

跨界多承擔 迎向高成長

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Towards Corporate High Growth

人物特寫 FEATURE CLOSE-UP

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For The 3000 Years Of Waiting

弄堂里廂

A l' école buissonnière

人生方程式

Life Equation

夢想成真

The Dreams Come True

2019 USI 百萬植樹計畫 內蒙古

2019 USI The Million Tree Project Inner Mongolia



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再塑環旭電子全球形象 做電子產業領航者

淺談企業形象識別系統

作者：董事長 / 陳昌益

2019 年，電子產業的不確定因素與日俱增，商機與挑戰並存。具有 40 多年輝煌歷史的環旭電子已在上海 A 股上市 7 年，創造了諸多的奇跡：產品深受客戶的青睞；供應商穩定可靠；經營上合法合規，深得監管者的肯定；同時也為股東創造了豐厚的回報；為員工提供良好的薪酬和福利；不斷追求做一個「靠譜」的企業。

在未來的 5 年裡，環旭電子將以「模組化、多元化、全球化」為發展戰略，計畫實現營收 100 億美元的目標，成為電子產業領航者。因此，我們需要再塑環旭電子全球性的企業形象識別系統，充分發揮企業形象的積極作用。

企業形象識別系統，簡稱 CIS (Corporate Identity System)。60 年代初，美國企業將能夠完整樹立和代表企業形象的具體要素作為一種經營戰略，它包含了企業形象向各個領域滲透的整個宣傳策略與措施，並冠以企業形象識別系統的名稱。

CIS 包括三部分，即 MI (理念識別)、BI (行為識別)、VI (視覺識別)，其中核心是 MI，它是整個 CIS 的最高決策層，給整個系統奠定了理論基礎和行為準則，並通過 BI、VI 表達出來。BI 直接反映企業理念的個性，包括對內的組織管理和教育、對外的公共關係、促銷活動、資助社會性的文化活動等。VI 是企業的視覺識別系統，包括基本要素（企業名稱、企業標誌、標準字、標準色、企業造型等）和應用要素（產品造型、辦公用品、服裝、招牌、交通工具等），通過具體符號的視覺傳達設計，直接進入人腦，留下對企業的視覺印象。

那麼，環旭為什麼要再塑全球性的 CIS 呢？

第一，再塑環旭電子的 CIS 是公司 2018 年擴張元年的延續。2018 年是環旭電子的擴張元年，不僅生產規模進一步擴大，而且已在全球擁有多個生產基地。由於企業形象所產生的形象力，可以同人力、物力、財力相提並論，它是衡量一家企業是否先進，是否具有開拓國際市場能力的主要指標。所以，我們需要再塑並運用環旭電子的 CIS，繼續開拓國際市場。

第二，再塑環旭電子全球性的 CIS 是環旭主營業務的具體要求。

環旭電子不是單純的電子產品製造商，而是為客戶提供電子產品的設計製造及相關服務的全球化公司。隨著不斷增強的企業活力，環旭電子的市場反應能力快速提升。為了使客戶在獲得滿意產品的同時也獲得滿意的服務，環旭電子必須向客戶推出包括產品與服務在內的企業整體形象，從而贏得客戶的肯定、信任及依賴，提高銷售力，吸引更多的海內外客戶。

第三，再塑環旭電子全球性的 CIS 還是一種開發性的投資。企業形象是一項無形資產，它代表著企業的信譽、產品品質、人員素質、股票的漲跌等。再塑環旭電子 CIS 是一筆重大而長遠的無形資產的投資，雖然不能馬上給企業帶來經濟效益，但它能創造良好的社會效益，獲得社會的認同感、價值觀，最終會收到由社會效益轉化來的經濟效益。

因此，再塑環旭電子全球性的 CIS 是企業生存與發展的關鍵。我們該怎麼做？

我們要把企業形象看作價值巨大的無形資產；要把企業形象的再塑，作為企業經營戰略的重要組成部分；要注重對內增強凝聚力、對外增強競爭力，保證環旭電子在市場競爭中立於不敗之地。同時，繼續堅持把自身的經營責任與企業的社會責任緊密地結合起來，從而實現永續價值的創造。

總之，再塑環旭電子全球性的 CIS，做電子產業領航者，讓我們共同努力！



Reshaping USI's Global Identity

To Be The Leader In The Electronics Industry

A Brief Intro About Corporate Identity System

Author: Chairman / Jeffrey Chen

For the electronics industry, 2019 is a year where both opportunities and challenges are existing at the same time, and the industry is facing increasingly uncertain factors. Looking back on the 40 years of glamorous history from establishment, USI has been successfully listed on the Shanghai A-Shares Exchange for 7 years now, creating quite a few miracles in the company's history of development. We are proud that the products we produce are well recognized by our customers; our suppliers are stable and reliable; we run the business with legitimacy and integrity, and we establish good credibility from the authorities' perspective. We have also created lucrative returns to our shareholders and provided good compensation and fringe benefit packages to our employees. All of the above have contributed and facilitated to our goal of being a "responsible" enterprise.



In the next 5 years, USI targets to achieve USD 10 billion in revenue by executing the new development strategies of "modularization, diversification and globalization" that will allow USI to become the leader in the electronics industry. In this case, we also need to reshape USI's Corporate Identity System (CIS) to further enhance our company's global image.

Corporate Identity System is abbreviated as CIS. In the early 60s, US enterprises identified specific factors that represent comprehensively the corporate image as a set of business strategies. This set of strategies included but not limited to promoting corporate image tactics and measures to all aspects, and was named as CIS.

CIS includes three elements: Mind Identity (MI), Behavior Identity (BI) and Visual Identity (VI). MI is the core and the highest decision level of CIS, representing theoretical basis and behavioral disciplines of this system that is expressed through BI and VI. BI reflects the characteristics of the corporate value, including its organization management, education and training, public relationship, promotions and sponsorship in societal cultural activities, etc. VI is the visual identifying system of the corporate, covering basic elements (such as corporate name, corporate icon, standard fonts, corporate color and corporate image, etc.) and applications (such as design of product, office equipment, clothing, signboard and means of transportation, etc.). Through actual symbols of visual communication designs, these elements seep into our minds and leave visual impressions of the corporate.

Why does USI have to reshape its global CIS?

First of all, reshaping USI's CIS is a continual action of our 2018 expansion plan.

2018 was marked as the starting year of USI's expansion era. Not only the production scale was expanded, but also new production sites were established around the world. The power of image that derives from corporate identity can be equally important to the manpower, the material resource and the financial ability of a company. It is an important indicator to evaluate the advancement level of a company's management system and whether it has the potential as well as the capability to enter into the international market. Therefore, we need to

reshape our corporate identity in order to better steer USI to well compete in the global market.

Secondly, reshaping USI's global CIS is an integral part of USI's expansion plan.

Nowadays, USI is not merely an electronic product manufacturer anymore; we have become a global enterprise providing electronic product design, production and related service as a total solution to our customers. With increasing corporate vitality, USI has also improved significantly in market responsiveness. In order to provide satisfactory products along with quality services to our customers, USI needs to build up an overall corporate image for both products and services, in order to gain customer recognition, trust and reliance, and in turn to further increase revenue and to expand our customer base.

Thirdly, reshaping USI's global CIS is an investment for future development.

The corporate identity is an intangible asset. It represents a company's credibility, product quality, personnel quality, stock performance, etc. Reshaping the Corporate Identity System of USI is an important and long-term investment in our intangible assets. Although this may not bring in immediate monetary benefits, it will certainly benefit our company image and reputation in the eyes of the society, which in turn will eventually convert into economic benefits for USI.

Therefore, reshaping global CIS of USI is a critical factor to the company's sustainability and long-term development. Given all the above, how should we proceed on the CIS reshaping? We should first recognize corporate identity as a valuable intangible asset to the company, and then input the reshaping concept as an important component into our strategy planning process. We need to focus on strengthening internal cohesion and enhancing external competitiveness to ensure that USI can overcome all the challenges and will succeed in the global market. At the same time, we must insist on combining our business responsibilities and social responsibilities as a total objective so as to achieve USI's long-term sustainability.

To sum up, let's all work together to reshape the global CIS of USI and successfully bring USI to be the leader in the electronics industry!

跨界多承擔 迎向高成長

作者：總經理暨營運長 / 魏鎮炎

過去 30 年間，基於低成本、大規模、人力充沛等優勢，配上政府的獎勵措施，全球的製造業高度朝中國大陸集中。而近來中國大陸人力出現短缺、成本上揚，土地取得不易，加上各國分散風險的考量，製造據點的選擇，出現了微妙的變化。



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在高成本區域，比如北美、西歐，一些多樣中小量的訂單，陸續從中國大陸回歸到市場國所在區域生產。而另外一些少樣中大量的訂單，則流向低成本區域，比如東南亞、南美。

我們的製造地點和產能，95% 在中國大陸，明顯與上述的趨勢相違背。因此公司未來，除了繼續在中國大陸擴廠之外，同時必須增加其他區域的布局，才足以平衡發展。

過去一年多來，我們相繼啟動了多項策略性投資，包括：

於波蘭收購 EMS 廠「昶虹」；

於巴西與高通合資設立製造據點；

在臺灣重啟南崗廠；

在墨西哥加蓋第三棟廠房；

在昆山和中科可控合資籌建伺服器主機板製造據點；

在惠州大亞灣投資設立華南第二據點；

成立東南亞設廠評估小組；

另外還有幾個案子也積極進行中。

隨著更多新據點的拓展，無可避免的，每位同仁必須習慣和來自更多不同文化背景、使用更多不同語言的同事相處。而為了創造全體更高的績效，每位同仁的職責勢必加大加重。在這過程中，尤其值得一提的是「跨界」多承擔。

何謂「跨界」呢？我這裡舉幾個已經發生的例子給大家參考：

其一：潘書偉 (Stan Pan)

從 MWC BU 調任到美國加州，擔任美西 Global Sales Leader。

其二：陳坤健 (Aaron Chen)

從 CQM 調任為 AE BU Head。

其三：王國樑 (Poco Wang)

在原本 CE 機構研發設計之外，兼任 GRM 全球系統組裝工程的 Sponsoring Executive。

其四：陳銘昌 (Spencer Chen)

除了原本總經理室幕僚長之外，兼任波蘭廠 GM 一職。

從以上四個例子，可以看出所謂「跨界」，可以是從一個自己做了很多年，很熟練的功能和環境，輪調到另一個截然不同全新的職責。也可以是在一個純幕僚身上，增加一個遠距工廠管理的工作。

環旭接下來這一波的衝刺，需要更多「跨界」的人才，在這裡特別鼓勵有志之士主動請纓，為公司的成長做出貢獻，也為自己的職涯增添精彩。

Take Great Crossover Responsibility Towards Corporate High Growth

Author: President & COO / CY Wei

In the past 30 years, most global manufacturing industry were drawn into Mainland China for its advantages in low-cost, grand-scale and demographic dividend accompanied by incentive programs offered by the government. However, recently due to shortage of manpower, cost increase, land ownership difficulties and the fact that risk management has come to the minds of multinational enterprises, the selection of manufacturing locations has more to ponder upon than before, leading to more available options and subtle changes in the market.



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

In high-cost regions, for example North America and Western European countries, the production of small and medium amounts of diversified orders have gradually moved from China back to where the market is. For other orders that are less diversified but bear mid-to-massive volume are now flowing to regions with lower cost, for example Southeast Asia and South America.

95% of USI's manufacturing sites and productive capacity is in Mainland China which is obviously opposite to the trend mentioned above. That is why USI will not only keep our expansion in Mainland China, but at the same time we will also enhance strategic planning for other regions in order to balance out the current status in the coming future.

In the past one year or so, we have initiated many strategic investment projects, including:

- To acquire the EMS Chung Hong Electronics Poland SP.Z.O.O in Poland
 - To establish a new manufacturing site in Brazil via joint venture with Qualcomm
 - To re-open Nankang site in Taiwan
 - To build the third building in Mexico site
 - To establish a server mother board manufacturing site in Kunshan via the joint venture with Cancon
 - To establish the second plant in Huizhou Daya Bay in the south Mainland China
 - To set up an assessment team for establishing plants in Southeast Asia
- ...and many more projects coming up.

With these expansion, inevitably, each of us will have to get used to working with colleagues and peers from various cultural backgrounds and languages. In order to create higher performance, every person will take in greater responsibility for their jobs. In this transforming process, what's worthwhile of noticing is how "Crossover" plays out its role.

What does "Crossover" mean? Let me share some examples that have already acted:

First example, Stan Pan was transferred from MWC BU to California, USA as the Global Sales Leader in the Western USA.

Second example, Aaron Chen was transferred from CQM to AE BU Head.

Thirdly, Poco Wang, other than his original position of CE Mechanism R&D, was also appointed as the Sponsoring Executive of GRM Global System Assembling

And fourth, Spencer Chen, other than his current role as Chief of Central Staff Office, he was also appointed to be the GM of Poland site.

From the above four examples, we can see that the so-called "Crossover" can be a job rotation from a position that one held for many years which made him/her familiar with the functions and surroundings to another role that is totally new. Or it could be an operation management job done remotely that is added on top of a strategic role.

USI will need more "Crossover" talents to stand out in the following growth to come. I would like to hereby call upon the willingly talented ones to come forward and contribute your expertise for the growth and expansion of USI, as well as the adventures that make you remarkable.

曹憬： 自強不息 不斷進取

採訪編輯：CSO / 行銷企劃部

Jim，出生於上海，大學畢業後，遠赴美國留學，在亞利桑那州立大學取得機械工程和工業工程雙碩士學位。1993 年在美國摩托羅拉半導體 (Motorola Inc.) 擔任資深工程師，歷經安森美半導體 (On Semiconductor) 製造業務經理、Vitesse 製造及技術副總、Hoya Xponent 半導體營運副總、敏迅科技 (Mindspeed Technologies) 資深副總裁、泰科電子 (TE Connectivity) 副總，及新加坡聯合光電集團 (UTAC) 資深副總等。在 2015 年加入 USI，現為張江廠暨智慧製造總經理，帶領高科技低成本模組製造群。

說起話來精神抖擻，很有感染力的 Jim，受過中西方教育及文化薰陶的歷練，擁有精實豐富的電子產業工程及營運經驗，懷抱「自強不息不斷進取」信念的人。

在孩童時期的成長過程中，影響 Jim 最大的是外婆。外婆的兄弟姊妹多，因家裡經濟條件因素，不得不從 7 歲起就去操蠶絲打工，天天將手燙得紅腫。在這樣艱難的環境下，仍堅毅的憑著自己的努力，一步步站穩腳步，最後成功開創了相當規模的食品店成了創業家。外婆的親身經歷及教導，讓 Jim 從小就體會到做人要不甘落於人後，努力向上。

從小讀書就有好勝心及不願落人後的態度，在作文課上若自己的文章沒有被老師當作範文朗誦，就會驅使他下一次要寫得更好的決心，並努力踏實的去達成。

在大陸恢復高考後的第一年，剛剛高中畢業的 Jim 就憑著自己的努力考上了全國重點大學。從南京東南大學畢業後，Jim 在 1985 年到美國亞利桑那州攻讀碩士學位，面對截然不同的生活環境衝擊，以及同儕間的競爭壓力，刺激他快速學習獨立、自主安排時間，並在導師 Dr. Davidson 協助下，迅速適應在美國的學習方式和科研環境，隨時調整自己的方向，獨立去思考，把每件事按部就班完成。

碩士畢業後，在亞利桑那州一家做自動化公司當到總工程師，之後加入摩托羅拉半導體。2001 年，因為工作的關係，到加州定居。加州溫暖的陽光，以及多元相容並蓄的人文環境，時刻給人生機勃發，積極昂揚的興奮感。身歷加州高科技公司非常具有競爭性及超快節奏的工作環境中，也激勵及影響著 Jim 的職涯發展。

擔任美國上市半導體公司副總裁的經歷，對他來說完全是脫胎換骨的昇華，也感受到所謂的高處不勝寒。作為一個華人，要在一群優秀的人才中嶄露頭角，必須一直具備超強的表現，持續的穩定性，且不能有任何差池，才能獲得認同。壓力巨大，但也開闊了視野和格局。

在美國的半導體公司主要是做產品的開發設計 (OEM)，從在新加坡的 OSAT 到現在的 EMS/DMS 都是高競爭性產業，但在系統的健全性及思路是有很多不同的。通過在美國的歷練，Jim 有一定的自信心，不覺得有什麼可怕的地方，遇到問題就想辦法克服，當時是懷抱著這樣的想法加入 USI 的。沒料到與客戶的合作上會遇到這麼多的挑戰，面對客戶各部門不同的高要求，必須每個層次都要做到 100%

Excellent，不論是產品品質、生產效率、良率都必須是世界一流，才能獲利，各方面的壓力都超級大。倘若處在狼群中，要不被吃掉或消失，就是與狼共舞，在競爭中勝出。Jim 卯足全力攻克一個又一個難關，獲得了一個又一個挑戰後的成就感，並且熱切期盼擊敗競爭對手，把 SiP 帶到一個更高層次，做到營收的 3%。

工作之餘喜歡看書和種植小盆栽。《卡內基溝通與人際關係：如何贏取友誼與影響他人》(How To Win Friends And Influence People) 是 Jim 認為對自己幫助很大，值得一讀再讀的書。在陽光充足的加州時就愛種植各種多肉植物，在上海也栽種不一樣的多肉植栽，紓壓又療癒。推薦美國 In-N-Out Burger，用傳統及新鮮的食材做出的漢堡，讓人感受簡單純粹的美味。當然中式餐點還是比較習慣的口味，想吃什麼就自己試著研究動手做，口袋裡的拿手菜有一長串，紅燒排骨、獅子頭、肉餅……。可看出 Jim 從求學、工作到生活，一貫的態度都是務實的實踐家。

Jim 同時關注環境污染治理的公益議題，感受到霧霾天氣、水質下降、食品污染等各種環境問題對人體健康的威脅，這些都是刻不容緩急需儘快解決的。為了人類社會的永續發展，呼籲我們每個人都要更加關注環保。

常有機會到世界各地走走多半是因為工作的關係，Jim 希望有一天能無憂無慮的環遊世界，瞭解多元文化，品嚐各種美食，認識更多的朋友，在沒有世俗的羈絆下，投入時間和精力在探索大自然。



英文姓名

Jim Cao

部門

高科技低成本模組製造群

職稱

資深副總 / 張江廠總經理

工作地點

上海張江廠

Jim Cao: Rely On Self Keep Improvement

Interviewed By: Central Staff Office / Marketing Communication

Jim, born in Shanghai, went to the United States to study after graduated from the university. He obtained a double master's degree in mechanical engineering and industrial engineering from Arizona State University. In 1993, he worked as a senior engineer at Motorola Inc. in the United States. He was the Manufacturing Operations manager of On Semiconductor, the vice president of manufacturing and technology at Vitesse, the vice president of semiconductor operations at Hoya Xponent, the senior vice president of Mindspeed Technologies., vice president of TE Connectivity and senior vice president of Singapore UTAC. Jim joined USI in 2015, and is now the Zhangjiang Site GM and Senior Vice President, leading the Advanced Low Cost Module Manufacturing Group.



