

USI[®] No.79 Newsletter

| 12月 December 2019 |

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No Time to Worry or Complain

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USI HQ Lies on Each and Every GPO

2019 USI 百萬植樹計劃 寧夏

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USI Newsletter 20th 與你躍在一起

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致環旭同仁的一封信

作者：董事長 / 陳昌益



各位環旭同仁：

環旭近日收購了歐洲的 AsteelFlash Group (AFG) 公司。這家公司由一位法國人創設，迄今為止已有 20 餘年的歷史。現有全球員工 6,000 名，共有 17 個工廠，分佈於法國、德國、英國、突尼西亞、捷克、美國、墨西哥及中國蘇州，生產據點橫跨全球 8 個國家，是間年營收達 10 億美金並專注於生產少量多樣產品的電子製造服務公司。

這次的收購，是符合我在上任之初建立起的戰略目標，尤其是朝著「多元化」、「全球化」的目標又邁進了一大步。在 2018 年，魏總就提出了「擴張元年」的概念，隨後我們始終持續「擴張」策略，先後併購了波蘭的昶虹電子，策略性投資於新加坡的 Memtech 公司，加上收購 AFG 公司，環旭的全球佈局已趨健全縝密。

全球貿易戰已經歷了 18 個月，這導致了全世界電子產品的整個供應鏈互信的基礎發生了重大轉變！所有的產業肯定都會受到影響，只是在產業鏈的上游或下游來決定影響的程度，企業本身要因應外界環境的變化而自行調整。貿易摩擦是未來的新常態，這將考驗企業的危機應變能力。

在這樣一個艱難的環境中，併購成為了我們必然的選擇，我們必須要跨出去，必須要降低對某些產業和某些客戶

的依賴度。對於擁有 42 年歷史的環旭，要由「客人國際化、製造區域化」的公司，轉變為「客人國際化，製造全球化」的公司，這個併購是一個機遇。雖然環旭一直都是一個國際公司，但之前的生產基地大部分都在亞洲，而現在併購 AFG 之後，我們更成為全球化的公司，將有更多的員工分佈在歐洲及美國。這對於我們，或是任何一家從亞洲發展起來的企業而言，都是個重要的突破及挑戰。

也許會有人質疑：此次併購是否會超越了我們的能力？我認為，環旭在多元化的發展上，不只是傳統意義上的電子製造服務企業，已經升級為模組化的世界競爭者。再加上我們是全世界 SiP 領域的領先者，現在又擁有了新的生產基地，這將會讓我們留下更多的全球化足跡。

此次收購的 AFG 公司在產品和客人的組合上與環旭都截然不同。他們有一百八十幾個客戶，我們有九十多個客戶，但重疊的客戶只有兩家。

在這樣的背景下，環旭在收購 AFG 後，雙方都有一個共同的目標：就是要增加生意。所以，在這個併購過程之中將會有各種不同元素的結合。我希望各位同事能秉承共同的目標而不要過分自我，不要單純保護自我的舞臺及自己的領地，而傷害了公司的利益。

因此，環旭管理團隊的每一位成員都要有危機意識。其中，我們的管理團隊需要自我成長，也需要從外部引進一些新的管理團隊，藉此提升我們整體的戰鬥力。這個時候，我們就需要創造一個新的企業文化，而不是強迫他人只接受原有的環旭文化。

因為企業文化是為了讓企業更好地經營而產生的凝聚力與共識。當企業版圖擴大時，原有的企業文化必須隨之改變，只有這樣，才能幫助企業達到最佳經營效益以及擁有更強大的凝聚力。

然而文化是需要相互學習及相互養成的。在未來幾年的整合過程中，我們一定要秉持我們會做的東西，同時也去吸收人家帶給我們的一些協同優勢，或者說最佳的商業實踐。我們要接受和融入，包容以及創造一個新的全球公司。這是環旭未來兩三年必須面對的。只有這樣，環旭才能真正成為全球性的跨國公司。

下一步，怎樣才能在維持已有規模穩定成長的同時，把環旭做強？這對我們現有管理團隊是一個巨大的挑戰。

所以我要在這裡再次提醒各位主管：我們要不斷提升自己，跟上時代步伐，要能瞭解我們自己的實力，吸收更好的東西，吸引更好的人才來加入我們團隊，加強我們真正的核心技術力和競爭力，同時培養差異性的競爭力，讓環旭在未來成為一個更大、更強、更好的企業。

希望大家能在未來，跟我一起來迎接這個挑戰，在這個領域內成為一個有特色的競爭者和佼佼者。

謝謝各位！

A Letter to USI Colleagues

Author: Chairman / Jeffrey Chen



My dear USI colleagues,

USI has acquired a European company, AsteelFlash (AFG), recently and AFG was founded by a French which has a history of over two decades. As yet, it has 6,000 employees worldwide and 17 manufacturing facilities locate in France, Germany, the UK, Tunisia, Czech Republic, the USA, Mexico and Suzhou, China, spreading in eight countries. It is an EMS company with annual revenue of \$1 billion and focuses on high-mix low-volume production.

The acquisition corresponds to the strategic target I set up when taking the office, and especially we have marched one significant step closer to "diversification" and "globalization". In 2018, President CY Wei has proposed the concept "the starting year of USI's expansion" and then we kept expanding all along. We acquired the EMS Chung Hong Electronics Poland SP.Z.O.O in Poland, made a strategic investment in Memtech International Ltd. In Singapore and plus the acquisition of AFG, the global presence of USI is becoming complete.

The world trade war has been 18 months, and it makes the basis of mutual trust on the global supply chain of electronic products change dramatically. All the industries would be affected definitely and the impact depends on the position

of upstream or downstream of the industry chain. The corporations need to adjust themselves to adapt to the change of external environment. The trade friction will be normal in the future, and it will challenge the resilience of corporations.

Under the difficult circumstance, the acquisition has become the inevitable option. We need to step out and decrease the dependency on some industries and clients. As for USI that has a history of 42 years, the acquisition is a chance to change from "Localized Production to Meet International Clients" to "Global Production to Meet International Clients". Even though USI is an international company, but most production bases are located in Asia. After acquiring AFG, our company becomes global further and it will be more employees from Europe and the USA. It's an important breakthrough and challenge for us or any corporation developing from Asia.

Some people may doubt that the acquisition would be beyond our ability. In my opinion, in the development of diversification, USI is not only a traditional EMS company, it has upgraded to a world-class competitor of modularization. Additionally, we are the global leader of SiP, and now we have the new production bases which will increase our global footprint.

AFG is completely different with USI in terms of products and clients. It has 180 clients and we have over 90. However, the duplicate clients are only two.

Under this circumstance, after acquiring AFG, USI and AFG have a common goal: increase the business. Therefore, there will be an integration of different elements during the process of acquisition. I hope every colleague would keep this common goal and avoid being egoistic, protecting own stage and territory then jeopardizes the corporate benefit.

Thus, it's necessary for every member in USI management team to have the awareness of crisis. Our management team needs

self-development and has to absorb some new management teams to enhance our overall combat effectiveness as well. At this time, we have to create a new corporate culture instead of forcing others to accept the former USI culture.

Corporate culture is the cohesiveness and consensus which is made in order to make the corporation operate smoothly. When the scope of business expands, the original corporate culture needs to change with it to help the corporation reach the best operating benefit and possess stronger cohesiveness.

However, culture needs learning and developing from each other. During the process of integration in next few years, we must uphold our specialty and learn some advantages of collaboration, in other words, the best business practice they bring to us. We need to accept, integrate, embrace and create a brand-new global company. This is what USI needs to face in next few years. Only in this way can make USI authentically become a global multinational company.

Next, how do we make USI stronger while maintaining our corporate scale and developing steadily? This is a great challenge for our current management team.

Consequently, I would remind all the managers again: we need to keep improving ourselves, follow the trend, know our strength, absorb better knowledge, attract better talents to join us, strengthen our core technological competence and competitiveness, and develop the competitiveness of difference simultaneously to make USI become a larger, stronger and better corporation.

I hope that everyone can confront the challenge with me in the future and be a special competitor and leader in this field.

Thank you very much.

迎挑戰 無暇擔憂抱怨

作者：總經理暨營運長 / 魏鎮炎

有人說過去半個世紀，每十年的最後一年，碰到 9，總是有不利於經濟、市場的大事件發生，我自從 1979 進入 USI，前後碰到五個 9，回想起來還真有那麼一回事，尤其今年 2019 特別明顯！

偶而被問到，公司歷次面臨困難的時候，我是用什麼心情去因應？坦白說，我不曾特別去探究這個問題。如果有什麼值得一提的，那就是碰到危難的時候，沒有時間擔憂或抱怨，就好比一架飛機在高空遇到暴風雨，飛行員沒有閒暇擔憂，只有聚精會神想辦法讓飛機安全通過。

我們服務的客戶大都是各個領域的頂尖品牌，他們對合作廠商的要求非常嚴苛；我們的競爭對手則都是同業之中的佼佼者，實力堅強，大家就像在高科技產業的奧運會上同台競技，稍有閃失就會落敗。想要立於不敗之地，唯有持續提升競爭力，幫客戶創造價值。

去年開始的中美貿易戰爭，引發產業供應鏈的大重組，加上區域性的軍事衝突有增無減，給全世界的經濟平添許多不確定性！此時我們仍然堅持延續擴張發展的政策，採用以下五項策略，計畫在 5 年內讓營業額翻倍，利潤 3 倍：

模組化、多元化、全球化、垂直整合、智慧製造

這意味著未來許多新的事務沒有前例可以參考，沒有標準流程可遵循。要處理的困難和突發事件，不僅不會減少，反而會更加頻繁！各位千萬不要心生畏懼，反而要感到慶幸，珍惜這個躬逢其盛的機會，勇敢跨界多承擔。



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

Facing the Challenges No Time to Worry or Complain

Author: President & COO / CY Wei

Some say that in the past half-century, incidents that were harmful to the economy, and the market had repeatedly happened in the last year of the decade, when the year ends in the number "9". Since 1979, when I joined USI, I have encountered five 9's, and it seems to be true, especially in 2019.

Occasionally people would ask me that when USI faced obstacles in the past, what were my responses? Frankly, I have not particularly thought about this. If there is anything worth mentioning, it is that when it comes to a crisis, there is no time to worry or complain. It is like a plane encountering a storm. The pilot has no time to worry, but to only find the best solution.

The majority of USI's customers are top brands in their fields, and they have stringent requirements for their collaborating companies. Moreover, our peers are among the best in the industry. It is like competing in the Olympics of the high-tech industry; with any minor slip, you can be disqualified. To be invincible, it is essential to continuously strengthen ourselves and create value for our customers.

The US-China trade war set out last year triggered a cascade of restructuring in the industry. Additionally, the increasing tension between regions added more uncertainties to the world economy. At this point, we still adhere to our policy of continuing expansion and development, and through the following strategies, we plan to double the revenue and the triple the profit in the next 5 years.



Modularization, Diversification, Globalization, Vertical Integration and Smart Manufacturing

Our situation entails us to face challenges that have no precedents and no SOP to follow. The difficulties and emergencies to be dealt with will increase and become more frequent. Nonetheless, let us not be afraid, but be grateful of this opportunity and take on more crossover responsibilities.

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

英文姓名

Alex Lee

部門

戰略專案總處

職稱

資深副總



李志成： 勇於嘗試 享受過程

採訪編輯：CSO / 行銷企劃部

Alex，畢業於中興大學財稅學系，並於馬里蘭大學取得 MBA 學位。曾為環電市場行銷處副總經理，歷經台灣積體電路副處長，現為 USI 戰略專案總處資深副總。

談笑之際興致高昂的 Alex，是個樂觀開朗的人，因為喜歡嘗試學習不同的事物，在和他人的互動中，自然有許多話題能談天說地，有外向活潑的一面，也喜歡靜下心來讀書寫作。

Alex 很早就訂下人生的志向「行萬里路，讀萬卷書」，隨著歲月歷練，更增添「認識萬國友人，品嚐萬國食物，喝足萬國美酒」幾個目標，懷著人生就是需要更多經歷和體驗的理念，並去包容、理解和尊重各國文化，因為所有文化都是人們幾百年幾千年的生活累積起來的，不要嘗試用自己的唯一標準去看待。

大學時期的他很喜歡爬山，登臺灣百岳過半，最長的一次旅程是登臺灣中央山脈的南三段東巒東郡縱走，原定 11 天卻在深山裡走了 15 天，那個時候資訊不能即時獲得，不知情下經歷了 2 個颱風，還好平安歸來。當時是沒有 GPS，沒有衛星電話的年代，Alex 從登山過程中，獲得很多

良好的訓練，路線及糧食規劃、遇到緊急狀況和天氣變化的應變、體力和速度挑戰的調整及鼓勵、幫助及領導隊員等，是全面性運籌的學習，登山讓他開拓廣大的視野。

他體悟到旅行的時候會遇到不同的事情，目的地當然不可或缺，可是過程也一樣重要，學習去享受這個過程，然後不要因為中間遇到的挫折而太沮喪。我們在工作上也會碰到各種情況，並不是每個客戶都願意跟我們做生意！現在我們到世界各地設廠、找客戶，Alex 建議同仁都用這種精神去面對這些挑戰，然後努力的去完成目標，並坦然享受路上的風景。

職場上，Alex 喜歡和同事朝著相同的願景一起努力成長，認為有好的團隊就可以接受更多的挑戰。他覺得人生有財富名聲當然很好，但並不是終極的目標，比較令人開心的是可以幫很多人擴展視野，完成他們的體驗，為公司帶來永續價值，這樣能獲得更大的成就感。

**English Name**

Alex Lee

Division

Strategic Projects

Title

SVP



Alex Lee:

Be Brave to Try and Enjoy the Ride

Interviewed By: Central Staff Office / Marketing Communication

Alex graduated from the Department of Public Finance of Chung Hsing University and obtained an MBA from University of Maryland. He used to be the Vice President of Marketing Department of USI and the Associate Director of TSMC, and present position is Senior Vice President of Strategic Project of USI.

Alex 自認的領導風格為 40% 企圖和策略方向、40% 教練性質和 20% 啦啦隊，先設定策略方向，並和同事討論作法，陪著同事一起做，是最理想狀態，鼓舞帶領團隊但要有適當的紀律規範和正面思考。

領悟到未來工作只會越來越困難，Alex 鼓勵年輕朋友在擁有良好教育下，要建立自己的邏輯思考及判斷能力，勇於嘗試，終身學習，花時間獲得新知，並和同儕討論大環境的變化，不要埋怨發生什麼事，而是想辦法去認知並面對挑戰，千萬不要鑽牛角尖，全世界不可能有一天問題會全部解決完的，只能在有限的資源裡，找出一個最好的解決方法，不要想做到非常完美，讓所有人都很 Happy，那是不可能的。最重要的是不要想說不要做就停下來，那樣很可惜，你把之前累積的失敗經驗都浪費掉了，就像都快爬到山頭，卻要掉頭回去了。

工作生活盡量平衡，休閒時，Alex 會去騎腳踏車培養體力，也會和朋友爬爬山，但現在不以登頂為目的，多是看風景和朋友聊聊天，享受和樂的氣氛。他也很愛讀書，從漫畫到很艱深的哲學性的書都看，日常活動範圍區都放一本書可隨手翻閱。為不讓經驗限制自己的想像力，除運動讀書，也喜歡找些「酒肉朋友」，吃飯喝酒真的幫他認識到很多好朋友，從那邊得到其他行業的知識，並讓他瞭解各國文化，把每件事情多想一層，得到很多生活的樂趣。

「人生，五十歲以前要修練生，五十歲之後要修練死」，現階段 Alex 最想改變的是健康狀況，健康有兩種，一種是生理的鍛鍊，希望每日至少能運動半個小時，做核心伸展，週末騎長途的腳踏車；另一種是心靈上坦然面對人生，要仰賴讀書，這是人生下半場的重要功課。

Getting energetic while talking, Alex is an optimistic and cheerful person. He likes to try and learn different things, so that there are naturally a wide range of topics that he can talk about during the interaction with others. Alex has an outgoing and lively side but also likes to calm down for reading, writing and thinking.

