymax" volunteers were from different departments and positions, among who were party members and masses, steel-willed men and women. They responded to the call for epidemic prevention and actively signed up to be volunteers, wearing protective suits with a mission on their shoulders, and making selfless contributions by leaving home early in the morning and returning to bed late at night. As a staff member of our company, I sincerely express my heartfelt thanks to them!



"Baymax"-like Volunteers



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主題：感動的一刻

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PHOTO GALLERY

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

"A good snapshot keeps a moment from running away."

— Eudora Welty

Theme: A Moving Moment

Image properties:

- (1) Please submit digital images as JPG files. The size of each image should be around 800KB to 2MB.
- (2) Every contributor is allowed to submit a maximum of 3 digital images with a short description within 50 words and noted where it was taken for each image.

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