English Name

Jim Cao

Division

ALCMM Group

Title

SVP / ZJ Site GM

Working Location

Shanghai Zhangjiang Site

With vigorous and passionate voice, Jim is a motivational person who has experienced the education and culture of the East and the West, has a rich experience in the electronics industry engineering and operation, and embraces the belief of "Rely on self and keep improvement".

During his childhood, the biggest influence on Jim was his grandmother. Grandma had many siblings and had to go to work at silk factory at age of seven due to the hardship in the family. Her hands were red and swollen everyday after work. In such a difficult environment, she still insisted on her own efforts, and eventually succeeded in creating a fairly large-scale food store, becoming an entrepreneur. Grandma's personal experience and example make Jim realize from a young age that if he does not want to fall behind, he needs to work hard.

When Jim was a child, he had ambitious and an attitude of not to fall behind. If his article was not as a model to be read aloud in class by the teacher in the composition class, it would drive him to work harder, to write better, and tried to reach the goal next time.

In the first year after mainland China has resumed the university entrance examination, Jim, who had just graduated from high school, was admitted to a national prestige university with his own efforts. After graduating from Nanjing Southeast University, Jim went to Arizona in 1985 to continue his master's degree. Living in a totally different environment, and surrounded by the competitive pressure between peers, he was stimulated to be independent and arrange time smartly. With the assistance of Dr. Davidson, he quickly adapted to the learning style and research environment in the United States. He adjusted his

own steps at any time needed, thought independently, and completed everything in a step-by-step manner.

After obtaining his master degree, he worked as the chief engineer in an automation company in Arizona and then joined Motorola Semiconductor. In 2001, he settled in California due to work. The warm sunshine in California, as well as the diverse and inclusive environment, always gives people a sense of excitement and thrill. The highly competitive and fast working pace of California high-tech companies also motivated and influenced Jim's career development.

The experience of being the vice president of a US-listed semiconductor company was a complete reborn for him, and he experienced the so-called "being in the high place but feeling lonely". As a Chinese, to be able to stand out from a group of talented, one must always have super performance, continuous stability, and cannot have any irretrievable mistakes to win the recognition. The pressure was huge, but it also broadened the horizon and the scale.

Semiconductor companies in the United States mainly do product development and design (OEM). From OSAT in Singapore to the current EMS/DMS are highly competitive industries, but there are many differences in the completeness and ways of thinking between them. With his experience in the United States, Jim had built certain confidence in himself. He was not afraid or defeated. Where there is a will, there is a way; he joined USI with same kind of belief. He didn't expect to face so many challenges when dealing with customers. Facing different high requirements of various departments of customers, 100% excellence must be achieved at every level, regardless of product quality, production efficiency, or the yield. It has to be a world-class level in order to gain profit. The pressure from all aspects is huge. If one is put into a group of wolves, it is either being eaten by others or survived. One has to learn to dance with wolves and win the competition. Jim was fully committed to overcoming one difficulty after another, gaining sense of accomplishment after challenges, and eagerly aspiring to beat the competition and take SiP to the next level, achieving 3% of revenue.

Jim enjoys reading and gardening in his leisure time. *How to Win Friends and Influence People by Dale Carnegie* is a book that Jim

considers very helpful and worth reading many times. In sunny California, Jim loves to plant a variety of succulents, and as well in Shanghai. For him, gardening is really satisfying and healing. He also recommends American restaurant In-N-Out Burger, where makes burgers with traditional and fresh ingredients, letting people taste the satisfaction of simple and pure. Of course, Chinese food is still a more accustomed taste for him. If he wants to eat anything, he will try to make it himself. There is a long list of recipes in Jim's pocket, such as braised pork ribs, braised pork ball, meatloaf, etc. It can be seen that Jim has always been a pragmatic practitioner from his studying, work, and life.

Jim also pays attention to the public welfare issues of environmental pollution and concerns deeply the threat to health caused by various environmental problems such as smog, declined water quality, food pollution, etc. These are the problems that need to be solved as soon as possible. For the sustainable development of human society, Jim calls on everyone to pay more attention to environmental protection.

There are plenty of opportunities to travel around the world due to the business trips. Jim hopes travel around the world freely in the future to learn about multiculturalism, try various kinds of food, meet more new friends, and spend more time and energy in the nature without the worldly constrain.



讓癌止步 四癌篩檢

作者：南崗廠 / QA&CSR / S&EHS / 醫護室 / 謝蹕鸞 護理師



世界衛生組織（WHO）提出完整的癌症防治四大策略包括預防、早期偵測、治療及安寧緩和照護。其中篩檢可以早期偵測癌症或其癌前病變，經治療後可以降低死亡率外，還可以阻斷癌前病變進展為癌症。目前臺灣國健署補助四大癌症篩檢之政策與預防策略如下所述。

子宮頸癌篩檢

• 篩檢頻率與方式

1. 年滿 30 歲，每年 1 次。
2. 抹片檢查可降低 6~9 成子宮頸癌死亡率。
3. 抹片檢查先以擴陰器擴張陰道，再以小木棒或刷子輕刮子宮頸剝落的細胞，塗抹於玻片和染色後，經顯微鏡觀察是否有癌前病變或是癌症。

• 檢查注意事項

1. 不要沖洗陰道。
2. 避免盆浴。
3. 勿放置塞劑。
4. 前一夜不要有性行為。
5. 避開月經期間。

• 危險族群

凡有性經驗的婦女，尤其是早婚、生育子女多、性伴侶

較多的婦女，更應特別注意，需定期接受抹片檢查。

乳癌篩檢

• 篩檢頻率與方式

1. 年滿 45~69 歲，每 2 年 1 次；或 40~44 歲且二等親內曾罹患乳癌者，每 2 年 1 次。
2. 乳房攝影檢查可降低 3 成乳癌死亡率。
3. 乳房攝影檢查為一種低劑量 X 光檢查，過程中女性放射師會以壓迫板緊壓乳房，以獲得清晰的影像，所以會有些不適感。
4. 乳房攝影可用來偵測乳房的鈣化點或微小腫瘤，發現無症狀的零期乳癌，是目前醫學證實最有效的乳癌篩檢工具，不過仍有其限制，約 15% 的乳癌無法偵測到，所以即使檢查結果正常，在下次定期檢查前，如有發現異狀，仍應盡速就醫。

• 檢查注意事項

1. 檢查時，必須脫掉上半身的衣服，故不要穿連身衣裙。
2. 不要於乳房、腋下塗抹除臭劑、粉劑及護膚霜等，因為會產生假影，影響醫師判讀影像。
3. 如果曾接受過乳房手術、整形手術、植入物體、心臟節律器、已懷孕或有懷孕計畫者請先告知放射師。

• 危險族群

1. 家族有乳癌病史（媽媽、姊妹、女兒……等）。
2. 一側乳房得過乳癌。
3. 得過卵巢癌或子宮內膜癌。
4. 未生過小孩或在 30 歲後才生第一胎。
5. 未餵過母乳。
6. 初經早、停經晚。
7. 長期使用賀爾蒙補充劑。

• 如何預防乳癌

1. 多運動。
2. 少攝取高脂肪食物。
3. 心情放輕鬆，減低工作壓力。
4. 定期篩檢。

口腔癌篩檢

• 篩檢方式

1. 有吸菸或有嚼檳榔者（戒檳者），年滿 30 歲，每 2 年 1 次。
2. 口腔黏膜檢查可降低 4 成口腔癌死亡率。
3. 口腔黏膜檢查是由醫生目視或觸診口腔黏膜，看有沒有疑似癌前病變或癌症的病兆，不會疼痛，也無副作用。

• 檢查注意事項

檢查前，請先將口腔清洗乾淨。

• 危險族群

嚼檳榔、吸菸者。

• 如何預防口腔癌

1. 不嚼檳榔、不吸菸、不喝酒。
2. 有嚼檳或吸菸者，應定期接受口腔黏膜檢查。

• 如何戒除檳榔與菸

1. 放鬆心情。
2. 要有規律的戒除計畫。
3. 恢復規律生活作息，均衡飲食，睡眠充足。
4. 建立起清晰的自我形象。
5. 遠離誘惑，盡量不要參加應酬。
6. 尋求替代方式，可培養每天運動的習慣。

大腸癌篩檢

• 篩檢方式

1. 年滿 50~75 歲，每 2 年 1 次。
2. 糞便潛血檢查，可降低大腸癌 2~3 成死亡率。
3. 糞便潛血檢查是檢查糞便表面是否有肉眼看不出來的血液，由於大腸癌的腫瘤或息肉會受到糞便摩擦而流血，血液因而附著在糞便表面排出，所以透過糞便潛血檢查能早期發現大腸癌或息肉個案，並經由大腸鏡檢查作進一步診斷，及早接受治療。

• 如何預防大腸癌

1. 天天五蔬果，少吃肉類及油膩食品，可減少 2~5 成罹癌之機會。
2. 維持每日運動，能幫助腸道也動一動，可減少 4 成罹癌之機會。
3. 定期篩檢。

身體無聲的變化，必須透過篩檢，才能早期發現、早期治療。提醒您，生活忙碌之餘，也要關心自己的身體，健康攻防戰—篩檢就贏！

Stop The Cancer

4 Cancer Screening

Author: Tsaotuen Site / QA&CSR / S&EHS / Health Center / Registered Nurse Luan Hsieh

The World Health Organization (WHO) proposes four strategies for complete cancer prevention including prevention, early detection, treatment, and hospice and palliative care. Among the four strategies, screening can detect cancer or its precancerous lesions at the early stage, reduce mortality after treatment, and block the progression of precancerous lesions to cancer. At present, the policy and prevention strategies of the 4 major cancer screening programs subsidized by Ministry of Health and Welfare (MOHW) of Taiwan are as follows.

Cervical Cancer Screening

- **Screening frequency and method**

1. Annual screening after reaching 30 years old.
2. Pap Smear test can reduce cervical cancer mortality by 6~9%.
3. For the Pap Smear test, the doctor first dilates the vagina with a diffuser, then uses a small stick or brush to gently scrape the cells peeling off the cervix and applies it to the glass. After staining the slide glass, the cells are observed for precancerous lesions or cancer through the microscope.

- **Notifications before the test**

1. Do not rinse the vagina.
2. Avoid tub bath.

3. Do not place a suppository inside.
4. Do not have sexual intercourse the night before the test.
5. Avoid the time of menstrual period.

- **Dangerous group**

Women with sexual experience, especially those who have early marriage, more children, or more sexual partners, should pay special attention to regularly receive a smear test.

Breast Cancer Screening

- **Screening frequency and method**

1. Biannual screening after reaching 45~69 years old or after reaching 40~44 years old and have second-degree relatives who have had breast cancer.
2. Mammography can reduce breast cancer mortality by 30%.
3. Mammography is a low-dose X-ray examination in which a female radiologist presses the breast with a compression plate to obtain a clear image, so there will be some discomfort.
4. Mammography can be used to detect calcifications or tiny tumors in the breasts and to find asymptomatic zero-stage breast cancer. It is proved to be currently the most effective breast cancer screening tool, but there are still restrictions. About 15% of breast cancers cannot be detected, so even if the test results are normal, if you find abnormalities before the next

regular check, you should seek medical attention as soon as possible.

- **Notifications before the test**

1. During the test, you must take off the clothing of the upper body, so please don't wear a dress.
2. Do not apply deodorants, powders, skin creams, etc. to your breasts or underarms, as they may cause false images and affect the doctor's interpretation.
3. If you have had breast surgery, plastic surgery, implants, cardiac pacemaker, pregnancy or pregnancy plans, please inform the radiologist first.

- **Dangerous group**

1. The family has a history of breast cancer (mother, sister, daughter, etc.).
2. You had breast cancer on one side of the breast.
3. You had ovarian or endometrial cancer before.
4. You have not had a child, or had the first child after the age of 30.
5. You have never breast-fed before.
6. You had first period at an early stage, and had the menopause later than usual.
7. You have long-term use of hormone supplements.

- **How to prevent breast cancer**

1. Exercise more.
2. Reduce the intake of high-fat food.
3. Relax and reduce work pressure.
4. Take screening tests regularly.

Oral Cancer Screening

- **Screening method**

1. Biannual screening after reaching 30 years old for smokers or (ex-)betel nut eaters.
2. Oral mucosal examination can reduce the mortality of oral cancer by 40%.
3. Oral mucosal is examined through the doctor's eyes or palpation of the oral mucosa to see if there is any suspected precancerous lesion or cancer, no pain, no side effects.

- **Notifications before the test**

Please rinse your mouth before the test.

- **Dangerous group**

Betel nut eaters and smokers.

- **How to prevent oral cancer**

1. Do not chew betel nuts, do not smoke, and do not drink alcohol.
2. Betel nut eaters and smokers should receive oral mucosal examination regularly.

- **How to quit betel nuts and smoking**

1. Relax!
2. Have a regular quitting plan.
3. Return to regular daily routines, and have balanced diet and sufficient sleep.
4. Build a clear self-image.
5. Stay away from temptations such as drinking events.
6. Search for a substitute way of living like daily exercise habit.

Colorectal Cancer Screening

- **Screening method**

1. Biannual screening after reaching 50~75 years old.
2. The fecal occult blood test (FOBT) reduces the mortality rate of colorectal cancer by 20-30%.
3. The FOBT is to check whether there is blood on the surface of the feces that is invisible to the naked eye, due to tumor or polyp of colorectal cancer. The blood will be attached to the surface of the feces and discharge from the body. Therefore, early detection of colorectal cancer or polyp cases can be checked by fecal occult blood test, and the patient can receive further diagnosis and early treatment through colonoscopy.

- **How to prevent colorectal cancer**

1. Taking 5 fruits or vegetables every day, and eating less meat and greasy food reduce the chances of having cancer by 20-50%.
2. Exercise every day to help the bowel movement and reduce the chances of having cancer by 40%.
3. Receive screening tests regularly.

Silent changes in the body must be screened for early detection and early treatment. Remind you that when you are busy with your life, you should also care about your body. To fight for health, screening will win!