Alex set his life goal at the very early days: "Walk thousands of miles and read thousands of books", and as time passes by he added more goals such as "To know the friends of the world, to taste the foods of the world, to drink the wines of the world". He had the philosophy on obtaining more experience in his life and trying to accept, understand and respect different cultures in different countries. As all the cultures are accumulated by thousands of years of life experience of people, we should not look at them with our own criteria.

During his time at university, Alex liked to go mountain hiking and he had been to over half of Taiwan 100 Peaks. The longest journey was to the South Section 3 of Dongluan Mountain and Dongjun Mountain in Central Mountain Range. It was originally scheduled for 11 days, but it ended up 15 days in the mountains. He couldn't obtain any information instantly and went through 2 typhoons without knowing then. Luckily he safely returned. At the time there was no GPS and satellite phone, Alex got a lot of good training from the hiking experience: route and food planning, adaptation of emergency and weather changes, self-adjustment of physical and speed, leading and helping the team members, etc. It was a comprehensive operative learning and backpacking makes him open up his vision as well.



He realized that he would encounter different things when traveling. The destination is crucial, but the ride is just as important. He learned to enjoy the process and not to be too frustrated with the obstacles along the way. As we will always encounter various situations at work, and not every customer is willing to do business with us. Now that USI is setting up sites and searching new customers around the world, Alex suggests that all USI members should keep this attitude to face the challenges and then work hard to achieve the goals while enjoying the scenery on the road.

At work, Alex likes to work hard and learn with colleagues toward the vision, and he thinks that a good team is able to accept more challenges. The reputation and wealth are good, but they are not the ultimate goal. What is more enjoyable is that he can help many people to widen their horizons, complete their experience and bring sustainable value to USI, so that they can acquire the even greater sense of achievement.

Alex's self-recognized leadership style is 40% of attempt and strategy direction, 40% of coaching nature and 20% of cheerleading. The most ideal situation is to set the strategic direction, discuss the practical steps and implement them with colleagues. While encouraging the team, he also has to maintain proper disciplines and positive thinking among the members.

Realizing that tasks at work will only become harder in the future, Alex encourages besides good education, young people need to establish their own logical thinking and judgment skills, have the courage to try, continue to learn, spend time gaining new knowledge and explore changes in the overall environment with their peers. Don't blame what had happened, but find ways to recognize and face the challenges. Don't dig into the corners. All the problems cannot be solved in one day. You can only find the best solution within a limited resource. Don't try to be perfect and make everyone happy because that's impossible. The most important thing is never stop when you don't want to keep going. It's a pity that you wasted your accumulated experience, just like you are getting close to the top of the mountain, but you decide to turn around and go back.

Alex also tries to balance his life and work. During his free time, he usually goes cycling to cultivate physical strength. He would also go hiking with friends, but not for the purpose of reaching the summit anymore; most of the times just seeing the scenery, chatting and enjoying the peaceful atmosphere. He also loves to read, from comics to profound philosophical books. He would leave a book in the different spots so that he can read at any times. In order to expand his imagination from mere life experience, in addition to sports and reading, he also likes to spend time with his "drink buddies". Eating and drinking help him make many good friends. He can get knowledge or information of other industries from them and let him know the culture of each country. He thinks about everything a little bit deeper and gains a lot of fun in life.

"Life, before the age of 50 to practice living, after the age of 50 to practice dead" At this stage, what Alex wants to change the most is his health. There are 2 meanings of healthiness. One is related to physical training. He wants to exercise at least half an hour per day with core stretching and cycling for long-distance on weekends; the other one is to face life calmly, which relies on reading. This is the important lesson in the second half of life.



人工智慧 健康管理的神隊友

作者：臺灣廠 / QA&CSR / S&HS / HS / 秦瑩瀾



未來全球即將面臨少子化與人口老化，人工智慧 (AI) 協助人類克服老化勢在必行。人工智慧在健康照護上可應用的範圍很廣，例如：輔助診療、醫學影像、藥物研發、健康管理及機器人照護等等。如果能利用人體資料庫追溯過去，透過科學研究探討疾病的因果關係，就能瞭解疾病的發展，有助於健康管理預防疾病的發生。

人工智慧能處理數量龐大且繁雜的大數據內容，經深度學習演算法，預測個別人體將來發生疾病的機率，後續再產出降低發病機率的行為建議。上述的過程進而演化出「預防醫學」，一方面是提升健康意識預防疾病，另一方面則是監控疾病的發生。人工智慧帶來的貢獻不僅是處理患病傷殘的個案，更讓人們不再隻身對抗疾病，從貼身穿戴裝備和智慧手機傳送影像及生理數據至雲端平台進行演算產出結果與建議，這位「神隊友」將提供人類即時的健康照護資訊，並帶向更健康的生活。

人工智慧經由設備上傳生理數據與電子病歷結合，從中學習如何根據當下生理數據做出不同反應，並產生個人化的回饋。舉例來說，癌症與糖尿病確診時，大多都為時已晚且治療具破壞性，病患的心理容易偏向負面而不積極面對，要扭轉逆境更加困難。因此如果當人們在健康狀態下透過人工智慧的輔助，例如：經由分析個人影像，監測視網膜狀況預測糖尿病的有無；或是將皮膚的影像交給人工智慧判讀是否為黑色素瘤，再經由互動式的建議與個人生活行為矯正，人工智慧化的總總將會使人們更積極維持健康，遠離疾病，降低社會支出成本。

時下最普及的人工智慧裝置即為智慧手環或智慧手錶，藉由內建的生物感測器收集生理訊號，加以適切的分析處理，便可做為心跳快慢、血壓高低、心電圖波形、呼吸速率、血氧濃度、運動強度、睡眠深度等等的監測參考，再結合相關 APP，經由互動式的資訊交流，例如：預測心臟病發病機會，足以幫助一般民眾更瞭解當下的身體狀況，建立促進健康的方向。同時，也可以提供更多醫療資訊，做為臨床疾病的持續追蹤，以及藥物治療處方的調整參考。

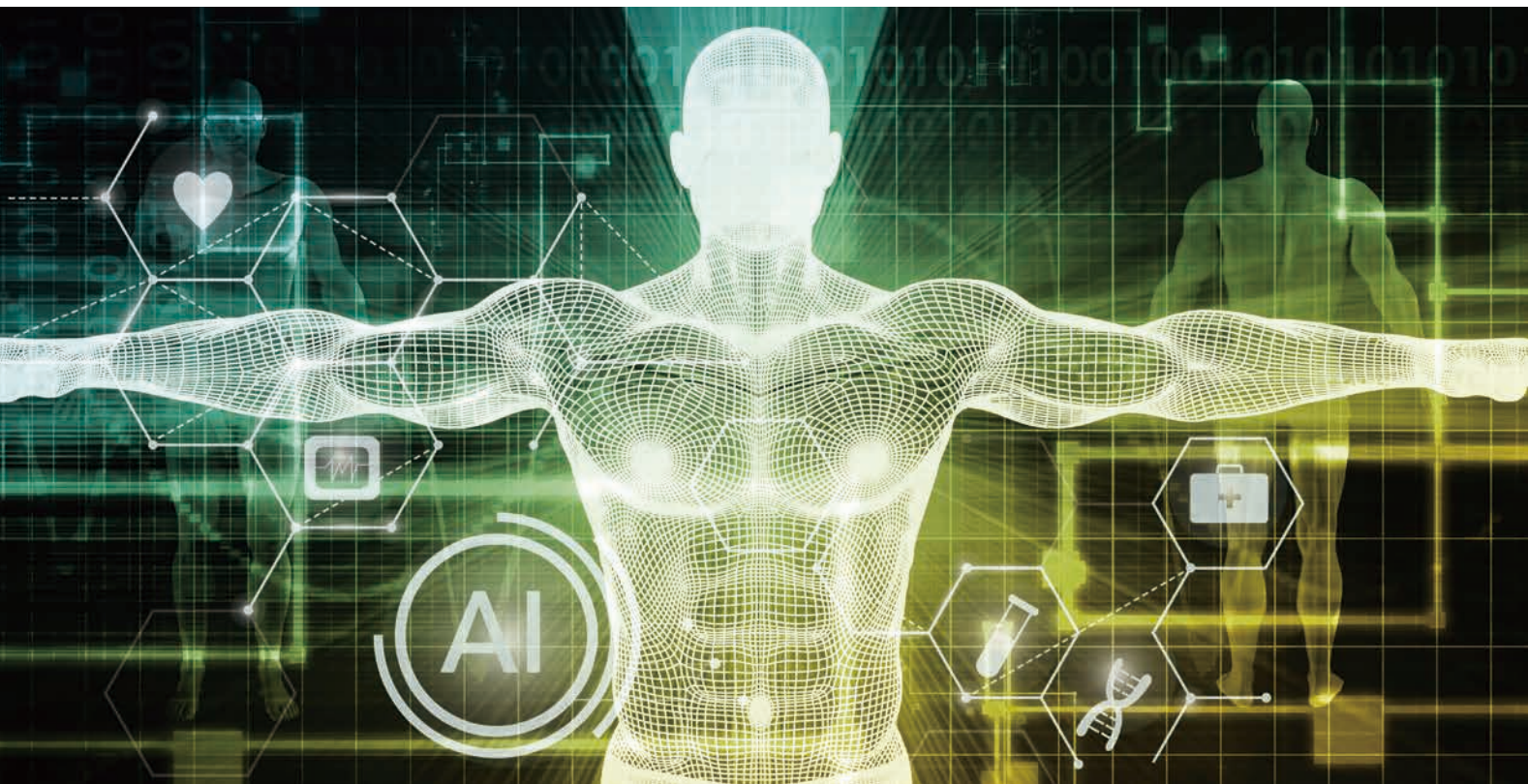
人工智慧在預防醫學領域應用的普及，意味著人類能得到更為完善的醫療救助，提高長期存活率，成為人類健康管理的神隊友。

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AI Best Partner for Health Management

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



AI can handle large and complex big data. Through deep learning algorithms, it predicts the probability of individuals getting diseases in the future and then produces behavioral suggestions to reduce that chance. The above process has evolved into "preventive medicine", on the one hand to promote health awareness to prevent disease, and on the other hand to monitor the occurrence of disease. The contribution of AI is not only to deal with cases of illness and disability, but also to prevent people from fighting disease alone. Transmitting images and physiological data from personal wearable devices and smart phones to the cloud platform for calculation and output the suggestions, this "best partner" will provide immediate health care information for people and lead to a healthier life.

AI combines physiological data with electronic medical records through devices to learn how to respond differently according to current physiological data and generate personalized feedback. For example, when cancer and diabetes are diagnosed, usually it is too late and the treatment is destructive. The patient's attitude tends to be negative instead of actively facing it. It is more difficult to overcome the obstacles. Therefore, if people are assisted by AI in a healthy state, for example, by analyzing personal images, monitoring the condition of the retina to predict signs of diabetes, or by submitting images of the skin to the AI to determine whether it is melanoma and then lead to personal life behavior changing through interactive suggestions. AI will make people more active to maintain health, stay away from disease and reduce society expenditure.

Nowadays, the most common AI devices are smart bracelets or smart watches. The built-in biosensor collects physiological signals and analyzes them appropriately. It can be used as monitoring reference for heartbeat, blood pressure, Electrocardiogram (EKG/ECG), breathing rate, blood oxygen concentration, exercise intensity, sleep depth, etc., then combined with relevant APPs, through interactive information exchange, such as predicting the risk of heart disease, it will be to help the public to understand their current physical condition and establish direction of health promotion. At the same time, more medical information can be provided as a continuous clinical tracking of diseases and adjustment reference of prescriptions for medications.

The popularization of AI in the field of preventive medicine means that human beings can get better medical assistance and improve long-term survival rate. It will become the best teammate of human health management.

Source

- 陳風河 (2018) ° 預防醫學的未來 ° AI 是關鍵! ° 2019.10.03 from <https://www.joiup.com/knowledge/content/1454> °

In the future, the world will soon face declining birthrate and aging population, and it is an imperative that the artificial intelligence (AI) helps humanity conform the aging trend. AI can be applied in a wide range of health care, such as auxiliary treatment, medical imaging, drug development, health management and robot care. If you can use the human body database to trace the past and explore the cause-effect relationship of diseases through scientific research, you can understand the development of the disease and help health management to prevent the occurrence of diseases.

退休需求 理財幫幫忙

作者：臺灣廠 / ADM / 財務總處 / 陳嘉瑩



退休是每個人都要經歷的階段，想要有安穩的退休生活，就要靠理財幫幫忙，以因應退休後的需求。我們可由需求角度來設定並量化目標，循序從三個面向規劃。

將想要的退休生活數字化

俗話說：「無債一身輕」，若能越早還清債務，越能輕鬆過退休生活！首先要能夠填補「食衣住行」等退休後的必要開銷，再來滿足「休閒娛樂」的需要，如果還有餘裕資金，才去追求想要的夢想計畫。

先從記帳開始瞭解生活費用，接著估列出退休後生活支出總費用。

- 平常生活必需等一次性支出的費用，以及像房屋稅、房貸、車油錢、牌照稅、燃料稅等持續要支付的費用，也必須計算進去
- 生活平順下，想來點不一樣的旅行，如坐豪華郵輪、環遊世界等休閒娛樂費用
- 離開職場後，想讓心中的小夢想發芽茁壯的夢想計畫花費

結算以上項目，估算出總費用，接著計算退休金缺口。

退休金缺口 = 預估退休金總額 - 已經準備的退休帳戶總金額

有具體量化退休規劃的時間與金額，更能激勵人起心動念進行理財規劃，更易達成目標。

盤點現在擁有的資產

由零開始累積，先做財務盤點，我們可以從收支、負債和保障來釐清家庭的現金流。

• 收支面

在財務上，沒有任何事比堅守「收入大於支出」更重要，因為入不敷出往往就是負債的開始。調整收支的方法是開源節流，開源則是除了固定薪資外，增加收入來源，或許很不容易，但是轉個念，今天只花「必要」的支出，剩餘的金額就是明天累積財富的動能，這樣就會更有動力。

• 負債面

負債會產生支出，在收入有限且無增長的情況下，負債會排擠掉家庭保障支出和理財支出，因此，只要把債整理好，月支出金額就會降低，讓可運用的現金流變大。

• 保障面

買保險商品就是買保障。主要分成兩部分：保障有買對（買的商品能解決問題）及保額有買夠（保障足夠支應家庭責任），若前兩項的保險支出符合財務狀況，就能算是買的好。畢竟保險的功能是花小錢省大錢，符合這點才有投保意義，而不是反過來，讓保費支出變成個人或家庭的財務重擔。

另外，保險商品以病老殘死來劃分：

- 病—健康保險、醫療險
- 老—年金保險、養老保險
- 殘—意外險、失能險、傷害保險
- 死—壽險

清點自己的資產後，能更明白選什麼理財工具較適合。

利用自己信賴的工具

最好的退休金規劃模式是「源源不絕」，而不是「坐吃山空」，只要有穩定的現金流入，愜意生活不煩惱！但因為退休之後幾乎不會有新的工作收入，若是本金虧損則更難彌補，所以穩定而能帶來細水長流現金流的投資工具絕對比大賺大賠的投資方式好。

選理財工具就是想善用時間價值，一般而言，以複利角度作判斷，存股存債優於存現金，而存股不外乎先挑產業。

- 食衣住行及娛樂的產業，相對比較熟悉可觀察
- 產業龍頭或政府當家的金融業，最穩定
- 最省心的指數型 ETF(相當於買一籃子好股票) 及債券 ETF，兩者風險均較單一個股低，又幾乎年年配息，也是被動收入的選擇之一

選好工具、看好標的、算好目標金額，加上紀律性的投資。及早開始的投資行為會產生許多「被動收入」，如股息收入，就是薪資以外的理財收入，所以退休生活有可依賴的被動收入，可以心安很多。

資料來源

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Retirement Financial Planning

Author: Taiwan Site / ADM / Finance / Carol Chen



Retirement is a stage that everyone has to go through. If you want to have a stable retired life, you must rely on financial planning to help you in response to your post-retirement needs. We can set and quantify the goals from the perspective of demand and plan from 3 aspects in order.

