

USI[®] No.86 Newsletter

| 9月 September 2021 |

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by Embracing the ESG Strategy Inside Out

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昆山廠10th 匠心十年 少年逐夢

USI(KS) 10th 10 Years of Ingenuity

USI(KS) Rock Your Dreams



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編輯企劃 總經理室 / 行銷企劃部
總編輯 陳銘昌
執行編輯 黃紹恩
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General Editor	Spencer Chen
Executive Editor	Lieo Huang
Editorial Committee	Nancy Chang / Felicia Fu / Emma Lin / Sandy Tong / Ticky Wang
Acknowledgement	Ice Chen / Avy Gao / Vicky Qian / Clover Wang / Eliza Wu / Judy Zhu
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重視 ESG 戰略實施 做最靠譜的廠商

作者：董事長 / 陳昌益

隨著全球範圍的氣候異常，極端天氣發生的頻率增加，2020 年全球平均氣溫約 14.9 攝氏度，比工業革命前（1850 年）上升了 1.2 攝氏度。而早在 2018 年 10 月，聯合國就發出了重磅警告，要求各國共同努力將全球升溫控制在 1.5 攝氏度內，否則，2040 年地球將陷入危機。



全球氣候變暖，各國再次聚焦碳排放的問題。在「碳中和」的背景下，ESG（環境、社會責任和公司治理）的概念被再次提出來，並已成為全球金融市場上的熱門話題及投資策略。企業也愈發重視 ESG 戰略和實施，尤其是上市公司，投入了更多的精力和財力，去擔負更多的社會責任。

作為上海 A 股主板上市的企業，環旭擁有一個跨部門的可持續發展委員會，從 2010 年至今，已連續 12 年發布企業社會責任報告，以提升公司可持續發展之價值及非財務資訊的披露品質。環旭把企業社會責任和 ESG 作為企業經營的重要使命，在大家共同努力下，取得了一定的成績。

今年，環旭更是因為在 ESG 方面的優異表現，得到了業界的關注與肯定，應第一財經的邀請，參與了「Leading Five」首批 A 股市場上市公司 ESG 資訊披露專項路演活動。

強化 ESG 資訊披露將成為全球資本市場監管的要求，也成為一個必然的趨勢。因為以現在經濟發展的速度來看，全球的碳排放還在處於一個碳達峰的上升過程，這對於人類的生存和地球的生態，都是一個大危機。所以，我們需要通過各國合作，共同制定一個可執行、且能夠相互監督的機制，共同努力，才能有辦法做到減碳的目標。

中國此前也已做出了「30·60」的減排承諾。對於國際投資機構而言，ESG 資訊對投資決策的影響力達三成以上。2021 年 6 月 28 日，中國證監會就發布了修訂後的上市公司年度報告和半年度報告格式準則，其中有提到：「鼓勵上市公司，結合行業特點，主動披露履行社會責任的工作情況，自願披露為減少碳排放所採取的措施及效果，積極披露脫貧攻堅、振興鄉村的關注情況。」未來，監管單位必然將出臺更多有關於 ESG 指引政策，也並不排除可能會出臺一些關於碳排放的懲罰性措施，這將對上市公司構成挑戰。

日前，歐洲議會在全體會議上投票通過了「邊境調節機制（CBAM）」議案，決定從 2023 年起，對歐盟進口的部分商品徵收碳稅；歐盟分類法也已經於 2020 年 6 月正式在法律上生效。這就意味著，只有符合歐盟認可的標準、引導低碳經濟轉型的企業，其投資的專案才能稱為「綠色項目」。因此，節能減碳已經是一個強制性選擇。

因此，作為董事長，我呼籲環旭要未雨綢繆，因為這一趨勢不僅是一項監管指標，也關乎著全人類的發展。我希望全體員工都來重視 ESG 戰略的落實。

今天，環旭已制訂了未來 ESG 戰略的四大目標：低碳使命、循環再生、社會共融、以及在公司治理等四個方面的價值共創，我希望藉由這四大目標，提出環旭 ESG 的實施策略。

首先，要根據環旭所在的產業特點，結合企業所在國家和地區產業的情況，瞭解相關的「碳中和」政策，制定公司關於氣候變遷、氣候治理的解決方案和行動計劃，嚴格遵守溫室氣體排放管理的有關規定，減少碳排放，有針對性的實施「碳中和」政策，也包括與環境相關的循環設計以及廢物料處理的方案。

其次，進行針對性的 ESG 事項主動披露，是 ESG 策略實施的開始。我們不要畏難或過於追求完美，因為隨著監管單位對 ESG 指引的出臺或其他標準的落地，企業可以不斷修改完善。同時，通過披露，企業與國際投資人也建立了溝通的管道，從而吸引國內外投資人投資，助力正當長期市值管理。否則，企業將會被產業鏈的客戶以及投資者拋棄。

第三，在執行 ESG 戰略的同時，必須從董事會開始落實可持續發展的管理要求，通過各個事業部以及行政單位，有效率地傳達、執行各項事項，推動公司可持續經營政策的落地，切實提高可持續發展能力，增強核心競爭力，從而發現具備投資價值的、公司能真正發揮的企業社會影響力，最終對世界做出貢獻。

總之，我希望大家都來重視 ESG 戰略的實施，努力將環旭打造成為全球電子設計製造服務最靠譜的廠商，讓我們一起加油！

Be the Most Accountable Partner by Embracing the ESG Strategy Inside Out

Author: Chairman / Jeffrey Chen

With the increasing frequency of global climate anomalies and extreme weather, the global average temperature in 2020 is about 14.9 °C, which is 1.2 °C higher than the industrial revolution (1850) started. As early as October 2018, the United Nations issued a warning, requiring all nations to work together to control global warming within 1.5 °C. If not, the earth will fall into crisis in 2040.

Due to global warming, countries are focusing on the issue of carbon emissions again. In the context of carbon neutrality, the concept of ESG (Environmental, Social and Governance) has been mentioned again and has become a hot topic and investment strategy in the global financial market. Enterprises are also paying more attention to ESG strategy implementation, especially listed companies, which have invested more efforts and financial resources to take more social responsibilities.

As an A-share listed company in Shanghai, USI has an inter-departmental sustainability committee and has issued corporate social responsibility report for 12 consecutive years to enhance the sustainable development value and disclosure quality of non-financial information since 2010. USI regards corporate social responsibility and ESG as an essential mission of corporate management. With the joint efforts of everyone, we have achieved specific results.

This year, USI received attention and recognition by the industry because of our outstanding performance in ESG. At the invitation of China Business Network, USI participated in the "Leading Five" first special roadshow for ESG information disclosure for A-share listed companies.

Strengthening ESG information disclosure will become a requirement of global capital market supervision, and it will also be an inevitable trend. From the current rate of economic development, global carbon emissions are still rising emission

peak, which is a significant crisis for the survival of humankind and the ecology of the earth. Therefore, we need to work together through the cooperation of various countries to develop a mechanism that is executable and capable of mutual supervision and collaboration to achieve the carbon reduction.

China has also committed "30·60" emission reduction. For international investment institutions, ESG information has more than 30% influence on investment decisions. On June 28th, 2021, the China Securities Regulatory Commission issued the revised format guidelines of annual report and semi-annual report for listed companies, which mentioned: "We encourage listed companies to actively disclose their social responsibility information following the characteristics of the industry, voluntarily disclose measures and effects taken to reduce carbon emissions, and actively disclose concerns about poverty alleviation and rural revitalization." In the future, regulators will inevitably issue more ESG guidelines and policies. It does not rule out the possibility of introducing some punitive measures on carbon emissions, which will lead to a challenge to listed companies.

Recently, the European Parliament voted in a plenary session to pass the "Carbon Border Adjustment Mechanism (CBAM)" bill, deciding to impose a carbon tax on certain products imported by the EU from 2023. The EU Taxonomy has taken effect in June 2020, which represents that only companies that meet the standards recognized by the EU and lead the transition to a low-

carbon economy can name their invested products "green projects." Therefore, energy-saving and carbon reduction are already mandatory choices.

Therefore, as the Chairman, I call on USI to take precautions. This trend is not only a regulatory indicator but also related to the development of all humankind. I expect all employees will pay attention to embrace the ESG strategy inside out.

Today, USI has set up four major goals for the future ESG strategy: low-carbon, circular, inclusive, collaborative. I expect to propose ESG strategies under these four goals.

Firstly, we must follow the industry trends of the country in which USI's sites are located and understand the related characteristics and policies of carbon neutrality. Moreover, we need to provide the solutions to tackle climate change and make action plans on climate governance. We must strictly abide by relevant regulations on greenhouse gas management to reduce carbon emissions, implementing the carbon-neutral policies, including circular design and waste disposal.

Secondly, active disclosure of targeted ESG matters is the beginning of ESG strategy implementation. We should not be afraid of difficulties or pursue perfection too much because enterprises can continue to modify and improve along with the introduction of ESG guidelines by regulators or the implementation of other standards. At the same time, through disclosure, enterprises have also established communication channels with international investors, thereby attracting domestic and foreign investors to invest and assisting proper long-term market value management. Otherwise, customers and investors will decrease business value of the enterprise.

Thirdly, while implementing the ESG strategy, we must start implementing the management requirements for sustainable development from the board of directors. We have to effectively communicate and enforce various matters through various business groups and administrative departments to promote sustainable operation policies of USI, as well as enhance the ability of sustainable development and strengthen the core competitiveness. We will discover the most valuable investment to bring corporate social influence truly, and USI can ultimately contribute to the world.

To sum up, I expect everyone will embrace the ESG strategy inside out and strive to build USI into the most accountable electronic manufacturing services provider globally. Let us do this together!



疫外職場無疆界

作者：總經理暨營運長 / 魏鎮炎

2020 年初新冠疫情大爆發，一年多以來，各國政府紛紛祭出各種管制措施，比如戴口罩、停辦活動、停航、封城、禁止營業、停課等等，許許多多公家單位和民間企業也因而被迫採取大規模居家工作的模式。無論是管理者或員工，面對突如其來的轉變，不管願不願意，都得倉促適應各種衍生出來的不便和挑戰。



總經理暨營運長專訪專欄

開放讓全體員工參與提問！歡迎您將問題發送到

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全球防疫專家一致認為，新冠病毒未來不會從地球上完全消失，但只要人類普遍施打疫苗，就可以抑制其大規模擴散。如今隨著疫苗施打率的逐漸提高，大家開始思考接下來怎麼辦？在家工作到底是為了防疫而暫時採行的權宜之計？還是會演變成一個新常態呢？有些公司希望員工回歸到以辦公室為中心的運作，有些則以遠端優先，但更多的公司打算採用混合模式，也就是同時提供辦公室與遠距工作的選擇。

疫情之前的制度雖然是到辦公室上班，但是仔細想想，在家工作和遠距辦公老早就不是新鮮事，只不過以前僅限於少數特例，未曾普及。我們之中許多人，尤其是那些經常出差，或是需要和不同時區夥伴聯絡的工作者，其工作早就不限定在辦公室了，而是在辦公室、在家和在外的組合。一部分人甚至在家和在外兩者加起來的時間比在辦公室還多。

這次因為新冠疫情所催生的在家遠距工作，剛好提供了一項大規模實驗的機會。以美國為例，一開始由於沒有任何事前的準備，估計整體效率驟然下降到 70% 甚至更低，但是一年多以來，透過持續的調整改進，聽說整體效率已經達到 90% 以上，很接近在辦公室工作了。

既然工作效率不再是主要議題，那就來看看在家遠距工作有哪些優點和缺點。

從員工的角度來看，最直接的好處是可以免去上下班塞車的困擾，省下交通成本，以及多出原本上班通勤的時間（每天來回往往 1~2 小時）可以來處理一些家務事，工作的空檔可以輕鬆地走動或休息一下。缺點則是家中的水電費增加，午餐需要自行打理，有小孩子在的時候會被干擾等等。

從公司的角度來看，好處是辦公室空間和停車位可以省下來，人才的取得將無遠弗屆，不再受到距離的限制等等。但是資訊安全以及資產的控管等則較複雜。

在家工作是利是弊？每家公司、每位員工各有各的情境。是否可行？主要取決於主管對部屬的信任，以及員工的自律和責任感。在看不到部屬的情況下，主管如何做好工作交辦和督導以及績效考核？在沒有主管的監督和同儕的注意之下，員工能否負責盡職？

大環境在改變，大時代在演化，我們不能緬懷過去，也不宜太過躁進。因此我請 HR 研擬到辦公室以及在家辦公並行的混合模式。先在臺灣廠區試辦，然後再推行到全球各據點。希望將來至少有 30% 以上的間接人員是居家辦公，相信能對公司和員工帶來雙贏結果。當然在施行過程中，我們在績效面的要求應該會更甚於行為面規範，且要循序漸進去完善彼此的權利義務以及相關配套措施，讓這彈性的選擇能發揮最大的效益。

Anywhere for Everywhere After Pandemic

Author: President & COO / CY Wei

The COVID-19 pandemic began in early 2020. During the past year, governments around the world have been implementing various control measures, such as public mask wearing, events shutdown, flights suspension, cities lockdown, businesses halt and classes suspension. Many public institutions and private enterprises have also been forced to work from home on a large scale. Whether the management and employees were willing or not, they had to adapt hastily to the inconveniences and challenges from the situation.