生活理財小教室

資料來源：富邦華一銀行

俗話說：「吃不窮，用不窮，不會算計一生窮。」，可見理財是需要花點心思才能擁有的。現在有些年輕人排斥理財，一是錢不夠用、二是覺得很難，金錢非萬能，但唯有解決錢的困擾，你才有時間去追求夢想。為此，為大家總結了理財的小知識供大家參考。

理財的目的

新人理財不外乎如下 3 個目的：

- **保障**：即保障人生財產和生命的經濟基礎，一般包括保險規劃、現金規劃。
- **保值**：即不讓錢貶值，不被通貨膨脹貶值。
- **增值**：也就是讓錢增值，早日實現財務自由。增值是理財最為關鍵的部分，也是衡量理財是否成功的最重要的指標。

銀行產品分類

- **存款**：它是最傳統的理財。
- **理財產品**：
按標價貨幣分類—人民幣理財產品、外幣理財產品、雙幣理財產品。
按收益類型分類—保證收益類、非保證收益類（保本浮動收益、非保本浮動收益）。
- **保險**：很多家庭上有老下有小，但對於理財投資入門與技巧並不瞭解，如果想全面兼顧很困難，因此保險成為了很多家庭的保護傘。
- **基金**：基金定投比較適合工薪階層的定期存款，收益比銀行存款收益高，而且具有一定的監督作用，不過基金比較適合長期持有，累積資本。

購買理財產品應注意的要素

- **收益率**：理財產品是會虧損的。很多人對銀行理財產品的印象是低風險、收益率高於定期存款。其實理財產品到期時，有可能得不到預期收益，有的甚至連本金也不保。
預期收益不等於實際收益。不是所有的理財產品都能達到其承諾的收益率，不要光盯著收益率。
- **投資方向**：理財產品募集的資金投放將決定產品風險大小及最終收益情況。
- **流動性**：在理財產品存續期間，購買者一般不能提前終止。
- **風險承受能力**：投資理財產品前應先評估自身的可承受風險水準及風險偏好，避免片面追求高收益而忽視風險。
- **資訊披露**：投資者應及時關注銀行披露的理財產品的相關資訊。

如何選擇銀行理財產品

- **收益風險相匹配**。投資和風險都是相匹配的。高收益高風險，低收益低風險，這是投資理財的鐵律。所以一定要充分的瞭解自身的風險承受能力，將風險控制在可承受的範圍內，從而設定相應的收益目標。
- **量入為出，量力而行**。優質的理財規劃不僅要綜合考慮到短期內以及長遠的生活安排，還要考慮到現實承受能力和未來預期目標的問題，期待值過高或者過低，都是不合理的。
- **做足功課，不盲目跟風**。投資理財其實是比較個性化的事，每個投資人的實際情況不同，風險喜好不同，適用的理財方案也不同。因此切記不要盲目跟風投資，需要有自己的分析能力。
- **控制欲望，切勿貪婪**。新手理財不要被一時的收益蒙蔽雙眼，任何時候都要設定目標和限額，然後按計劃行事，這樣才能避免貪婪造成的惡果。

提醒五大銀行理財陷阱

- **陷阱一**：預期收益代替實際收益。很多結構型理財產品都沒有達到預期收益，有的甚至本金都虧損。
- **陷阱二**：偷樑換柱，理財產品變身保險。使用者買理財產品時一定要注意產品認購書上，寫的是理財產品，還是保險。
- **陷阱三**：延長募集期，導致收益縮水。理財產品在發售時都會有募集期，在募集期這一段時間裡，用戶的資金是沒有收益的，最多也只是按照活期利率計息。對於理財產品來說，募集期越長，實際收益率就會越低。使用者在選擇理財產品時不要被名義上的高收益率所迷惑。
- **陷阱四**：「霸王條款」賺取超額收益。在理財產品的說明書中，有些條款明顯偏向銀行。使用者在購買理財產品時要儘量遠離這些帶有「霸王條款」的產品。
- **陷阱五**：理財產品避重就輕，資訊披露不完整。

投資永遠是收益和風險成正比，風險意識最重要



Financial Management Lesson In Life

Source: Fubon Bank (China) Co., Ltd.

As the saying goes, "detailed calculations and budget planning will give you endless wealth; if not, poverty will always follow you". It is therefore obvious that financial management requires attention to details. Today, some young people tend to exclude themselves from financial management due to insufficient money and difficulty involved therein. Surely money is not everything, but, only by solving the problems of money will you have time to pursue your dream. This is the reason that we have summarized some tips about financial management here.

Objectives Of Financial Management

People are often motivated to manage their wealth for the following three reasons:

- **Protection:** Protect people's property and economic base of life, including insurance and cash planning.
- **Retaining the value:** Avoid money depreciation due to inflation.
- **Increasing the value:** Increase the value of money and realize financial freedom. Increasing the value of money is the key of financial management and the criteria of evaluating whether your financial management strategy is successful.

Classification Of Banking Products

- **Deposit:** It is the most conventional financial management method.
- **Financial product:** Classified by pricing currency-RMB financial management products, foreign currency financial management products and dual-currency financial management products. Classified by earning type-Guaranteed earnings and non-guaranteed earnings (principal-guaranteed floating earnings and non-principal-guaranteed floating earnings)
- **Insurance:** For those who have a big family but little knowledge about financial management and/or investment, insurance is

an ideal option for them to protect their family in many aspects.

- **Fund: Automatic investment plan (AIP):** It is relatively more ideal for salaried employees with fixed amount of deposit as it provides higher deposit earnings comparing with that of the bank, and it is supervised. Nevertheless, it is suggested that fund investment shall be made as a long-term financial management tool that helps to accumulate one's assets.

Essential Factors For Purchasing Financial Products

- **Earning rate:** Financial management products may cause deficit. Many people have an impression about financial management products being low-risk and a high-earning rate(compared with time deposit). In fact, when financial management products reach maturity, it is possible that an investor does not receive expected earnings or even lose his/her principal.Expected earnings do not equal to actual earnings. As not all financial management products will keep their promised earning rate, earning rate shall therefore not be the only criteria for selecting your product.
- **Investment direction:** The application of funds raised from financial management products will decide the level of risks and final earnings thereof.
- **Liquidity:** During the continuity of financial management

products, the purchasers are generally prohibited to terminate the contract in advance.

- **Risk-bearing ability:** Before investing a financial management product, one must evaluate his/her risk-bearing ability and risk preference. It is a must not to pursue high earnings while ignoring risks involved therein.
- **Information disclosure:** Investors shall timely pay attention to information disclosed by the banks in regard to the financial management product.

Criteria For Selecting Bank Financial Products

- **Matched earnings and risks:** Investment and risks shall always be matched. The golden rule is that higher risks are often involved in higher earnings, whereas lower risks are often involved in lower earnings. Therefore, before setting an earning target, one must fully understand his/her risk-

bearing ability in order to control the risks within the range that he/she can bear the risks.

- **Make ends meet and do things according to one's ability:** A quality financial management plan shall include not only one's short-term and long-term arrangements for live, but also his/her risk-bearing ability and estimated targets. Over and under-expectations are both unreasonable.
- **Make a good preparation instead of following the others:** Investment and financial management are actually personalized to one's conditions, risk preferences and financial management objectives. Therefore, it is a must not to follow others when making an investment as every investor shall be capable to analyze his/her conditions independently.
- **Control the desire and avoid being greedy:** Financial management beginners must not have their eyes covered by short-term earnings. It is a must to set their targets and limits at any time and follow their plan to prevent a bad outcome caused by their greediness.

Be Aware Of The Bank's Five Financial Management Traps

- Trap 1: Expected earnings have replaced actual earnings. Many structured financial management products have failed

to keep expected earnings. Some people even lost their principal in the investment.

- Trap 2: "Bait - and - Switch", where a financial management product has unwittingly become an insurance product. When purchasing a financial management product, the user must pay attention to the product description. That is, whether it is a financial product or an insurance product.
- Trap 3: A decrease in earnings resulted from an extended fundraising period. Every financial product has a fundraising period and it is often that the investors do not have any earning during this period (or, at maximum, little earning based on the demand deposit interest rate). For financial products, the longer fundraising period is, the lower actual earning rate it will be. Therefore, investors must be confused by the "nominally" high earning rate when selecting a financial product.

- Trap 4: Excessive earnings from the "overlord clauses". Some of the conditions and terms stated in the specifications of financial products tend to create benefits to the bank. When purchasing a financial product, investors must pay attention thereto and try not to purchase any product involved with these "overlord clauses".
- Trap 5: Financial products that evade the crucial points and fail to disclose all information.

Earnings and risks are always proportional in the world of investment. It is important to be aware of all possible risks.



Learning English With News

從新聞時事學英文

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew

學習英文其中一個好方法就是閱讀英文新聞。英文新聞簡短且訊息貼近生活，適合大眾閱讀。請先閱讀以下新聞後，著手下列三個部分的練習，確認是否都讀懂了。本期新聞標題為：萬維網的發明者說它必須改變。

Inventor Of World Wide Web Says It Must Change

The World Wide Web is now thirty years old. Its **inventor**, Sir Tim Berners-Lee, has spoken about his creation on its 30th anniversary. He said he was **worried** about how people are using the Internet and its two billion websites today. He also said he is concerned about the future of the Web. He wrote a letter saying he knew many people felt **unsure** about whether the Web was "a force for good". He believes it can be a force for good and can empower billions of people. He wrote that he **believed** governments and companies must work together to **build** a better Internet. He said: "If we give up on building a better Web now, then the Web will not have failed us. We will have failed the Web."

Sir Tim had three main concerns about the World Wide Web. The first was **criminal behavior**, like state-sponsored hacking and online harassment. He described it as a "mirror of humanity" where "you will see good and bad". He said governments must pass laws to keep people safe. A second thing that worried Berners-Lee is how social media is used to spread **misinformation**. The past few years have seen a rise in fake news. In particular, how people were **tricked** during the 2016 US presidential election and the UK Brexit vote. Berners-Lee is also worried about people's privacy and personal information. He stressed the importance of fighting for a better and safer Web and keeping it **free** for everyone to use.

Sources:
<https://www.aljazeera.com/news/2019/03/world-wide-web-turns-30-designer-laments-dark-side-190312030516811.html>
<https://www.cnbc.com/2019/03/11/tim-berners-lee-the-web-is-dysfunctional-with-perverse-incentives.html>
<https://www.apnews.com/794576f547f14d1f92b44c290a0ca2af>



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

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

1	inventor	A	Stop making an effort to do something you wanted to do.
2	anniversary	B	A clever person who created a new process or device for the first time.
3	billion	C	A person or thing thought of as having power or influence.
4	concerned	D	The date on which an event took place in a previous year.
5	force	E	Worried.
6	empower	F	One thousand million (1,000,000,000).
7	give up	G	Give someone the power or ability to do something.
8	criminal	H	A person broke the law.
9	state-sponsored	I	Being free from being looked at or disturbed by other people.
10	harassment	J	Backed and carried out by a government.
11	humanity	K	Fooled by a sly or skillful act or scheme.
12	fake	L	Unfair and strong pressure, words or actions against someone that makes them feel bad.
13	tricked	M	All the people in the world.
14	privacy	N	Not real; not genuine.

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

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

1	inventor	A	unlawful	6	criminal	F	lies
2	worried	B	thought	7	behavior	G	construct
3	unsure	C	deceived	8	misinformation	H	creator
4	believed	D	conduct	9	tricked	I	without charge
5	build	E	concerned	10	free	J	undecided

• **Comprehension Quiz**
閱讀測驗

1. How old is the World Wide Web?
A. 50
B. 20
C. 40
D. 30

2. How many websites did the article say was on the World Wide Web?
A. 200,000,000
B. 2 billion
C. 2 million
D. 2,000,000

3. What are people doubting the World Wide Web is a force for?
A. communication
B. power
C. good
D. change

4. What does Sir Tim Berners-Lee want governments to build?
A. a better Web
B. more Internet cables
C. communities
D. a giant website

5. What will we fail if we give up on the Web?
A. social media
B. the electricity
C. the Web
D. exams
6. How many concerns did Sir Tim Berners-Lee have?
A. 2
B. 3
C. 4
D. 5

7. What did Sir Tim describe the Web as a mirror of?
A. news
B. life
C. social media
D. humanity

8. What did Sir Tim say social media spread?
A. misinformation
B. good news
C. photos of cute cats
D. everywhere

9. What have the past few years seen a rise in?
A. tweets
B. smartphones
C. fake news
D. good news

10.What did Sir Tim want us to fight for?
A. our rights
B. a better and safer web
C. cheaper Internet
D. real news

Answers

Vocabulary Match

詞彙配對

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

Synonym Match

同義詞配對

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

Multiple Choice Quiz

選擇題測驗

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

• **Multiple Choice Comprehension Quiz Strategies**
選擇題測驗解題要領

When answering these reading comprehension questions, try

the following strategy:

- **Skim:** Read the article and questions quickly to get the main points (快速閱讀以獲得要點)
- **Scan:** Look carefully to find specific details (細查以搜索細節)
- **Skip:** Omit those which are irrelevant (跳過不相關的)

1. How old is the World Wide Web?
- **Scan** for the matching answer
2. How many websites did the article say was on the World Wide Web?
- **Scan** for the matching answer
3. What are the people **doubting** the World Wide Web is a **force for**?
- **Scan** for the synonym of "doubt" ("unsure") and matching phrase
4. What does Sir Tim Berners-Lee want **governments to build**?
- **Scan** for the matching answer
5. What will we **fail** if we give up on the Web?
- **Scan** for the matching answer
6. How many **concerns** did Sir Tim Berners-Lee have?
- **Scan** for the matching answer
7. What did Sir Tim describe the Web as a **mirror of**?
- **Scan** for this matching phrase
8. What did Sir Tim say **social media spread**?
- **Scan** for this matching phrase
9. What have the **past few years seen a rise in**?
- **Scan** for this matching phrase
10. What did Sir Tim want us to **fight for**?
- **Scan** for this matching answer

淺談 PCIe Gen4 應用

編輯整理：ICS / DNS 研發處 / 硬體研發一部 / 洪瑞祥

PCI Express，簡稱 PCI-E，官方簡稱 PCIe，是電腦匯流排的一種。它沿用傳統的 PCI 編程概念及通訊標準，由並行的 PCI 匯流排架構，轉換成更高速的 PCIe 串行通訊系統。

傳輸速度

隨著許多新興伺服器及儲存裝置的應用，如高速網路通訊設備，AI 人工運算，Edge Server, IOT 大量數據的處理，對於資料中心及伺服器儲存裝置傳輸速率的需求與日俱增。因應市場變化，PCI-SIG 推出 PCIe 4.0 規格。

PCIe 3.0 x 16 單向 14.7 GB/s 傳輸頻寬，以 GPU 顯示來說本來就足以使用，升級至 PCIe 4.0 版本沒什麼重大意義。反而對於低 LANE 數，僅使用 1、2、4 組通道的產品影響較大，例如 NVMe U.2, M.2 SSD 硬碟等；DMI 晶片組跟處理器之間的 Link 頻寬，也可以因 PCIe 4.0 進而大大提升。

表 1 為 PCIe 不同世代的傳輸速率，因為 PCIe 可雙向多工 (TX,RX)，故同時雙向傳輸時，其速率可翻倍。

表 1 PCIe 傳輸速率

PCIe 版本	編碼模式	傳輸速率	單向最大傳輸能力 GB/s		
			X1	X4	X16
Gen1	8b/10b	2.5 GT/s	0.2328 GB/s	0.9312 GB/s	3.7248 GB/s
Gen2	8b/10b	5 GT/s	0.4657 GB/s	1.8628 GB/s	7.4512 GB/s
Gen3	128b/130b	8 GT/s	0.9170 GB/s	3.668 GB/s	14.672 GB/s
Gen4	128b/130b	16 GT/s	1.8334 GB/s	7.3336 GB/s	29.3344 GB/s

PCIe 4.0 可向下相容過去世代標準 SLOT 連接器 (Connector)，主要目標市場為透過低成本的方式提升頻寬，以解決大數據應用的需求。如同伺服器、工作站、桌上型電腦、筆記型

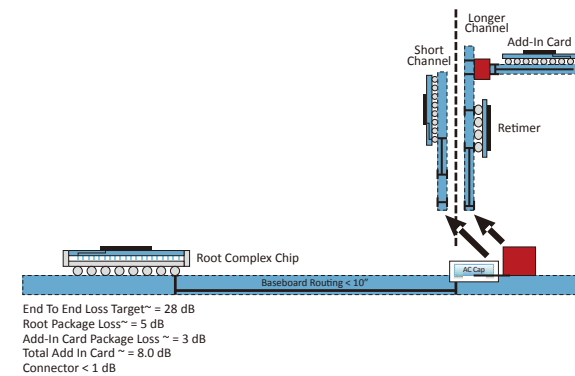


圖 2 PCIe G4 PCIe Loss Structure

資料來源：Page 11, PCIe_4_Electrical_Update_FROZEN.pdf, Copyright @ PCI-SIG

關於量測方面，PCIe Gen4 主版 TX 測試，如圖 3，必須包含一張 ISI，使其模擬 Add-in Card 的損耗等於 8 dB (CLB TX trace 2.0 dB + ISI with Cable 2.0 dB + Scope Cable 1.0 dB + Real Time scop 3 dB)

同樣 Add-in Card TX 測試，如圖 3，也必須包含一張 ISI，使其模擬主版上的損耗等於 20 dB (Connector 0.7 dB + CBB TX trace 3.0 dB + ISI with Cable 10.3 dB + Scope Cable 1.0 dB + Real Time scop 5 dB)。其視波器的頻寬必須大於 25 GHz，才能符合協會量測規範。

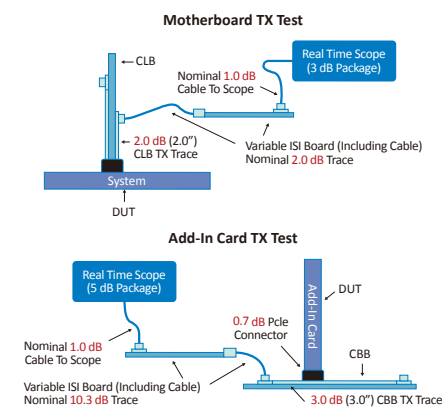


圖 3 PCIe G4 Measurement

資料來源：Page 31, E3_AdvancedTechniquesforValidatingPCIExpress4TransmittersandReceivers.pdf, Copyright @ Keysight