Digitalize the Retired Life You Want

As the saying goes, "You can only be free without debts.", the sooner you can pay off your debts, the easier it will be for you to retire! First of all, we must be able to pay for the necessary expenses after retirement, such as food, clothing, housing, and transportation and then meet the needs of leisure and entertainment. If there are still surplus funds, then we can pursue the dream we want.

Start with tracking the spending to understand the cost of living and then estimate the total cost of living expenses after retirement.

- The regular one-time expenses in life, such as housing tax, mortgage, car fuel cost, license tax and fuel tax must also be estimated.
- Besides the easy life, there is a desire to do some different trips, such as taking a luxury cruise, traveling around the world and other leisure or entertainment expenses.
- After leaving the workplace, we may want to set an expense to start realizing our little dreams.

Settle the above items, estimate the total cost and then calculate the pension gap.

Pension gap = Estimated total pension – Total amount of retirement account already prepared

The time and amount of specific quantitative retirement planning can motivate people to make financial planning and make it easier to achieve goals.

Check Current Assets

Start accumulating from zero and check finance first. We can clarify the family's cash flow from income, expenditure, debts and insurance.

• Income and Expenses

In finance, nothing is more important than sticking to "income is greater than expenditure" because being unable to make ends meet is often the beginning of debts. The way to adjust income and expenses is to earn more and save more. Earning more means to increase other sources of income other than the fixed salary. It may be difficult, but think of it another way that spending only "necessary" expenditures today and the remaining amount is the dynamic of accumulating wealth tomorrow. It will give you more drive.

• Debts

Debts will generate expenditures. In the case of limited income without growth, debts will push aside household security expenditures and financial management expenditures. Therefore, as long as the debts are consolidated, the monthly expenditure will be reduced, and the available cash flow will become more.

• Insurance

Buying insurance products is the security. It is mainly divided into 2 parts: the right one to buy (The purchased goods can solve the problems) and the enough insurance amount (The guarantee is enough to support the family responsibility). If the first two insurance expenditures are in line with the financial situation, it can be considered as a good product. After all, the function of insurance is to spend a small amount of money to save from big expenses. This is how it is in line with the meaning of insurance, not the other way around, becoming the financial burden of individuals or families.

Furthermore, insurance products are distinguished in 4 categories:

- Sick: health insurance, medical insurance
- Old: pension insurance, retirement insurance
- Disabled: accident insurance, disability insurance, personal injury insurance
- Death: life insurance

After checking your assets, it is clearer for you to choose the right kind of financial tools.

Use the Tool You Trust

The best pension planning model is "the endless source", not "spending till the last penny". As long as there is a steady flow of cash, you can live without worry! However, since there is almost no new job income after retirement, the loss of the principal is more difficult to make up. Therefore, the investment tool that is stable and can bring long-term cash flow is definitely better than the investment method that makes big profits with big loss risks.

Choosing financial tools is to make good use of time value. Generally speaking, judging from the perspective of compound interest, depositing stocks and bonds is superior to depositing cash and picking the industry first for depositing stocks.

- Life expenses and entertainment related industries are relatively more familiar and observable.
- Leading corporations of fields or financial industry of which the government is in charge are more stable.
- The most reliable Index Exchange Traded Funds (ETFs) (equivalent to buying a good batch of stocks) and bond ETFs are of lower risk than a single stock, and you almost can collect interest annually, meaning they are also one of the passive income choices.

Choose the right tools, be precise with the targets, calculate the target amount and invest with discipline. The early start of investment will produce a lot of passive income, such as dividend income, which is the financial income outside the salary, so if there is a passive income that can be relied on in retirement life, you will feel much more at ease.

Source

- 張國蓮 (2019)。買保險不必花大錢。
Money 錢，141，58-59。

Practices for Building Up English Ability

從練習題培養英文能力

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew

試著做不同的英文練習題，可以培養英文能力，同時也能夠從中獲得新資訊。這次英文練習題的主題是：Deepfake 使你的面孔進入著名的電影場景。現在就讓我們來看看，Deepfake 帶給網路世界什麼樣的影響吧！



Deepfake App Puts Your Face in Famous Movie Scenes Deepfake 使你的面孔進入著名的電影場景

• Cloze Reading: Choose the correct words from the table below.
克漏字填空：請從選項中選出正確的單字。

A new online (1) _____ called deepfake is causing people to be worried about more fake news and other things that can (2) _____ people. The word "deepfake" is a combination of "deep learning" (which is an important part of artificial intelligence) and "fake" (which means not (3) _____). Deepfake software allows people to replace part of a picture or video with another picture or video image. The result is a fake video. The software (4) _____ you can put your face over the face of a talking president or movie star. This process will make your face (5) _____ in the voice of that president or movie star. Many people are worried the technology will be used during national elections. Deepfake videos could be used to (6) _____ voters. A new deepfake app has gone (7) _____ in China. It lets users of the app put their face over the top of actors in scenes from movies or TV shows. The app is called Zao. It (8) _____ to number one on the Chinese iOS App Store chart in just a few days after its release. A Twitter user has achieved a little (9) _____ by posting the Zao videos of himself in famous TV and movie scenes. His videos show that he really looks like the main actor in the movies The Hulk, Titanic, and in the TV fantasy drama Game of Thrones. It takes just eight seconds to do this. The Zao app is currently only available for people with a Chinese phone number. It cannot (10) _____ downloaded from app stores in the USA or Europe.

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<https://www.mirror.co.uk/tech/deepfake-app-puts-your-face-19171373>

1.	(a) tech	(b) technical	(c) technician	(d) technique
2.	(a) miser	(b) misled	(c) misread	(d) mislead
3.	(a) really	(b) real	(c) realist	(d) realism
4.	(a) sees	(b) defines	(c) means	(d) gets
5.	(a) speak	(b) talking	(c) discuss	(d) say
6.	(a) trick	(b) flick	(c) slick	(d) brick
7.	(a) libel	(b) rival	(c) vital	(d) viral
8.	(a) went	(b) gone	(c) made	(d) did
9.	(a) famous	(b) fame	(c) famously	(d) famed
10.	(a) do	(b) be	(c) have	(d) buy



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

詞彙配對：左欄為本文中出現的英文字彙，請從右欄為它們找到意義相近的解釋。

1	technique	a.	A way of doing a particular job or task.
2	mislead	b.	A vote taken to choose a leader.
3	combination	c.	Make someone to have a wrong idea about someone or something.
4	allow	d.	A series of actions or steps taken in order to reach a particular end.
5	process	e.	The joining of two or more things.
6	election	f.	Let someone do something.
7	trick	g.	A cunning or skillful act or scheme intended to fool someone.
8	gone viral	h.	The most important.
9	chart	i.	Being famous
10	release	j.	An image, video, piece of information, etc., spreading quickly and widely from one Internet user to another.
11	fame	k.	At this moment; now.
12	main	l.	A listing of the current best-selling items.
13	currently	m.	There now and ready to be used.
14	available	n.	The action of making a movie, recording or other product available for people to watch, listen to or buy.

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

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

1	technique	a	concerned
2	deceive	b	for sale
3	replace	c	in
4	worried	d	lie to
5	during	e	gained

6	users	f	exchange
7	chart	g	make-believe
8	achieved	h	method
9	fantasy	i	list
10	available	j	operators

- **Comprehension Quiz: True / False**

文意理解：讀完文章後，請判斷下列敘述是否正確。(T 正確 / F 錯誤)

1. Deepfake is a very old technology. **T / F**

2. The "deep" in deepfake comes from the term "deep learning". **T / F**

3. Deepfake allows people to change the color of their eyes and hair. **T / F**

4. Many people think deepfake will be useful in national elections. **T / F**
5. A new deepfake app is quickly spreading around China. **T / F**

6. The deepfake app is top of China's iOS App Store chart. **T / F**

7. A Twitter user has become famous by getting a role in Titanic 2. **T / F**

8. Only people with Chinese phone numbers can get the app. **T / F**

Answers

- **Cloze Reading**

克漏字填空

1	2	3	4	5
d	d	b	c	a
6	7	8	9	10
a	d	a	b	b

1. **(d) technique** - noun; another word for "method" or "way".
(b) and (c) are both incorrect because "technical" is an adjective and "technician" is a person.

2. **(d) mislead** - verb; (b) "misled" is wrong because "can" is a modal/auxiliary verb. After modal verbs, the root form of a verb is generally used.

3. **(b) real** - adjective; the opposite meaning of "fake". The other options are not the correct part of speech.

4. **(c) means** - verb; "refers to/indicate". The other options have different definitions even though they are verbs.

5. **(a) speak** - verb; the phrase "speak in the voice of sb" means "verbalize/vocalize". "Speak" doesn't need to have words e.g., we can "speak" by making sounds. Grammatically, "speak" can be used without an object. The other options are wrong even though they have similar meanings "talk", "discuss", "say". Grammatically, "say" needs to be followed by objects e.g., "She says she likes it".

6. **(a) trick** - verb; synonym "deceive". The other options have different meanings.

7. **(d) viral** - adjective; it means "spreading quickly and widely". The other options have different meanings.

8. **(a) went** - verb; past simple tense based on the key phrase "a few days ago".

9. **(b) fame** - noun; similar meaning to "famous" but (a) is wrong because it's an adjective. The phrase "a little" already has an adjective; therefore, we need a noun.

10. **(b) be** - passive negative voice with modal/auxiliary verb i.e., "cannot". The passive voice is often used to report something or state a fact, and/or when the action and the object is more important the subject. Grammar form identified by aux. verb + past participle e.g., "cannot be downloaded", "must be done", "was written", etc. For more exercises, check out <https://www.gingersoftware.com/content/grammar-rules/verbs/passive-voice/>

- **Vocabulary Match**

詞彙配對

1	2	3	4	5
a	c	e	f	d
6	7	8	9	10
b	g	j	l	n
11	12	13	14	
i	h	k	m	

- **Synonym Match**

同義詞配對

1	2	3	4	5
h	d	f	a	c
6	7	8	9	10
j	i	e	g	b

- **True / False**

文意理解

1	2	3	4
F	T	F	F
5	6	7	8
T	T	F	T

環旭電子新聞集錦

USI News

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

環旭電子發佈企業級 PCIe NVMe Gen3 固態存儲硬碟量產測試方案



(2019-7-29 上海) 面對企業級的固態存儲硬碟 (SSD) 需求的高速成長，全球電子設計製造大廠環旭電子 (SSE:601231) 應用自身的軟硬體及系統產品的設計能力，正式發佈企業級 PCIe NVMe Gen3 固態存儲硬碟 (SSD) 量產測試解決方案。從電路設計、測試軟體發展到機台均為自行研發，提供客人一站式的固態存儲硬碟 (SSD) 生產製造、測試及設計服務。



USI Launches Enterprise PCIe NVMe Gen3 SSD Mass Production Test Solution



(2019-7-29 Shanghai) To address the rapid growth of the solid state drive (SSD) market, USI today announced the release of a test solution for the mass production of enterprise-level PCIe NVMe Gen 3 SSD. The complete test platform - from circuit design, software to test integration development, was fully developed in-house by the USI team. The test platform will further enhance USI's full SSD turnkey solution that includes product design, test and manufacturing services.

新加坡上市公司萬德國際完成私有化退市 環旭電子間接持股達 42.23%



(2019-08-23 上海) 全球電子設計製造領導廠商環旭電子 (SSE:601231) 正式發佈公告，其全資子公司環鴻電子股份有限公司 (Universal Global Technology Co., Limited，以下簡稱「UGT」) 與新加坡交易所上市公司 Memtech International Ltd. (以下簡稱「Memtech」或「萬德國際」) 的控股股東



Keytech Investment Pte. Ltd. (以下簡稱「Keytech」)、Keytech 全體董事及莊氏家族，共同發起的對 Memtech 的要約收購順利完成。2019 年 8 月 22 日，萬德國際從新加坡證券交易所主機板退市。

Memtech International Completes Delisting from the Singapore Stock Exchange and Becomes A Privately Held Company with USI Holding an Indirect Stake of 42.23%



(2019-8-23 Shanghai) USI (SSE: 601231), a global electronics design and manufacturer leader, today announced that it has successfully completed the tender offer for Memtech International Ltd. (hereinafter referred to as "Memtech"), a company listed on the Singapore Stock Exchange. The tender offer was jointly initiated by its wholly-owned subsidiary Universal Global Technology Co., Limited (hereinafter referred to as "UGT"), Keytech Investment Pte. Ltd. (hereinafter referred to as "Keytech"), the controlling shareholder of Memtech and all the directors of Keytech and the Chuang Family. Memtech was delisted from the main board of the Singapore Exchange on August 22, 2019.

環旭電子提供高附加值 EPS/HDSMT/EMS+ 多元製程服務



(2019-9-23 上海) 環旭電子 (USI) 是全球領先的電子設計製造服務供應商，公司為穿戴及通訊產品提供微小化技術外，同時也為存儲、工業及車用電子產品提供電子封裝製程 (EPS, Electrical Package Service)、高密度表面黏著 (HDSMT, High Density Surface Mount Technology) 製程和「EMS+」(Electronics Manufacturing Service Plus) 的多元製程服務。



USI Offers High Value-added EPS/HDSMT/EMS+ Manufacturing Process Services



(2019-9-23 Shanghai) USI, a leading electronics designer and manufacturer, is dedicated to providing miniaturization technology for wearable and communication products, as well as EPS (Electrical Package Service) process, HDSMT (High Density Surface Mount Technology) process, EMS+ (Electronics Manufacturing Service Plus) and other diversified process services for storage, industry and vehicle electronics.

瀬戸内之心 廣島

The Heart of Setouchi Hiroshima

作者：臺灣廠 Taiwan Site / CSO / 行銷企劃部 Marketing Communication / 黃紹恩 Lio Huang



從大阪搭乘 7 個小時的夜行巴士，我與朋友來到了廣島。廣島是日本山陽山陰地方的最大都市，東接岡山，西鄰山口，北有鳥取、島根，南濱瀬戸內海，在優越的地理環境下，廣島有如瀬戸內地方的心臟。

Taking a 7-hour night bus from Osaka, my friend and I arrived at Hiroshima. Hiroshima is the largest city in the Sanyo-Sanyin Area of Japan. It is connected to Okayama in the east, Yamaguchi in the west, Tottori, Shimane in the north and the Seto Inland Sea in the south. With its great geographical environment, Hiroshima is like the heart of the Setouchi area.