Global epidemiologists unanimously agree that the new virus will not completely disappear from the planet in the future, but the massive vaccination can control the transmission. Now with the rising rates of vaccination, people start to think about what to do next. Is working from home a temporary stopgap measure to prevent the pandemic? Or would it be evolved into a new normal? Some companies ask staff back in the office, others prioritize remote work, but many more intend to adopt a hybrid model, which means offering both office and remote work options at the same time.

Before the outbreak, even the original system was work in the office. But if think about it, work from home and work remotely has already existed, merely within few exceptions and never been a universal policy. Many of us, especially those who are always on business trips or need to communicate with partners in different time zones, have moved beyond the office to a combination of work in the office, work from home and work on the go. Some even spend more time working from home and on the go than work in the office.

The COVID-19 pandemic expedited the opportunity for a large-scale experiment of remote work. Take the United States as an example, without any preparation at the beginning, it is estimated that the overall efficiency dropped abruptly to 70% or even lower. But for more than a year, through continuous adjustment and improvement, it is said that the overall efficiency has reached more than 90%, which is very close to work in the office.

Since efficiency is no longer a main issue, let's see what the advantages and disadvantages of remote working.

From the employee's point of views, the most direct benefit is to avoid the hassle of traffic back and forth from work, and save the commuting time to the office (about 1~2 hours per day) to handle some household chores, and to take a relaxing walk or rest during work breaks. However, the disadvantages include increased utility bills, the need to take care of your own lunches, and the interference when there are children around.

From the company's perspective, the advantages are that there may be a huge save in cost from the cutdown of office and parking spaces, and talent can be accessed beyond boundaries that distance is no longer a constraint. On the other hand, information security and asset control would be more complex.

Is working from home more beneficial or harmful? It depends on different situations from companies and employees. Is working from home feasible? It relies on the manager's trust in his or her employees and the employees' self-discipline and sense of responsibility. How do a supervisor manage handovers and administer work well, and evaluate subordinates' performances without face-to-face interaction? Whether employees can be fully engaged at work without the supervision of their managers and the attention of their peers? These are the questions appeared from current situation.

While the circumstance is changing and evolving, we would neither be nostalgic about the past, nor be impetuous. Therefore, I've asked HR to develop a hybrid work model which is a combination of work in the office and work from home. Will adopt this policy in Taiwan site first, and then roll out to worldwide sites. In the future, at least 30% of our indirect employees are expected to work from home, and I believe that will bring a win-win situation for both the company and the employees. When implementing, we should pay more attention to the performance appraisal rather than worrying about the behavior of the employees. The rules and regulations, and the rights versus the obligations of this hybrid model also need to be in place step by step so the benefit of the flexibility can be maximized.



President & COO Interview is open to all staff members to ask questions!
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劉惠民：勇往直前 給自己一個淬鍊的機會

採訪編輯：臺灣廠 / 總經理室 / 行銷企劃部

惠民，家鄉位於彰化，研究所在機械製造所主攻微機電系統，1998 年投入職場，首份工作在台達電，接觸到當時臺灣電子業最火紅的 SMT 表面黏著技術，2003 年為了迎接兒子的誕生，從蘇州回到家鄉，因緣際會下加入 USI 大家庭。



英文姓名

Huimin Liu

部門

VN OPS

職稱

越南廠總經理

工作地點

越南海防

惠民在 USI 的經歷分為 4 個六年。自 2003 年加入 USI，隨著公司西進，2009 年惠民來到上海張江，開始第二個六年，在 CY、Clement、Albert 及所有管理團隊支援下，他與張江夥伴建立了 USI SiP 的 Operation 基礎，並開啟了與 Worldwide Tier 1 客戶合作的緣分，雖然過程跌跌撞撞、但也見識到了客戶如何努力推動 USI 達成目標。

2014 年底，惠民投入金橋廠，參與了全球第一個系統級 SiP 的生產，第一次站到前線與客戶互動，與金橋團隊一起面對龐大的駐廠客戶，過程艱辛但收穫滿滿，並成功以專業取得客戶的信任。2020 年起就像上天安排好似的，隨著公司與客戶海外拓展需求，在 Jim 的帶領下越南廠專案啟動，開啟了第四個六年，並在 2021 年四月正式踏上越南。

「帶團隊好比帶兵打仗，關起門來內部必須嚴格要求，總比真正上戰場時損兵折將好。」惠民談到團隊的帶領模式：「在任務執行過程中，往往會出現許多變數，必須以超過 120 分的要求執行，最終結果才有可能有 100 分。」自從他承接 SiP 相關專案後，發現執行大型專案時，在不同時期一定會有某些 function 團隊的挑戰強度加大，而部門獨立作戰已完全無法應對，這時跨部門組織就要將職責擴大，把弱點空隙填滿，補強整體組織，就像把散枝細網壓縮成利箭。唯有公司共同目標大於各單位及個人 KPI，各 function 團隊間才能達成共識向前衝。

從之前做生產管理，到現在管理越南廠，惠民對這兩件事做了一個簡單的比較。首先，不管是生產管理或建廠，都要將人才擺在第一位。不論是產線的直接員工或是廠裡的間接單位，都必須先從培養人才著手。不同的地方是，生產管的是工廠內部的品質、成本與交期、重點在如何將產品按照生產排程，順利產出並交貨。但建一個廠，柴米油鹽醬醋茶，每個面向都需要考慮。從飲水機設置、交通車規劃等員工服務，到公司收支、如何獲利，甚至對外如何建立 USI 在當地的品牌形象，藉此吸引更多人才，讓客戶信任獲得更多訂單，都跟生產管理截然不同。

在籌備越南廠期間，由於遇上 COVID-19 危機，使惠民與團隊的籌備比以往更加艱難，面臨更多的挑戰。2020 年，海防當地政府執行嚴格管制措施（政府機關暫停上班、取消往返越南的航班等等），導致 USI 的先鋒部隊無法依計劃前往越南執行建廠準備，最後只能想盡辦法透過所有可能的渠道，以上海遶境臺灣，或事先申請包機等方式往返越南，因此團隊成員時常被要求隔離，如 Akira、勝嘉、Gary 等先鋒部隊成員，去年幾乎有三個月以上的時間在隔離中度過，這是非常艱辛的過程，但也唯有他們如此披荊斬棘，USI 才能在彎道超車，後來居上。

「人生短暫，因此人生所經歷過的任何事物，不論是高興或挫折，都是珍貴而不可改變的人生軌跡，去發掘並勇於嘗試，往往可以讓自己的生活更多采多姿。」惠民談起他的生活哲學，或許就是因為秉持這樣的態度，才讓他有更多的機會到海外走不同的路。

聊到他的家庭與興趣，他說：「當我被指派成為越南廠總經理時，第一個念頭其實是如何跟老婆大人報告，以及如何安排子女未來教育，過去 23 年職涯中，工作轉變往往伴隨著家庭的變化，我很幸運老婆及孩子們都非常支持我的決定。」此外，惠民的爺爺以前在鄉下做總鋪師，他從小就耳濡目染辦桌文化，對於烹調有著特殊情感，加上近兩年疫情的影響，休息時間往外跑及外食的機會少了許多，所以在家烹調及在陽臺大玩「開心農場」已經成為全家生活的一大樂趣，也讓自己享受片刻寧靜。

越南廠是 USI 在東南亞第一個海外據點，在海防建立如此先端的電子廠是當地從未有過的，而未來也將改變海防當地產業的生態，即使有著語言與文化的差異，但影響力不分國界，達成目標絕對不是口號。在各方團隊的支持下，當地員工已陸續到位，並超前完成建廠與生產認證，一次次的突破讓團隊更加振奮。他也期許 USI 特有的文化氛圍，在未來帶領越南廠同仁克服挑戰，成為越南數一數二的標竿企業。對於想要跨足東南亞，拓展個人視野的人才，惠民鼓勵他們：「跳脫舒適圈，在有限的人生中給自己一個淬煉的機會，站在巨人的肩膀上，來到越南廠，一定可以發現自己不一樣的潛能！」



Huimin Liu: Go Forward Bravely and Give Yourself a Chance to Strive for Perfection

Interviewed by: Taiwan Site / President Office / Marketing Communication

Huimin's hometown is in Changhua. His post graduate degree focused on micro-electromechanical systems in the Institute of Machinery Manufacturing. In 1998, he joined the workplace and first worked at Delta. He was exposed to the hottest surface mount technology (SMT) in Taiwan's electronics industry at the time. In 2003, Huimin returned to his hometown from Suzhou in order to welcome the birth of his son, and he joined USI by chance.



English Name
Huimin Liu
Division
VN OPS
Title
Vietnam Site GM
Working Location
Haiphong, Vietnam

Huimin's experience in USI is divided into four six-year terms. Since joining USI in 2003, as the company developed westward, Huimin came to Zhangjiang, Shanghai in 2009 and started the second six-year term. With the support of CY, Clement, Albert and all management teams, he and Zhangjiang partners established the operation foundation of SiP and had the opportunity of cooperation with Worldwide Tier 1 customers. Although the process stumbled, he learned how customers work hard to push USI to achieve their goals.

At the end of 2014, Huimin joined Jinqiao Site and participated in the production of the world's first system-level SiP. It was the first time for him to stand on the front line to interact with customers, and to face a large number of customers in the factory with the Jinqiao team. The process was difficult but full of rewards. The team successfully gained the customers' recognition with professionalism. Starting in 2020, it is just like destiny, with the overseas development of USI, the Vietnam Site project was launched under Jim's leadership. Huimin's fourth six-year term began, and he set foot in Vietnam in April 2021.

"Leading a team is like leading troops to the battlefield, and our internal discipline must be strict, which is better than suffering severe damage when you are actually on the battlefield." Huimin mentioned his leadership style: "When executing tasks, you may often encounter many variables. Only with a requirement of more than 120% can the result be 100%." Since Huimin undertook SiP-related projects, he found that when implementing large-scale projects, certain function teams must have tougher challenges at different times, and each department's independent operations are no longer able to deal with the situation. At this time, inter-departmental organizations have to expand their responsibilities, fill in the gaps in weaknesses and strengthen the overall organization, which is just like tying scattered branches and compressing them into sharp arrows. Only when the company's common goal is greater than the KPI of each unit and individual, can each function team reach a consensus and move forward.

From the previous production management to the current management of Vietnam Site, Huimin made a simple comparison of the two things. First of all, whether it is production management or building a factory, talents must be placed first. Whether the direct employees or the indirect units, we must start with cultivating talents. The difference is that production focuses on quality, cost and delivery of the products, and the emphasis is on how to smoothly produce and deliver products in accordance with the production schedule. However, in terms of building a factory, daily necessities must be considered respectively. For employee services such as water dispenser installments and transportation bus planning and for USI's financial condition, how to make profits, and how to build USI's local brand image externally to attract more talents and gain customers' recognition to get more orders. All the above-mentioned issues are very different from those of the production management.

During the preparation of Vietnam Site, due to the COVID-19 crisis, the preparation of Huimin and the team was more difficult than ever and faced more challenges. In 2020, the local government in Haiphong implemented strict control measures (for example, government agencies suspended work and cancelled flights to and from Vietnam, etc.), resulting in the USI's vanguard being unable to go to Vietnam as planned to carry out plant construction preparations. In the end, they had to try their best to use all possible channels. They took transit through Taiwan in Shanghai or applied for charter flights to Vietnam. Team members are often required to be quarantined including vanguard members such as Akira, Senjer and Gary, who spent almost three months in quarantine last year. This was a very difficult process. However, they overcame all obstacles on the way, USI could take lead from behind.



"Life is short, so everything you have experienced in life whether it is happiness or frustration is precious and unchangeable in life. To discover and try courageously can often make your life more colorful." Huimin talked about his philosophy of life. Perhaps, it is because of this attitude that he has more opportunities to go overseas and take different paths.

While talking about his family and interests, he said: "When I was appointed as Vietnam Site GM, my first thought was actually how to tell my wife, and how to arrange the future education of my children. In the past 23 years of career, work changes are often accompanied by changes in the family. I am very lucky that my wife and children are very supportive of my decision." In addition, Huimin's grandfather used to be the master chief in the countryside. He has been learning the culture of roadside banquet since he was a child, and he has a special feeling for cooking. With the impact of the pandemic in the past two years, there are not many opportunities to go out and dine out during breaks. Therefore, cooking at home and gardening on the balcony has become a major joy of life for the whole family, and it also allows Huimin to enjoy a moment of peace.

Vietnam Site is USI's first overseas base in Southeast Asia. The establishment of such an advanced electronics factory is unprecedented in Haiphong. In the future, it will also change the environment of the local industry in Haiphong. Even there are differences in language and culture, the influence has no border. Achieving goals is definitely not only a slogan. With the support of all function teams, local employees have been brought up, and also completed construction progress and production certification ahead of schedule. The advancement and breakthrough of the progress made the team even more uplifting. He also expects that USI's unique culture atmosphere will lead colleagues to overcome challenges in the future and made Vietnam Site become one of Vietnam's leading benchmark companies. For talents who want to enter Southeast Asia and expand their personal horizons, Huimin encourages them: "Step outside your comfort zone, give yourself a chance to temper yourself in a limited life and stand on the shoulders of a giant. Come and work in Vietnam Site, and you will find out your own different potential!"