使用 SINC 函數平方 $\left(\frac{\sin(x)}{x}\right)^2$ ，可以得知信號能量的分布跟頻率的關係。以圖 4 可得知 PCIe G4 約 86% 能量分布在小於 8 GHz。這也是為什麼 PCIe G4 會以 8 GHz 為其參考損耗頻率。

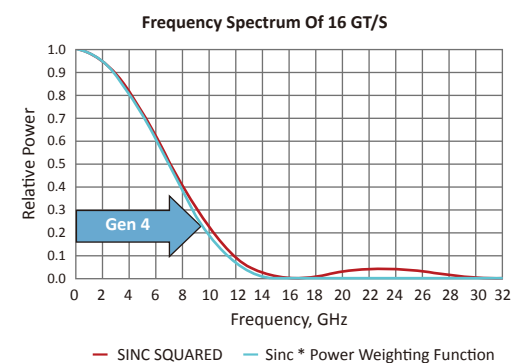


圖 4 Frequency Spectrum

資料來源：Page 17, Intel_PCIe connector 16G_DesignCon2016_p89_.pdf, Copyright @ DesignCon

圖 5 主要闡述在主頻 8 GHz 跟 4 GHz 其 PCB 材質損耗的趨勢，以作為材質選擇依據，可分為標準品 (Standard)，中損耗 (Mid Loss)，低損耗 (Low Loss) 和超低損耗 (Ultra Low Loss)。

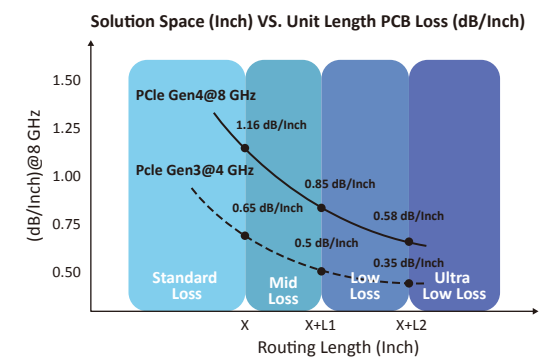


圖 5 PCB Material Lose

資料來源：Page 41, 576322-ew-pcie-4-0-platform-design-and-validation-guide-rev0p5.pdf, Copyright @ Intel

電腦、行動裝置汽車、物聯網、雲端服務系統，以及儲存設備周邊裝置，高效能運算市場……等。

PCB 材質的選擇跟量測

圖 1 為標準 PCIe G3, G4 Channel Budget 插入損失評估標準，做為 PCB 材質的選用跟最大線路長度的設定，這會關係到晶片 Component 跟 Connector 擺設。G3, G4 在 AIC 損耗一樣是 8 dB，但在 Package lose G3 是允許 3.5 dB，而 G4 允許 5 dB。最大差異點是 G3 主線的損耗允許 12 dB，而 G4 允許 15 dB。因此，總損耗標準 G3 不能超過 23.5 dB 而 G4 不能超過 28 dB。這裡必須提醒讀者，G3, G4 主頻率是不一樣的，G3 at 4 GHz 而 G4 at 8 GHz。而以 SI 的角度通常會預留 1~2 dB 做為 Buffer 預留給誤差用。

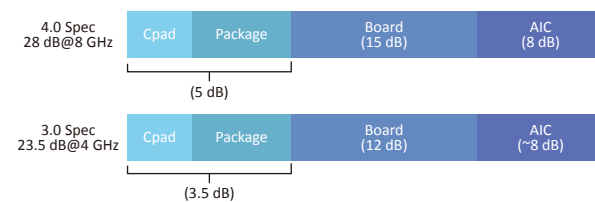


圖 1 Channel Budge

圖 2 為標 PCIe G4 實體架構圖，方便讀者瞭解整個 PCIe G4 損耗要求。

以 PCI-SIG 協會定義，Gen4 Eye 的高度，如表 2，已經小到 15mV，作為信號量測眼圖的標準。

表 2 PCIe Gen4 Eye
Channel Add-In Card Minimum Receiver Path Sensitivity
Requirements At 16 GT/S

Parameter	Min	Max	Unit	Comments
V _{RxEH-16G} Eye Height	15	15	mV	Notes 1, 2, 4
T _{RxEH-16G} Eye Width	0.3	0.3	UI	Notes 1, 2
Rj (Random Jitter)	1.0		ps RMS	Notes 5, 6
Sj (Sinusoidal Jitter) 100 MHz	6.25		ps PP	Notes 6
Differential Mode Sinusoidal Interference 2.1 GHz	14		mV PP	Notes 3

資料來源：Page 63, PCI Express Card Electromechanical Specification Revision 4.0, Version 0.9_NCB.pdf, Copyright @ PCI-SIG

佈局準則

根據 CEM spec，金手指設計上有一些設計必須要注意。

- 一、Full Ground Plane 金手指的鄰近層，必須退到金手指的外面，避免金手指上高速信號阻抗過小，造成信號反射損失。
- 二、內層的平面，可往前，向邊緣延伸 2mm，但距離金手指最外層要 0.38mm(15mil) 以上。(請參照圖 6)

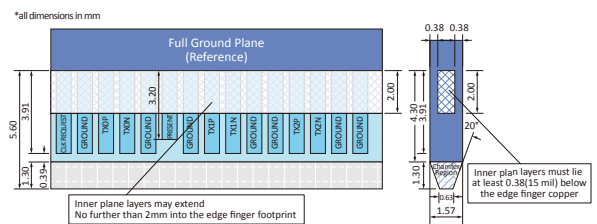


圖 6 PCIe Golden Finger Structure

資料來源：Page 148, PCI Express Card Electromechanical Specification Revision 4.0, Version 0.9_NCB.pdf, Copyright @ PCI-SIG

- 三、Ground VIA 要愈短愈好，不能超過距離金手指 15mils，以減少金手指 Ground pin 的電感效應。

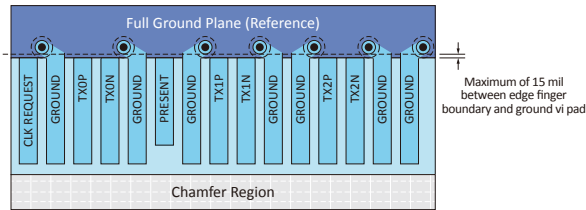


圖 7 PCIe Golden Finger for GND VIA

資料來源：Page 150, PCI Express Card Electromechanical Specification Revision 4.0, Version 0.9_NCB.pdf, Copyright @ PCI-SIG

- 四、臨近 Ground VIA 必須要額外一條線做共同連接，以減少地面共振。

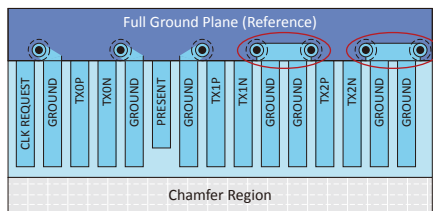


圖 8 PCIe Golden Finger for adjacent GND VIA

資料來源：Page 151, PCI Express Card Electromechanical Specification Revision 4.0, Version 0.9_NCB.pdf Copyright @ PCI-SIG

總結

隨著傳輸速率的提升，在 PCB 上的傳輸損耗也隨著速率的提升而增加，所以在 PCB 材質上的選定也必須更加嚴謹，而銅箔 copper 粗化的程度也足以影響 PCB 每寸的損耗。

PCB 介電物質 DK, DF, 玻璃纖維 (Glass Fiber) 效應，走線的寬度大小，走線與零組件上阻抗的不連續性 (反射)，連接器 connector 的實體設計與實施效應，走線形式與長度，微帶線或帶狀線，貫孔的實際製作組態背鑽與否，殘段長短，參考平面的連續性，反回路徑 (Return Path)，寄生電容效應都是影響高速訊號完整性的原因。所以就以 layout 角度，更多枝微末節，都必須要工程師去注意修正，以達到更好的信號品質。

About PCIe Gen4 Applications

Author: ICS / DNS Server / RD1 / Frisky Hung

PCI Express (Peripheral Component Interconnect Express), officially abbreviated as PCIe or PCI-e, is a kind of computer standard bus. This higher speed serial communications system, which has adopted conventional PCI programming concepts and communications standards, is converted from the parallel PCI bus architecture.

Transmission Speed

Following the development of new server and storage device applications, such as high-speed network communications equipment, artificial intelligence (AI) computation, Edge Server and IoT big data processing, the transmission requirements for data center, server and storage equipment have been continuously increasing. To respond to the market change, PCI-SIG has launched the new PCIe 4.0 standard.

As the unidirectional transmission bandwidth of PCIe 3.0 x 16 at 14.7 GB/s is quite enough for GPU display, it makes little difference to have it upgraded to PCIe 4.0. On the contrary, with respect to low LANE number, products that use merely 1, 2 or 4 channel(s) can be more affected, such as NVMe U.2, M.2 SSD. Besides, the bandwidth of the link between DMI chipset and processor can also be largely increased due to PCIe 4.0.

The transmission speed of PCIe of different generations is summarized in Table 1. As PCIe can be multidirectional and handle multi-tasks (TX, RX), its throughput can be doubled when bidirectional transmission takes place.

Generation	Coding	Transmission Rate	Throughput (GB/s)		
			X1	X4	X16
Gen1	8b/10b	2.5 GT/s	0.2328 GB/s	0.9312 GB/s	3.7248 GB/s
Gen2	8b/10b	5 GT/s	0.4657 GB/s	1.8628 GB/s	7.4512 GB/s
Gen3	128b/130b	8 GT/s	0.9170 GB/s	3.668 GB/s	14.672 GB/s
Gen4	128b/130b	16 GT/s	1.8334 GB/s	7.3336 GB/s	29.3344 GB/s

PCIe 4.0, which is compatible with SLOT connectors of previous generations, is used mainly to increase the bandwidth with a low-cost approach in order to satisfy the applications of Big Data. For example, the server,

workstation, desktop computer, notebook computer, mobile device, automobile, IoT, cloud service system, peripheral devices of storage equipment, high-efficiency computation market and so on.

Selection Of PCB Materials and Measurement

Figure 1 shows the insertion loss assessment standards for typical PCIe G3 and G4 channel budget. The results thereof are also used to select PCB materials and define the maximum cable length, which can affect the placement of chipset components and connectors. With respect to AIC loss, 8 dB is allowed for both G3 and G4. However, with respect to package loss, 3.5 dB is allowed for G3 and 5dB is allowed for G4. The biggest difference is about the main trace routing, 12 dB loss is allowed for G3 and 15 dB loss is allowed for G4. Therefore, the total loss cannot over for G3 and G4 are 23.5 dB and 28 dB respectively. For our readers, it is important to note that the main frequency of G3 and G4 are different (4 GHz and 8 GHz respectively). Besides, from the perspective of SI, 1 dB to 2 dBs is/are often reserved for deviation as buffer.

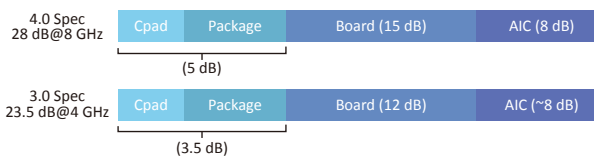


Figure 1. Channel Budget

Figure 2 is the PCIe G4 PCIe Lose Structure, which can help the readers to better understand the loss requirement of PCIe G4.

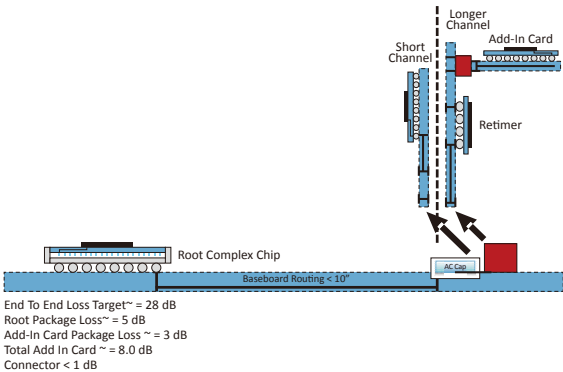


Figure 2. PCIe G4 PCIe Loss Structure

Source: Page 11, PCIe_4_Electrical_Update_FROZEN.pdf, Copyright @ PCI-SIG

Concerning the measurement, the PCIe Gen4 motherboard TX test is illustrated in Figure 3, where 1 ISI shall be included to simulate the loss of add-in card at 8 dB (CLB TX trace 2.0 dB + ISI with Cable 2.0 dB + Scope Cable 1.0 dB+Real Time scop 3 dB).

Likely, the add-in card TX test is illustrated in Figure 3, where one ISI shall also be included to simulate the motherboard loss at 20 dB (Connector 0.7 dB +CBB TX trace 3.0 dB + ISI with Cable 10.3 dB + Scope Cable 1.0 +Real Time Scope 5 dB). Besides, the bandwidth of oscilloscope shall be bigger than 25 GHz in order to comply with the Association's measurement standards.

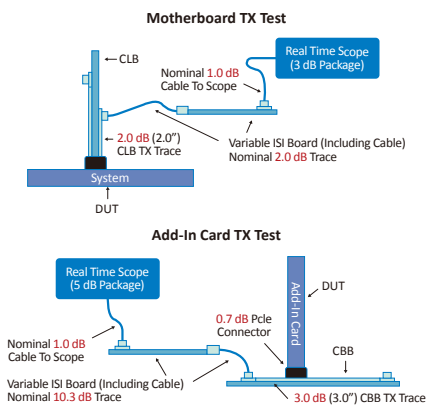


Figure 3. PCIe G4 Measurement

Source: Page 31, E3_AdvancedTechniquesforValidatingPCIExpress4TransmittersandReceivers.pdf, Copyright @ Keysight

The SINC function squared $\left(\frac{\text{Sin}(x)}{x}\right)^2$ SINC can also be used to know the relationship of signal energy distribution respect at frequency. From Figure 4, it is known that about 86% of PCIe G4 energy is distributed in the range smaller than 8 GHz. This is also the reason why the loss frequency for PCIe G4 is set at 8 GHz as reference.

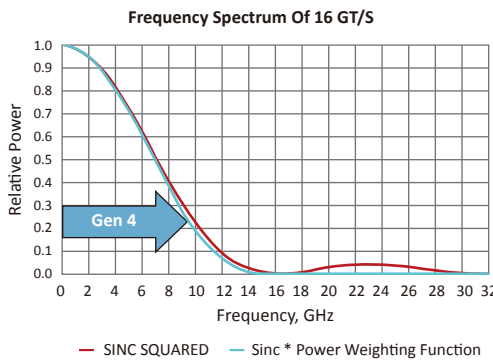


Figure 4. Frequency Spectrum

Source: Page 17, Intel_PCIe connector 16G_DesignCon2016_p89_.pdf, Copyright @ DesignCon

Figure 5 has expounded on the PCB material loss trend of 8 GHz and 4 GHz. This results thereof are used as the basis to select materials at different levels: standards, mid loss, low loss, and ultra low loss.

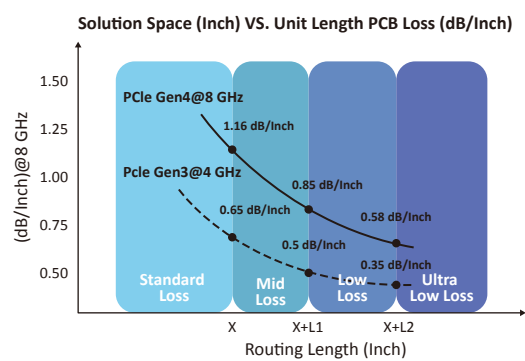


Figure 5. PCB Material Lose

Source: Page 41, 576322-ew-pcie-4-0-platform-design-and-validation-guide-rev0p5.pdf, Copyright @ Intel

The eye height for Gen4 defined by the PCI-SIG is illustrated in Table 2. The minimum eye height is 15mV, which is used as the standards eye for signal measurement diagram.

Table 2. PCIe Gen 4 Eye Channel Add-In Card Minimum Receiver Path Sensitivity Requirements At 16 GT/S

Parameter	Min	Max	Unit	Comments
V _{RX-EH-16G} Eye Height	15	15	mV	Notes 1, 2, 4
T _{RX-EH-16G} Eye Width	0.3	0.3	UI	Notes 1, 2
R _j (Random Jitter)	1.0		ps RMS	Notes 5, 6
S _j (Sinusoidal Jitter) 100 MHz	6.25		ps PP	Notes 6
Differential Mode Sinusoidal Interference 2.1 GHz	14		mV PP	Notes 3

Source: Page 63, PCI Express Card Electromechanical Specification Revision 4.0, Version 0.9_NCB.pdf, Copyright @ PCI-SIG

Layout Guidelines

According to CEM spec, some details in regard to the golden finger design must be paid attention to.

1. The adjacent layer of golden finger, full ground plane, must be retreated to areas outside the golden finger to prevent signal reflection loss caused by impedance mismatch of high-speed signal of under golden finger.
2. The plane of inner layer can be moved forward by extending it to the edge about 2 mm and keeping this extending plane away from the outermost layer of golden finger for at least 0.38 mm (15 mil) (please refer to Figure 6).