搭乘廣島市電漫遊於市區街道，或許是平日早上時間和路面電車移動速度較慢的關係，在復古車廂寧謐的氛圍下又增添了一股悠閒。電車緩緩停靠在廣島和平紀念公園，那瞬間，我們與歷史相遇。站在原爆圓頂館下，歷史不再是課本上記載的幾行文字，而是靜靜地與我們對望。在和平紀念館中看見的照片與展示品，訴說著戰爭的殘酷，也提醒世人勿重蹈覆轍。如今廣島已從過去的死寂復甦，在公園裡悠遊的市民及遊客，讓這都市充滿活力。

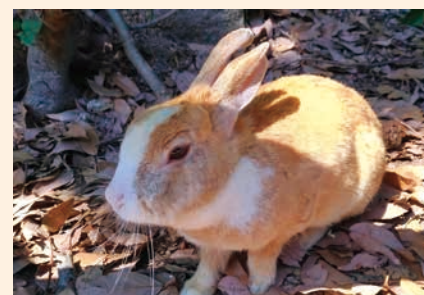


We took the Hiroshima Electric Railway and wandered in the streets of the city. Maybe due to the the morning hours and the slow movement of the streetcar, it adds a leisurely vibe in the atmosphere of the retro carts. The streetcar slowly stopped at Hiroshima Peace Memorial Park. At that moment, we met history. Standing under the Genbaku Dome, history is no longer a few lines printed in the textbook, but quietly looking at us. The photos and exhibits seen in the Peace Memorial Museum tell the cruelty of wars and remind the world not to repeat the same mistakes. Today, Hiroshima has recovered from the dead silence of the past, and the citizens and tourists who are wandering in the park turn the city full of vitality.

在下午拜訪完廣島城與縮景園後，入夜就是品嚐美食的時刻了！什錦燒（お好み焼き）一直都是廣島引以為豪的佳餚。在薄餅上灑上大把的青菜，再放上蔥與肉片來回翻煎，不過這樣還沒結束，要再加上炒麵與荷包蛋，並淋上特調醬汁，灑上滿滿的蔥花才算完成。放入口中享受那香脆的口感，再配上一大杯冰啤酒，與友人談笑風生，讓人欲罷不能！

After visiting Hiroshima Castle and the Shukkeien in the afternoon, it is the dinner time to taste the delicious food! Okonomiyaki (お好み焼き) has always been the dish that Hiroshima is proud of. Sprinkle a lot of greens on the pancakes, then add shallots and slices of meat and fry them! Wait! It is not





over yet. Complete the dish by adding the fried noodles and poached eggs, topping with special sauce and sprinkling chopped green onions. Enjoy the crispy taste in the mouth, pair it with a large glass of cold beer and talk cheerfully with friends, you just can't stop eating!

隔天我們搭渡輪來到了宮島，在晴朗的天氣下海水更是清澈。島上也有野生的鹿，這裡的鹿對遊客似乎毫不畏懼，牠們與奈良貪吃的鹿不同，只想要慵懶地趴在樹蔭下休息。走在商店街上，處處都是賣紅葉饅頭的小店，烤牡蠣和星鰻包子香氣四溢，叫人不得不停下腳步大快朵頤。享用完美食後，我們搭乘纜車來到彌山，飽覽瀨戶內海的美景。與湛藍的天空相互輝映，散落在瀨戶內海上的大小島嶼，宛如一顆顆翠綠晶瑩的珍珠，在陽光下閃耀著。

The next day we took the ferry to Miyajima and the sea was clear in fair weather. There are also wild deer on the island. The deer here seem to be not afraid of tourists. Different from the greedy deer of Nara, they just want to rest in the shade of the trees. Walking on the street of shops, there are small shops selling maple steamed buns. The roasted oysters and conger eel buns smell so good that people have to stop by and have them.

After enjoying the delicious food, we took the ropeway to Mount Misen to enjoy the beauty of the Seto Inland Sea. Reflecting the blue sky, the islands scattered in the Seto Inland Sea are like green pearls shining in the sun.

來到宮島，最不能錯過的就是日本三景之一的嚴島神社，它同時也被視為日本文化的重要象徵。在海上巍然矗立的大鳥居更有一種莊嚴感，天空與海的水藍、彌山的碧綠和神社的朱紅，釀造出平安時代的美。若是算好潮汐時間，更能在退潮時走到鳥居下，感受大鳥居的宏偉，也不啻是個有趣的體驗。

When you come to Miyajima, the most important thing not to miss is the Itsukushima Shrine, one of The Three Views of Japan. It is also regarded as an important symbol of Japanese culture. The big Torii standing in the sea shows a sense of solemnity. The blue of the sky and the sea, the green of the mountains and the red of the shrine, create the beauty of the Heian era. If you get the tide times right, you can walk to the Torii at low tide times and feel the grandeur of the big Torii. It will be an interesting experience.

乘坐 Marine View 觀光列車約 2 個小時後搭上小船，第三天我們來到兔島—大久野島，這是個曾經在地圖上被抹去的秘密島嶼，島上還留有戰時工廠的遺跡。但戰後引進了 8 隻兔子，在快速的繁衍下，島上兔子的數量已增到 1,000 隻，如果你是個兔子愛好者，那這裡一定是你的天堂。牠們不僅不怕人，餵飼料時還會爭先恐後的圍繞在你身邊，十分療癒。坐在海岸邊發呆，身旁有兔子們陪伴，似乎會忘了自己身處何地，讓時間、風景與身心都凝結在這短暫的一刻。

After taking the Marine View sightseeing train for about 2 hours, we boarded the boat. On the third day, we came to the rabbit island, Okunoshima, a secret island that was once erased on the map. The island still has the remains of the wartime factory. But after the war, 8 rabbits were introduced. Under the rapid proliferation, the number of rabbits on the island has increased to 1,000. If you are a rabbit enthusiast, it must be your paradise. They are not only unafraid of people, they will be rushing around when you feed, and it is a comforting scene to look at. Sitting on the coast zoning out and accompanied by rabbits seems to make you forget where you are and let time, the scenery, body and mind stop in this short moment.

離開大久野島後，我們直奔倉敷，展開新的旅程。廣島對許多初次去日本自由行的旅人而言或許不會是首選，跟東京、京阪神等都會區比起來，更多了一種平和和沉穩的感覺。她不是購物天堂，也不是紙醉金迷的觀光區，能體會到的，就只有受近代歷史洗禮下的都市氛圍，以及與當地人接觸時，他們身為廣島縣民的自豪。短短幾天的旅行僅是冰山一角，廣島還有許多民土風情值得繼續探索，如果想逃離大城市的喧囂，不妨來拜訪這裡。

After leaving Okunoshima, we went straight to Kurashiki and started a new journey. Hiroshima may not be the first choice for many travellers who are going to Japan for the first time. Compared with the metropolitan areas like Tokyo and Keihanshin, Hiroshima is with more sense of peace and calm. It is not a shopping paradise, nor is it a tourist area where people are drunk and sinking in. What you can feel are the urban atmosphere under the modern history and the pride of Hiroshima citizens when you are facing local people. A short trip in a few days is merely the tip of the iceberg. There are many folk customs in Hiroshima that are worth exploring. If you want to escape the hustle and bustle of the big city, you shall visit here.

元素 郎靜山攝影選輯

藝術家：郎靜山
策展人：劉烱

郎靜山先生（Chin-San Long，1892—1995）一生橫跨 19 與 20 兩個世紀，而於 21 世紀舉辦這樣一位傳奇人物的作品「選輯」展覽，重點不在規模宏大或史料詳盡，而在視野與視角，超越「回顧」與「仰望」。



09.07
2019
11.02

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10:30-18:30 Tuesday-Saturday

M ART CENTER

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元亨利貞。繪事後素。

元者，始也、首也；素者，未染色之白絲綢也；然「元素」（Elements）者，古希臘歐幾里得之《幾何原本》（Στοιχεῖα，Stoicheia）是也，也是近代科學對物質的基本認知（化學元素）。但是，在郎靜山先生畢生努力的「集錦攝影」（Composite Picture）中，我們得見另一生活世界中的「元素」：雲、山、樹、霧、樓、舟、水、路、人、月、花、鳥、瓶、枝、影、鹿……它們從「宇宙景物森羅萬象」（郎靜山語）中，被精心採擷而出，有



A | C
B | D

- A. 花溪鹽井
銀鹽 / 27.8×38 cm / 1938
- B. 絕嶂回雲
銀鹽 / 33×45 cm / 1936
- C. 鹿苑長春
銀鹽 / 27.2×33.2 cm / 1956
- D. 峨眉金頂
銀鹽 / 28×36 cm / 1938

賴於暗房之中「虛室生白」，元素之間借留白而相聯，知白守黑之後，渾成為畫面上的別有洞天。石濤《苦瓜和尚畫語錄》云：「搜盡奇峰（元素）打草稿」，郎靜山的工作方法正合於此。

郎老嘗自白：「攝影尤繪事」（《桂林勝跡·序》）。此間元素的化合，不循公理體系或物理定律，而是謝赫《古畫品錄》中的所謂「六法」：經營位置、傳移模寫。而「繪事後素」者（於白底上作畫），恰如在空白相紙上放印。「意匠與手術經營其法始見於廣告或照片遊戲中」（《靜山集錦作法》），這位中國的首位攝影記者，曾任《申報》營業部

廣告主任，後創立「靜山廣告社」。

這些被精心經營的元素，它們曾是古詩中的一個個「字」，也曾是中國畫中的寥寥數筆，它們在傳統中國人的生活之內，又在之外。縱觀郎靜山的作品和創作之發生，正應激於中華文明遭受衝擊的時代。「3,000 年未有之大變局」（李鴻章），相對的正是 2,000 多年前誕生、至今依然通用的，以歐氏幾何為代表的公理化體系。大衝擊之後產生的「中學為體，西學為用」策略，既是郎靜山工作的大背景，也是思想與實踐的大框架。於當下所謂互聯網時代，清末張之洞《勸學篇》中所談的：「中學為

內學，西學為外學；中學治身心，西學應世事」，依然大行其道、日用而不自知，足見這一文明衝擊的餘波未平，而新的策略尚有待發明。

而自誕生之初，攝影術便從命名中提示了「用光（photo）作圖（graph）」（與一般流傳理解的「作畫」有不同）。但「畫意攝影」，卻意味著「畫在影先」：攝影在此不直接朝向自然，而更多是追摹著前人的繪畫範式中對於自然的表達。在《畫語錄》中，石濤論及：「山川，天地之形勢也」，而「畫」，乃是「山川形勢之精英也」。「天地一山川一草稿一精英」之間的辯證演進關係，是至今依然值得深思的關鍵：倘若畫面與廣大世界之間不能建立起「映射」關係，繪畫之道便落入小乘；而當拍取世界的攝影以繪畫為準繩之時，又將如何突破繪畫自身的藩籬？

在今天這一時機，郎靜山的創作對我們的意義可能比當年更加重要，因為在其中，折疊著一系列值得充分展開的問題：傳統資源的接續（六法），視覺與美學的發明（攝影一繪畫與「世界」），文明的再生、復興和自我形象的確立……這或許需要更為長期細緻的工作：將作品解析、還

原為元素與法度，手法與格式；以文明的座標作為參考系，將作品定位為一幅巨大精神版圖的「元素」，進而探究作者所應對的問題、環境與困難。如此，則可脫於某種單一文化形象的迷思，或具體人事代謝的糾纏，而將創作者體認為當時當地的實驗者與探索者，且知無人不是通向更高文明演進中的「元素」與「支點」而已。

此路漫漫：需化「經典」為「元素」，又將「元素」由日常而返魅，並見「元」（original）與「素」（fundamental）者。而展覽的任務和能量，是讓已被「定影」乃至經典化的形象，在空間中經由「佈置」，再次「運動」起來。讓每一幅影像被啟動為一個「鏡頭」，一個巨大的「時間—影像」中的一「幀」。它需要同時是圖像學的，也是蒙太奇的。在那裡，留白是為了回首，對望擁有情節，褪去實相的元素，在不同的「境」中穿梭，依共同的「形」與「勢」，化身千萬，「山川與我神遇而跡化」。展覽選擇非典型郎式氣質的圖像《獨行》（1965 年）作為海報，既意在跳脫出陳見與印象，又有感於此幅圖景之中，或有今日之「時代精神」氣息存焉。

劉畑

二〇一九年九月



郎靜山

郎靜山（1892 年—1995 年），祖籍浙江蘭溪。

早在 20 世紀 30 年代，郎靜山即作為中國第一批職業攝影記者而成名。他融合中國傳統繪畫技巧，借著攝影多重曝光與暗房合成技術，創立「集錦攝影」藝術，成為歷史上以中國繪畫原理應用到攝影第一人，在世界影壇上獨樹一幟。郎靜山一生酷愛攝影，共有 1,000 多幅次作品在世界各地的沙龍攝影界展出；並獲得美國紐約攝影學會頒贈的 1980 年世界十大攝影家稱號，成就斐然。

郎靜山論到自己的攝影創作：「我做集錦攝影照片，是希望以最寫實，最傳真的攝影工具，融合我國固有畫理，以一種善意的理念，實用的價值，創造出具有美的作品。」

觀郎靜山之作，於外在構圖渾然天成，虛實相間，畫面或壯麗雄偉，或恬靜怡人；於內在則自然傳神，韻味深遠；勃勃生機，躍然紙上。技法上，他將中國傳統繪畫六法中的「經營位置」與「傳移模寫」運用在攝影構圖中，相片畫面便如同中國古畫般滿有趣。其背後是郎靜山高超嫺熟的暗房技巧，這一點令發明攝影的法國人亦歎為觀止。而技法之上，則是郎靜山對「氣韻生動」的不懈追求。繪畫六法中所說的「氣韻生動」，指的是活潑的繪畫精神與生氣。而這生動的「氣韻」，貫穿郎靜山作品始終。

郎靜山的「集錦攝影」，真正將「中學為體，西學為用」的理念實踐在藝術創作中，並做到了中西融合，相容並包。易君左曾曰：「西方攝影之超妙者止於表意未能表神；中國繪畫之超妙者止於顯美，而未能真。唯靜山兼能之。」誠然如是。

Elements

Selected Photographs of Chin-San Long

Artist: Chin-San Long
Curator: Tian Liu

Mr. Chin-San Long (1892-1995) spanned 19th and 20th centuries in his life. However, the main focus of holding an exhibition selecting the works of this legendary figure in the 21st century, does not lie in its grand scale or detailed histories, but in its visions and perspectives, beyond "reviewing" and "up-looking".



A
B | C

A. Ancrage le Soir
Platinum / 38×28 cm / 1938

B. Majestic Solitude
Hahnemühle FineArt Baryta / 30.5×39.5 cm / 1934

C. Taking Off
Silver salt / 28×35.5 cm / 1955



"Yuan Heng Li Zhen", a term in the *Book of Changes*, represents four stages of life from birth to maturity; "Hui Shi Hou Su", a saying from *Analects of Confucius*, means a painting is done on a plain white silk.