健康體能 防疫動動 GO

作者：臺灣廠 / QA&CSR / S&HS / HS / 謝蹕鸞

世界衛生組織 (WHO) 指出身體活動不足已成為影響全球死亡率的第四大危險因子，每年有 6% 的死亡率與身體活動不足有關，僅次於高血壓、菸品使用及高血糖。靜態生活除了會增加死亡率，還會使心血管疾病、糖尿病、肥胖的風險加倍，此外，還會增加癌症、心臟病、骨質疏鬆、憂鬱焦慮的風險。

何謂健康體能

是指人的器官組織如心臟、肺臟、血管、肌肉等都能發揮正常功能，使身體具有勝任日常工作、享受休閒娛樂及應付突發狀況的能力。

體能與健康的關係

國家衛生研究院發現，與不運動的人相比，每天運動的人可以減少 14% 總死亡、10% 癌症死亡及 20% 的心血管疾病死亡，延長 3 年壽命。這些好處不但適用於各個年齡層，對有心血管疾病風險的人 (包括吸菸、肥胖者) 一樣有用。

國民健康署鼓勵民眾養成規律運動習慣，對於預防心血管疾病、糖尿病、高血脂及高血壓等，都有顯著的效益，並可降低罹患癌症的風險，加速代謝脂肪，強化肌肉組織與功能，維持健康體重，提高腦內啡的釋放，降低情緒壓力。

健康體能的四大要素

• 心肺耐力

為健康體能四大要素中最重要的一項，其所涉及的範圍包括：心臟、肺臟、血管及血液等器官組織系統的機能，指的是人體攝取氧氣與轉化氧氣的能力。

• 肌力與肌耐力

所謂肌力，是肌肉產生力量的能力；肌耐力，是指肌肉負載相同重量時，能夠完成較多反覆次數，或是能夠承受較多重量的能力。肌力衰退時，代表著肌肉無法勝任日常活動與工作，容易因此產生肌肉疲勞與疼痛，所以想要增進肌力或肌耐力，最直接的方式就是從事肌力的訓練。



• 柔軟度

代表的是人體關節可以活動的最大範圍，影響的因素除了骨骼本身的結構外，還有肌肉、肌腱、韌帶、軟骨組織等。較佳的身體柔軟度表示肢體軀幹在運動、彎曲、伸展、扭轉時都比較輕鬆自如，同時也可使肌肉與韌帶受到較好的保護而免於因受力而受傷。

• 身體組成 (身體脂肪百分比)

從健康的觀點而言，肥胖與心臟病、高血壓、膽囊疾病、糖尿病、肺活量減少、高血脂症及骨骼關節等疾病都有密切的相關。隨著文明進步和生活水準提昇，人類身體活動機會減少，而且熱量攝取常超過身體所需，肥胖日漸增加。因此，要保持身體適當的脂肪百分比，除了均衡飲食外，更需要加強運動，燃燒脂肪來消耗身體過剩熱量，同時亦是達成體重控制的良好方法。

防疫動動 GO

因疫情的影響，許多運動公園、登山步道、健身房都因此關閉，多數人宅在家減少運動。以下運動無需特殊裝備，不受場地限制，只需換上輕便運動服裝，準備兩瓶礦泉水，運用隨手可得的毛巾、彈力帶等物品，就能隨時隨地健身，增加身體活動量，運動程度不亞於上健身房。

• 推推球運動：推著彈力球行走，可訓練大肌肉群、手部肌肉與身體協調。

• 反向跳運動：可以訓練雙腳爆發力和身體協調性，還可以與家人互相挑戰，看誰的耐力比較好。

• 深蹲運動：手握彈力帶兩側末端，兩腳分開與肩同寬，踩住彈力帶往下蹲，可以強化下肢肌力。

• 跑步機：手扶穩桌子或家具，穿運動鞋各踩一條抹布來回移動，以訓練下肢肌群為主，核心為輔，為保持安全，過程中手部不能離開扶手。

• 坐式健身車：左右手維持不動，雙膝輪流輕頂礦泉水，可以訓練上肢、核心及下肢肌力，只要 2 瓶礦泉水，運動 6 分鐘，就可消耗約 32 卡熱量。

一般而言，建議成人每天運動 30 分鐘，可分段累積運動量，效果與一次做完一樣。例如，可利用通勤時間與中午休息時間分段進行，每次 15 分鐘分 2 次或是每次 10 分鐘分 3 次完成。只要每天持之以恆，健康體能就會大大地提升！

Have a Healthy Body During Pandemic Move and Go

Author: Taiwan Site / QA&CSR / S&HS / HS / Luan Hsieh



WHO indicates that insufficient physical activity has become the fourth major risk factor affecting global mortality. Each year 6% of the mortality rate is related to insufficient physical activity, only lower than high blood pressure, tobacco use and high blood sugar. In addition to increasing the mortality rate, a static life also doubles the risk of cardiovascular disease, diabetes and obesity. It also increases the risk of cancer, heart disease, osteoporosis, depression and anxiety.

What Is Health Related Physical Fitness

It means that human organs and tissues such as the heart, lungs, blood vessels, muscles, etc. can perform normal functions, so that the body can perform daily work, enjoy leisure and entertainment and cope with urgent situations.

The Relationship of Physical Fitness and Health

The National Health Research Institutes found that compared with people who do not exercise, people who exercise every day can reduce total deaths by 14%, cancer deaths by 10% and cardiovascular disease deaths by 20%, and extend their lifespan by 3 years. These benefits are not only applicable to all ages, but also useful to people at risk of cardiovascular disease (including smokers and obese people).

The Health Promotion Administration encourages people to develop regular exercise habits, which significantly benefit us in preventing cardiovascular diseases, diabetes, hyperlipidemia and hypertension, etc., and can reduce the risk of cancer, accelerate the metabolism of fat, strengthen muscle tissue and function, maintain healthy weight, increase the release of endorphins and reduce emotional stress.

Four Major Elements of Health Related Physical Fitness

• Cardiorespiratory Endurance

It is the most important of the four elements of health related physical fitness. It covers the functions of the heart, lungs, blood vessels, blood and other organs and tissue systems, and refers to the body's ability to take in and transform oxygen.

• Muscular Strength and Endurance

The muscular strength refers to the ability of muscles to generate strength; the muscular endurance refers to the ability of muscles to complete more repetitive actions or to bear more weight when the muscles are loaded with the same weight. When muscle strength declines, it means that the muscles are incapable of daily activities and work, and they are prone to muscle fatigue and pain. Therefore, the most direct way to improve muscular strength or endurance is to engage in muscular strength training.

• Flexibility

It represents the largest range of human joints that can move. In addition to the structure of the bones, the influencing factors include muscles, tendons, ligaments, cartilage, etc. Better body flexibility means that the trunk and the limbs are relatively easy to move, bend, stretch and twist. At the same time, the muscles and ligaments can be better protected from being injured by force.

• Body Composition (Body Fat Percentage)

From a healthy point of view, obesity is closely related to heart disease, high blood pressure, gallbladder disease, diabetes, reduced lung capacity, hyperlipidemia, bone and joint diseases. With the advancement of civilization and the improvement of living quality, humans' opportunities for physical activity are reduced, and the calorie intake often

exceeds what the body needs, causing the level of obesity to increase. Therefore, in order to maintain a proper body fat percentage, in addition to a balanced diet, it is necessary to strengthen exercise and burn fat to consume excess body calories. It is also a good way to achieve weight control.

Move and Go During Pandemic

Due to the impact of the pandemic, many sports parks, hiking trails and gyms are closed, and most people just stay at home and reduce the amount of exercise. The following exercises do not require special equipment and are not restricted by the venue. You only need to change into light sports clothing, prepare two bottles of mineral water, and use towels, elastic bands and other items available to exercise anytime and anywhere, increasing the amount of physical activity. Moreover, the exercise level is no less than going to the gym.

- Ball pushing: Moving forward while pushing a exercise ball can train major muscle groups, hand muscles and body coordination.
- Reverse jump: You can train the explosive power and physical coordination of your feet. You can also challenge your family members to see who has the better endurance.
- Squat: Hold both ends of the elastic band with your feet shoulder-wide apart; step on the elastic band and squat to strengthen the muscles of the lower limbs.
- Treadmill: Stabilize the table or furniture with your hands, and step on a cloth in your sports shoes to move back and forth. The main purpose is to train the lower limb muscles, and the core is supplemented. In order to maintain safety, the hands cannot leave the handrails during the process.
- Stationary bike: Keep your hands still and lightly top the mineral water bottles with both knees in turn, which can train the muscle strength of the upper limbs, core and lower limbs. Just 2 bottles of mineral water and exercise for 6 minutes will help you lose approximately 32 calories.

Generally speaking, it is recommended that adults exercise for 30 minutes per day, and the amount of exercise can be accumulated in stages; the effect is the same as doing it at once. For example, you can use the commute time and the noon break time to do it in stages for 15 minutes 2 times or 10 minutes 3 times per day. As long as you persevere every day, your health and physical fitness will be greatly enhanced!

資管新規後 還能買理財嗎？

作者：金橋廠 / ADM / 財務總處 / 周文鳳

2018 年資管新規發布並實施後，各金融機構開始資產管理業務轉型，各大銀行新發的理財產品也有了不小的變化。資管新規後，老百姓面對各類理財產品應該如何抉擇？

資管新規概況

2018 年 4 月 27 日，《關於規範金融機構資產管理業務的指導意見》（銀發 [2018]106 號，以下簡稱「資管新規」）正式發布。資管新規自發布之日起實施，並按照「新老劃斷」原則設置過渡期（至 2020 年底），旨在消除監管套利空間、防範金融風險、創造良好的制度環境。

「新老劃斷」可以概括為：(1) 過渡期內發行新產品按照新規要求執行；(2) 過渡期內控制存量產品規模只減不增；(3) 過渡期結束之後，不符合新規的產品需全部整改到位。

2018 年 9 月 28 日，銀保監會起草了《商業銀行理財業務監督管理辦法》，由此商業銀行理財業務也步入了轉型新階段。

2020 年 7 月 31 日，考慮到新冠肺炎疫情對經濟金融帶來的衝擊，金融機構資產管理業務規範轉型面臨較大壓力。為平穩推動資管新規實施和資管業務規範轉型，資管新規過渡期延長至 2021 年底。過渡期延長不涉及資管新規相關監管標準的變動和調整。

資管新規的主要內容及對商業銀行理財業務的主要影響

● 打破剛兌 實行淨值化管理

新規明確了資產管理業務是金融機構的表外業務，不得開展表內資管業務，即金融機構不得承諾保本保收益。這就意味著銀行的保本金融產品將會逐漸消失，剛性兌付將會被打破，即保本理財這一概念將會成為歷史。

未來理財產品將以淨值為基礎運營管理（即按照份額發行並定期或不定期披露單位份額淨值），類似於偏股型基金。新規發布前，商業銀行的理財產品大多是預期收益型的金融產品，滾動發行、單獨定價、集中經營的資金池運作模式實現金融產品到期剛性兌付，等同於保本保收益。新規落地後，金融機構對每項資產控制產品的資金進行獨立管理，建立單獨帳戶，獨立核算，根據公允價值規則決定資產管理產品的淨值，意味著銀行理財的風險不再可以「忽略不計」。



● 嚴格規範資管產品投資非標資產 禁止多層嵌套 消除期限錯配

非標資產指未在銀行間市場和證券交易所市場交易的債權資產，包括但不限於信託貸款、委託債權、帶回購條款的股權型融資等。非標透明度較低，流動性較弱，往往規避宏觀調控政策和資本約束等監管要求，有些還投向了限制性領域，影子銀行特徵明顯。新規明確資管產品投資非標應當遵守金融監管部門有關限額管理、流動性管理等監管標準，並且嚴格期限匹配。目的在於避免資管業務淪為變相的信貸業務，防控影子銀行風險，縮短融資鏈條，降低融資成本，提高服務實體經濟的效率和水準。

資管新規下對老百姓（個人投資者）的建議

● 保持理性 積極面對

認清理財產品不再保本保收益是一個必然的趨勢，學會放寬眼界。堅持瞭解產品理念，理財時充分考慮投資風險和投資預期，根據自己的風險偏好做出預期判斷。改變原來把預期收益率當實際收益率的習慣，轉變思路，多學習一點投資理財知識。

● 保持冷靜 端正心態

做風險可掌控的投資，心態一定要好，取消保本保收益後就要按照「賣者盡責，買者自負」的原則進行投資，即使收益較低甚至虧本也要能夠承受，同時對超高收益時刻保持警惕，謹慎的投資觀念更可貴。

● 長期打算 少看眼前

淨值型理財產品具有運作透明度高、真實反映投資資產的市場價值等特點。但其申購、贖回有一定的手續費，頻繁買賣並不划算。投資者可以嘗試淨值型理財，雖然收益是浮動的，但真正虧損的概率幾乎為零，而且淨值型理財大多是半開放式，在約定的時間段可以隨時贖回，流動性大大提升。

● 自我評估 減少盲目

投資者要按合理評估風險，正視風險，先看風險再看收益，牢記高收益伴隨高風險，認清自身風險承受範圍，做到風險匹配適應性原則。培養購買理財產品自負盈虧的意識，不跟風不隨大流，投資還需量力而行。

Can I Buy Financial Products After the Release of the Guidance Opinions?

Author: Jinqiao Site / ADM / Finance / Anny Zhou



After the release and implementation of the Guidance Opinions in 2018, various financial institutions began to transform their asset management business, and the newly released financial products of major banks have also undergone considerable changes. After the Guidance Opinions, how should ordinary people make selection while facing various financial products?

Overview of the Guidance Opinions

On April 27th, 2018, the "Guidance Opinions Concerning Standardization of Asset Management Operations by Financial Institutions" (No. 106 [2018] of the People's Bank of China, hereinafter referred to as the Guidance Opinions) was officially released. The Guidance Opinions were implemented from the date of issuance, and a transition period (to the end of 2020) was established in accordance with the principle of "non-retroactivity" to eliminate regulatory arbitrage, prevent financial risks, and create a sound institutional environment.