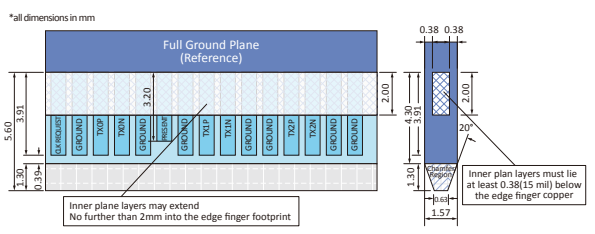


Figure 6. PCIe Golden Finger Structure

Source: Page 148, PCI Express Card Electromechanical Specification Revision 4.0, Version 0.9_NCB.pdf, Copyright @ PCI-SIG

3. The shorter Ground VIA trace between the golden finger and Ground VIA is better. Ground VIA shall be placed within 15mils of the golden finger to reduce the inductance effect of golden finger's ground pin.

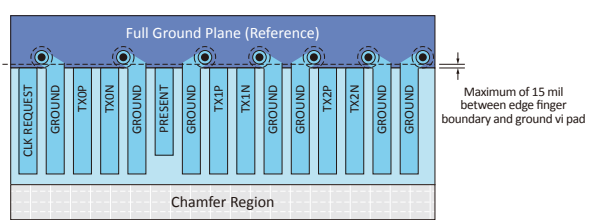


Figure 7. PCIe Golden Finger for GND VIA

Source: Page 150, PCI Express Card Electromechanical Specification Revision 4.0, Version 0.9_NCB.pdf, Copyright @ PCI-SIG

4. Nearby Ground VIA, it is a must to attach an additional trace for joint connection. This will help to reduce the ground resonance effect.

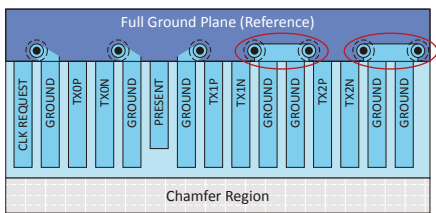


Figure 8. PCIe Golden Finger for adjacent GND VIA

Source: Page 151, PCI Express Card Electromechanical Specification Revision 4.0, Version 0.9_NCB.pdf Copyright @ PCI-SIG

Conclusions

Following the increase of transmission speed, the PCB transmission loss also increased accordingly. Therefore, it is a must to be more conscientious and careful in selecting the PCB materials and be reminded that the copper foil surface roughness is also related to the PCB loss.

The effect of PCB dielectric materials (ex. DK, DF and glass fiber); PCB trace width; impedance discontinuity (reflection) of PCB trace; connector's physical design and effects accompanied thereby; trace form and length; microstrip line and stripline; VIA effect with back-drilling or without; PCB stub length; reference plane continuity; return path; and parasitic capacitor effect can all affect the integrity of high-speed signal. Therefore, from the perspective of layout, engineers must pay attention to more details in order to have a better signal quality.

USI News

編輯整理：CSO / 行銷企劃部



環旭電子榮獲 高端製造產業最具成長 上市公司獎



(2018-11-19 上海) 11月16日，由《每日經濟新聞》主辦的「2018 第七屆中國上市公司高峰論壇暨 2018 中國上市公司口碑榜頒獎典禮」在成都召開，環旭電子榮獲高端製造產業最具成長性上市公司獎。



環旭電子贊助兩岸學生棒球聯賽 12月5日 深圳完賽



(2018-12-06) 環旭電子與母公司日月光攜手贊助第二屆海峽兩岸學生棒球聯賽，賽事歷經北京場及臺中場複賽，12月5日總決賽在深圳圓滿舉行，環旭電子深圳廠總經理林岳明代表出席閉幕式典禮及頒獎。



環旭電子投資汽車與智慧產業發展基金



(2018-12-07 上海) 日前，環旭電子(上交所證券代碼 601231) 發佈公告稱，於 2018 年 12 月 6 日，公司全資孫公司環海電子股份有限公司與 Phi GP, Ltd. 簽署協定，環海電子作為有限合夥人，擬出資不超過 2,500 萬美元認購 PHI Fund, L.P. 的份額，依投資標的所需金額分期進行投資。

環旭電子以「科技助力教育扶貧」榮獲「外資企業優秀案例」



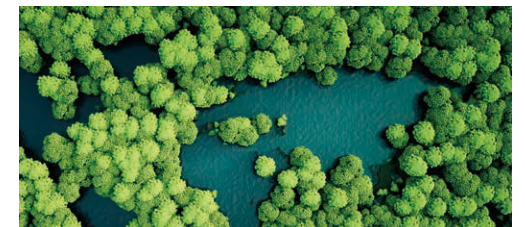
(2018-12-10) 12月5日《企業扶貧藍皮書(2018)》發佈會暨第三屆企業精準扶貧紅旗高峰論壇在北京召開，環旭電子以「科技助力教育扶貧」項目與三星、蘋果、梅賽德斯等企業榮獲「外資企業優秀案例」。作為電子行業領先企業，環旭電子於 2018 年積極開展支援教育、扶貧助困等公益行動，以教育扶貧為主要方向，幫助更多貧困學子實現夢想，實現社會公平發展。



環旭電子榮獲第四屆上海上市公司企業社會責任峰會綠色發展獎



(2019-01-02 上海) 12月28日，第四屆上海上市公司企業社會責任峰會暨《上海上市公司企業社會責任評價報(2018)》發佈會在上海首善財富會舉辦。峰會以「可持續發展新征程 改革開放再出發」為主題舉行了上海上市公司企業社會責任評選頒獎活動，並正式發佈《上海上市公司企業社會責任評價報(2018)》。



環旭電子首度參與中國公益節 榮獲雙獎肯定



(2019-01-17 上海) 第八屆中國公益節於 1 月 15 日於北京閉幕，共有 1,000 餘家企業參與評選，當天揭曉年度人物獎、映射獎、項目獎、集體獎以及單項獎等 15 個類別的獎項。環旭電子(SSE: 601231) 首度參與中國公益節評選活動即獲得「2018 上市公司社會責任典範獎」，又以「百萬植樹計畫」公益項目取得「2018 年度公益項目獎」。



環旭電子擬簽約投資惠州大亞灣新廠專案



(2019-01-29 上海) 環旭電子(SSE: 601231) 2019 年 1 月 29 日發佈公告稱，經公司第四屆董事會第九次會議審議通過，公司與廣東省惠州大亞灣經濟技術開發區招商局擬簽訂《專案投資協議》，計畫在惠州大亞灣經濟技術開發區設立全資孫公司環榮電子(惠州)有限公司(以工商核准為準)，主要生產視訊控制板、收銀機、伺服器主機板、新型電子產品等產品，計畫總投資(包括土地出讓金)不低於人民幣 13.5 億元，其中固定資產投資不低於人民幣 10 億元，註冊資本人民幣 2 億元，公司全資子公司環勝電子(深圳)有限公司(以下簡稱「環勝深圳」)持有新公司 100% 股權。

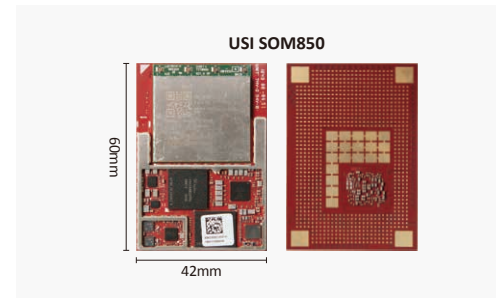
惠州大亚湾区城市功能分区图



環旭電子 Windows 10 IoT Enterprise 物聯網模組亮相 2019 國際嵌入式系統展



(2019-02-21 上海) 全球電子設計製造大廠環旭電子 (SSE: 601231) 將在 2019 國際嵌入式系統展亮相，並發佈全新模組系統 SOM850。該模組採用功能強大的高通驍龍 SDM850 處理器，該處理器能效高、啟動迅速、常時連網，已獲得多個運營商認證。環旭電子 SOM850 與 Windows 10 生態系統完全相容，能夠協助物聯網工業設備製造商創建自己的垂直物聯網產品，和雲端運算進行連接。

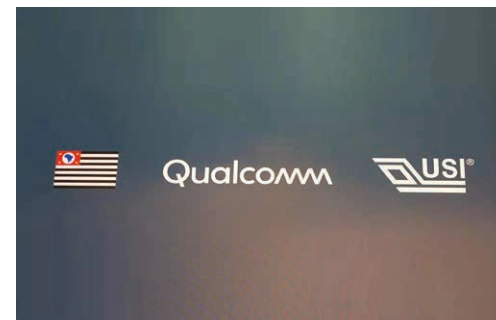


高通、環旭電子和華碩攜手合作促進巴西行動及半導體產業成長



(2019-03-13, 巴西聖保羅訊) 美國高通公司旗下子公司高通技術公司、環旭電子股份有限公司和華碩電腦股份有限公司今日於巴西聖保羅，透過宣布全球首款基於高通 Snapdragon™

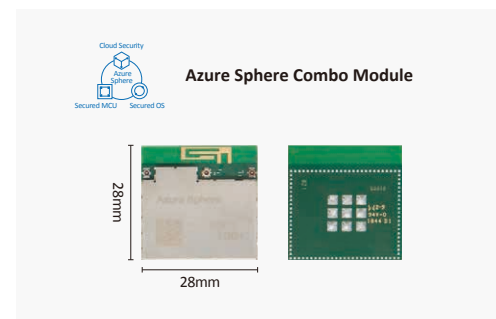
SiP 1 (System in Package 1) 的智慧型手機 ZenFone Max Shot 和 ZenFone Max Plus (M2) 之商業發布，以突顯三家公司在巴西推動行動與半導體產業發展之合作。作為在巴西設計的首款商用多晶片半導體，Snapdragon SiP 旨在幫助提高設計效率，降低開發成本，以加速 OEM 廠商的商業化進程，進而實現強大時尚的設計，豐富消費者體驗。



環旭電子攜手微軟推全球首款兼顧資安與傳輸模組 Azure Sphere Combo Module



(2019-03-25 上海) 全球電子設計製造大廠環旭電子 (SSE: 601231) 宣佈，將面向物聯網應用推出全球首個 Azure Sphere 無線加藍芽二合一模組。作為第一款整合微軟 Azure Sphere Certified MCU、802.11 b/g/n 和藍牙 5.0 無線雙模與嵌入式安全系統的產品，這個模組基於微軟數十年軟體安全防護經驗加上內建的 Security Engine，能提供比目前市場上相似產品更高層級的網路防護能力，保證物聯網應用的安全。



USI News

Consolidated: Central Staff Office / Marketing Communication



USI Won the Award of the Most Promising Listed Companies in the High-end Manufacturing Industry



(2018-11-19, Shanghai) On November 16, "the Seventh Chinese Listed Companies Summit 2017 and the Award Ceremony for the Reputation List of China Listed Companies 2018" hosted by the National Business Daily was held in Chengdu, and USI won the award of the Most Promising Listed Companies in the High-end Manufacturing Industry.



USI sponsored the Cross-Straits Student Baseball League Finals in Shenzhen on December 5



(2018-12-06) USI and its parent company, ASE Group, jointly sponsored the 2nd Cross-straits Student Baseball League. After semi-finals in Beijing and Taichung, the finals game kicked off in Shenzhen on December 5. Vincent Lin, Shenzhen Site GM of USI attended the closing ceremony and presented awards to winners.



USI Invested in the Automotive and Intelligent Industry Development Fund



(2018-12-07 Shanghai) USI (SSE: 601231) recently announced that on December 6, 2018, the Company's wholly-owned sub-subsidiary Universal Global Electronics Co., Limited entered into an agreement with Phi GP, Ltd.. As a limited partner, Universal Global Electronics Co., Limited intended to subscribe for the share of PHI Fund, L.P. for not more than US\$25 million, and invest in installments in accordance with the required amount of investment targets.

USI Received the Award of Excellent Cases of Foreign Enterprises for Its Program, "Poverty Alleviation through Technology-powered Education"



(2018-12-10 Shanghai) On December 5, the Press Conference for the Release of the Blue Paper of Enterprises' Poverty Alleviation Actions & the 3rd Enterprises' Targeted Poverty Alleviation Red-flag Summit were held in Beijing. Together with enterprises such as Samsung, Apple and Mercedes-Benz, USI received the award of Excellent Cases of Foreign Enterprises for its program, "Poverty Alleviation through Technology-powered Education". As a leading company in the electronics sector, USI started to sponsor education and poverty alleviation programs in 2018, with a view to sponsor education programs to alleviate poverty, help poverty-stricken students to achieve their dreams and facilitate the enhancement of social equality.



USI Was Honored with the Award of Green Development at the 4th Corporate Social Responsibilities Summit of Listed Companies in Shanghai



(2019-01-02 Shanghai) On December 28, the 4th Corporate Social Responsibilities Summit of Listed Companies in Shanghai and the Press Conference for the Release of the Evaluation Report on Corporate Social Responsibilities of Listed Companies in Shanghai were held at Shanghai WOW. Themed with "A New Journey for Sustainable Development and the Reform and Opening Up", the summit organized the awards ceremony based on the evaluation results of the corporate social responsibilities of listed companies in Shanghai and released the Evaluation Report on Corporate Social Responsibilities of Listed Companies in Shanghai.



USI Won Two Awards in China Charity Festival



(2019-01-17 Shanghai) The 8th China Charity Festival was held on January 15th in Beijing. More than 1,000 enterprises were nominated for 15 awards including People of the Year, Image Award, Program Award, Group Award and Individual Award. USI (SSE: 601231) was honored with 2018 Model of Corporate Social Responsibility of Listed Companies, and the Million Tree Project (MTP) also won 2018 Charity Program Award.



USI Planned to Sign a Contract to Invest in Huizhou Daya Bay New Plant Project



(2019-01-29 Shanghai) USI (SSE: 601231) announced on January 29, 2019 that the ninth meeting of the fourth board of directors of the Company reviewed and approved that the Company intended to sign the "Project Investment Agreement" with China Merchants Group of Huizhou Daya Bay Economic and Technological Development Zone of Guangdong Province, planning to set up a wholly-owned sub-

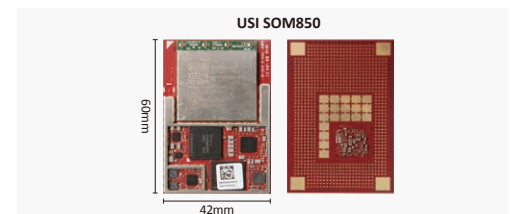


subsidiary Huanrong Electronics (Huizhou) Co., Ltd. (subject to examination and approval by Administration for Industry and Commerce) in Huizhou Daya Bay Economic and Technological Development Zone, mainly producing video control panels, cash registers, server motherboards, new electronic products and other products, with total planned investment (including land transfer fees) of no less than RMB 1.35 billion, of which fixed assets investment is not less than RMB 1 billion, registered capital is RMB 200 million, and the Company's wholly-owned subsidiary Universal Scientific Industrial Electronics (Shenzhen) Co., Ltd. (hereinafter referred to as "Universal Scientific Industrial Electronics (Shenzhen)") holds 100% equity of the new company.

USI to reveal its Windows 10 IoT Enterprise Module at Embedded World 2019



(2019-02-21 Shanghai) At Embedded World 2019, USI (SSE: 601231), a giant electronics designer and manufacturer in the world, will announce their new system on module, the USI SOM850, powered by the powerful Qualcomm® Snapdragon™ SDM850 processor with power efficient, instant-on and always-connected cellular with multiple carrier certifications already completed. Supporting full compatibility with the Windows 10 ecosystem, the USI SOM850 is designed to enable IoT industrial device manufacturers to create their own vertical IoT products, providing connectivity to cloud computing.



Qualcomm, USI and ASUS Collaborate to Foster Growth of Mobile and Semiconductor Industry in Brazil



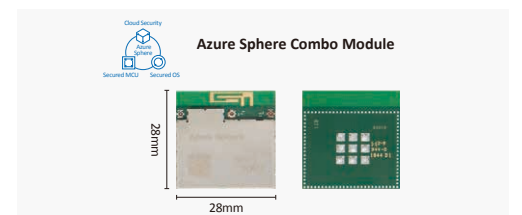
São Paulo—March 13, 2019—In São Paulo today Qualcomm Technologies, Inc., a subsidiary of Qualcomm Incorporated, Universal Scientific Industrial (Shanghai) Co., Ltd. (USI) and ASUS, highlighted their collaboration to grow the mobile and semiconductor industry in Brazil by announcing the commercial launch of the ASUS Zenfone Max Shot and Zenfone Max Plus (M2), the world's first smartphones with the Qualcomm® Snapdragon™ System in Package (SiP) 1, a cellular SiP technology. The first commercial multi-chip semiconductor designed in Brazil, Snapdragon SiP is engineered to help to enable design efficiencies, reduce development costs and accelerate time to commercialization for original equipment manufacturers (OEMs), leading to robust and sleek designs to enrich the consumer experience.