In Chinese, "Yuan" means start or beginning and "Su" means plain white silk that has not been dyed yet, while its Western culture equivalence, "Yuan Su" – Elements, the ancient Greek Euclid's *Stoicheia*, is also the basic understanding of matter in modern science (chemical elements). But in Mr. Chin-San Long's lifelong work of "Composite Picture", we are able to see the "elements" in another aspect of living universe: clouds, mountains, trees, fog, buildings, boats, water, roads, people, months, flowers, birds, bottles, branches, shadows, deer... They are all meticulously selected from "graffiti of Cosmo" and put together in a dark room to realize the state of enlightenment; the harmony among elements, connected by the blank space, creates a unique atmosphere on the paper. *Friar Bitter-melon on Painting* by Tao Shi writes, "accumulates all precipitous peaks (the elements) to make a painting draft", this philosophy mirrors the very method employed by Chin-San Long.

Mr. Long once wrote: "Photography is just like painting and drawing" (*Preface from Guilin's Landscape*). The integration of these elements is not based on the axiom system or the laws of physics, but on the so-called "six principles" in *Gu Hua Pin Lu* (*Classified Record of Ancient Paintings*) by He Xie: Well-planned Location and Venerated Imitation. And the "painting on a plain white silk" resembles printing on the blank photo paper. "The methods and designs are first shown in advertising and photography." (from *Composite Picture* by Chin-San). As China's first photojournalist, Mr. Long was the former advertising director in business department of *Shen Bao Newspaper*, and later founded the "Chin-San Advertising Agency".

Those well-managed elements were once "characters" in ancient poetry, as well as strokes in Chinese paintings; they occur both within and outside the life of traditional Chinese people. Chin-San Long's works and creations emerged in an era when Chinese civilization was under the turbulence of Western Culture. It was a time of "the change never witnessed in past

3,000 years" (said by Hongzhang Li, the prime minister in Qing Dynasty) when traditional Chinese culture was collided with the axiom system led by Euclidean geometry, which was born more than 2,000 years ago and is still being commonly employed today. The strategy of "Chinese in essence, Western in practice" generated after this culture collision serves not only as the background of Chin-San Long's works, but also as the framework of his thought and practice at the time. In *Encouraging Learning*, its author Zhidong Zhang, an official and scholar in late Qing Dynasty, wrote, "Chinese knowledge shall always be the most crucial when solving problems, and Western one shall always be our assistance only; the cultivation of both the mind and body shall always lie in Chinese knowledge, while the Western can only help with dealing with human affairs." This rationale can still be found and is being applied unconsciously in today's digital era, where people are still dealing with this collision of the Chinese culture and the Western one, and new strategies remain to be discovered.

From the very beginning of its invention, photo-graphy, as its name suggests, has the meaning of "graphing using light" (unlike the general understanding of "painting"). But "painting photography" implies "painting prior to film": photography does not directly point towards nature here, but more towards the nature expressed through the painting patterns of those predecessors. In *Friar Bitter-melon on Painting*, Tao Shi discusses: "Landscape is the form and momentum of Universe", and "Painting is the essence of Landscapes". The dialectical evolution relationship among "Universe - Landscape - Sketch - Essence" is still worth pondering today: if the picture fails to reflect the wider world, the way of painting falls into petty achievement; if the photography illustrating the world takes painting as its criterion, how will it break through the barriers of painting itself?

The time has come when Chin-San Long's works demonstrating greater importance to us than years ago since the series of questions contained within are worth expanding: the continuation of traditional resources, the invention of vision and aesthetics (photography-painting and "world"), the rebirth and renaissance of civilization and the establishment of self-image... This may require a longer period of attentive work: to break down the works into elements, methods, techniques and formats; to explore the problems, circumstances and difficulties the creator faced with based on the principle where we set civilization as coordinate system and locate every piece of work as an "element" within an enormous spiritual construction. In this way, the evaluation of any work shall not be restrained to a certain cultural image or the entanglement of specific person or event. We shall know that the creator can be viewed as the local experimenter and explorer at the time, and that every person is just the "element" and "fulcrum" leading to the evolution of higher civilization.

It shall take a long journey: we need to transform "classics" into "elements", and re-enchant the "Yuan Su", to reveal the original (Yuan) and the fundamental (Su). And the task and energy of this exhibition, is to, through spatial "arrangement", cast "movements" to the images that have been "photographed" or even standardized. Every piece of photograph shall be viewed as a "lens", a vast "frame" cut from "time-photograph" paradigm. It should be confined to both iconography and montage. Here, the space blank enables us to look back at the trajectory that has been formed behind the actual elements bouncing through every "lens" and sharing the same "circumstance" and "momentum" to finally recede and fuse with the mountains and rivers. This exhibition selects the image "Standing Alone" (1965), an atypical work of Long, not only to get rid of the stereotypes, but also to present its atmosphere that may coincide with the "Zeitgeist" of the world today.

Tian Liu
Sep. 2019

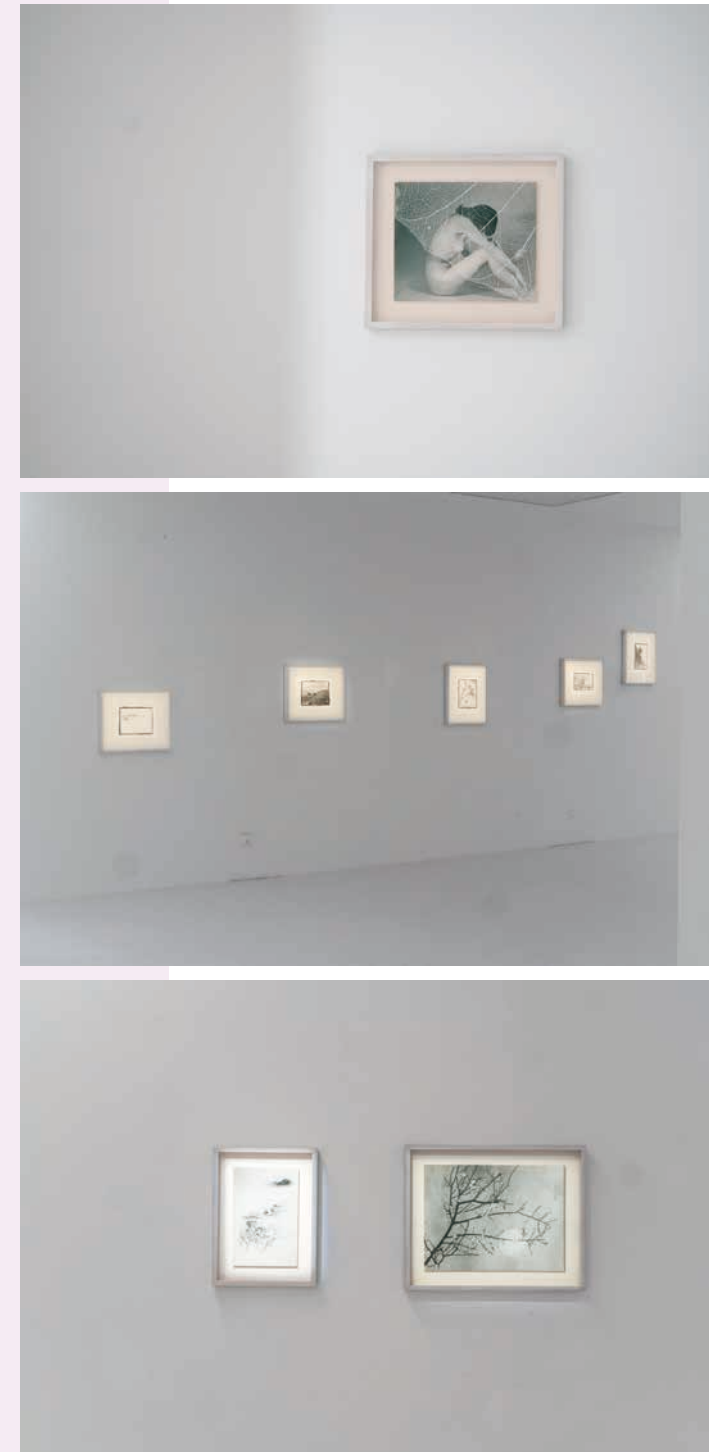
Chin-San Long

Chin-San Long (1892-1995), from Lanxi, Zhejiang Province.

During 1930s, Chin-San Long came into the public sight as among "China's Earliest Photojournalists". In the world circles of photography, he was known for the unique "Composite Picture" technique he created by overlapping the Chinese painting techniques and photography darkroom exposure, and is considered the first one to apply traditional Chinese painting principles to photography in history. He loves photography for life and up till now, more than 1,000 works have been exhibited in the world of salon photography, illustrating his remarkable achievement. He is also named one of the World's Top Ten Photography Experts by Photographic Society of New York, America (PSA).

Long summarized his creative approach towards photography: "The reason why I create composite photos is that I hope to create intrinsic beauty with photographic skills that could best capture and deliver the reality when infused with the traditional painting theories, benevolence and practical values." Resting your eyes upon Long's photograph, you may discover outwardly the composition itself is beautifully arranged with natural dynamics, through which Long sometimes depicts the magnificence and majesty of Chinese landscape, sometimes the serenity and pleasantness in the air; Inwardly you feel this vivid spirit running through the paper and lingers, and the vibrance that fills the whole picture - it reaches you. Technical wise, Long applied "Well-planned Location" and "Venerated Imitation" from Six Principles of Chinese painting to photography, creating ancient painting-like photographs which are full of interest and charm. It demonstrates his exquisite darkroom production skills and even amazed the French who invented photography. What goes far beyond technique, is Long's everlasting pursuit for "Rhythmic Vitality". In Six Principles of Chinese Painting, "Rhythmic Vitality" refers to the spirit and vitality in the painting. And this vivid "vitality", can be discovered in Long's work through beginning to end.

Long's "Composite Picture" technique, succeeded in applying the concept of "Chinese in essence, Western in practice" into the creation process of art and managed to keep the balance. Just as Jun-zuo Yi writes: "Western Photography at its best can capture the surface image but not the inner spirit; traditional Chinese's painting at its best can reveal the inner beauty, but not the outer reality. Only Chin-San Long with his art can combine both aspects into one." And indeed it is.



USI HQ 在每一位 GPO 身上

作者：張江廠 / 企業服務總處 / 全球人資發展處 / 徐鈞

GPO 的重要性

當面臨一個日益 VUCA (V: Volatile/ 不穩定、U: Uncertain/ 不確定、C: Complex/ 複雜、A: Ambiguous/ 模糊) 的全球商業環境，全球企業當務之急莫過於提升企業流程的效率和效能。藉此，期待能提升目前的營運流程至全球化、最佳化，以便快速複製至其他組織據點、加速公司組織和業績利潤成長。USI 的 GPO (Global Process Owner) 專案自幾年前已開始推行，主要定位在於根據業務發展需求，建立新的、優化現有的和廢除不需要的標準作業流程 (SOP)。隨著公司全球化運作的開展，公司管理層對各位 GPO 寄予更大厚望。

在 2019 GPO 專案啟動會議上，President CY 特別提出 GPO 必須具備的 4 項特質和 6 大角色與職責，並高度期待 GPO 能夠帶領 Site/BU/FU Experts 在全球各 Site 標準作業流程整合、跨 Site/BU/FU 國際化人才培育和「調兵遣將」等方面，推動組織的發展與進步。同時，GPO 也應帶領 Site/BU/FU Experts 在該領域技術層面保持行業領先。

GPO 必須具備的 4 項特質

1. 處事積極嚴謹
2. 待人肚量寬廣
3. 抱負眼界宏遠
4. 專業技術高超

GPO 的 6 大角色與職責

1. 建立新的、優化現有的和廢除不需要的標準作業流程 (SOP)。
2. 將 Global SOP 推行至各 Site/BU/FU，並稽核其執行的有效性。
3. 培育全球人才，跨 Site/BU/FU 調兵遣將，以滿足各 Site/BU/FU 的人力需求。
4. 建立團隊，在新的 Site/BU/FU 推行 SOP 在地化。
5. 在技術層面保持行業領先。
6. 培育專業人才庫，使其具備所需技能，達成績效指標。

而為了確保 GPO 充分發揮上述 6 大角色與職責，每位 GPO 須制定年度策略目標、行動計畫和關鍵績效指標，由 Corp. HR 每半年進行專案進度的跟蹤，對延遲及未啟動的項目，進行原因分析，並協調技術和管理層面支援。因應 GPO 面臨 USI 在海外「非中文語系」據點擴張，英文能力更凸顯其重要性，「專業 X 英文」是 GPO 與 Site/BU/FU Experts 必備的基本要件。

英文提升

身為一名全球化人才，英文溝通能力必不可少。少部分海外支援失敗的案例告訴我們，如英文能力不足，將無法發揮應有的專業水準。GPO 要能夠在公開場合下自信、流利



地表達自己負責的專案。公司不鼓勵大家花時間參加 TOEIC 答題技巧訓練，提升英文沒有特效藥，需經過長期自我要求與訓練，方能見其效果。

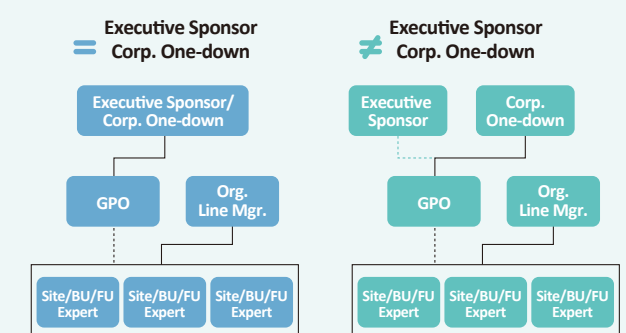
打造跨 Site/BU/FU「調兵遣將」運作平臺

隨著公司全球化運作，公司將著力於全球攬才。就招募管道而言，一方面在海外廠區直接招募當地優秀人才；另一方面，從較早成立的成熟廠區「調兵遣將」支援海外新的廠區。例如，墨西哥廠和波蘭廠經常會向各廠區徵詢擁有專業技術且英文溝通良好的人才。由此，Corp. HR 特別搭建「跨 Site/BU/FU」調兵遣將運作平臺」。一旦海外廠區有專業或管理人才需求，GPO 在確認主管需求的前提下，將帶領 Site/BU/FU Experts，在現有各廠區人才庫中挑選符合要求的人才，再由 Corp. HR 召集 GPO 與 Site HR 舉行會議，請 Site HR 協助執行候選人的面試及推動人才的支援。

GPO 專案與年度績效和晉升連接

為激勵 GPO 和 Site/BU/FU Experts 推動 GPO 專案更佳有

效運行，使 GPO 及 Experts 更積極發揮被賦予的職責，Executive Sponsor 將對 GPO 年度績效和晉升做出評價，提供回饋與建議。同樣，GPO 也將對 Site/BU/FU Experts 的年度績效和晉升做出評價，提供回饋與建議。（下圖分別為 Executive Sponsor 與 Corp. One-down 是 / 不是同一位主管在組織上的呈現。）



未來幾年是 USI 的擴張年，成功的關鍵之一就是 GPO 能將 6 大角色與職責落實到每個 Site/BU/FU，USI HQ 就在每一位 GPO 身上！

USI HQ Lies on Each and Every GPO

Author: Zhangjiang Site / Corporate Service / Global HR Development / Andrea Xu

The Importance of GPO

When we are facing a global business environment that continues to become more VUCA (V: Volatile, U: Uncertain, C: Complex, A: Ambiguous), the most urgent task for companies around the world is to improve the efficiency and effectiveness of their business processes, in which we look forward to improving the current operational processes in terms of globalization and optimization, so as to quickly replicate to other sites, accelerate the growth of corporation scale, performance and profit. USI's GPO (Global Process Owner) Projects have been implemented since a few years ago, with a primary focus on establishing the new standard operating procedures (SOPs) as well as optimizing the current ones and demolish the impractical ones based on business development needs. With the globalization of USI's operations, USI's managers have placed greater expectation on all GPOs.