"Non-retroactivity" can be summarized as: (1) Issuance of new products during the transition period shall be implemented in accordance with the requirements of the Guidance Opinions; (2) During the transition period, the scale of stock products can only decrease; (3) After the transition period, all products that do not comply with the Guidance Opinions need to be modified.

On September 28th, 2018, the China Banking and Insurance Regulatory Commission drafted the "The Measures for the Supervision and Administration of the Wealth Management Business of Commercial Banks", and since then financial business of commercial banks has entered a new stage of transformation.

On July 31st, 2020, while considering the impact of the COVID-19 pandemic on the economy and finance, financial institutions are facing greater pressure on the regulatory transformation of asset management business. In order to smoothly promote the implementation of the Guidance Opinions and the transformation of asset management business regulations, the transition period for the Guidance Opinions has been extended to the end of 2021. The extension of the transition period does not involve changes and adjustments in the relevant regulatory standards of the Guidance Opinions.

The Main Content of the Guidance Opinions and the Impact on the Wealth Management Business of Commercial Banks

• Break the Rigid Payment and Implement Net Value Management

The Guidance Opinions clarify that the asset management business is off-balance sheet business of financial institutions, and on-balance sheet asset management business is not allowed, that is, financial institutions cannot promise to preserve capital and return. This means that the bank's capital preservation financial products will gradually disappear, and rigid payment will be broken, that is, capital preservation financial management will become history.

In the future, financial products will be operated and managed on the basis of net value (that is, they are issued according to shares and the net value of unit shares are disclosed regularly or irregularly), similar to partial stock funds. Before the issuance of the Guidance Opinions, most of the financial products of commercial banks were financial products with expected returns, the cash pool operation model of rolling issuance, separate pricing, and centralized operation to realize rigid payment of financial products at maturity, which is equivalent to preserved capital and return. After the implementation of the Guidance Opinions, financial institutions will independently manage the funds of each asset control product, establish separate accounts for independent accounting, and determine the net value of asset management products based on fair value rules, which means that the risks of bank financial management can no longer be "negligible."

• Strictly Regulate the Investment in Non-standard Assets of Asset Management Products, Prohibit Multi-layered Nesting, and Eliminate Maturity Mismatches

Non-standard assets refer to debt assets that are not traded in the inter-bank market and stock exchange markets, including but not limited to trust loans, entrusted debt, equity financing with repurchase clauses, etc. Non-standard assets' transparency is low, and liquidity is weak. They often circumvent regulatory requirements such as macro-control policies and capital constraints. Some have also invested in restrictive areas, and shadow banking has obvious characteristics. The Guidance Opinions clarify that non-standard investment in asset management products should comply with the relevant regulatory standards of the financial regulatory authority for quota management and liquidity management, and strict maturity match. The purpose is to prevent the asset management business from becoming a disguised credit

business, prevent and control shadow banking risks, shorten the financing chain, reduce financing costs, and improve the efficiency and standard of serving the real economy.

Recommendations to Ordinary People (Individual Investors) Under the Guidance Opinions

• Stay Rational and Face Positively

It is an inevitable trend to recognize that financial products no longer preserve capital and return, and learn to broaden the horizon. Persist in understanding the product concept, fully consider investment risks and expectations when managing wealth, and make expected judgments based on your own risk-taking levels. Change the original habit of treating the expected rate of return as the actual rate of return, change your mindset, and learn more about investment and wealth management.

• Keep Calm and Correct Mentality

To invest in risk-controllable investments, you must have a good mindset. After canceling the preserved capital and return, you must invest in accordance with the principle of "sellers do their responsibilities, buyers are responsible for the investment". Even if the returns are low or even losses, you must be able to bear the outcome. At the same time, you must be able to stay vigilant on the ultra-high returns, and a prudent investment concept is more valuable.

• Long-term Plan Instead of Short-sighted

Net-worth financial products have the characteristics of high operational transparency and truly reflect the market value of investment assets. However, there are certain handling fees for subscription and redemption, and frequent trading is not cost-effective. Investors can try net-worth wealth management. Although the return is floating, the probability of real loss is almost zero. Moreover, most of the net-worth wealth management is semi-open, which can be redeemed at any time during the agreed time period, which greatly improves liquidity.

• Self-assessment to Reduce Blindness

Investors should assess risks in a reasonable manner and face risks squarely. You should look at risks first and then return, keep in mind that high returns are accompanied by high risks, recognize the scope of your own risk tolerance and achieve the principle of risk matching adaptability. Remember, cultivate the awareness of buying financial products to be responsible for your own profit and loss, not to follow the trend. Investment still needs to be done within the capability.

10 New COVID-19 Slangs You Must Know

你必須知道的十個 COVID-19 新俚語

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew



過去這年，你是否一直在 doomscrolling？你是否覺得這一年是個 coronacoaster？你是否一直 WFH，而感到 Zoom fatigue，並渴望 coronacation？你是否擔心遇上 covidots，並只與你的 quaranteam 交流？如果你與其他區域的客戶或夥伴有交流或有在關注新聞，你很有可能會遇到因 COVID-19 而創造的新俚語。本期就讓我們一起來看看吧！

Rona

An informal shortening of "coronavirus." It's often used socially as a playful way to comment on more relatable humorous things of social distancing during the pandemic. However, it's not intended to be used to refer to the dire side of the virus (e.g., reporting on case numbers, losses or disruptions caused).

Coronavirus (新冠肺炎) 的非正式縮寫，通常是作為用有趣的方式來評論疫情期間進行社交距離的某些幽默事物，但並不適於談論病毒的恐怖面（如報告病例數、損失或造成的混亂）。

Other variations include Miss Rona or Aunt Rona, and la rona for the Spanish or Latino community.

其他變化包括「羅娜小姐」或「羅娜阿姨」，及西班牙或拉丁社會的「拉羅娜」。

Example 1: I'm staying at home so much during the rona, my dog thinks I've retired!

例 1：羅娜期間我常待在家，連我的狗都以為我退休了！

Example 2: Aunt Rona has made me put on 10kgs!

例 2：羅娜阿姨害我重了十公斤！

WFH

An abbreviation of "working from home" or "work from home."

「居家工作」的縮寫。

Example: WFH is fantastic! I can wear PJs all the time and don't have to worry about bad hair day.

例：WFH 太棒了！我可以一直穿著睡衣，也不必擔心難處理的頭髮而造成糟糕的一天。

Doomscrolling

A creative two-word combination - "doom" (terrible fate) + "scrolling" (moving text or graphics up, down or across on a screen to view different parts of them) - commonly refers to the browsing of social media for the latest news about the pandemic.

來自兩個詞的創意組合，分別是 doom (厄運) + scrolling (滾動)，通常指在社交媒體瀏覽關於疫情的最新消息。

"Doomsurfing" is a related slang, specifically means browsing the internet for upsetting news.

相關俚語 doomsurfing (負面刷屏) 特指在網路瀏覽有關令人沮喪的新聞。

Example: I got depressed doomscrolling all day about coronavirus updates on Facebook.

例：我感到很沮喪，因為我全天都在臉書上看那些關於新冠肺炎的新消息。

Coronacation

Originally meaning "coronavirus-compelled staycations" due to canceled classes, shifts and the likes. However, it may now also refer to a vacation one plans cheaply due to pandemic-related travel price cuts, or what some people are candidly calling "working from home."

原意為因新冠肺炎而取消課程、班次等的 staycation (宅度假)，但現在也可能指趁疫情而價格降低的便宜旅遊計劃，或某些人坦率地稱其為「居家工作」。

Example 1: Since starting working from home, my staff thinks they're on a coronacation.

例 1：自從開始居家工作，我的員工覺得他們像在家度假。

Example 2: Many are taking the opportunity to go on a coronacation due to discounted hotel fees.

例 2：由於新冠肺炎時期飯店打折，許多人趁機旅遊。

Coronacoaster

Another of the many new COVID-19-inspired coinages that use "corona", it blends with "rollercoaster" to describe the emotional ups and downs during the pandemic.

在許多受新冠肺炎啟發的新詞中，這個詞融合了 corona (冠狀) 與 rollercoaster (雲霄飛車)，描述疫情期間的情緒起伏。

Example: 2020 has been a coronacoaster as we experience panic-shopping, lockdowns, coronacations and the hope of a vaccine.

例：經過恐慌採購、封城、在家度假和疫苗的希望，2020 年如同雲霄飛車。

Quaranteam

A blend of "quarantine" and "team," meaning a small group of people one voluntarily chooses to interact with during self-isolation or lockdown. Those in the team promise not to have close contact with anyone outside the team, allowing one to socialize while also staying safe.

融合 quarantine (檢疫) 和 team (團隊、小組)，意味著在自我隔離或封城期間自願與某小群人互動。加入的人承諾不與隊外的人密切接觸，以便保持安全社交。

Variations of this include "(COVID-)bubble" or "germ pod."

其變體包括 COVID-bubble (新冠肺炎泡泡) 或 germ pod (病菌莢)。

Example 1: My quaranteam was what kept me sane during the four-week lockdown.

例 1：我的疫情朋友圈讓我在那四週的封城期間能夠保持理智。

Example 2: Please stay within your bubble during the 2-week self-quarantine.

例 2：請在這兩週的自我檢疫期間留在你的檢疫小組中。

Covidiot (& Coviocy)

Another blending of words - "COVID" + "idiot" (stupid person) - a slang insult for someone who disregards health and safety guidelines about the pandemic. Examples of coviocy include not wearing a face mask or washing hands regularly, hanging out in a group, and prematurely hoarding supplies, as well as hugging or shaking hands with everyone.

另一個融合詞是 COVID + idiot (白痴)，專指那些無視疫情健康和 safety 準則的人。Coviocy 指的是「關於新冠肺炎的蠢事」，如不戴口罩或不勤洗手、群聚、過早囤一堆貨或與所有人擁抱或握手。

Example 1: Don't be a covidiot by hugging the patients.

例 1：別因為擁抱患者而成為新冠白痴。

Example 2: It's coviocy to have large parties now when we should stay at home.

例 2：當我們現在應待在家時，去開趴是一件愚蠢的事。

Moronavirus

A wordplay on "moron" (stupid person) + "virus" - it's another name for coronavirus but used when covidots tested positive. It's also to publicly criticize those who don't follow health and safety guidelines. Foreign media sometimes use it to describe what's happening with COVID-19 cases in the United States.

Moron (白痴) + virus (病毒) 的文字遊戲，也是新冠肺炎的另一個名稱，特在 Coviody (新冠白痴) 篩檢陽性時使用，也用於公開批評不遵守健康與 safety 準則的人。國外媒體有時用來描述美國的新冠肺炎病例。

Example: There is yet another moronavirus case as people start to be careless.

例：隨著人們開始鬆懈，又有一個白痴確診。

Zoombombing (& Zoombombed)

A graver entry based on photobombing (i.e., when people ruin a photograph by appearing in it without the photographer's knowledge); however, rather than being funny, Zoombombing or Zoomraiding refers to trolls or hackers invading a virtual meeting with various obscene, violent, or offensive images or words.

這是一個較嚴肅的俚語，基於 photobombing (照片炸彈) 演變而成。但 Zoombombing (虛擬轟炸) 或 Zoomraiding (虛擬突擊) 並不是搞笑的，而是指網路白目或駭客以各種淫穢、暴力或令人反感的圖或文字入侵虛擬會議。

Example: Our videoconference was Zoombombed again with obscene advertisements.

例：我們的視訊會議又被淫穢廣告轟炸。

Zoom fatigue

"Zoom" (now synonymous with "virtual") + "fatigue" (exhaustion from bodily or mental exertion) - it is the tiredness, worry or burnout associated with the overuse of virtual platforms of communication, particularly videoconferencing.

Zoom (原指視訊軟體的名字，現成「虛擬、視訊」的代名詞) + fatigue (疲勞)，指的是因過度使用虛擬通訊平臺 (特別是視訊會議) 所引起的疲勞、擔憂與倦怠。

Other related "Zoom" combinations include Zoom happy hour and Zoom game night.

其他 Zoom 組詞包括 Zoom happy hour (虛擬居家酒吧時間) 和 Zoom game night (虛擬遊戲之夜)。

Example: I need a rest; I'm having Zoom fatigue after 8 hours of webinars.

例：我需要休息；網絡研討會 8 小時後，我感到疲勞了。

Most of these slangs have been created out of humor and convenience to help us cope with COVID-19; some are humorous while others have more serious connotations. Whatever the situation, don't be a covidiot; stay within your pod, WFH, and try not to doomsurf. When you get Zoom fatigue, go on a coronacation where possible, or have some Zoom social events to relax.