USI Collaborates with Microsoft to Launch the World's First Azure Sphere Combo Module Designed to Meet Data Security and Connectivity Needs



USI (SSE: 601231), a leading global company in electronic design and manufacturing, announces the launch of the world's first Azure Sphere wireless and Bluetooth combo module for IoT (Internet of Things) applications. The Azure Sphere Combo Module is a module solution with an embedded secure OS, and integrates Microsoft's Azure Sphere Certified MCU, 802.11 b/g/n and dual mode Bluetooth 5.0. The combo module leverages on Microsoft's proven experience in security software combined with the built-in security engine to provide a higher level of network security compared with those currently available in the market.



戀戀大西北 只為那三千年的等待

作者：金橋廠 / M³&S / 營運暨供應鏈管理中心總經理室 / 營業管理部 / 林惠玉



葉飄零，隨風舞，紅衣盡妖嬈……還記得電影《英雄》中，這絢麗的一幕嗎？

秋風乍起，黃葉翻飛著畫境，大地鋪上了金色的地毯，金黃色的樹葉在陽光的照耀下，更是層林盡染，美輪美奐，將單調的沙漠妝點的像童話世界般美麗。

當地人們誇讚胡楊巨大的生命力是「三個一千年」
「活著一千年不死，死後一千年不倒，倒後一千年不朽」

千年不死 胡楊林

胡楊是一個很古老的樹種，古有「鳳棲梧桐」之說，這裡的「梧桐」說的就是胡楊。胡楊也是一種生命力極頑強的原始樹種，根據化石推論，胡楊在這個世界上已經生存了6,500萬年的歷史了！堪稱是植物界僅次於銀杏樹的「植物化石樹」。

在一棵百年的胡楊樹上，從下到上可以看到三種形態的葉片，狹長的柳葉，橢圓的楊樹葉，及闊大的楓葉，因為又稱「異葉楊」或「三葉樹」。

胡楊也被人們譽稱為「沙漠守護神」，其對土壤的生物排水有很強的作用，另一方面減緩了土壤上層水分的直接蒸發，這對於穩定荒漠河流地帶的生態平衡，調節綠洲氣候和形成肥沃的森林土壤，具有十分重要的作用，是荒漠地區農牧業發展的天然屏障。

千年不倒 千年不朽 怪樹林

相較於其他樹木，胡楊具有更加強大的細胞透水性，這也是它能夠在減少水分蒸發的同時，提供足以對抗沙暴襲擊的力量。

胡楊的生長十分緩慢，千百年來它們以頑強的意志抗擊著沙漠的侵蝕，西北的風沙和乾旱，將胡楊樹雕塑成為千奇百怪，形態各異的藝術品，有的似鯤鵬展翅，有的像駿馬揚蹄，還有的如纖纖少女。更有似蒼龍騰越，老人扶拐，或似餓狼撲兔……一件件大自然鬼斧神工的作品，在夕陽的映襯下，尤顯得更為詭異和蒼涼。

秋天 必須要去看一次胡楊林

金秋十月，是胡楊最美的季節！

金色的樹葉襯著湛藍的天空於風中婆娑起舞，水中的倒影將這個景致映托的更加完美，讓人沉浸在這怡人的恬靜與浪漫，強烈的反差形成鮮明的影調，亮麗的色彩，使胡楊林成為大漠戈壁上一道獨特的風景線。

世界上的胡楊絕大部分生長在中國，而在中國主要分佈在新疆、甘肅等有沙漠戈壁的地方。此番去了額濟納旗的胡楊林，驚豔之餘，才知道中國竟有著六大著名胡楊林觀賞地。





• 金塔胡楊林

位於甘肅省酒泉市金塔縣城以西的潮湖林場，為三北防護林體系的一部分。那裡有著上萬畝人造胡楊林，該胡楊林分佈密集，樹種豐富，長勢良好，極具旅遊開發價值。

• 格爾木胡楊林

位於青海省格爾木市，郭勒木德鄉托拉海牧業社境內，該區東西長 6 公里，南北寬 7 公里，是青海唯一且海拔最高的胡楊林 (2,730-2,813 米)。9 月，胡楊由濃綠變為金黃，將整個沙漠都染成了金色。10 月由於高海拔，天氣冷，樹葉差不多掉光了，胡楊千奇百怪的枝幹更展示了這种植物的頑強生命力！

胡楊林是一首詩，每年只有一次，僅僅存在 10 多天的絕美絢麗，下次的邂逅又需要整整 1 年！如果可以，此生一定要去胡楊林旅遊一次，只有親眼見到胡楊，才能體會到胡楊的獨特之美。

• 額濟納旗胡楊林

位於內蒙古自治區阿拉善盟轄下的額濟納旗，是一片東西寬，南北長的遼闊地帶。最豐富，最燦爛，最浩大，是當今世界僅存的三處天然河道胡楊林之一。額濟納旗胡楊林最美的觀賞地在一道橋至八道橋之間。二道橋在額濟納旗黑河東岸，沿岸的胡楊映出金色的倒影，蔚藍的天空倒影於河水之上。三道橋的紅柳林別有風韻，四道橋比較知名的便是「英雄林」也是電影《英雄》外景拍攝地。而八道橋則是集巴丹吉林沙漠和胡楊林為一體的豐富景觀。每年秋天，眾多攝影愛好者與深度旅行者對此處趨之若鶩。

• 輪台胡楊林

位於新疆維吾爾自治區輪台縣地處天山南麓，塔里木盆地北緣，是中國最美的十大森林之一。大面積的胡楊林與河流、沙漠、戈壁、綠洲、沙湖、古道及荒漠草原融為

一體。這裡有世界上面積最大，分佈最密，存活最好的「第三紀活化石」— 4 餘萬畝的天然胡楊林。對於攝影愛好者，這裡就是攝影的天堂。

• 沙雅縣胡楊林

位於新疆沙雅縣位於塔里木盆地北部，塔里木河中游，距離新疆首府烏魯木齊 800 公里，漢代為龜茲國地，隸西域都護府。2005 年該縣被評為「中國塔里木胡楊之鄉」，是最大面積的原生態胡楊林，號稱新疆「胡楊之鄉」。

• 木壘胡楊林

位於新疆昌吉州木壘鳴沙山北 30 公里，是一片鬱鬱蔥蔥，遮天蔽日的林帶。據說這片方圓 30 多平方公里的胡楊林至少有 6,500 萬年的歷史。木壘胡楊林至今仍然保持著原始風貌。



Love In The Northern West For The 3000 Years Of Waiting

Author: Jinqiao Site / M³ & S / GMO MB Dept / Julia Lin



Falling leaves swirling, dancing in the winds, crimson dress enchanting...remember this magnificent scene in the film "Hero"?

As the autumn winds blow and yellow leaves flying around in the sight, the land is covered with golden carpet. Under the sunbeams, the leaves of the forest are dyed golden, addressing the dull desert and turning it magnificent as a world in fairytales.

Local people praise the vitality of desert poplar as "three thousand years".

"Live for one thousand, stand still after death for another one thousand, and doesn't decay for one more thousand years."

Living For A thousand Years The Desert Poplar

The desert poplar is an ancient kind of tree. There is an old saying "the phoenix rests on the Wu-Tong tree". The "Wu-Tong" here means the desert poplar. The desert poplar is also a primitive species of tree with strong vitality. According to the fossils, it has lived on Earth for over 65 million years. It is surpassed only by Ginkgo biloba (maidenhair tree) as "fossil tree".

On an one-hundred-year-old desert poplar tree, from top to the bottom you can see three different types of leaves: the long willow leaves, the oval poplar leaves, and the wide maple leaves; therefore, it is also called "poplar of various leaves" or "three-leaf tree".

The desert poplar is also regarded as the guardian of deserts; it has a strong effect on the biological drainage of the soil; on the other hand, it slows down the direct evaporation of the upper layer of soil, which plays an important role in stabilizing the ecological balance of the desert rivers, regulating the oasis climate, and forming fertile forest soil. It is a natural barrier for the development of agriculture and animal husbandry in desert areas.

Living And Lasting For A Thousand Years Strange Forest

Comparing with other trees, the desert poplar has more powerful membrane permeability, which makes it also able to provide sufficient force against sandstorms while reducing water evaporation.

The growth of the desert poplar is very slow. For thousands of years, they have resisted the erosion of the desert with tenacious will, the sand and drought in the northwest shapes the desert poplar into strange and various forms. Some are like giant birds spreading wings, some like a horse kicking high, and some more like a slender maid. There are also more

taking shapes of the leaping dragon, the old man holding a cane, or a hungry wolf attacking the rabbit... all these pieces of nature's work seem to be especially strange and desolated in the setting sun.

Must See The Desert Poplar In Autumn

October of the golden autumn is the best season of the desert poplar! The golden leaves dance in the winds with the blue sky behind them; the reflection in the water made the scenery perfect. Soaking in this serenity and romance, the strong contrast creates bright colors and distinct shadows, turning the desert poplar into a unique view of the Gobi Desert.



Most of the desert poplars of the world grow in China, and mainly in locations with deserts such as Xinjiang and Gansu. This time I went to the desert poplar forest in Ejin Banner. As I was amazed by the grant scenery, I found out that there are six major scenery sites of the desert poplar in China.

• The Desert Poplar In Ejin Banner

The Ejin Banner, located under the Alxa League of Inner Mongolia Autonomous Region, is a vast area from east to west and north to the south. It is the richest, most splendid, and the vastest one of the three remaining desert poplar forests along rivers in the world. The most beautiful viewing place of the Ejin desert poplar forest is between the first bridge and the eighth bridge. The second bridge is on the east bank of the Black River in Ejin; the desert poplar forest along the bank forms the golden reflection with the blue sky as background on the surface of the water. The red willow forest at the third bridge is also beautiful in a different way. The most famous forest of the fourth bridge is the "Hero Forest", for it is the set of the film "Hero". On the other hand, the eighth bridge has the combined magnificent view of the Badain Jaran Desert and the desert poplar forest. Every year in autumn, numerous photography lovers and travelers crave to visit this place.

• Lun Tai Desert Poplar Forest

Located in the southern foothills of the Tianshan Mountains, Lun Tai County, Xinjiang Uygur Autonomous Region on the Northern edge of the Tarim Basin, it is



one of the most beautiful top 10 forests in China. A large area of the desert poplar is integrated with rivers, deserts, Gobi, oasis, sand lakes, ancient trails and desert grasslands. There are the world's largest and most densely distributed "Tertiary Living Fossil" of best condition in this place - more than 4 million acres of natural desert poplar forest. For photography enthusiasts, this is a paradise for photography.

• Sha Ya County Desert Poplar Forest

Located in Shaya County, Xinjiang, in the northern part of the Tarim Basin, it is in the middle section of the Tarim River, 800 kilometers away from Urumqi, the capital of Xinjiang. During the Han Dynasty, it is the Kucha country and under the governance of Western Region. In 2005, the county was named "The hometown of Tarim desert poplar in China", for it is the largest area of the original ecological desert poplar forest, known as the "hometown of desert poplar" in Xinjiang.

• Mu Lei Desert Poplar Forest

Located 30 kilometers north of Mulei Mingsha Mountain in Changji Prefecture, Xinjiang, it is a lush, sun-drenched forest belt. It is said that this piece of desert poplar with a



radius of more than 30 square kilometers has a history of at least 65 million years. However, Mu Lei desert poplar forest still maintains its original features.

• Jin Ta Desert Poplar Forest

Located in the west of Jinta County, Jiuquan City, Gansu Province, the Chaohu Forest Farm is part of the Three-North Shelter forest System. There are tens of thousands of acres of artificial desert poplar forest. The desert poplar forest is densely distributed, with abundant tree species and good growth, which is of great tourism development value.

• Ge Er Mu Desert Poplar Forest

It is located in Golmud City, Qinghai Province, in the Tolahai

Animal Husbandry Society of Guolemude Township. It is 6 kilometers long from east to west and 7 kilometers wide from north to south. It is the only desert poplar forest in the Qinghai (2,730-2,813 meters) of highest altitude. In September, the desert poplar turns from rich green to golden, and the entire desert was dyed golden. In October, due to the high altitude and the cold weather, almost all the leaves fall off, and the various forms of the branches of desert poplar showed the tenacious vitality of this plant!

The desert poplar is a poem; once only in every year, there is this magnificent and exquisite scenery that lasts only merely over 10 days. If you miss it, you have to wait for another whole year to see it. If you can, you must visit the desert poplar once in your lifetime, and only when you see the forest with your own eyes, you will be able to experience its unique beauty.

弄堂里廂

藝術家：柒先生
策展人：曹彬

從孩提時代起，中國於我是《丁丁歷險記》裡的探險，是母親無限迷戀的文化，是父母在 20 世紀 80 年代的第一次旅行目的地。我會花幾個小時看他們拍回的照片，帶回的紀念品，還有他們參觀博物館和景點的彩色門票。

1999 年夢想成真。這些年來，對中國的愛和藝術項目讓我一次又一次來到這裡。尤其是上海，對我而言早已不是異國他鄉，而成為我創作靈感的源泉之地。

此次在 M 藝術空間展出的作品，是我這幾年穿行於上海舊街區創作的集中呈現。弄堂逐漸淹沒褪色於鋼筋水泥、玻璃幕牆以及新消費主義的殿宇之下，而這些作品見證了我對老上海的留戀。我想以我的方式讓上海小囡們的歡笑和童真返回兒時的遊樂場！

這個真實的世界日漸令人費解，在這裡，童年弄堂里廂孕育的美夢歷久彌新。
——柒先生



柒先生

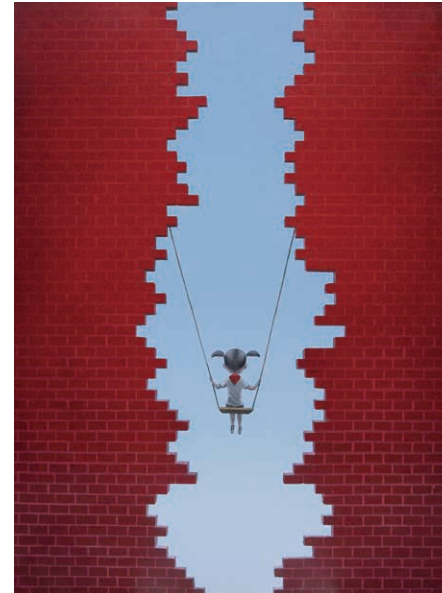
Julien Malland，1972 年出生於巴黎，90 年代開始用藝名 Seth 在巴黎 20 區的牆上作畫，他在巴黎街頭藝術運動中以畫人物出名。

2003 年起，Seth 開始全球旅行，尋求與不同文化的在地藝術家合作，從此也打開了全新的公共空間藝術的創作方式和理念。他開始畫一些簡單的人物形象，通常充滿童趣，以獨有的方式與環境相融合。所有他去到的地方，從巴西到烏克蘭，到大溪地，到墨西哥、紐西蘭、澳大利亞或者義大利、美國，再到中國，他的理念一貫是與生活在創作當地的民眾進行藝術對話。

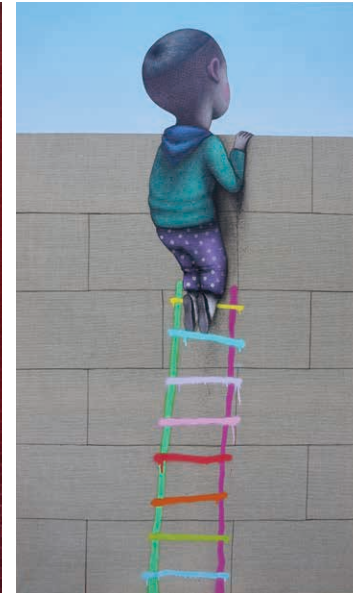
「從這一點來說，我的作品和城市藝術相比，更傾向於大眾藝術。」



初吻 The Kiss
布面丙烯、噴漆、老上海窗框 / 105×97 cm / 2018



盪鞦韆 The Swing
布面丙烯、噴漆 / 97×130 cm / 2019



翻牆 The Ladder
布面丙烯、噴漆 / 97×162 cm / 2019



嚇嚇儂 The Guardian
布面丙烯、噴漆 / 89×130 cm / 2019



A l' école buissonnière

Artist: Seth

Curator: Bin Cao

As a child, China haunted me. It was a mysterious country, a part of the world that I had discovered through watching the adventures of Tintin and how fascinated my mother was with Chinese culture. It was the first trip my parents made in the 1980s. I would spend hours looking at the photos they had taken, the flyers that had brought back and the colorful tickets that gave access to the museums and temples they visited.

Throughout my childhood, I dreamt to escape to China, up until I went there for the first time 1999. I would return many times thereafter, for personal and artistic projects because China and especially Shanghai became more than just an exotic destination, it became one of my main sources of inspiration.

The works presented at M Art Center are the result of days spent surveying and painting in the streets of one of the last working-class neighborhoods in central Shanghai. It is a testimony of my love for this traditional culture that has gradually submerged under the glass, concrete towers and the new temples of consumerism. I would like to use my way to repopulate these old alleyways of laughter and imagination that the children of Shanghai used as playgrounds.

This exhibition represents my dream of China, intimately linked to childhood and a universal need to escape in a world that is increasingly incomprehensible.

-Seth



Seth

Born in Paris, in 1972, Seth started painting walls in the mid 90's.