At the 2019 GPO Project Initiation Meeting, President CY specifically proposed the 4 qualities and 6 roles and duties that the GPO must have. It is highly expected that the GPO will lead Site/BU/FU Experts in the SOP integration of various sites across the globe, cross Site/BU/FU international talent cultivation and "Dispatch" to promote the development and progress of the organization. Furthermore, GPOs should lead the Site/BU/FU Experts to maintain leadership of the industry in the technical aspects of the field.

The 4 Qualities a GPO Must Have

- 1. Be discreet
- 2. Be generous
- 3. Have vision
- 4. Be professional

The 6 Roles and Duties of a GPO

- 1. Establish the new SOPs as well as optimize the current ones and demolish the impractical ones.
- 2. Promote Global SOP to all Site/BU/FU and inspect the effectiveness of its implementation.
- 3. Cultivate of global talents and dispatch across Site/BU/FU in order to fulfill the human force need of all Site/BU/FU.
- 4. Build teams to promote localization of SOP in the new Site/BU/FU.
- 5. Maintain the leadership of the industry in terms of the skills.
- 6. Form the talent pool and prepare them with required skills in order to reach the performance goals.

In order to ensure that the GPOs fully adapt into the above 6 roles and duties, each GPO must develop annual strategic objectives, action plans and key performance indicators. The Corp. HR will track their project progress every 6 months, conduct cause analysis and coordinate technical and management support for delayed or uninitiated projects. In response to the expansion of USI's overseas non-Chinese language bases, the importance of

each GPO's English proficiency skills is highlighted. "Profession X English" is an essential requirement for GPOs and Site/BU/FU Experts.

Elevating English Skills

As a global talent, English communication skill is essential. A few cases of failed overseas support tell us that with insufficient English ability, the talent will not be able to show the professional level s/he really is. A GPO should be able to express ideas on his/her own project in a confident and fluent manner in public. The company does not encourage everyone to take the time to participate in the TOEIC training of answering questions. There is no sovereign remedy to elevate English skills. One needs to go through long-term self-discipline and training to achieve positive results.

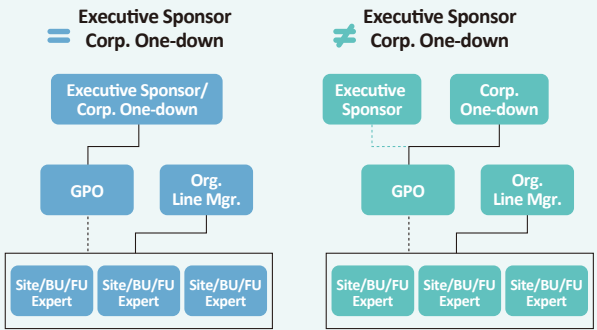
Create a Cross Site/BU/FU "Dispatch" Platform for Operation

As USI operates globally, USI will focus on hunting global talents. As far as the recruitment pipeline is concerned, the corporation recruits local talents directly from overseas sites. On the other hand, it supports the dispatching from the early established mature sites to the new overseas sites. For example, Mexico Site and Poland Site often consult with various sites for talents with professional skills and good communication in English. Therefore, Corp. HR especially established the cross Site/BU/FU "Dispatch" Platform for operation. Once an overseas site has professional or managerial talent requirements, the GPO will lead the Site/BU/FU Experts to identify the qualified personnel in the existing

talent pools, then the Corp. HR will hold a meeting with GPO and Site HR, and require the Site HR to assist in the execution of candidates' interviews and to promote talent support.

Connecting Promotion with GPO Projects and Annual Performance

In order to motivate GPO and Site/BU/FU Experts to promote the GPO project more effectively and to make GPO and Experts more active on their duties, the Executive Sponsor will evaluate and comment on the GPO's annual performance and promotion, then provide feedback and suggestions. Similarly, the GPO will also evaluate the annual performance and promotion of Site/BU/FU Experts, providing feedback and advice. (The chart below shows the Executive Sponsor and Corp. One-down being /not being the same supervisor in the organization.)



The next couple years will be the expanding years of USI, and the key to success is the GPOs being able to fulfill their 6 roles and duties on to each Site/BU/FU. USI HQ lies on each and every GPO!



異國料理

Exotic Cuisine

“ 臺灣廠 / QA&CSR / 設計品質保證處 / 陳立武
Taiwan Site / QA&CSR / DQA / Braves Chen



日本沖繩縣石垣市
Ishigaki, Okinawa, Japan

來石垣島什麼都可以不吃，就是不能錯過有黑毛和牛認證的石垣牛。在石垣島用餐，可以發現餐廳會特別強調「島料理」、「島蔬菜」等等告示，因為這裡的苦瓜，鳳梨等都是著名的好吃。尤其是在曾經被美軍駐紮的沖繩，美式料理又比其他地方更道地，是連日本人都會特地跑來沖繩享用的美味。

You can't miss the Ishigakigyu which is authenticated as Kuroge Wagyu when visiting Ishigaki Island. While enjoying the meal, you will find that the restaurants particularly promote their "Shima Ryori" (island local cuisine) or "Shima Yasai" (island local vegetable) because the bitter melon and pineapple here are delicious. Especially in Okinawa where U.S military garrisoned before, American food is more typical than other places, even Japanese people from different places also specially visit Okinawa to enjoy the delicacies.

01

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



加拿大溫哥華煤氣鎮
Gastown, Vancouver, Canada

深秋拜訪加拿大煤氣鎮，前一夜的雨後街道溼答答也略顯冷清，雖無緣賞楓紅，卻有機會一嚐每日現撈的生蠔，滿滿的一盤既新鮮也澎湃。 We visited Gastown in Canada in late autumn. The street was wet and a little desolate after the rain last night. Even though we couldn't enjoy the beautiful scenery of red maple, we tried daily local caught oysters which were fresh and rich.

02

03

“ 墨西哥廠 / MX&AE&M / MX OPS /
派特麗夏·拉莫斯
Mexico Site / MX&AE&M / MX OPS /
Patricia Ramos

墨西哥瓜達拉哈拉
Guadalajara, Mexico

在 Suehiro 餐廳有一份有 8 道料理的每月特餐。其中 3 道分別為薄肉片搭配生薑醬油、咖哩薯條、茄子田樂與奶油鰵魚；桃子布丁佐草莓醬；鮪魚酪梨壽司。它們都非常美味！ At Suehiro restaurant, there is a monthly special where you can try out 8 different dishes. Three of them were thin slices of meat with soy and ginger, curry fries, Dengaku eggplant and butter anchovy; peach flan with strawberry marmalade; tuna and avocado sushi. All delicious!



2019 USI 百萬植樹計劃 寧夏

採訪編輯：CSO / 行銷企劃部



今年是 USI 參與百萬植樹計劃的第 7 年，也是參與寧夏植樹活動的第 2 年。我們與上海理光、博澤、禧馬諾、Ingevity、禾然有機等企業，一共 44 名志願者，一起在寧夏回族自治區銀川市靈武市的白芨灘國家級自然保護區進行植樹任務。除了種下檸檬條苗之外，植樹大使們也學習如何扎草方格。在這梯次植樹活動中，共栽種了 2,862 棵檸檬條苗，其中 USI 植樹大使群力種下了 702 棵。



上海根與芽青年活動中心提供

抵達銀川驅車前往靈武市區的途中，沿路上連綿的荒漠沙丘靜靜地迎接著我們。看著這片荒涼空曠，無邊無際的大地，讓長年生活在都市綠意下的我們，一種揉合驚嘆、惆悵與震撼的心情不禁油然而生。

第一天原定先學習如何扎草方格，但雨水在前一天拜訪了白芨灘，沙土中有許多水分，因此改成先種檸檬條苗，讓它可以長得更好。檸檬條的幼苗長得像豆芽菜，大家打趣的說它很快就能煮熟吃了，但其實它是種耐旱也耐寒的植物，不怕沙埋，在沙中反而生長力越強，是乾旱地區保持水土和固沙造林的重要樹種。在艷陽高照下，大家分工合作，搬苗、種樹、挖坑，還要注意不要破壞草方格或踩到之前種下的樹苗。在搬苗的途中，由於沙地高低起伏，腳可能會陷入沙中，甚至不注意還可能被一旁的沙漠植物刺到，這個任務也十分具有挑戰性。

第二天的天氣較前一天涼爽許多，我們再次回到白芨灘扎草方格。在上海根與芽專案負責人王凱及農民大哥的解說及示範下，大家將秸稈以方格狀鋪在地上，形成一個個 1 平方公尺的草方格後，再用鏟子扎進沙中將其固定。扎草方格看似簡單，但需要注意秸稈的厚度，太薄太厚都無

法發揮固沙的效果。這次扎草方格的地點位於沙丘的陡坡上，對初學的志願者來說，更增加了困難度。草方格能夠增大地表粗糙度，降低風輸沙能力，也能夠截留水分，涵養土地，讓耐旱植物在這小小的格子中生長，使綠意重回這片荒土。

植樹活動後，我們參訪了全國防沙治沙展覽館。除了看見荒漠化為中國帶來的影響外，也瞭解到寧夏人民是如何進行治沙造林，防止沙化繼續蔓延。展覽館的周遭已現綠意，蔥鬱的樹林與美麗的湖泊讓人離不開眼。寧夏自古戰亂頻仍，原本豐饒的土地在戰火下化為焦土，再加上近年來人類的畜牧養殖及工業開發，使土地無法承受，最後成為荒荒大漠。人們在此扎草方格固沙，種下樹苗，無非就是想盡一份環保的心力，讓這片土地重回塞上江南的景致。

看著空拍機鏡頭下我們所完成的草方格，心中不禁湧上一股成就感，但中國沙漠化的土地依然廣闊無邊，我們所做的努力僅是微小的貢獻，要喚起更多人的環保意識，投入到治沙植樹的行列，相信如此持續下去，這股力量會讓環境有所改變。

🔊 聽聽植樹大使怎麼說



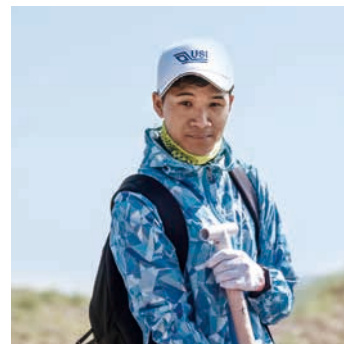
昆山廠 / SZ / KS&GRM / KS OPS / 製造服務中心 / 何天鵬

綠色和諧，你我同行。前去寧夏植樹活動途中，同事們團結一心，齊心協力，在工作人員的說明下，將一棵棵樹苗小心的種在坑裡。大家的辛勤勞動，讓禿平的小山增添了一道風景線。而在植樹期間，大家也本著「種一棵、活一棵」的原則，在數量達標的同時也格外注意栽種品質。雖然同仁們的褲管和鞋子上都沾滿了沙土，但臉上始終洋溢著笑容。經過大家的共同努力，本來光禿禿的一片沙地已經栽上了不少新芽。大家手中高舉勞動工具，歡呼雀躍。希望以後有機會能再去植樹，讓大地多一片綠色，讓空氣更加清新。



昆山廠 / SZ / KS&GRM / KS OPS / 製造服務中心 / 楊會林

8月23日至27日參加了公司組織的公益植樹活動，雖然植樹的過程有點勞累，但收穫更多的是勞動帶給我們的快樂。在那幾天，我們就像一群小蜜蜂，有搬樹苗的，也有挖沙坑的，雖然搬運樹苗較累，但我們也堅持下去，順利完成了任務，在所有的草方格上種上了檸檬苗。作為一名上班族，能夠參加公益活動也是實踐自我的價值觀。與同事一起合作增進了溝通能力，也加強了凝聚力，大家互相取長補短，為同事之間的友誼打下了基礎，在植樹過程中更發揚了艱苦奮鬥的精神。所謂「飲水思源，取之社會，用之社會」，帶著這份感恩與社會賦予我們的使命為社會貢獻。看著眼前一棵棵小檸檬苗，願我們的愛心化為它們成長的水分，日復一日的茁壯成長，成為沙漠的一片綠洲，也期待有天能去看看自己勞動的成果。



昆山廠 / SZ / KS&GRM / KS OPS / 供應鏈管理處 / 程波

寧夏，有「塞上江南」之稱，我們的母親河黃河從這裡流過，它在我們心中應該是一片美麗富饒的畫面。但當我們走進保護區，第一眼望見的是嚴重沙化的土地，內心被深深震撼。經過工作人員的講解，我們瞭解到這裡僅僅是毛烏素沙地的邊緣，而經過當地農民的辛勤勞動，保護區內大部分都已經覆蓋固沙的灌木，荒漠化已經有了很好的控制。我們進入沙地種檸檬、扎草方格，體驗到了治沙的不容易，更增添了我們對這些治沙衛士由衷的尊敬。而參觀治沙博物館，使我對「沙漠化」的形成有了全新的認知，人類肆意砍伐，過度放牧，戰亂等因素使草原沙漠化日益嚴重，許多土地已不再適合植物生長，若不積極治沙造林，也許多年以後，漫天黃沙將取代這裡的藍天白雲。經過這次旅程，將自我鞭策，並將環保意識傳遞給身邊更多的人，匯聚更多的力量，共同築建我們的美好家園。

多土地已不再適合植物生長，若不積極治沙造林，也許多年以後，漫天黃沙將取代這裡的藍天白雲。經過這次旅程，將自我鞭策，並將環保意識傳遞給身邊更多的人，匯聚更多的力量，共同築建我們的美好家園。

臺灣廠 / MX&AE&M / AE / 營業處 / 林信鳴

從上海起飛前，天正下著綿綿細雨，洗滌我們一身塵埃，展開為期4天的植栽活動。抵達寧夏時，雖非秋高氣爽的季节，卻感受到邊疆大漠的八月天，氣溫爽朗而非炙熱，如同千年前岑參所言「北風捲地白草折，胡天八月即飛雪。忽如一夜春風來，千樹萬樹梨花開。」天寶紀元時的氣候如舊，但四周景緻卻悄悄地改變。千年前邊防戰戎兵燹，惡火蔓延方圓千里。古絲綢之路，漸成不毛沙地毛烏素，橫貫4萬平方里，沙飛如雪、寸草不生。經過眾先人的努力，周遭環境逐漸綠意盎然，猶如塞外江南。期許千年前的「大漠」是地理，千年後的「大漠」成歷史。地球之肺正在西方燃燒，但是USI的團隊，正讓它在東方重生。



深圳廠 / QA&CSR / SZ 品質管理一處 / 品質工程部 / 劉小蓮

從酒店到白芨灘約45分鐘的路程，從平坦的柏油路到被雨水衝垮的沙石路，再到泥土路，從兩邊綠樹成蔭到帶點綠的沙坡，再到荒蕪的沙地，讓人感覺不是走了45分鐘，而是4、5天的路程。從種苗、扎草方格到參觀治沙博物館，再到沙地體驗，在烈日下挖坑種苗，在小雨下扎草方格，在大風的沙地上行走，不是親身體驗，永遠不會感同身受。當地居民和治沙人員的付出讓我不禁熱淚盈眶，他們幾代人是把治沙當成了終身事業，才讓毛烏素沙地從一片黃添上了部分綠。我們的家園不只是眼前的三分地，更是我們賴以生存的地球！

2019 USI The Million Tree Project *Ningxia*

Consolidated By: Central Staff Office / Marketing Communication

This year is the 7th year of USI's participation in the Million Tree Project and the 2nd year of participating in the Ningxia tree planting activity. Together with Shanghai Ricoh, Brose, Shimano, Ingevity and Hona Organic, we have a total of 44 volunteers to work on tree planting at the Baijitan National Nature Reserve in Lingwu City, Yinchuan City, Ningxia Hui Autonomous Region. In addition to planting the caragana seedlings, the tree planting ambassadors also learned how to build the straw checkerboard barriers. In the tree planting activity, 2,862 caragana seedlings were planted, of which 702 were planted by the USI tree planting ambassadors.