大多數這些俚語都是出於幽默和方便我們應付 COVID-19 而創造的；有幽默、有較嚴肅的。無論任何情況，不要成為一位新冠白痴 (coviody); 留在你的疫情社交圈 (pod) 內，好好在家工作 (WFH)，盡量不要負面刷屏 (doomsurf)。當感到虛擬疲勞時 (Zoom fatigue) 時，可以有個 coronacation (新冠假期) 或進行一些 Zoom 社交活動以放鬆身心。

車上診斷系統介紹

作者：臺灣廠 / QA&CSR / 設計品質保證處 / 陳立武
臺灣廠 / CE / 設計服務二處 / 陳坤銘

車上診斷系統 (OBD, On-Board Diagnostics)，是一種汽車零部件和系統是否故障的裝置。當汽車出現故障時，故障燈 (MIL, Malfunction Indication Lamp) 或者檢查發動機 (Check Engine) 警告燈亮，同時將故障信息存入存儲器，通過 OBD 讀取儀將故障碼讀出，維修人員能根據故障碼進行排除。

簡介

自 1980 年代開始，各汽車製造廠開始在其生產的車輛上，配備全功能的控制 / 診斷系統；這些新系統在車輛發生故障時可警示駕駛，並且技工在維修時可經由特定的方式讀取故障碼，以加快維修時間。

到了 1985 年，加州大氣資源局 (CARB) 開始制定法規，要求各車輛製造廠在加州販售的車輛都必須裝置 OBD 系統，這些車輛上配備的 OBD 系統，稱為 OBD-I (第一代車上診斷系統)；OBD-I 必須符合下列規定：

- 儀表板必須要有故障警示燈 (MIL)，以提醒駕駛注意特定的車輛系統已發生故障。
- 系統必須有記錄 / 傳輸相關廢氣控制系統故障碼的功能。
- 電器元件監控必須包含含氧感知器 (HO2S)、廢棄再循環系統 (EGR)、油氣蒸發控制系統 (EVAP)。

OBD-I 在 1988 年全面實施時，雖然美國環保局並未強制要求除了加州以外的州販售的車輛也要配備 OBD-I 系統，但實際上車廠在其它州販售的車輛也都有配備相同的系統。

當初加州大氣資源局制定 OBD-I 是為了要減少車輛廢氣排放以及簡化維修的流程，但由於 OBD-I 規格不夠嚴謹，它遺漏了觸媒轉換器的效率監測以及油氣蒸發系統的洩漏偵測，再加上 OBD-I 監測線路的敏感度不高，等到發覺車輛故障再進廠維修時，事實上已排放了大量的廢氣。

OBD-I 除了無法有效控制廢氣排放，它還引起另一個嚴重的問題。各車輛製造廠發展了自己的診斷系統、檢修流程、特殊工具，使得非原廠技師在維修車輛時必須面對更複雜的維修環境，CARB 眼見 OBD-I 離當初制定的目標愈來愈遠，即開始發展第二代車上診斷系統 (OBD-II)，CARB 所定義的 OBD-II 系統必須有下列功能：

- 偵測廢氣控制系統的元件是否衰老或損壞。
- 必須有警示駕駛人員該進行廢氣控制系統的保養 / 檢修的功能。
- 使用標準化的故障碼，並且可用通用的儀器讀取。

在規格的實施上，CARB 規定所有 1996 年在加州販售的小型車輛必須配備 OBD-II；自 1997 年起，所有的小型卡車也要配備該系統。OBD-II 規格在 1997 年也被美國環保局採納為聯邦標準，並在 1998 年正式生效。



OBD-II 接腳定義

OBD-II 系統共有 16 個接腳，如圖 1。

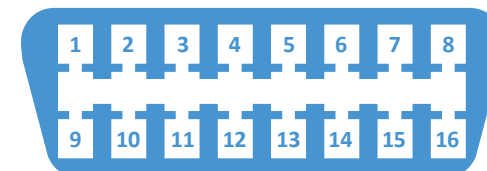


圖 1 OBD-II 系統的接腳

各接腳的功能如表 1。

表 1 OBD-II 各接腳的功能

接腳	功能	接腳	功能
Pin 1	廠家自己定義	Pin 9	廠家自己定義
Pin 2	SAE J1850 所制定的資料傳輸線	Pin 10	SAE J1850 所制定的資料傳輸線
Pin 3	廠家自己定義	Pin 11	廠家自己定義
Pin 4	車身接地	Pin 12	廠家自己定義
Pin 5	信號接地	Pin 13	廠家自己定義
Pin 6	CAN-High 提供製造廠應用	Pin 14	CAN-Low 提供製造廠應用
Pin 7	K-Line 所制定的資料傳輸線 K	Pin 15	L-Line 所制定的資料傳輸線 L
Pin 8	廠家自己定義	Pin 16	電瓶電源 12V

OBD 如何診斷

當 OBD 監控到異常發生時，電子控制單元 (ECU, Electronic Control Unit) 會將故障資訊診斷故障代碼 (DTC, Diagnostic Trouble Codes) 的形式存入記憶體，透過 OBD 檢測儀器 (OBD Scan Tool) 便可將故障碼讀出，根據故障碼的提示，維修人員能迅速準確地確定故障的性質和部位。

ECU 內含的單元

電子控制單元 (ECU) 俗稱「行車電腦」、「車載電腦」和我們認識的電腦一樣，均由 MCU、RAM、I/O Port 等硬體和驅動組成，最主要控制汽車的電子器材。隨著轎車電子化更加自動化，ECU 將會日益增多，線路會更複雜。為了簡化電路和降低成本，汽車上多個 ECU 之間的信息傳遞就採用一種稱為「多路通信」的網路技術，將整車的 ECU 形成一個網絡系統，也就是 CAN 數據總線。

ECU 通訊網路

CAN-BUS (Controller Area Network) 稱為控制單元區域網，它是車用控制單元傳輸資訊的一種傳送形式。由於現代汽車的技術水準大幅提高，要求能對更多的汽車運行參數進行控制，因而汽車控制器的數量不斷上升，從一開始的數個發展到幾十、甚至到上百個控制單元。控制單元數量的增加，使得它們之間的資訊交換也越來越密集。為此德國 BOSCH 公司開發了一種設計先進的解決方案—CAN 資料匯流排，提供一種特殊區域網來為汽車的控制器之間進行資料交換。

CAN BUS 上的信息

CAN BUS 上的資訊是以二進位形式出現的，也就是控制單元將資訊轉換成二進位，CAN BUS 用電壓來類比二進位，接受控制單元將電壓轉換成二進位資料，再將二進位資料轉換成正常資料。系統的控制單元連接方式採用銅纜串列方式。由於控制器採用串列合用方式，不同控制器之間的資訊傳送是廣播式傳輸，每個控制單元不指定接收者，把所有資訊往外發送，由接收控制器自主選擇是否需要接收資訊。

CAN BUS 的特點

- 結構簡單，只有兩根線與外部連結，且內部含有錯誤偵測和管理模組。
- CAN BUS 上的節點數主要取決於車用串列網路的驅動電路，目前可達 110 個。
- CAN 的通信介質可為雙絞線、銅軸電纜或光纖等，可供使用者自由選擇。
- CAN 為多主式工作，網路上任一節點分成不同的優先等級，可滿足不同要求的傳輸，優先權最高的資料最快可在 134μs 內得到傳輸。
- CAN 採用非破壞車用串列網路仲裁技術，當 CAN BUS 尚有多個節點同時送出信息時，優先權較低的節點會先自動退出發送，而由當時最高優先權的信息先行傳輸。

美國是最早規定車輛必須裝配車上診斷系統的國家，之後歐盟與日本也陸續採行。中國大陸部分地區自 2006 年起陸續規定新車需裝置 OBD-II，而臺灣自 2008 年起實施 OBD-II 的裝置。車上診斷系統提供各種行車資訊及數據，快速擷取行車電腦資訊，高速處理器也能夠快速回饋，計算車輛訊號，顯示渦輪、排溫、進氣溫、水溫、電壓、時速、轉速等數據。使用 OBD 除了可簡化車輛維修程序與時間外，更可降低汽車廢氣排放所造成的空氣污染，進而減緩氣候暖化，促進環保。

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Introduction of On-Board Diagnostic System

Author: Taiwan Site / QA&CSR / DQA / Brance Chen
Taiwan Site / CE / DSD2 / Boone Chen



On-Board Diagnostics (OBD) is a device to check whether automobile parts and systems are faulty. When the automobile is malfunctioned, the Malfunction Indication Lamp (MIL) or Check Engine warning lamp lights up, and the malfunction information is stored in the memory at the same time. The malfunction code can be read by the OBD reader so that the maintenance personnel can follow the malfunction code to fix the problem.

Introduction

Since the 1980s, automobile manufacturers have been equipped with full-functioned control/diagnostic systems on their vehicles. These new systems can warn drivers when the vehicle breaks down, and mechanics can read malfunction codes by a specific way during maintenance so as to expedite the repair time.

In 1985, California Air Resources Board (CARB) began to formulate regulations requiring all vehicle manufacturers to install OBD systems on vehicles sold in California. The OBD systems on these vehicles are called OBD-I (first-generation on-board diagnostic system). OBD-I must meet the following requirements:

- Dashboard must have a malfunction warning light to remind drivers that a specific vehicle system has failed.
- The system must have the function of recording/transmitting related exhaust gas control system malfunction codes.
- The monitoring of electrical components must include oxygen sensor (HO2S), exhaust gas recirculation (EGR), evaporative emission control system (EVAP).

When OBD-I was fully implemented in 1988, the U.S. Environmental Protection Agency did not mandate that vehicles sold in states other than California also be equipped with OBD-I systems, however, vehicles sold in other states by automakers are also equipped with the same OBD-I systems.

At the beginning, CARB formulated OBD-I to reduce vehicle exhaust emissions and simplify the maintenance process. However, due to the lack of rigorous specifications of OBD-I, it omitted the efficiency monitoring of the catalytic converter and the leakage detection of EVAP. In addition, the sensitivity of the OBD-I monitoring circuit is low. When the vehicle is found to be faulty for repairing, a large amount of exhaust gas has actually been emitted.

In addition to the inability of OBD-I to effectively control exhaust emissions, it also caused another serious problem. Various vehicle manufacturers have developed their own diagnostic systems, maintenance procedures and special tools. As a result, non-original manufacturer technicians have to face a more complex maintenance environment when servicing vehicles. CARB realized that OBD-I was getting farther and farther away from the original goal. Hence, it began to develop the second-generation on-board diagnostic system (OBD-II). The OBD-II system defined by CARB must have the following functions:

- Whether the components detecting exhaust gas control system are aging or damaged.
- There must be a function to warn the driver of the maintenance/inspection of the exhaust gas control system.
- Using standardized malfunction codes, and can be read by universal instruments.

In the implementation of the specifications, CARB stipulated that all small vehicles sold in California in 1996 must be equipped with OBD-II. Since 1997, all small trucks must also be equipped with this system. The OBD-II specifications were also adopted as a federal standard by the U.S. Environmental Protection Agency in 1997 and came into effect in 1998.

Definition of OBD-II Pins

The OBD-II system has 16 pins in total, as shown in Figure 1.

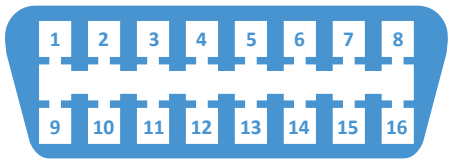


Figure 1 Pins of OBD-II system

The function of each pin is shown in Table 1.

Table 1 The function of each pin of OBD-II

Pin	Function	Pin	Function
Pin 1	Manufacturer's own definition	Pin 9	Manufacturer's own definition
Pin 2	Data transmission line established by SAE J1850	Pin 10	Data transmission line established by SAE J1850
Pin 3	Manufacturer's own definition	Pin 11	Manufacturer's own definition
Pin 4	Automobile chassis grounding	Pin 12	Manufacturer's own definition
Pin 5	Signal grounding	Pin 13	Manufacturer's own definition
Pin 6	CAN-High provides factory applications	Pin 14	Can-Low provides factory applications
Pin 7	Data transmission line K developed by K-Line	Pin 15	Data transmission line L developed by L-Line
Pin 8	Manufacturer's own definition	Pin 16	Battery power supply 12V

How Does OBD Diagnose

When the OBD monitors that an abnormality occurs, the electronic control Unit (ECU) will store the malfunction information in the form of diagnostic trouble codes (DTC) in the memory and use the OBD scan tool. The malfunction code can be read out, and the maintenance personnel can quickly and accurately determine the nature and location of the malfunction according to the prompt of the malfunction code.

Units Contained in OBD

The engine control unit (ECU) is also called "traveling computer" and "vehicle computer". It is the same as the computers we

know, they are composed of hardware and drivers such as CPU, RAM, I/O Port, which are the major electronic parts to control the car. As cars become more automated, ECUs will increase day by day, and wiring will become more complicated. In order to simplify the circuit and reduce the cost, a network technology called "Multiplex Communication Network" is used to transfer information between multiple ECUs in the car, and the ECUs of the entire vehicle are formed into a network system, that is, the Controller Area Network.

ECU Communications Network

CAN-BUS is the abbreviation of Controller Area Network, which is called the local area network of the control unit. It is a form of transmission for vehicle control units to transmit information. As the technological level of modern cars has been greatly enhanced and more car operating parameters are required to be controlled, the number of car controllers has been increasing, from a few at the beginning to dozens or even hundreds of control units. The increase in the number of control units makes the exchange of information between them more and more intensive. For this reason, BOSCH in German has developed an advanced solution CAN data bus, which provides a special area network for data exchange between car controllers.

Information on CAN BUS

The information on CAN BUS is in binary form, that is, the control unit converts the information into binary. CAN BUS uses voltage as a binary analogy. The receiving control unit converts the voltage into binary data, and then converts the binary data into normal data. The connection method of the control unit of the system adopts copper cable tandem method. Because the controller adopts a serial combination method, the information transmission between different controllers is broadcast transmission. Each control unit does not specify a receiver, and all information is sent out, and the receiving controller independently chooses whether it needs to receive information.

Features of CAN BUS

- The structure is simple. There are only two wires connected to the outside, and there are error detection and management modules inside.
- The number of nodes on the CAN BUS mainly depends on the drive circuit of the vehicle serial network, and it can reach 110 at present.