Since 2003, he is touring the world to exchange with street artists from different cultures. From this experience, he has been compelled to draw simple characters, mostly children, somehow connected to the chaotic environment in which they are revealed. Witnessing the outcome of globalization, its creations are celebrating traditions. Thus they are defining a hybrid culture between modern expression and traditional representation.

His approach aims to arouse an artistic dialogue, whether it is a collaboration with local urban artists or a learning process of traditional techniques from local craftsmen.



In the Vortex
Acrylic and Spray Paint on Canvas
130×195 cm / 2019



The Red Piano
Acrylic and Spray Paint on Canvas
114×162 cm / 2019



Lil' Tiger
Acrylic and Spray Paint on Canvas
130×195 cm / 2019

人生方程式

作者：草屯廠 / 行政管理群 / 企業服務總處 / 簡俊才

一、何謂人生方程式

在組織中，每個人有不同選擇，有些人每年設定高目標，逐年進步，像跳高選手，從一米五、二米、往世界紀錄目標邁進，但中間必須經過的淬鍊與努力，並非所有的人都想要。到退休階段，有人從 G3.2 以下退休，也有人從 G8 以上退休，個人不同程度的付出與努力，成就不同的結果。

二、人生方程式邏輯架構

USI 對於中高階主管的期許，透過「人生方程式」轉變成一個容易溝通的架構。



• 能力

分成 IQ 及專業兩個部分，IQ 是原本的聰明才智，專業是後天努力去建構的能力，在職場上就像馬拉松，畢業文憑只是馬拉松開始前幾圈，但有些人透過後面的努力與堅持，迎頭趕上，成為最後的贏家。

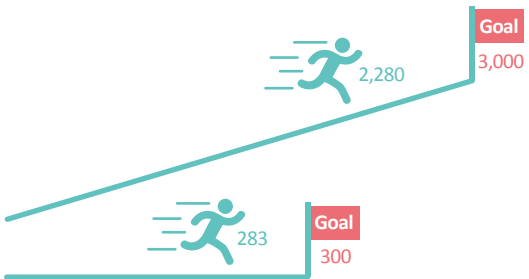
• 投入

投入分成四個部分：時間、專注、效率及持續

- (1) 時間：每天工作時間及每週工作天數
- (2) 專注：工作專注程度，一般人的專注度約 70%
- (3) 效率：工作效率，有些人在辦公室即使是到茶水間、化妝室，或是去便利商店，他花費的時間很少，花很多的时间在工作效率上，一般正常的工作效率約 85%
- (4) 持續：持續投入的年數



B 先生的人生方程式：能力 × [時間 * 專注 * 效率 * 持續]
 $100 \times [(16/24)*(7/7)*90\%*95\%*40]=2,280$
40 年後，B 先生職涯累積的數值為「2,280」。



【人生方程式 = 能力 × 投入】vs.【人生期待】

USI 對於員工的期許，除了有能力之外，還要有投入。

四、方程式「乘」跟「加」的差異

人生方程式為什麼要用乘來表達，如果是加的話，不管是能力或投入，只要有一個很強就好，「乘」表示希望大家在能力跟投入度兩者都能兼顧，因為如果其中一個為零，整個數字就會歸零。

三、人生方程式計算值

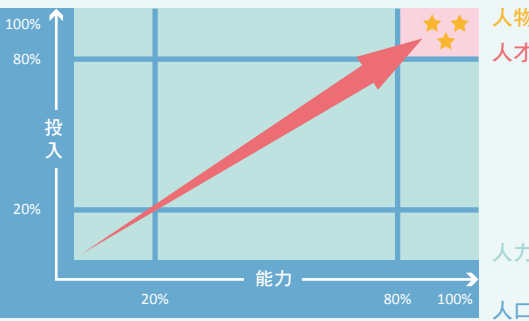
兩個極端案例，A 先生的能力是 100，投入方面，他對自己期望不高，每天正常工作 8 小時，一週工作 5 天，專注力 70%，效率 80%，(時間、專注及效率代表每一個員工每週在這個公司上面的貢獻)，他持續工作 20 年，人生方程式計算公式如下：

A 先生的人生方程式：能力 × [時間 * 專注 * 效率 * 持續]
 $100 \times [(8/24)*(5/7)*70\%*85\%*20]=283$

所以 A 先生 20 年職涯累積的數值為「283」。

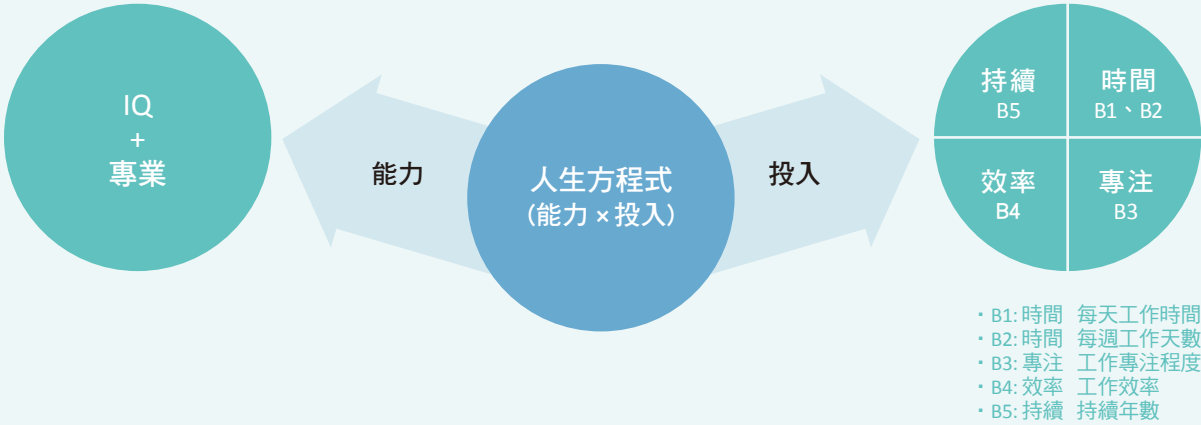
另一位 B 先生，他的能力 100，投入方面，一天工作時數為 16 小時 (不是指他每天都在辦公室裡面，他可能在出差或是運動期間，都在思考著如何去解決工作的方法)，幾乎每週工作 7 天，專注度 90%，效率是 95%，持續投入 40 年，人生方程式計算公式如下：

五、人才九宮格 東北角



公司對人的期望也有不同「層次」，從最低的人口、人力到人才與人物，以矩陣圖的 X 軸表示能力，Y 軸表示投入，80/20 為原則，20% 高投入與 20% 高能力，人才大約佔 4%，如果以 USI 全球員工約 18,000 人計算出人才數，約 720 人，鼓勵大家往 USI 人才邁進，兼顧能力與投入，替 USI 繼續創造另一個高峰。

人生方程式 = 能力 × 投入



能力	×	投入							=	人生方程式
IQ+ 專業 A	×	時間 B1*B2	*	專注 B3	*	效率 B4	*	持續 B5	=	能力 × 投入
100	×	(8/24) * (5/7)	*	70%	*	85%	*	20 年	=	283
100	×	(16/24)*(7/7)	*	90%	*	95%	*	40 年	=	2,280

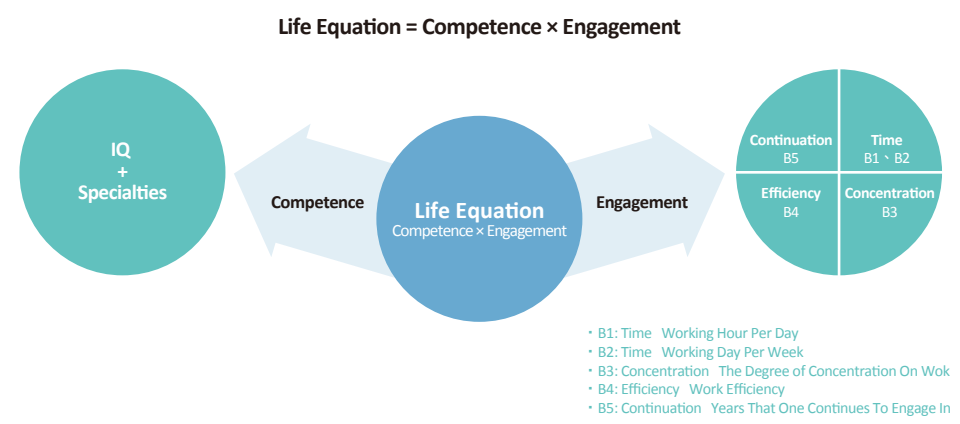
Life Equation

Author: Tsaotuen Site / ADM Group / Corporate Service / Arian Chien

Everyone may have different positioning decision in an organization. Some people aim high every year, making progress year by year, just like a high jump athlete starting from 1.5 meters, 2 meters and moving toward the goal of the world record. However, training and endeavors that one has to go through in the process are not favored by everyone. At the time of retirement, some retire below G3.2, while others retire above G8. Everyone achieves differently by making different degrees of contribution and efforts.

Framework Of Life Equation

USI's expectations to middle and top supervisors are transformed into an easy-to-communicate framework through "life equation".



Competence	×	Engagement							=	Life Equation
IQ+ Specialties	×	Time B1*B2	*	Concentration B3	*	Efficiency B4	*	Continuation B5	=	Competence × Engagement
100	×	(8/24) * (5/7)	*	70%	*	85%	*	20 年	=	283
100	×	(16/24)*(7/7)	*	90%	*	95%	*	40 年	=	2,280

• Competence

Competence includes IQ and specialties. IQ is one's innate intelligence, while specialties are acquired abilities that one makes efforts to build up. Workplace is like a marathon, and diplomas are merely the first few laps. Some people try hard to catch up and become winners at last with their endeavors and persistence.

• Engagement

Engagement includes four parts: time, concentration, efficiency and continuation.

- (1) Time: Working hours per day and working days per week.
- (2) Concentration: The degree of concentration on work. The concentration of the general public is approximately 70%.
- (3) Efficiency: This refers to work efficiency. Some people spend only little time going to the tea room, restroom or a convenience store at work and spend a lot of time on work. The average work efficiency is approximately 85%.
- (4) Continuation: Years that one continues to engage in.

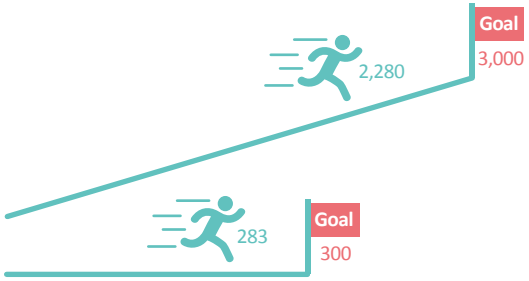
Numerical Value Of Life Equation

Here are two extreme cases. Mr. A's competence is 100. With respect to his engagement, he does not have very high expectations of himself. He works 8 hours a day, and 5 days a week. His concentration is 70% and efficiency is 80% (time, concentration and efficiency represent each employee's contributions to this company every week). He continues to work for 20 years. The formula for his life equation is as follows.

Life equation of Mr. A:
 $Competence \times [time*concentration*efficiency*continuation]$
 $100 \times [(8/24)*(5/7)*70\%*85\%*20] = 283$
Therefore, the numerical value Mr. A has accumulated in his 20 years of career life is 283.

The competence of Mr. B is 100. As for his engagement, he works 16 hours a day (it does not mean that he works in the office every day. He might be thinking about how to solve the problems at work when he is on a business trip or when he exercises). He works almost 7 days per week. His concentration is 90% and efficiency is 95%. He continues to work for 40 years. The formula for his life equation is as follows.

Life equation of Mr. B:
 $Competence \times [time*concentration*efficiency*continuation]$
 $100 \times [(16/24)*(7/7)*90\%*95\%*40] = 2,280$
40 years later, the numerical value that Mr. B has accumulated will be 2,280.



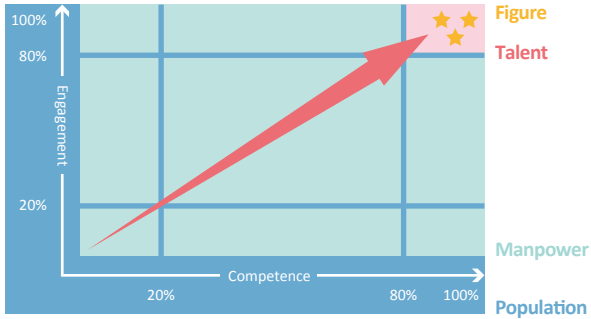
[Life Equation = Competence × Engagement] VS. [Life Expectations]

USI's expectations to employees include their competence and engagement.

Differences Of "Multiplication" And "Addition" In Life Equation.

Why do we use multiplication to present a life equation? If we use addition, either great competence or engagement is able to make a large numerical value. "Multiplication" indicates that USI hopes both competence and engagement are taken into consideration. If any one of the two is zero, the value will be zero.

Talent Grid



USI has different "levels" of expectations to employees, from the lowest population, manpower to talents and figures. X axis of the matrix diagram refers to competence, while its y axis indicates engagement. Based on the 80/20 rule, 20% have high engagement and 20% have high competence. Talents account for approximately 4%, so with approximately 18,000 employees around the globe, USI has about 720 talents. USI encourages members to move towards USI's talents by having both competence and engagement, and continue to create another success of USI.

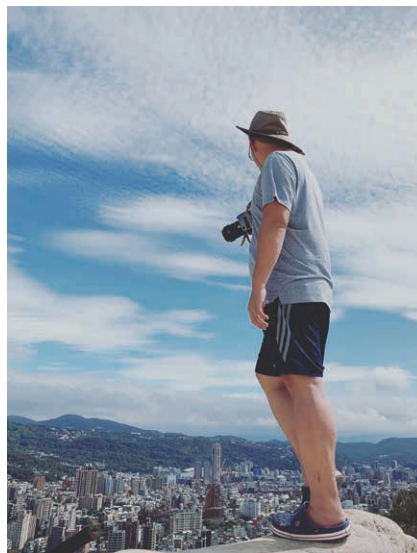
夢想成真

The Dreams Come True

“ 草屯廠 / ICS / 研發一處 / TW 測試開發二部 / 黃士柏
Tsaotuen Site / ICS / RD 1 Division / TW TD 2 / Allen Huang



和我的車一起實現領略世界變化的夢想。 |
Realize the dream of experiencing the changing world with my car.



01

期盼有一天攀上世界
頂峰的梦想成真！ |

I hope the dream of
reaching the summit of
the world will come true
one day!

02

“ 草屯廠 / ICS / WMS / WP3 / 莊志信
Tsaotuen Site / ICS / WMS / WP3 / Tetsuya Chuang

假日悠閒時光裡，小孩興沖沖地摘來的四葉幸運草和掉落的孔雀豆，說著
還有好多讓我美夢都會成真哦。 | During the leisure time of the holiday, my
children picked up the four-leaf clover and the fallen Circassian beans from red
sandalwood and gave them to me, saying there are still many, and will help my
dream to come true.



03

“ 草屯廠 / ICS / 研發一處 / 射頻研發三部 / 黃品強
Tsaotuen Site / ICS / RD 1 / RF Engineering 3 / Thunder Huang



身在北回歸線的我們，極光對我們來說就是一種幻像，沒想到在有生之年能夠有機會來到北歐，看到這夢幻般
的光彩大量噴發，心中只有滿滿的感動。 | The aurora is a fantasy illusion for people living around the Tropic of Cancer. I
didn't expect to have the opportunity to come to Scandinavia Europe in my lifetime. When we saw this fantastic Aurora, we
were deeply moved.

“ 昆山廠 / KS OPS / 製造服務中心測試工程一部 / 張曉波
Kunshan Site / KS OPS / Test Engineering Department1 / Alex Zhang



04

不忘初心，砥礪前行！作為主持人參與到 2018
年 USI 昆山廠尾牙晚會活動的梦想成真。 |
Never forget why you started, and work hard so
that your mission can be accomplished! As the host,
I participated in the USI(KS) 2018 Year End Party,
and my dream came true.