Driving to Lingwu City from Yinchuan, we were quietly welcomed by rolling desert sand dunes along the road. Looking at this desolate, open, and boundless land, we constantly living in the urban greenery could not help but feel a kind of amazed, sentimental and shocking mood.

On the first day, it was initially scheduled for us to learn how to build the straw checkerboard barriers. However, as the rain fell on Baijitan on the previous day, there was plenty of water in the sand. Caragana seedlings were planted instead for them to grow better. The caragana seedlings look like bean sprouts. Everyone joked that it is easy to be cooked and eaten. But in fact, it is a drought-tolerant and cold-tolerant plant. It is not afraid of being buried in sand, and it can grow stronger in the sand. It is an important tree species to preserve soil and water and for afforestation of sands in arid regions. Under the high sun, everyone worked together moving seedlings, planting trees, digging pits and paying attention not to destroy the straw checkerboard barriers or step on the seedlings planted just before. On the way of moving seedlings, due to the ups and downs of the sand, feet may sink into the sand, and if people were not careful, they may be stabbed by the desert plants nearby. This task was also very challenging.

The weather on the second day was much cooler than the day before, and we returned to Baijitan to build the straw checkerboard barriers. Under the explanation and demonstration of Kai Wang from the Shanghai Roots and Shoots and farmer fellows, everyone put the straw on the ground in a square shape about 1 square meter each, and then shoveled it into the sand to fix it in place. Building straw checkerboard barriers may look simple, but the thickness of the straw is important. If it is too thin or too thick, it cannot

effectively stabilize the sand. The location of building the straw checkerboard barriers was on steep slopes of sand dunes, which increased the difficulty for beginner volunteers. Straw checkerboard barriers can increase surface roughness, reduce wind's capacity to transport sand, retain water and conserve land, allowing drought-tolerant plants to grow in this small grid, and returning greenery to this wasteland.

After the tree planting activity, we visited the National Sand Prevention and Sand Control Exhibition Hall. In addition to seeing the impact of desertification on China, we also learned how the people of Ningxia have carried out sand control and afforestation to prevent the spread of desertification. The surrounding area of the exhibition hall has shown greenery, and the lush forests and beautiful lakes captured our eyes. Ningxia has been in turmoil of battles since ancient times. The original fertile land was turned into scorched earth under the war. In addition, animal husbandry and industrial development in recent years have made the land unbearable, and it finally turns into a desert. People building straw checkerboard barriers to stabilize and planting saplings are just trying to make an effort to conserve the environment, returning the land to the scenery of the Jiangnan beyond the frontier.

Looking at the straw checkerboard barriers we completed under the lens of the drone, we cannot help but feel a sense of accomplishment. However, China's desertified land is still vast and boundless. The efforts we have made are only small contributions. We must arouse more people's awareness of environmental protection to join the ranks of sand control and tree planting. We believe that this continuous effect shall change the environment.



🔊 Listen to the Tree Planting Ambassadors

Kunshan Site / SZ/KS&GRM / KS OPS / Manufacturing Service Center / Tainpeng He



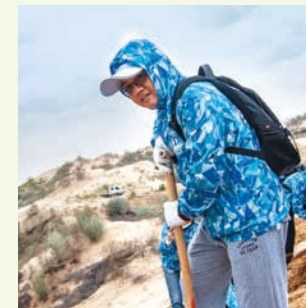
Green harmony includes you and me. On the way to the tree planting activities in Ningxia, our colleagues united and worked together to carefully plant tree seedlings in pits under the staff's instructions. Our hard work has added scenery to the bald hills. During the tree planting period, everyone adhered to the principle of "one tree planted, one tree strived" and paid special attention to planting quality while achieving the quantity target. Although colleagues' pants and shoes were covered with sand, our faces were always smiling. With our joint efforts, a lot of new shoots have been planted in the bare sand. Everyone raised the tools in hand and cheered. I hope that in the future, I will have the opportunity to plant trees again to make the earth greener and the air fresher.

Kunshan Site / SZ/KS&GRM / KS OPS / Manufacturing Service Center / Huilin Yang

From August 23rd to 27th, I participated in the tree planting activities organized by USI. Although planting trees is a bit tiredness, the biggest reward is the joy brought by our hard labor. In those few days, we were like a group of bees, with some of us moving saplings and some of us digging sand pits. Although we were tired from moving saplings, we still persisted and successfully completed the task, planting caragana seedlings in all the straw checkerboard barriers. As an office worker, I felt self fulfillment for being able to participate in public interest activities. Working with colleagues has enhanced our communication skills and strengthened cohesiveness. We have learned from each other's strengths and built the foundation of our friendship. In the tree-planting process, we have also exerted the strength through adversity. As "when one drinks water, one must not forget where it comes from", whatever you take from the society and then contribute them to the society. With this gratitude and the mission the society bestowed on us, we give back to the society. Looking at the small caragana seedlings in front of us, we hope that our love will become the water for them to growth, growing day after day to become an oasis in the desert. I wish to see the fruits of our labor again in the future.



Kunshan Site / SZ/KS&GRM / KS OPS / SCM / Ethan Cheng



Ningxia, known as the "Jiangnan beyond the frontier", where our mother river, Yellow River, flows through, and it should show a beautiful and rich scene in our minds. However, when we walked into the conservation area, the first thing we saw was the severe desertification, and we were deeply shocked. After the staff's explanation, we learned that this is only the edge of the Mu Us Desert. After the hard work of the local farmers, most of the conservation areas have been covered with shrubs for sand afforestation and desertification has been well controlled. We entered the sandy area to plant caragana seedlings and build straw checkerboard barriers, and experienced the difficulty of sand control. It also augments our sincere respect for these warriors of sand control. Visiting the Sand Prevention and Sand Control Museum has given me a new understanding of the formation of "desertification". Human factors such as deforestation,

overgrazing, war and other factors have made the grassland desertification increasingly serious, and a lot of land is no longer suitable for plant growth. If we do not actively engaging in afforestation, perhaps some years later, all-over-the-sky sand will replace the blue sky and white clouds here. After this trip, we will spur ourselves to deliver on environmental awareness to more people around us and gather more strength to build our beautiful home together.

Taiwan Site / MX&AE&M / AE / Business Management Division / Rin Lin

Before our taking off from Shanghai, the sky was drizzling with rain, washing off dust for us to begin our four-day tree planting activity. When we arrived in Ningxia, although it was not in the autumn season, we still felt the August day in the desert. The temperature was warm and not hot. Just like Shen Cen said more than a thousand year ago, "The north wind is rolling and the white grass is folding, and snow falls in the barbarian sky. Spring breeze suddenly comes, and pear blossoms bloom in thousands of trees." The climate remains the same as that in the Tianbao era, but the surrounding scenery changes quietly. Thousands of years ago, the frontier defense warfare troops were rampant, and the fires spread a thousand miles. The ancient Silk Road gradually becomes a bare Mu Us Desert that sand flying like snow traversing 40,000 square kilometers and without a blade of grass. After the efforts of generations, the surrounding environment gradually becomes lush greenery again, just like the "Jiangnan beyond the frontier". The "desert" that preceded the millennium was geography, and I wish the "desert" after the millennium became history. While the Lungs of the Earth are burning in the West, the USI team is making efforts for its rebirth in the East.



Shenzhen Site / QA&CSR / SZ QMD1 / SQE / Solean Liu



The 45-minute drive from the hotel to Baijitan, from the flat asphalt road to the gravel road crashed by rain, to the dirt road, from road-side green trees to sand slopes with spotty green, to the deserted sand, make me feel like a 4 or 5 days journey, instead of just 45 minutes. From planting seedlings, building straw checkerboard barriers, to visiting the Sand Prevention and Sand Control Museum, then back to the sand, experiencing pit digging and seedling planting under the scorching sun, building straw checkerboard barriers under the light rain and walking on the windy sand, people cannot understand the feeling unless they have experienced it personally. The efforts made by local residents and the sand control personnel drew tears to my eyes. Generations of people make sand control into their lifelong career. Only then does the Mu Us Desert have some green rising from the yellow. Our home is not just the few feet in front of us, it is the Earth we live on!

USI Newsletter 20th

與你躍在一起

Leap with You

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

USI Newsletter 陪伴 USI 20 週年了，是 USI 的好朋友，無論你是在哪個時期加入 USI，都能找到它和你度過的時光。新朋友與舊識們，我們一起來細數那些 USI Newsletter 伴隨 USI 和你共同經歷的大小事！

USI Newsletter, a good friend of USI, has accompanied USI for 20 years. No matter when you joined USI, you can find the time that it is with you. Let's take a closer look at what you experienced with USI Newsletter in USI!



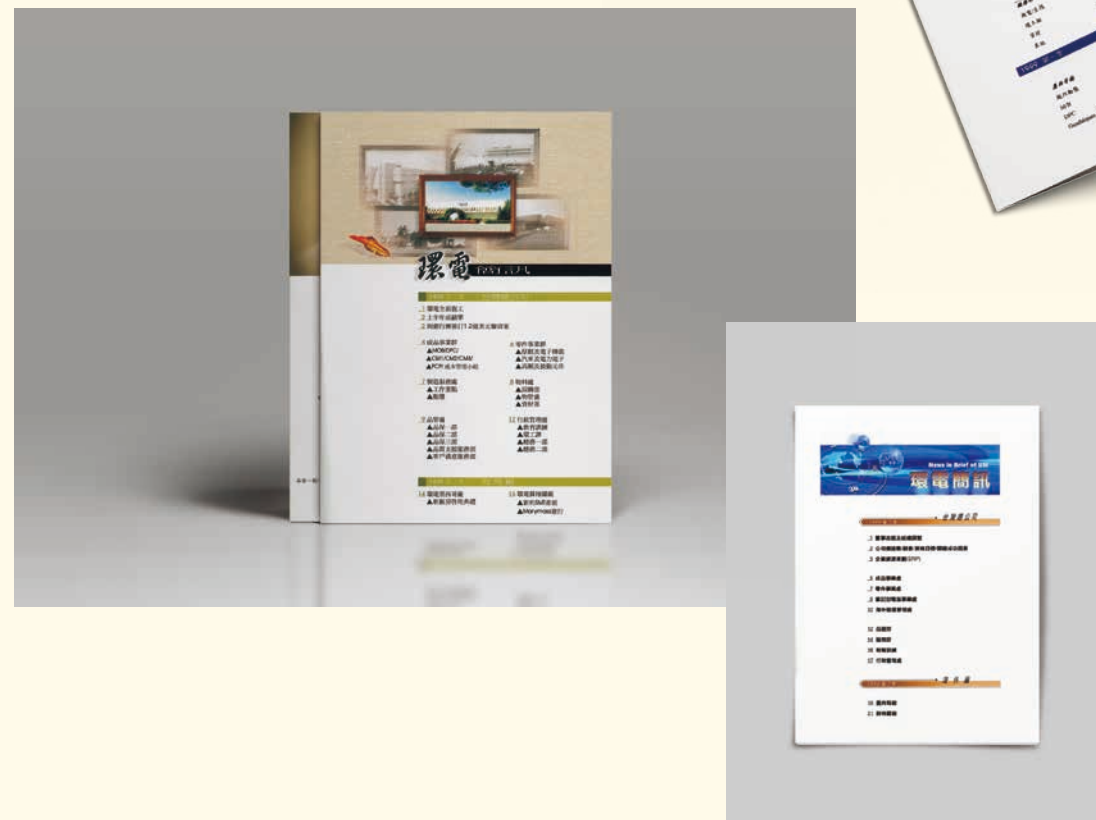
1999

創立初始
Started Publication



1999 年初以「環電簡訊」記錄著 USI 各事業處、行政部門及海外廠區發展的動態，921 集集大地震後，USI 迅速恢復全面生產，並在 11 月初接受 13 家國際新聞媒體來訪，進行電子業災後復原報導。

In early 1999, *News in Brief of USI* recorded the development of business units, administrative departments and overseas sites of USI. After the 921 Earthquake on September 21st, 1999, USI quickly resumed full production and was interviewed by 13 international news media about post-disaster recovery in the electronics industry in early November.



迎接千禧年後，加入人物專訪、產業專欄及教育訓練專欄單元，並刊登同仁投稿的作品。No.10 首位專訪人物為連珍鳳（現為墨西哥廠暨車電 & 模組運籌（群）車載資通訊產品線副處長）—環電第一位由內部晉升的女性副理。並為當時產業閃亮之星 EMS 做了初次介紹，依據 MMI 的報告，當時環電在全球電子製造服務 (EMS-Electronic Manufacturing Service) 產業中排名第 10，並在 No.11 簡述 EMS 產業的併購趨勢，摘錄 1999 全球 4 個 EMS 大廠 (Flextronics、Sanmina、SCI、Solectron) 的併購案。在併購潮流中，USI 不斷努力提升產能、加強研發及朝向全球策略發展，在 EMS 產業站穩腳步。教育訓練專欄從 No.12 起，強調訓練及發展的重要性，並介紹人力資源發展委員會的成立，說明 USI 對人才培養的重視。南崗廠的開幕即為 USI 厚植成為大型 EMS 廠並躋身世界大廠的重要基礎。同時佈局中國大陸設置新廠。同仁們透過作品《記一段披星戴月的日子》、《秋天》、《人間福報》、《童年》和《看》，漸漸展現寫作才華。

2002

USI Newsletter 正名
Named as USI Newsletter

2000

迎接千禧
Welcome the
Millennium

After entering the millennium, *USI Newsletter* added the new columns: "People", "Industrial Focus" and "Education Training", and published works contributed by USI members. In No.10, the first interviewer was Jennifer Lien (currently the Associate Director of Telematics PLM of MX & AE&M). She was the first female Associate Manager from the internal promotion. It was also for the first time to introduce EMS called fascinating business at that time. According to MMI's report, USI was ranked 10th in the Electronic Manufacturing Service (EMS) industry.

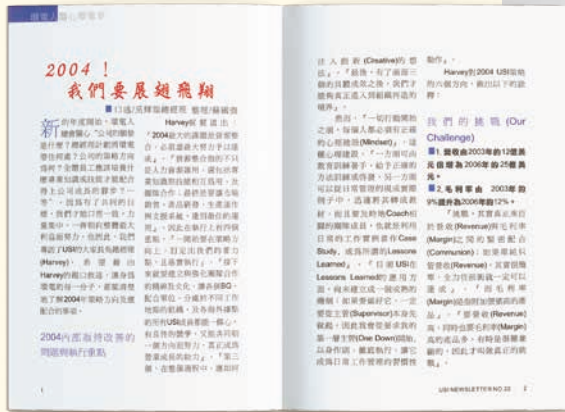
Besides, in No.11, we briefly described M&A (Merger and Acquisition) trends of EMS and excerpted from the merger of 4 global EMS companies (Flextronics, Sanmina, SCI and Solectron) in 1999. In the M&A trend, USI was constantly striving to increase production capacity, strengthen R&D (Research and Development) and moved toward global strategy and established a foothold in the EMS industry. Starting from No.12, the column "Education Training" emphasized the importance of training and development. Moreover, "Education Training" also introduced the establishment of the Human Resources Development Committee and explained USI's emphasis on talent development. The opening of Nankang Site was an important foundation for USI to become a global EMS corporation. We planned to set up a new site in mainland China simultaneously. Through the works contributed by USI members, "Recording the Working Days", "The Autumn", "The Merit of the World", "Childhood" and "Look at", they gradually showed their talents for writing.