- The communication medium of CAN can be twisted pair, copper cable or optical fiber, etc., for users to choose freely.
- CAN works in a multi-master mode. Any node on the network is divided into different priority levels to meet different requirements for transmission. The highest priority data can be transmitted in 134μs at the fastest.
- CAN adopts non-destructive vehicle serial network arbitration technology. When CAN BUS has multiple nodes sending information at the same time, the node with lower priority will automatically exit the transmission first, and the highest priority information at that time will be transmitted first.

The United States was the first country to stipulate that vehicles must be equipped with on-board diagnostic systems. Later, the European Union and Japan have also adopted it one after another. Some areas of China have successively stipulated that new cars need to be equipped with on-board diagnostic systems since 2006. Taiwan has implemented it since 2008. The on-board diagnostic system provides various driving information and data, and quickly captures driving computer information. The high-speed processor can also quickly provide feedback, calculate vehicle signals, display data such as turbine, exhaust temperature, inlet temperature, water temperature, voltage, speed and RPM. The use of OBD not only simplifies vehicle maintenance procedures and time, but also reduces air pollution caused by vehicle exhaust emissions, thereby slowing climate warming and promoting environmental protection.

Source

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Véronique Danciu

工作的一天

作者：Asteelflash / Marketing

自從 COVID-19 發生以來，運輸部門一直處於緊繃狀態。每一天都有新的挑戰，你永遠不知道醒來之後會發生什麼事。在這場危機期間，除了每天的常規問題待解決外，還要面對運價飛漲、極其有限的產能。工作地點在美國的 Véronique Danciu 目前擔任 Asteelflash 全球運輸總監長達 7 年，她必須確保所有貨品都能順利到達目的地。



Véronique 的一天通常從和歐洲團隊的會議拉開序幕。世界上總有一艘船、一架飛機或一輛卡車需要管控；或總是會有某個報關行來要文件。為特定的貨物進行談判協商、演示報告、數據分析、更新數據庫是她的日常工作。另外，她還需要協調和指導所有廠區的進出口運輸，主要是空運跟海運的國際運輸，還要確保與其相關的所有議題都符合當地法規。這需要對所有國家和地區的海關規則有相當的了解。她還負責制定流程和原則，以指導全球所有團隊。最後，她還要替 Asteelflash 17 個廠區協商運費。這個任務非常具有挑戰性，但對公司有益。

Véronique 的童年經歷對她在這份工作的熱情上有著影響。她從小在非洲長大，四處搬家。因此，她對各種文化產生了興趣，在面對不同人和環境的適應力很強。她喜歡在這樣的環境中成長。投入運輸工作後，她終於找到工作上的多樣性，因為她能與世界各地的優秀人士一起工作。Véronique 說過，與他們共事不僅對專業層面有更豐富的認知，也更充實自我！

Véronique 非常欣賞團隊合作。當人們面對問題，而大家以團隊的方式把問題解決時，是非常有成就感的。她感到非常榮幸能跟和這些很棒的團隊一起工作，她喜歡用「得力助手」來稱呼他們。在過去的 6 年裡，他們一起解決了無數問題。在她看來，公司內的每一個角色都不可或缺，沒有彼此的專業和知識相輔，價值不大，只有同心協力，才能共創偉業。

對 Véronique 而言，運輸是瞬息萬變的，它隨著世界和市場的發展而變化，基本上全年無休，每天都會帶來一系列的挑戰。但這項工作令人興奮的是，當新的一天開始時，你不可能知道會發生什麼事。每一天都不同，每個挑戰都是獨一無二的。

作為一名全球運輸總監，最大的挑戰是需要在動盪市場中預見接下來會發生的事。沒有人能夠預測到 COVID-19 的危機，然而，它讓數千架飛機無法起飛，各個團隊不得不努力思考找到減輕其對交通影響的策略和解決方案。幸運的是，Asteelflash 的優勢之一就是已經將快速的適應性和靈活性融入到日常管理中，在關鍵時刻快速做出決策，快速推動事情進展。

如你所見，交通運輸是一個難以預測的行業，有可能會發生很多事情！

Véronique 記得她最狂的時刻之一，那是在剛擔任全球運輸總監後的某一天，美國海關和 FDA（美國食品藥品監督管理局）打電話給她，詢問從美洲進口的某項商品。海關和 FDA 代表在電話中間她：

「妳能解釋一下為什麼 Asteelflash 進口古柯鹼嗎？」

她不得不讓他們重複好幾次，因為首先她不知道他們在說什麼。「古柯鹼？我們不會這樣做的，先生。」

原來，是 Asteelflash 的某個供應商在為某機器填寫海關編碼時打錯字，所以 Asteelflash 被視為在美國本土進口非法藥物。她花了兩週的時間向有關當局證明這是一個錯誤，Asteelflash 的貿易是符合規定的。

不過，即使發生了這些不可預見的事件，Véronique 仍為自己的工作感到自豪，並且始終對此充滿熱情！



A Day in the Life of Véronique Danciu

Author: Asteelflash / Marketing

It has been really tensed in the transportation sector since the beginning of COVID-19. Every day was a new challenge, and you never know what will happen after you wake up. During the crisis, prices were over the roof; capacity was extremely limited – all on top of the "usual" day-to-day regular issues. Véronique Danciu is the Worldwide Transportation Director of Asteelflash for 7 years. Located in the USA, she has to make sure products reach their destination.



Véronique usually starts her day with several calls with the European team. There is always a boat, a plane or a truck somewhere in the world to monitor; there is always a custom agent somewhere asking for documents. Work on negotiations for specific shipments, presentation reports, data analysis, database updates are her daily tasks. Besides, she needs to coordinate, guide, help all the sites' transportation (both imports and exports), mainly as far as international transportation is concerned (air freight and sea freight); also making sure all topics related to international transportation are compliant with local rules and regulation which requires very specific knowledge in customs rules and regulation for all countries and regions. She is also in charge of setting up processes and directives to guide all teams globally. Finally, she negotiates transportation rates for Asteelflash's 17 sites. It is very challenging but rewarding to the company.

Véronique's childhood has something to do with her passion for her job today. She grew up in Africa, and she has moved around all her life. Therefore, she developed an interest in different cultures and high adaptability to people and places. She has loved growing into such a heteroclite environment. Being in transportation, she can finally find diversity since she is working with great people all around the world. Véronique said that working along with them is so enriching not only on the professional level but also the personal level!

Véronique highly appreciates teamwork. When people face an issue, and the issue is solved as a team, it is very fulfilling. It is really a privilege for her to work with an amazing teammate that she like to call "her right-hand man", and together they have solved



countless issues over the last 6 years. Moreover, in her opinion, every role within a company is essential; without each other's work and knowledge, it is not worth much, but together, it can be possible to create great things.

As far as Véronique is concerned, transportation is constantly on the move, it evolves with the world and the market. It is basically a 24/7 job, and every day brings its own set of challenges. An exciting thing about this work is that it's impossible to know what to expect when a new day starts. Every day is different, every challenge is unique.

The biggest challenge as a Worldwide Transportation Director is to foresee what will be next in a very volatile market. No one predicted the COVID-19 crisis, and yet, it let thousands of planes on the ground, and the teams had to think hard to find strategies and solutions to mitigate its impact on the transportation. Fortunately, one of Asteelflash's strengths is its quick adaptability and flexibility in its daily management, which allows quick decision-making to move faster when needed.

As you can see, transportation is a very unpredictable sector, and a lot of things may happen!

Véronique remembered one of her craziest moment soon after she start her role as the Worldwide Transportation Director for the group. She was called one day by the US customs and the FDA (Food and Drugs Administration) about some goods that had been imported by one of the American facilities. The customs and FDA representatives asked her on the phone:

"Can you explain the exact reason why Asteelflash is importing cocaine"?

She had to make them both repeat several times, as she was – first – not exactly sure of what they were talking about. "Cocaine?". "We do not do that, sir".

What happened was that one of Asteelflash's suppliers had made a typo when he wrote the custom code for a machine. So officially, Asteelflash was regarded as importing illegal drugs on American soil. It took her 2 weeks to prove to the Authorities that it was a mistake and that Asteelflash was traded compliant.

Even with all these unforeseen events, Véronique is proud of her job and is always very passionate about it!

法國飛旭集團 East EMEA 區執行副總裁 Felix Timmermann

保持謙虛 盡全力為更大的願景做出貢獻

採訪編輯：臺灣廠 / 總經理室 / 行銷企劃部

在法國飛旭集團 (Asteelflash) 與 USI 齊心共進之下，必能迎向更美好的未來。本期我們將焦點移到歐洲，邀請 Asteelflash East EMEA 區執行副總裁 Felix Timmermann 與我們分享他的個人經驗。



Q1. 請簡單介紹一下您自己。

我出生在德國北方，在圖賓根大學取得經濟學和心理學碩士學位。在造紙業擔任產品經理後，2007 年我加入電子業。在負責多個國家的供應鏈管理和領導 OPS 團隊多年後，我於 2016 年晉升為 Asteelflash East EMEA 地區的執行副總裁暨總經理。

閒暇時刻，我喜歡與家人和朋友共度。我也熱愛跳傘，跳傘這個運動能改變你的視角，從上面俯瞰這個世界，這個體驗是無價的，而且感覺超級放鬆。

Q2. 請簡單介紹一下您管理 East EMEA 地區包含哪些廠區，而這些廠區主要提供什麼樣的產業服務？

East EMEA 地區涵蓋四個國家的運營。我們在英國 Bedford 有一個工廠；在德國有四個工廠，包括一個開發和原型製作中心；在捷克 Plzen 有一個工廠以及 USI 位於在波蘭弗羅茨瓦夫的波蘭廠也在最近加入了我們的管轄地區。我們為各行業市場提供服務，包括汽車、醫療和工業應用。



Production Hall of Bad Hersfeld Site
Source: OSTHESEN | NEWS-G.M.



"Bedford Balance" Room of Bad Hersfeld Site

Q3. 您用什麼方法管理多個廠區？

要管理不同國家的多個廠區，關鍵在於溝通。要找到一種共同的溝通語言，更重要的是找到一種共同的理解方式。無論一個人擁有何種職能、角色或生活狀況，相互信任和尊重是另一個成功要素。

Q4. AFG 加入 USI 後，您如何看待 EMS 市場在 East EMEA 地區的優勢和機遇？

加入後雙方將共同成長變強。加入 USI 對 AFG 來說是一大幸事。USI 擁有 AFG 以前無法接觸到的技術，而 AFG 擁有強大且不斷增長的客戶群，客戶將能接觸到這些技術並從中受益。另一方面，透過我們的服務，我們可以比以往更能完整地支援 USI 的客戶想在 EMEA 地區或美洲當地生產就近供貨的計劃。雙方攜手共進，我們會成為市場最大的玩家之一，唯一涵蓋所有價值鏈，從小零件到完整產品的集團。

Q5. 工作上曾經面臨過最大的挑戰是什麼？當時您如何應對？

我曾經和一位同事在一間我們買下的破產小工廠中擔任領導主管。有一半的人離職了，有四個月產量的積壓，沒有庫存也沒有訂單，還有一個主要客戶停線。但我們接受了挑戰，從頭開始建立一個團隊。

六個月後，我們沒有積壓，生產運作良好，和客戶建立了信任關係。最重要的是，我們可以開始迎接公司的新成員，而其中一些人至今仍擔任高階主管職務。

Q6. 人是需要被激勵的，您是透過什麼具體的方式來激勵你的團隊？

作為領導者，我們應該幫助每個人盡最大努力來支援團隊。創造一個充滿信任、挑戰和開放溝通的環境是成功的要點。更重要的是在這快速變遷的競爭環境建立屬於我們的時刻。團隊同心，共創價值。



Source: OSTHESSEN | NEWS-G.M.



Source: OSTHESSEN | NEWS-G.M.

Felix Timmermann

Asteelflash East EMEA Region Executive Vice President

Being Humble and Doing the Best to Contribute to A Bigger Picture

Interviewed by: Taiwan Site / President Office / Marketing Communication

With the synergy of AsteeFlash and USI, we will have a more brilliant future. In this issue, we invite Mr. Felix Timmermann, AsteeFlash East EMEA Region Executive Vice President, to share his experience and perspective.

Q1. Can you briefly introduce yourself?

I was born in the North of Germany and obtained my Master studying Economics and Psychology at the Eberhard-Karls-University Tübingen. After working as a Product Manager in the paper industry, I joined electronics industry in 2007. After spending years in Supply Chain Management and OPS roles leading teams in various countries, I was promoted to EVP and General Manager for East EMEA region in 2016.

I love to spend my leisure time with my family and friends. I am an active skydiver also. Changing perspective and seeing the world from above is priceless and super relaxing.

Q2. Please briefly introduce which factories or sites are included in the East EMEA Region you currently manage? Which industries do you provide service?

EMEA East region covers operation in four countries. We run one factory in Bedford, UK, four factories in Germany including one development and prototyping center, one factory in Plzen, Czech Republic and one USI's factory in Wroclaw, Poland joined our region just lately. We provide service for various markets including Automotive, Medical and Industrial Applications.