2019 USI 百萬植樹計畫 內蒙古

整理編輯：CSO / 行銷企劃部

今年是 USI 參與「百萬植樹計畫」內蒙活動的第 7 個年頭，植樹地是位在內蒙古自治區通遼市科爾沁左翼後旗的努古斯台。這裡的地形起伏，有別於早些年在庫倫旗平坦的栽種地。為了提高植樹的效率，基金會特地請當地農民先將樹苗有序地放在地上，志願者只需循著樹苗開挖即可。起伏的山坡雖然增加了行進的難度，然而大夥依然如行軍般越過一個個小丘，500 棵的樹苗在下午 3:30 就已經全數種植完畢，不少人直呼不過癮。

環旭電子百萬植樹計畫小檔案

專案開始年度：2013

企業林累積捐贈樹木：48,000 棵

員工愛心林地發起年度：2016

員工愛心林地累積捐贈樹木：16,829 棵

今年參與內蒙植樹活動的 7 位植樹大使來自草屯廠、昆山廠及張江廠，我們也特別邀請集團同事 Jay 來擔任攝影師。Jay 的裝備除了專業相機外還有空拍機跟 GoPro，為今年的活動添加了影片紀實。讓我們來看看植樹大使勞動後的心得。



ㄟ 聽聽植樹大使怎麼說

草屯廠 / SCM 策略採購管理部 / 李瑞婷

帶著滿懷的喜悅及一份神聖的使命感，參加 2019 USI 員工愛心林地——「內蒙」植樹活動。植樹行是大家共同加入綠色環保活動的開始，也讓我學習到人生另外一種不同的體驗，儘管路途遙遠長途跋涉，在沿途的互動中已經能夠深深的感受到大家雀躍不已的心情，一起在惡劣荒漠的沙地裡，努力的揮汗掘土，頂著烈日強風挖坑種樹，就算手痠腿軟了，也絲毫不想停下來，總想著要多挖一些多種幾棵，小心翼翼的將一棵棵的樟子松樹苗植到土裡，有如種下一個希望，期望樹苗能夠穩穩地紮根，雨季來臨後能吐露著新芽，來日茁壯成林好好的守護這片土地，別再讓塵土揚起、飄散。植樹行程雖結束，百萬植樹計畫將持續的進行著，透過團隊的努力，此行整個團共完成 500 棵樟子松的種植及 360 棵楊樹的修枝。身為地球公民，不管自己身在何處，力量多麼的微小不足，保護環境愛地球的樹苗已植入我們心中，也即將綻放新芽。



草屯廠 / MX & AE&M / MTM PLM / 林冠佑

第一次參與百萬植樹活動內蒙古行，目的是讓地球環境之生命延續並盡一己之力，過程體驗到為何要在水源匱乏荒蕪之地種下一株株樹苗，這些充滿希望之禦林軍能否平安長大也是一個永遠的未知數，還尚需靠數十年之細心維護，才得以讓所種下之樹苗成長茁壯進而發揮其作用。在瀋陽下飛機後驅車前往內蒙古，一路上之景色由生意盎然之綠色畫面轉換成塵土飛揚之黃斑色彩，路邊盡是矮小耐旱之灌木叢，景色反差極大，意謂著此次前來之任務有著濃厚的使命感。植樹到修枝，搭配領隊之生態解說及動作要領，從測距、挖坑、置入植栽到最後的埋土，每一步驟若沒有謹慎處理，很可能讓辛苦種下的樹苗無法順利生長。過程雖辛苦，完成後眼前的景色充滿了生機，亦是此次任務中最珍貴的回饋了。沙漠化的速度遙遙領先，而環境保護之腳步必須持續向前，納入日常生活間接影響他人，身為地球人的每一個我們，都有這個責任來保護環境和恢復環境，進而減緩沙漠化的影響。



昆山廠 / QA&CSR / KS 品質管理處 / 王濤

印象中的沙漠在中國西北，沒想到離瀋陽不足 300 公里處有一個塔敏查干沙漠，即白色魔鬼沙漠。早春植物還未甦醒，一路上都是灰濛濛的感覺。進入科左翼後旗境內，風捲起沙塵飄揚在空中，蕭瑟的景色與昆山春暖花開的景象不可同日而語。此行我們有幸參與到沙漠治理中，為易活、成長快作為防風林的楊樹修枝，確保棵棵挺拔成長。栽種樹齡可達 150 年以上的耐旱、耐寒、深根性的樟子松，起到水土改良和保持的作用。治理後白色魔鬼沙漠的面積由 10 個上海的面積縮減到不到 7 個上海的大小。聽久居內蒙的一位大叔講，治理後的風沙從量和強度上已經大大改觀。配合退耕還林、退牧還草的國家策略，通過人力、資金、技術的投入、科學的治理、愚公移山的精神，沙漠終將變成綠洲。





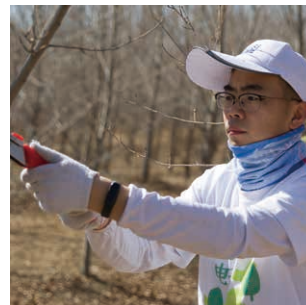
昆山廠 / SZ&KS GRM / KS OPS / 供應鏈管理處 / 楊洋

從小對內蒙的印象來自於《敕勒歌》中的樣子：藍天、白雲還有能把牛羊都遮住的綠草，直到我們看見了滿眼的黃沙。根據考古以及史書記載，我們所在的科爾沁左翼後旗地區，原本有茂密的森林，以及豐富的水源，但是經過數百年的人類砍伐和過度開墾，變成了現在黃沙滿地的模樣。無懼風沙遮目與烈日當頭，所有成員在植樹的活動中都非常的認真和執著，也許是想為前人贖罪，也可能是想為子孫後代多帶來更多的綠色。看著一棵棵種下去的幼年樟子松，大家宛如對待自己孩子一樣，默默祝福他們可以茁壯成長。讓

大家感到欣慰的是，上海根與芽工作人員後來告訴我們，在志願者以及當地政府數十年的努力下，當地的生態環境已經發生巨大的變化，綠色正在慢慢的回到這片土地。通過短短兩天的體驗，我對環境保護的概念已有了一個更加直觀的認識，在未來的日子裡，將盡微薄之力保護地球，也將以身作則影響越來越多的人，一起讓我們的環境越來越美麗！

昆山廠 / QA&CSR / KS 品質管理處 / 供應商品質工程一課 / 高吉鵬

能參加「百萬植樹內蒙古行」環保公益活動，對我個人來講是意義非凡的。上海根與芽從2007年至今已完成栽植230多萬棵樹，這個數目很驚人，但當我來到內蒙才切身的感受到這還遠遠不夠，仍有大塊的風沙地域需要治理，植樹環保行動是個持久戰。當我與當地居民聊到植樹對環境的改善，居民還是抱有感激之心的講到，風沙要較幾年前確實小了很多，這也用事實告訴我們對林地生態系統的重建已呈現成效。所以我們應盡全力支持環保行動，這次時間有限植樹數量也有限，但我知道我們的責任重在把這份環保精神傳播出去。這次植樹行雖有終點，但我的環保事業將繼續前行，每個人都要為更美好的明天而努力。



昆山廠 / SZ&KS GRM / KS OPS / 總經理室 / 生管部 / 高健

懷著對科爾沁美景的期望，我們志願者一行來到科左後旗，第一天晚上在主辦方歡迎晚會後，我和幾個同仁一起在街上漫步遊覽，與期待中美景不同，現實的狀況讓我們心有餘悸，滿眼望去街上幾乎沒有行人，很多店鋪門都關著，昏暗的天空下大風捲著沙塵在街道上肆虐著，打在臉上有些刺痛，空氣中絲毫沒有想像中的清新之感。我們略有失望無心遊覽便回到飯店休息了。第二天來到植樹地努古斯台，數百畝荒蕪的沙地靜靜的躺在那裡毫無生機，令人唏噓。經過上海根與芽工作人員的指導後，志願者們開始植樹，經過一天的辛苦努力，我們植樹500棵樟子松，看著山坡上星星點點的綠色，我心中略有安慰，期待這片充滿希望的綠色能夠快快長大，希望更多的愛心之林能夠不斷蔓延在這荒蕪的西北，讓地球的每個角落都充滿勃勃生機。感謝USI和上海根與芽給予我參加如此珍貴且充滿意義的百萬植樹行活動的機會。從此環保對我而言不再是口號，而是一種責任和義務，我會把所看到的一切和學習到的一切變成行動去感染身邊的朋友、同事和家人，讓綠色環保成為我們生活的一部分。



張江廠 / ALCMM / 製造服務一處 / PD5 / 陳本學

時隔3年，再次參與內蒙古植樹活動，讓我更多瞭解到沙地治理現況與成績，中國沙地面積減少近1/3，內蒙古植樹存活率為68%，近3年存活率甚至超過80%，發現原為沙地的地方已有結皮（當出現結皮時說明土地沙化得到改善並趨向好轉）等好資訊不斷。故在植樹及修枝過程中大家都搶著幹，因為大家心裡只有一個目的，盡自己最大所能多種樹，早日改善當地居住條件。我們願為地球盡自己一份微薄之力，同時在號召更多人參與此項活動中，10年後再來看看我們曾經植樹的地方，或許已是綠蔭蔭的一片松樹林，科爾沁再次回到水美草肥的地方，塔敏查干沙漠的白色魔鬼已不存在了。



2019 USI The Million Tree Project Inner Mongolia

Consolidated By: Central Staff Office / Marketing Communicate



This is the 7th year of USI's participation in the "Million Tree Project" in Inner Mongolia. The tree planting site is the Nugusitai in the left wing of the Horqin in Tongliao City, Inner Mongolia Autonomous Region. The ups and downs of the terrain here is different from the flat planting terrain in Kulunqies, where the planting project was conducted in the past. In order to improve the efficiency of tree planting, the Foundation invited local farmers to place the saplings on the ground in order. Volunteers only need to dig along with the saplings. Although the undulating hillsides increased the difficulty of the action, everyone still marched across the hills as an army. The 500 saplings were all planted at 3:30 pm, and people were thrilled.

The 7 tree planting ambassadors who participated in the tree planting activities in Inner Mongolia this year came from the Tsautuen, Kunshan and Zhangjiang Site. We also specially invited ASE Group colleague Jay to serve as the photographer. In addition to professional cameras, Jay's equipment includes a camera drone and GoPro, which adds more video footage to this year's event. Let us take a look at the experience of the ambassador of the tree planting.

Listen To The Tree Planting Ambassadors



Tsautuen Site / SCM / Tina Lee

With the heart full of joy and a sacred sense of responsibility, I participated in the 2019 USI "The Million Tree Project"- Inner Mongolia tree planting activity. The tree planting trip is the beginning of everyone's participation in green environmental protection activities. It also allows me to learn a different experience of life. Despite the long journey, I have been deeply impressed by participants' heart leaps through the interaction with others along the way. In the deserted sands, we worked hard to dig into the earth, and plant the trees against the strong winds and the scorching sun. Even with my sore hands and legs, we didn't want to stop. We always wanted to dig more and plant more trees, carefully planting one by one pines into the soil as if they were wishes: hoping that the saplings will be firmly rooted, and after the rainy season, they will be able to spur the new shoots, and become a strong forest to protect the land, preventing the dust from rising and drifting. Although the tree planting trip is over, the Million Tree Project will continue. Through the efforts of the team, the entire group completed the planting of 500 pines and the trimming of 360 poplar trees. As a citizen of the earth, no matter where we are, how small our strengths are, the love for earth have been planted into our hearts and will soon sprout.

Tsautuen Site / MX & AE&M / MTM PLM / Nick Lin

This is the first time I participate in the Million Tree Project in Inner Mongolia. The purpose is to contribute to continue the life of the Earth's environment. During the process, I have learned the reason for which we should plant saplings in the wasteland where water is scarce. Are these wood troops of hope safe? Whether they can grow up is also an eternal unknown. It still need decades of careful maintenance to enable the saplings to grow up and develop their functions. After we got off the plane in Shenyang, we drove to the Inner Mongolia. The scenery along the way was transformed into a dusty yellow color from the green image of life. Along the roadside were merely short drought-tolerant bushes, and the contrast was great. It implied our coming with strong sense of responsibility. Following the ecological explanations and action instructions of the team leader, from planting trees to trimming, and from ranging, digging, planting in the saplings and finally burying the soil, if any step is not handled carefully, it is likely that the saplings that have been planted will not grow smoothly. Although the process was hard, the scenery in front of us was full of vitality, and that was the most precious feedback in this mission. The speed of desertification is always far ahead, and the pace of environmental protection must continue to move forward, which incorporate into daily life and indirectly affect others. As a member on earth, each of us has the responsibility to protect and restore the environment, and thus slow down the effects of desertification.



Million Tree Project Of USI

Starting Year: 2013

Total Trees of Corporate Forest: 48,000

Starting Year of Employee Love Forest: 2016

Total Trees of Employee Love Forest: 16,829



Kunshan Site / QA&CSR / QMD KS / Taylor Wang

My impression of the deserts is that they located in northwestern China, but I did not expect to see Tamin Chagan Desert, the White Devil Desert, is less than 300 kilometers from Shenyang. In early spring, plants have not yet awakened, and along our way it was entire gray. When entering the territory of the left wing in Horqin, where the wind rolled up sands and dusts in the air, the bleak scenery was different from the scene of Kunshan spring blossoms. In this trip, we have the privilege to participate in the desert management and to trim the poplars, which survive and grow fast easily as windbreaks, to ensure that the trees grow tall and straight. We planted drought-tolerant, cold-tolerant, and deep-rooted pines with a tree age could be more than 150 years that play a role in soil and water improvement as well as conservation. After the treatment, the area of the White Devil's Desert was reduced from the size of 10 Shanghai to less than 7 Shanghai. We heard from a gentleman who has been living in the Inner Mongolia for a long time that the amount and intensity of sandstorms after treatment have been greatly improved. In line with the national strategy of returning farmland to forests and returning grazing to grassland, the desert will eventually become an oasis through the investment of manpower, capital, technology, scientific governance, and the spirit of Yugong Moving Mountains.



Kunshan Site / SZ / KS&GRM / KS OPS / Ervine Yang

Since my childhood, the impression of the Inner Mongolia came from "The Chille Prairies": Blue sky, white clouds and green grass that can cover cattle and sheep; the impression remained unchanged until we saw the yellow sand everywhere. According to archaeological and historical records, the Horqin Left-wing Banner area where we were located originally had dense forests and abundant water sources, but after hundreds of years of human deforestation and excessive reclamation, it has become the scenery of the present yellow sand. Without the fear of winds, sands and the scorching sun, all members were very conscientious and persistent in the activities of planting trees; perhaps wanting to redeem their sins for their predecessors, or they probably

want to bring more green for future generations. Looking at the Pine saplings planted into the ground, everyone silently wished them to thrive as if treating them like their own children. What makes everyone happy is that the Shanghai Roots & Shoots staff later told us that under the efforts of volunteers and the local government for decades, the local ecological environment has undergone tremendous changes, and green is slowly returning to this land. Through the experience of just two days, I have a more intuitive understanding of the concept of environmental protection. In the days to come, I will protect the earth with meager strength, and will set an example to influence more and more people to make the environment more and more beautiful!

Kunshan Site / QA&CSR / QMD KS / Damon Gao

Being able to participate in the "Million Tree Project" environmental protection charity event is a great significance to me. Shanghai Roots & Shoots has organized and completed planting more than 2.3 million trees since 2007. This number is amazing, but when I came to the Inner Mongolia, I felt that it was not enough. There are still large areas of sands that need to be managed. Tree planting environmental action is a protracted war. When I talked with the local residents about the improvement of the environment by planting trees, the residents were grateful to say that the sand wind is indeed less serious than a few years ago. This also tells us that the reconstruction of the forest ecosystem has shown progress. Therefore, we should do our utmost to support environmental protection actions. This time, the time we spend there and the number of trees planted were limited, but I know that our responsibility is to spread this environmental protection awareness. Although the tree planting trip has an end, my environmental protection business will continue to move forward, and everyone must work hard for a better tomorrow.



Kunshan Site / SZ / KS&GRM / KS OPS / GMO / Jian Gao

With the expectation of the beauty of Horqin, we as volunteers came to the left Banner. After the organizer's welcome party on the first night, I walked along the street with several colleagues. The scenery was different from the expected beauty. The situation made us feel awkward, and there were almost no pedestrians on the street. Many of the shops were closed, and the wind was blowing in the dark sky and the sand was raging on the street. There was some tingling on the face, and there was no fresh sense in the air that we imagined before. We were slightly disappointed, unwilling to visit and went back to the hotel to rest. The next day, we came to Nugusitai. Hundreds of acres of deserted sand quietly lay there without life, making us felt

lamentable. After the guidance of the Shanghai Roots & Shoots staff, the volunteers began to plant trees. After a hard day of work, we planted 500 pines. Looking at the green on the hillside, I was a little comforted. I look forward to seeing this piece of hopeful green grow up quickly, and hope that more love forests will continue to spread in this deserted northwest, making every corner of the earth full of vitality. Thanks to USI and Shanghai Roots & Shoots for giving me the opportunity to participate in such a precious and meaningful Million Tree Project planting activity. From now on, environmental protection is no longer a slogan for me, but a responsibility and obligation. I will turn everything I saw and everything I learned into action to infect my friends, colleagues and family, and make green environmental protection a part of our life.

Zhangjiang Site / ALCMM / PD5 / Benxue Chen

After 3 years, I participated in the tree planting activities in the Inner Mongolia again, and it let me know more about the current situation and achievements of sand control. The area of sand in China has decreased by nearly 1/3. The survival rate of tree planting in the Inner Mongolia is 68%. And the survival rate in the past 3 years even exceeds 80%; it is found that the original sand area has crusts (When the crusts appear, it means the land desertification is improved.) and there are more good news. Therefore, during the process of planting trees and trimming, everyone rushed into it, because we have only one purpose in mind: do our best to plant more trees, and improve local living conditions as fast as we can. We are willing to do our little part for the earth, and at the same time call for more people to participate in this activity. So that 10 years later, when we come back to see where we have planted trees, perhaps it will become a shade of pine forest, and Horqin may return to the place where the grass is rich, and the white devil in the Tamin Chagan Desert may no longer exist.





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