2002 起，以 USI Newsletter 之名，成為海內外各廠間資訊交流及心靈溝通的橋樑。「領航者的話」娓娓道來當時 Harvey 總經理傳達給全體員工的公司發展方向及概況。「USI 家族記事」堅守著揭露業績及各事業處的發展狀況。「USI 風雲」陸續專訪當時在美國辦事處認真美麗的陳麗華協理（現為全球業務開發暨售後服務（群）資深副總）、中國大陸設廠先鋒隊領頭者林大毅深圳廠副總經理（現為深圳 / 昆山廠暨全球資源管理總處（群）資深副總 & 總經理）、打造具競爭力優質團隊的墨西哥廠總經理 Hector Arturo Escobedo（現已退休）、資深員工談對 USI 之情感、紀律專題由當時的魏鎮炎資深副總（現為環旭電子總經理暨營運長）、魏振隆副總（現為智能連結方案事業群資深副總 & 總經理）和李維鋒副總詮釋紀律的真諦，以及環旭電子（上海）有限公司的蘊育・誕生。廠區特色介紹讓同仁對臺灣南投、墨西哥瓜達拉哈拉、英國蘇格蘭不再那麼陌生或遙遠。更有「產業焦點」、「法律常識」、「品質高手」、「0&1 的世界」等專欄提供給同仁可應用的知識。同仁在「心情札記」和「旅遊寫真」分享生活體驗和心得，「好書推薦」、「奇文共賞」和「活動園地」則充實著員工的精神層次。2003 震驚全球的 SARS 疫情，「SARS 活動專區」與全體員工一起度過 SARS 風暴。

Since 2002, in the name of *USI Newsletter*, the corporate publication has become a bridge for information exchange and spiritual communication between sites. President Harvey talked about the direction and overview of USI in "Words From President". In "USI Family Event Update", it adhered to the disclosure of performance and the development of various business units. In "Cover Story", it successively introduced Director Lihwa Christensen, who worked hard in the US Office (currently the SVP of GS & Service), David Lin, the VP of Shenzhen Site and the leader of the pioneering team in mainland China (currently the SVP of SZ/KS&GRM and the Site GM), and the Mexico Site GM Hector Arturo Escobedo (currently retired), who has built a competitive and high quality team. Besides, the senior employees were also invited to share the "Talk of Emotions with USI". In No.20, the SVP CY Wei (currently the President and the COO of USI), the VP Gilbert Wei (currently the SVP of ICS), and the VP Weber Lee explained the true meaning of discipline. In No.21, it talked about "USI(Shanghai), Incubation & Coming to Life". "USI Traveler" made USI members no longer so strange or distant to Nantou (Taiwan), Guadalajara (Mexico) and Scotland (The UK). There were more columns, such as "Industry Information Update", "Legal Talks", "Quality World" and "Advanced IT" to provide some useful knowledge to USI members. Furthermore, USI members could also share their life experiences in "Life Prose or Essay" and "USI Traveler". The column "Good Books Recommendation", "Share the Fun of Reading" and "Activity Report" enriched the staff's vision. The special column "SARS" weathered the storm of SARS in 2003 that shocked the world with all USI members.

2004

浴火鳳凰

The Phoenix from the
Flames

Newsletter 大革新，從外觀型態、紙質印刷和美工設計到內容鋪陳，打破固有格局，如浴火鳳凰羽化成型。封面以簡單的插圖點出各季主軸，「2004！我們要展翅飛翔」、「領導人不再只是發號施令的人」、「投入熱誠完成夢想」、「資源整合強化人才庫」和「全球布局超越顛峰」，2004 年公司營收超過新台幣 520 億，不但突破所設定的年度目標，更創造 1976 年以來年營收歷史新高。「環電人關心環電事」、「星光大道」或「焦點人物」、「HOT NEWS」、「知識大補帖」、「時事脈動」、「USI 嘉年華」、「心情小筑」、「智慧生活」和「USI 廠區活動」，全新的各專欄名稱帶來新氣象。

USI Newsletter has revolutionized its appearance, paper printing, art design, content, breaking the inherent pattern just like the Phoenix from the flames. The cover showed the main axes of each issue with simple illustrations, as "2004! Let's Spread Our Wings & Soar Together", "Leader is no more a role of giving orders...", "Complete Your Dreams with Full Enthusiasm", "Resource Integration and Enriching Our Resource Talent Pool" and "Global presence to ascent the summit". In 2004, USI's revenue exceeded NT\$52 billion, which not only broke the established annual target but also set the highest annual income since 1976. Furthermore, there were the whole new columns, like "USI FOCUS", "SPOTLIGHT", "HOT NEWS", "KNOWLEDGE POWER STATION", "FUTURE WAVE", "USI PLAYGROUND", "USI INN", "SMART LIFE" and "USI WORLDWIDE FAMILY EVENT". They all brought *USI Newsletter* a new look.

2005

2007

舞動飛揚

Flying Higher

No.28 起，「資深環電人年輕世界觀」總經理 CY(現為環旭電子總經理暨營運長)，帶領 USI 開創新篇章。No.29 專訪「智慧的勇者永遠的探索家」集團張慶生董事長，刻畫出對 USI 的期許與規劃。「英文補給站」、「資訊特快車」專欄登場，帶給同仁更多學習知識。員工社團壘球社、釣魚社活動和福委會主辦的各項球類賽事，員工生活精彩出奇。從 No.31 開始刊登「經營團隊專訪」，讓員工更貼近認識主管們。No.34~No.38「人物特寫」訪談同為 USI 員工的夫妻檔，分享幸福的關鍵。此外，上海廠、深圳廠和加州廠等各廠的風采，也一一展現。



The USI Newsletter editorial task was transferred from the HR to the headquarters strategic planning department team. At the end of 2004, Lenovo purchased IBM's personal computer business. In April 2005, in "Harvey Online" of No.27, President Harvey reminded all USI members to face up to reality, quickly adapt and work together to face the challenge. "Dream, could be seeded in the hometown." of "Cover Story" showed a different example about job hunting. In "USI Information Sharing", USI donated 300 laptops and cooperate with Microsoft and ACERTWP to promote donation programs to schools with fewer computer resources in central Taiwan. In

the art and cultural activities sponsorship, USI also began supporting the annual performance of Cloud Gate Dance Theater in 2005. In "Patent created with ideas And Innovations", we described the great achievements of intellectual property rights of USI in 2004 and also looked forward to the growth of 2005.

Starting from No.28, in "Senior USIer, Young Global View", President CY (currently the President and the COO of USI), led USI to open a new chapter. In "Valiance and Brilliance the Marks of a Successful Entrepreneur", we interviewed the Chairman Jason Chang in No.29, and he portrayed his expectations and plans for USI. "English Classroom" and "Intelligence Express" brought more knowledge to USI members. Thanked the Softball Club, the Fishing Club and the various ball games held by the Welfare Committee, the life of the employees has become even more colorful. From No.31, it published "Management Team Interview" to let USI members know more about the managers. From No.34 to No.38, it introduced couples who were all USI members in "Feature Close-up", sharing the key to happiness. In addition, we could learn about the different styles of Shanghai Site, Shenzhen Site and California Site from *USI Newsletter*.



2008 | 2009

創新學習
Innovative Learning



USI 為積極從 EMS(電子製造服務) 跨足轉型成為全球 ODM 廠 (設計製造代工)，培訓人才以提升競爭力，打造學習型企業文化，在 No.38 介紹涵蓋「理工學院」、「管理學院」、「品質學院」和「製造學院」的環電大學與 LMS 線上學習網站。「樂活久久」和「理財與法律」專欄負起保健與財務法規的資訊傳播。歷經全世界經濟重大危機—金融海嘯，大破壞大創新，銳變環電凝聚向心力，佈局中國市場再創高峰。

In order to transform from EMS to a global ODM (Original Design Manufacturer) corporation, USI trained talent to enhance competitiveness and created the actively learning corporate culture. Therefore, in No.38, we introduced the USI University, including the R&D College, the Management College, the Quality College and the Manufacturing College. The column "Lohas Forever" and "Financial Channel" were responsible for the dissemination of information on health and finance. After the global financial crisis, we were facing tremendous damage but huge innovation. It not only changed USI rapidly and strengthened the cohesiveness, but also let us create another peak in our layout in the Chinese market.

2011 | 2015

新里程碑
A New Milestone



環電新里程碑—啟動昆山佈局未來，並在中國 A 股擦亮招牌，環旭電子上市！總經理 CY 視每位同仁都是很重要的資源，勉勵大家 Be a Global Talent —具備「專業力」、「國際溝通力」及「機動性」。No.49 起與上海 M 藝術空間 Art Center 合作的「兩岸藝文」，帶著同仁進入藝術的世界。No.50 和 No.51「社團採訪」專欄，一窺臺灣太極氣功瑜珈養生社、上海烹飪社、深圳合唱團和昆山關愛團隊的趣味樣貌。No.52 開啟一系列「高管十問」專訪，讓 USI 伙伴更認識高階主管工作之外的另一面。「享樂生活」專欄，由員工投稿分享生活的旅遊經驗，每篇都讓人驚豔。春夏秋冬「四季廚房」告訴你隨著節氣食補，頭好身體強壯。「職場聊天室」探討著工作上各面向的議題。「影像迴廊」由員工分享他們鏡頭下的動人故事。「尾牙活動報導」成為各廠展現活力的舞台。Newsletter 的封面設計與內頁版型，在編輯群的努力下，2013 起每 2 年進行新改版，務求與時俱進。



USI's new milestone – setting up the Kunshan Site and listed USI in China's A Stock market to shine the name! President CY regarded each USI members as the important resource and encouraged everyone to have global talents of "professional", "international communication" and "mobility". From No.49, we have cooperated with Shanghai M Art Center by "Cross-Strait Literary and Art" to let USI members enter the world of art. The column "Club Interview" of No.50 and No.51, we took a look at the fun of Taiwan Taiji, Qigong, Yoga Health Club, Shanghai Cooking Club, Shenzhen Choir and Kunshan Caring Team. In No.52, we started a series of interviews - "TOP MANAGEMENT 10Q" to make USI members know more about the other side of the senior executives. USI members also could share their amazing travel experiences in the column "LIVING • EATING • TRAVELING". "FOUR SEASONS KITCHEN" told you how to make your body stronger according to different seasons to supplement energy. "OFFICE CHAT ROOM" explored issues that were relevant to each other at work. "PHOTO GALLERY" was shared by USI members with their fascinating stories under the lens. "YEAR END PARTY" was the stage for different sites to show their vitality. Every 2 years from 2013, the cover design and inner page layout of *USI Newsletter* was under the efforts of the editorial team, a new revision was made to keep pace with the times.

2016
| 2017
USI 40 Years Young



USI 40週年，總經理 CY 期勉同仁莫忘創業精神！「庶務二課」一系列採訪與同仁日常息息相關的各廠總務部門成員們。法務智權部、智能製造處、模範員工的專訪，獲得同仁的迴響。經由「企業社會責任活動報導」—百萬植樹計畫、一個雞蛋的暴走，帶著大家投入公益活動。設立 USI Newsletter 微信訂閱號，創造新紀元，從此同仁不只能在 Newsletter 專屬網頁、公司 eDM、電子書和印刷本閱讀 Newsletter，訊息也能帶著走，提升閱讀便利性。

President CY encouraged the USI members to not forget the original intention of entrepreneurship on USI 40th Anniversary. In the column "FEATURE CLOSE-UP", we interviewed USI members from General Affairs Division that are closely related to the daily life. We also introduced Legal & IP Division, SMD Division, the DL model employees and received resounding from USI members. Through the column "CSR ACTIVITY"- the Million Tree Project and the Egg Walkathon took everyone into public welfare activities. The setting of the *USI Newsletter* WeChat Official Account created a new era. Since then, USI members could not only read *USI Newsletter* on Newsletter webpage, eDM, e-books and printed books, but also on the mobile devices. The information could be taken away to improve the convenience of reading.



2018
| 2019

模組化 多元化 全球化
Modularization,
Diversification and
Globalization



No.75「董事長專訪」傳達陳昌益董事長提出的 USI 策略發展方向—模組化、多元化、全球化。總經理 CY 期許大家跨界多承擔，迎向高成長。「企業社會責任活動報導」帶給同仁關於海峽兩岸學生棒球聯賽、百萬植樹計畫—內蒙古和寧夏植樹活動、環旭電子科技帶動教育扶貧的第一手報導。企業刊物 USI Newsletter 首度登上全新企業官方網站 (www.usiglobal.com) 版面，讓外界有機會來認識 USI 環旭電子。

一路走來，在每段里程，都有 USI Newsletter 陪著你我他 / 她記錄著重要的足跡。未來，USI Newsletter 將繼續和所有 USI 伙伴「躍」在一起！



No.75 "CHAIRMAN INTERVIEW" conveyed the direction of USI strategy proposed by Chairman Jeffery Chen - Modularization, Diversification and Globalization. President CY expected everyone to take crossover responsibility toward corporate high growth. "CSR ACTIVITY" brought to the USI members the first-hand report on Cross-Straits Student Baseball League, the Million Tree Project - Inner Mongolia and Ningxia and the USI Digital Education Poverty Alleviation Program. *USI Newsletter* was first launched on the USI official website (www.usiglobal.com), giving the external visitors a chance to get to know USI.

Along the way, *USI Newsletter* always accompanies you, me, or him/her to record important footprints at every mile. In the future, *USI Newsletter* will continue to "leap" with all USI partners!



2019 USI 內部創業活動

USI Internal Entrepreneur Competition

最高獎金 美金10,000元

Win US\$ 10,000 The Biggest Prize

報名截止日期 | Closing Date

2019/12/31 18:00 BJT

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<http://startup.usiglobal.com>

Please visit the event website for more information.



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截稿日期 / Closing Date

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- (2) 每位參加者投稿總件數以3件為限，每張照片需提供50字以內的說明（中英文 皆可）並標示拍攝地點。

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

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

Theme: Artistic Architecture

Image properties:

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



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This is a column for you to share stories of living, eating, traveling or special talent. We will pay the writer for the accepted story. Please name your e-mail subject as 『Story of Living · Eating · Traveling』. We will choose one to publish.



th
**USI Newsletter
with You**

為USI Newsletter 許個未來——募集活動

“Make a Future for USI Newsletter” Event

活動進行式 Activity

USI Newsletter 20 週年，邀請USI成員寫下對Newsletter的期許及祝福，以文字檔，字數不限，發送到tw.gp.newsletter@usiglobal.com或留言至微信公眾號——环旭USINewsletter。主旨：為USI Newsletter許個未來

Celebrate USI Newsletter 20th Anniversary! We would like to invite USI members to share your expectations and blessings for USI Newsletter. Please email in word format to tw.gp.newsletter@usiglobal.com or send us a message via WeChat USINewsletter, under the subject: "Make a Future for USI Newsletter."

活動進行日 Submission Date

2019.12.05~2019.12.25