Q7. 您如何應對壓力？而您會如何幫助團隊應對壓力？

壓力沒有好壞之分。我們面臨的挑戰都是成長和學習的機會。我們有幸在這個世界上最激動人心的行業工作，為全球各個市場提供服務，我們榮辱與共，這種態度有助於我和我的團隊應對各種挑戰。

最近，我們的一位專案經理與某客戶進行談判，過程很艱難。因此，我們組了一個聯合團隊來共同應對這項挑戰，作為團隊來解決問題。我們成功結束談判，一切都非常順利。

當然，在辛苦的一天之後與團隊成員共度美好時光也是很有幫助！

Q8. 最近，多樣性和包容性成為熱門話題，您對這個話題有什麼看法？

團隊越多樣化，你成功的機會就越大。世界是多樣而美麗的，我們都應該盡可能地以自然作為依循。

Q9. 對您而言，目前人生最受用的一句話是什麼？

卡爾·薩根 (Carl Sagan) 的名言：「We are like butterflies that flutter for a day and think it is forever.」

卡爾·薩根有許多精彩的名言，這些名言提醒了我們作為人類，生活的脈絡與重要性。此外，他也告訴了我們世界的美麗和宇宙的獨特。

我特別欣賞這一點，因為我們有時會把事情和自己看得太重要了。無論在過去或未來的時空，無論有或沒有我們，世界都在運轉。對我個人而言，它提醒我們要保持謙虛，並盡全力為更大的願景做出貢獻。



Q3. What methods do you use to manage multiple factories or sites?

In order to manage multiple sites in different countries, communication is key. To find a common language and more important finding a common understanding is the key factor. Trust and respect for each other no matter which function, role, or heritage are additional success factors.

Q4. How do you see the advantage and opportunity in the East EMEA Region in EMS market after AFG joining USI?

Stronger together. To join USI is a big luck for AFG. USI manages technologies that AFG could not access before. AFG has a strong and growing customer base, which will benefit from our group capabilities. On the other hand, with our services we can support USI customers willing to produce local for local in EMEA or the Americas much better than before. Together we are one of the biggest players and the sole group covering all value stream from dice to product.

Q5. What was the biggest challenge you have faced at work? How did you deal with it?

With a colleague, I once took over leadership in a small factory we bought from bankruptcy. At that time, half of the people left, backlog of the 4-months production volume, no material in stock nor ordered and a main customer with the line down. We took the challenge, started working and built a team from scratch.

6 months later, we had no backlog left, production was running well, and we have built trustful relation with the customer. The most important, we could welcome some new team members in the company, out of which some have senior leadership roles today.

Q6. Human needs to be motivated and encourage; in what specific ways do you motivate or encourage your team?

As leaders, we should help every individual to bring its best to support the team. Creating an environment of trust, challenge and open communication are success factors. As important is to celebrate our moments as our industry is fast and our moments are short. One team, one goal, one company.

Q7. How do you co-up with pressure and how do you help your team to tackle the pressure?

Pressure is not good or bad. Challenges we face are chances to grow and learn. We are blessed to work in the most exciting industry in the world, serving all kinds of markets all around the globe. We win and lose as a team. This attitude helps my team and me to deal with all kinds of challenge.

Recently one of our Program Managers faced a difficult negotiation with a customer. Therefore, we built a joined team to address this challenge jointly. As a team, it went well, and we could close the negotiation successfully.

Of course, spending some quality time with your team after a hard day also helps!

Q8. Recently, diversity and inclusion have been talked about a lot, what's your perspective on this topic?

The more diverse a team is, the more chance you will success. The world is diverse and beautiful, and we all should follow nature's example wherever we can.

Q9. What is your motto for life so far?

"We are like butterflies that flutter for a day and think it is forever." Carl Sagan

Carl Sagan has many brilliant quotes, which remind us as human beings of our context and importance in life. In addition, he also reminds us of our world's beauty and uniqueness in universe.

I appreciate this one in particular as we sometimes take things and ourselves far too important. The world turns with and without us, before and after our time. For me personally it is a reminder to focus, for being humble and doing the best to contribute to a bigger picture.



舌尖上的中國美食（上）

編輯整理：Asteelflash 蘇州廠 / 人力資源部 / 李慧

中國自古以來就有著豐富的美食文化，隨著飛旭蘇州工廠越來越多的同仁加入，他們來自中國的五湖四海，不同的飲食習慣也產生了不同的碰撞，本期將帶大家瞭解中國的多樣美食，特選出兩位員工的家鄉，展現出他們的特色美食。

蘇州美食

物料部 / 盧蘇梅

我是土生土長的蘇州小娘魚（小姑娘），所以連名字都帶有蘇字。我愛蘇州，更愛蘇州的美食。蘇州的美食文化相當豐富，一年四季可以從頭吃到尾！

● 春季 — 醃篤鮮

顧名思義，「醃」就是鹹，「篤」就是燜，「鮮」就是新鮮；醃篤鮮，主要是將春筍和鹹五花肉一起煮的湯。輕啜一口，口味鹹鮮，湯汁濃厚，竹筍帶著春天的清香，鹹肉硬香而不突兀，鮮肉則給人肥糯鮮美之感，三者完美融合，是舌尖的極致體驗。

● 夏天 — 糟菜

糟菜是蘇州人夏天餐桌上的時令佳品，是不可或缺的美味。尤其是大熱天裡那些令人生畏的大葷大肉，只要放在糟鹵裡一浸，油脂盡消，入口便是濃濃的糟香，收口還有舌根生津的美妙，這已不能簡單地用「開胃」二字來形容了。夏日吃糟菜，享受！

人的味蕾是有記憶功能的，小時候傍晚時分，家門口擺上一張小桌、一方小凳，置上一碟糟毛豆、一盤糟鵝、一瓶啤酒，夏日乘涼，悠悠哉哉，這就是老蘇州的小資情調了。尤其推薦蘇州老字號「杜三珍」的糟菜，絕對是一品香。

● 秋天 — 雞頭米

這個季節，蘇州大街小巷的餐飲店裡，最多的廣告不是大閘蟹，而是雞頭米。雞頭米其實就是芡實，為睡蓮科植物—芡的乾燥成熟種仁。以顆粒飽滿，無雜質者為佳。雞頭米正確的做法應該是：先燒水，冒小泡時，將新鮮的雞頭米放下去，不要蓋鍋蓋兒。一冒大泡，就熄火起鍋，記得千萬不要燒滾，然後放點糖桂花，這樣做出來的雞頭米，才會鮮嫩爽口、芳香撲鼻。



油潑麵



羊肉泡饅

● 冬天 — 老街湯圓

不到葑門橫街，就不懂蘇州市井生活，這裡強烈推薦葑門橫街老街湯圓，它沒有傳奇的故事，卻深受老百姓的喜歡。

老街湯圓除了餛飩和麵，還有湯糰，鮮肉湯圓和芝麻湯圓都是「爆款」。想吃甜的還是鹹的，這兒都有！讓人無法抵抗的魔力。咬開肉湯糰外皮，裡面滾燙的湯汁便湧了出來，鮮中帶甜，標準的小時候肉湯糰的味道！味道真格靈（味道好）！

上有天堂下有蘇杭，蘇州四季好美食，說不盡的好風光。歡迎大家到蘇州白相（來玩）！

西安美食

品質部 / 王琳

西安，是世界歷史文化名城、中國四大古都之一。說到西安，必須要提起西安的美食。

早晨走在西安的大街上來一碗「漿水魚魚」，此「魚」不是魚，是將煮熟的玉米麵糊用漏勺倒入清水中，像小蝌蚪在水裡游泳，土話叫「蛤蟆骨斗」。這種美食一般分冷吃和熱吃兩種。夏天多選擇冷吃，將清水中的「漿水魚魚」撈起來盛入碗中，澆上自家醃製的酸菜。入口即化，嚼起來軟軟糯糯的，清涼可口。「嘹咋咧（好極了）！」冬天適合熱吃，將配菜和酸菜放入鍋中炒熱，倒入清水煮沸後加「漿水魚魚」入鍋。3分鐘即可起鍋開吃，在寒冷的冬季裡暖人心肺。即使再沒有食欲的人也能吃個兩碗。

西安人酷愛麵食，麵食種類也繁多。油潑麵，用手扯麵條讓它有嚼勁，放2顆青菜、少許豆芽、秦椒、土豆丁、蔥花等配菜，潑上一勺熱油，發出「刺啦」的聲音，趁熱攪拌。於是一碗香氣四溢的油潑麵就好了。「呼啦呼啦」的趁熱將麵條吸入嘴裡，酸、甜、辣、香這四種味道混合在一起。「美滴很（非常好）！」

羊肉泡饅，是西安的著名小吃。麵粉要選陝西當地小麥磨製的麵粉，烙出來的饅會比較有勁道。將羊大骨入鍋煮一個通宵，先用小鍋將剛熬製好的羊湯煮粉絲5分鐘左右，一定要選撇過油的清湯。放入幾片精選的羊肉，再煮5分鐘左右。吃的時候將饅掰成黃豆粒大小，最後把掰好的饅倒入鍋中再煮3分鐘即可，極富營養。

中國的飲食文化淵源流長，一個菜系的形成和它的悠久歷史與獨到的烹飪特色是分不開的。同時也受到當地的自然地理、氣候條件、資源特產、飲食習慣等影響。下一次我們即將介紹不同的家鄉美食，歡迎各廠同仁來中國品嘗美食，體驗不一樣的美食文化。

A Bite of China: Episode 1

Edited by: Asteelflash Suzhou Site / HR Department / Hayley Li

Since ancient times, China has had rich food culture. As more and more colleagues from all over China join Asteelflash Suzhou Site, their different dietary habits have created various sparks. In this issue, we will introduce diverse food in China, and two colleagues will share the specialty in their hometowns.

Eating in Suzhou

Logistics / Sumei Lu

I am native Suzhou girl, so the character Su is in my name. I love Suzhou and love Suzhou cuisine even more. The food culture in Suzhou is quite rich. We can enjoy all year around!

• Spring - Yan Du Xian

As implied in the name, "Yan" means salty, "Du" means stewed, and "Xian" means fresh. Yan Du Xian is soup made with spring bamboo shoots and salted pork belly. With a sip of the soup, you can savor the saltiness and umami of the thick soup. Bamboo shoots bring the fragrance of spring, and the salted pork is hard yet tastes good. Fresh meat is both rich and chewy. The perfect blending of the three brings your taste buds a prime experience.

• Summer - Zao Cai

Zao Cai is a seasonal dish and must-have delicacy on the table in summertime for Suzhou residents. Greasy meat that people feel intimidated on hot summer days tastes refreshing after being marinated in Zaolu (pickle sauce). You can savor the rich flavor of the sauce in your mouth and even enjoy the beauty of its aftertaste on the tip of your tongue. This cannot be described with the simple adjective of "appetizing." What a pleasure to enjoy Zao Cai in summer!

Our taste bud can be connected to our memories. I remember when I was little, a small table and stool were set at the entrance of my house in the evening. A saucer of pickled green soybeans, a plate of pickled goose and a bottle of

beer were placed on the table. We relaxed and stayed cool in summer this way. That was an enjoyment for petite bourgeoisie in Suzhou in those good old days. Zao Cai that Du San Zhen, a restaurant with long history, makes is highly recommended. It is absolutely the best of the best.

• Autumn - Gorgon Fruit

In this season, restaurants on streets and in alleys in Suzhou do not advertise hairy crabs, but mostly gorgon fruit. Gorgon fruit is also known as Semen Euryales (Qian Shi), and it belongs to the flowering plant family of Nymphaeaceae. It is the dried ripe seed of the gorgon plant. It is better to have mellow gorgon fruit without any impurities. Correct cooking instructions for gorgon fruit are as follows. First, boil water in a pot. When small bubbles appear on the surface, put fresh gorgon fruit in the pot, but do not cover it with a lid. When large bubbles appear, turn off the gas and remove gorgon fruit from the pot. Remember not to boil it. Then add some sugared osmanthus sauce before enjoying soft and refreshing gorgon fruit.

• Winter - Old Street Sticky Rice Balls

If you do not visit Fengmen Heng Street, you cannot say you know about daily life in Suzhou. Old Street Sticky Rice Balls on Fengmen Heng Street is a highly recommended store. It does not have a legendary story, but it is deeply loved by ordinary people.

In addition to wonton and noodles, Old Street Sticky Rice Balls serves soup balls, meat rice balls and sesame rice balls that are all very popular. You can try both sweet and salty rice balls here! Their sticky rice balls are irresistibly tasty. When you take a bite of the dough, boiling hot soup immediately comes out of the meat rice balls. It has umami as well as sweet taste. It has exactly the same taste as meat soup balls I tried when I was little. So yummy!

Up above there is Heaven, and down below there are Suzhou and Hangzhou. Suzhou provides delicious food in four seasons and has countless beautiful views. You are welcome to visit Suzhou!

Eating in Xian

Quality / Lin Wang

Xian is a renowned historical and cultural city, and it is one of four ancient capitals in China. When it comes to Xian, one cannot forget to mention food in Xian.

Walking on the street of Xian in the morning, you might want to have a bowl of "Jiangshui Yuyu." "Yu" means fish in Chinese, but the dish does not contain any fish. It is made with cooked corn dough being poured into water with a skimmer. The small pieces of dough shape like tadpoles swimming in the water after they pass through a skimmer. It is called "Hamagudou" in a local dialect, and it means tadpole. The dish can be eaten both cold and hot. In summer, people often choose to eat it cold. They scoop "Jiangshui Yuyu" out of the water and put it in a bowl before sprinkling it with self-marinated pickled vegetables. It melts in your mouth. It is soft and chewy, refreshing and tasty. "Great!" It is better to eat it hot in winter. First, stir-fry some vegetables with pickled vegetables in a pan. Boil them with water. Add "Jiangshui Yuyu" after they are boiled. The dish is ready to serve in 3 minutes. It warms your body in cold winter days. Even those who have no appetite can eat two bowls of the dish.

Xian residents love noodles, and they have a wide variety of noodles. Oil noodles are pulled by hands to make them chewy. First, put two bundles of vegetables, a little bean sprouts, Chinese Wingleaf Prickly-ash, diced potatoes and scallion in a pan. Pour a scoop of hot oil on the vegetables, and you will hear the "sizzle" sound. Stir everything in the pan when it is hot. Then a bowl of tasty oil noodles is ready to serve. "Slurp, slurp." You can slurp noodles in your mouth with the mixture of four tastes-sour, sweetness, spiciness and umami-when it is still hot. "Aww! It is so good!"

Lamb Paomo is a renowned snack in Xian. It is made with flour ground with wheat grown in Shaanxi, so that the mo baked in a pan would be chewier. First, the lamb bone is cooked in a pot for one night. Then cook rice vermicelli with lamb soup that is just stewed in a small pot for about 5 minutes. Scum has to be removed from the soup first. Then put a few slices of selected mutton in the pot and cook for another 5 minutes. Before you eat, pull mo apart into small chunks like the size of a soybean. Last but not the least, pour soybean-sized mo into the pot and cook for 3 minutes before enjoying it. It is very nutritious.

The food culture of China is long standing and well established. The formation of cuisine is inseparable from its long history and unique cooking features. Meanwhile, it is influenced by local natural geography, climate, resources, specialty and dietary habits. Next time we will introduce more food of different hometowns. Colleagues from all sites are welcome to savor delicious food and experience different food cultures in China.



Gorgon Fruit



Jiangshui Yuyu

VUCA 時代的人才培養 「由你」開啟個人發展的無限可能

作者：臺灣廠 / ADM / Corporate Service / 童婉怡

每一位員工都應該有機會獲得專業發展，並在工作中成長，根據「個人能力」、「個人興趣」、「組織需求」三大核心中的最大交集，制定出個人發展計劃。「個人發展計劃」的關鍵詞是「個人」——這是一個由「你」所創建和推動的發展計劃。

個人發展計劃 這個熟悉的名詞

根據維基百科定義，個人發展計劃（Individual development plan，IDP），是個人的自我發展計劃，通常以一年為期進行規劃與發展，強調尊重員工的觀點。認為員工有能力整合自己及組織的需求，提出個人的目標以及達成途徑，並進而規劃能力與生涯的發展計劃。

簡單來說，個人發展計劃是幫助你了解自己的優勢和需要改進的領域，通過結構化的方法，提升你在目前工作領域或下一個職涯角色的能力，這些能力將轉化成對組織有實質效益的高績效表現。

由「你」的角度出發的個人發展計劃

員工對自身的發展負責是制定個人發展計劃的重要關鍵。

個人發展計劃說明員工的行動項目和學習成果，員工應與主管分享並徵求他們對發展計劃的建議，個人發展計劃最終應反映員工的個人目標，由此可知，個人發展計劃的發想者、執行者皆是「你」，沒有人會比你更清楚你自己的動機及決心。因此，個人發展計劃對員工自身十分重要，別具意義！一定要由「你」主導並從「你」的角度出發，承諾你願意貫徹執行，付出行動，達成計劃。

5 大步驟展開個人發展計劃



- **第1步：明確定義你的職涯目標**
 1. 目前你在組織中的角色並展現的能力、技巧。
 2. 你想增強學習哪些能力和技巧為你的未來做準備，這些將有助於實現整體職涯目標的優勢。
 3. 接下來的六個月或一年中，在你目前的組織會有哪些挑戰與機會。
- **第2步：自我評估**

從五個面向（專業技能、自我管理技能、人際關係、領導與管理技能）誠實地反思你目前能力，並反問自己四個問題：

 1. 你的優勢
 2. 你的弱項
 3. 你的發展需求
 4. 你的發展機會點

請記得把「現在的角色」、「未來成長機會」及「哪些發展領域會連結到組織需求」納入考量，接下來即是選定你的優先發展主軸。
- **第3步：制定個人發展計劃**

這個步驟極為重要，根據自我評估中優先發展項目的主軸，依循下面的原則制定發展目標與活動：

 1. 採取「SMART 原則」展開發展目標之設定。
 2. 應用「70-20-10 發展法則」規劃你的發展活動。
 3. 設定發展活動時間。
 4. 找出發展活動所需的協助與資源。
 5. 列出可能導致無法達成發展目標的困難因素。

制定好計劃後，記得與你的主管進行關於個人發展計劃的對話，聽聽他的想法與意見，並得到主管的支持。

- **第4步：執行計劃**

按照你的計劃一步一步去執行，記得要定期去檢視並聽聽主管或其他專案同儕給你的回饋，幫助你調整執行方法。
- **第5步：追蹤成果**

設定定期會議，主動與主管討論發展活動的進度與成果，彼此分享與回饋，透過「紀錄—調整—持續進行」的方式，朝向你的發展目標前進。

從年度績效對話 開啟個人發展計劃的起點

個人發展計劃始於主管和員工之間的年度績效對話開始，接著轉化為可以實現的行動計劃，以幫助員工建立所需的技能，更高效地利用現有的才能為職涯目標做好準備，超前部署。不僅是鼓勵員工針對職務內容進行自我投資，更可從而提高工作滿意度。

當討論未來的期望和目標時，請主動提出「你」所選定發展的領域、具體的發展方式及計劃，然後與主管共同討論，朝向你的職涯目標邁進。期待「由你」開啟個人發展的無限可能！



Talent Cultivation in the VUCA Era "Driven by YOU" to Open Up the Infinite Possibilities of Individual Development

Author: Taiwan Site / ADM / Corporate Service / Sandy Tong

Every employee should have the opportunity to obtain professional development and make progress at work, as well as formulate an individual development plan based on the largest "sweet spot": "competences", "passion" and "organizational needs". The key word of "individual development plan" is "individual", which is a development plan created and driven by "you".

Individual Development Plan

According to the definition of Wikipedia, an individual development plan (IDP) is an individual's self-development plan, which usually takes one year for planning and development that emphasizes respect for employees' opinions. In this plan, it believes that employees have the ability to integrate their own needs and organizational needs, put forward individual goals and ways to achieve, and then plan their capability and career development.

In short, an individual development plan is to help you understand your advantages and fields that need improvement. Through a structured approach, you can enhance your abilities in your current job field or next role. These abilities will be transformed into a great performance with substantial benefits.

Individual Development Plan Is Driven by You

Employees taking responsibility for their own development is the key to formulating an individual development plan.

The individual development plan elaborates employees' action items and learning results. Employees should share with their supervisors and solicit their feedback for the plan, and the individual development plan should ultimately reflect employees' personal goals. Therefore, the creator and executor of the individual development plan are "you", and no one knows your own motives and determination better than yourself. Hence, the individual development plan is important and meaningful to the employees! It must be led by "you" and started from the perspective of "you". With this, you will promise that you are willing to implement, take action and achieve the plan.

5 Major Process to Create Your Individual Development Plan



• Step 1: Identify Your Career Goals

1. Find your essential competencies or critical skills for your success in your current role.
2. Find abilities and skills you want to enhance and learn to prepare for your future, which will help achieve your overall goals.
3. Find challenges and opportunities you will face in your current organization in the next six months or one year.

• Step 2: Self-assessment

Honestly reflect on your current skills from five aspects (professional skills, intrapersonal skills, interpersonal relationships, leadership and management skills), and ask yourself four questions:

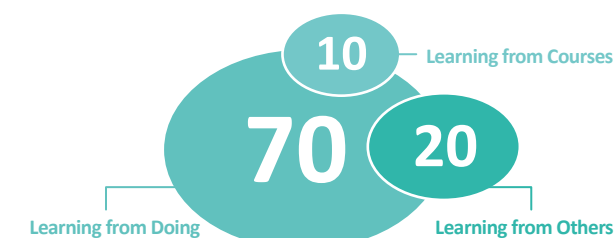
1. Your strengths
2. Your weaknesses
3. Your development needs
4. Your development opportunities

Please remember to take into consideration the "current role", "future growth opportunities" and "which fields of development will be linked to the needs of the organization". The next step is to select your priority development focuses.

• Step 3: Develop an Individual Development Plan

This step is extremely important. According to the focuses of the priority development project in the self-assessment, you can formulate your development goals and actions through the following principles:

1. Use "SMART" to set development objectives.
2. Apply "70-20-10 Rule" to plan your development activities.
3. Set the time frame for development activities.
4. Identify the support and resources needed for development activities.
5. List the challenges that may make it difficult to achieve goals.



After making a plan, remember to discuss with your supervisor about the individual development plan. Listen to his or her suggestions and get the support from your supervisor.

• Step 4: Act on the Plan

Follow your plan step by step, remember to check regularly and listen to the feedback from your supervisor or other peers to help you adjust the method of execution.

• Step 5: Evaluate Your Success

Set up follow-up meetings, take the initiative to discuss the progress and results of development activities with your supervisor, share and give feedback to each other, and move forward toward your development goals through "record-adjustment-continuous approach".

Start from the Annual Performance Conversation to Initiate the Individual Development Plan

The individual development plan begins with the annual performance conversation between the supervisor and the employee. Then it will transform into an achievable action plan to help employees build the required skills, use existing talents more efficiently to prepare for career goals. It not only encourages employees to invest in their job functions, but it also increases job satisfaction.

When discussing future expectations and goals, please take the initiative to propose the field of development, specific development methods and plans directed by "you", and then discuss with your supervisor to move towards your career goals. Looking forward to seeing "Driven by YOU" to open up the infinite possibilities of individual development!



回憶

Memories

“ 臺灣廠 / AE&M / 工程一部 / 張則堯
Taiwan Site / AE&M / Engineering Department 1 / Kaws Chang



日本東京
Tokyo, Japan

跟隨著當地上班族的腳步來保庇事業運、感情運順利及家人平安！ I followed the footsteps of local office workers here to pray for my businesses, relationships and the safety of our families!

01

03

“ 臺灣廠 / MX&AE&M / AE / 林信鳴
Taiwan Site / MX&AE&M / AE / Rin Lin

日本神奈川縣鎌倉高校前站
Kamakurakōkōmae Station, Kanagawa, Japan



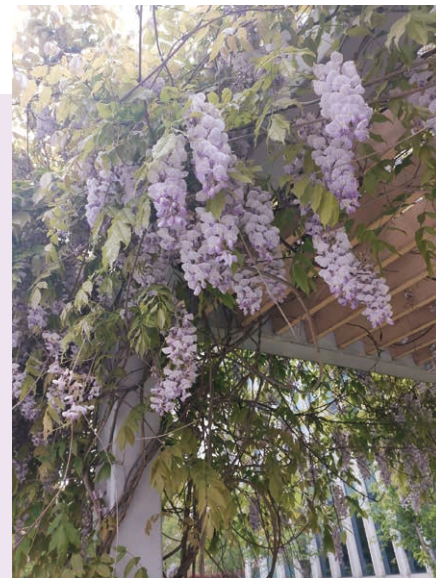
江之電鎌倉高校前車站旁的平交道，是國中、國小學生下課後，回到家打開電視最甜蜜的回憶。 The scene of the level crossing by Kamakurakōkōmae Station of Enoshima Electric Railway is the sweetest memory for elementary school and junior high students who turn on television after returning home from school.

04

“ 張江廠 / ALCMM / OPS2 生物管部 / 劉琳
Zhangjiang Site / ALCMM / OPS2 Production & Material Control Department / Lin Liu

環旭電子總部
Headquarter of USI

春暖花開的日子總是讓人歡喜、心情愉悅。四月中旬在公司樓下的景觀亭中，一簇簇紫藤花在風中搖曳著，這種飽滿盛開的姿態看了很是滿足，別有一番風景。 The views of blossoming flowers in warm spring days always make people joyful and delighted. In mid-April, you can see wisteria swaying in the wind in the pavilion below our company. It is quite a scene seeing this kind of flowers in full bloom.



“ 臺灣廠 / ICS / VPS / PR PLM / 黃仁豪
Taiwan Site / ICS / VPS / PR PLM / Ray Huang

臺北市雙連市場
Shuanglian Market, Taipei

小時候，爸媽總是牽著你，帶你走過最美麗的風景，他們只喜歡看著我們，因為我們就是他們的全世界。 When you were little, your parents always held hands with you to enjoy the most beautiful scenery. They only like to see us because we are their whole world.



“ 張江廠 / ALCMM / 智能製造開發中心 / 高志鵬
Zhangjiang Site/ ALCMM / SMD / Zhipeng Gao



上海市徐匯區
Xuhui, Shanghai

期待已久的環旭漢服社社員們首聚。隨著漢服的越發流行，我們也不能落下，好好傳承中華漢服文化。 The members of USI Chinese Clothing Club finally got together after they had been anticipating this for a long time. With the popularity of traditional Chinese clothing, we cannot stop passing down the culture of traditional Chinese clothing.

05

“ 昆山廠 / SZ&HZ&KS / KS OPS / 浦雯雯
Kunshan Site / SZ&HZ&KS / KS OPS / Liz Pu



浙江嵊泗
Shengsi, Zhejiang

要脫離原有生活，又只能短途旅行，那嵊泗是個相對合適的選擇了，雖然天公不作美，無法帶汽車上船導致出行不便，但多了騎車環島的行程，也是領略了不一樣的風景並收穫了美好。 If you want to get away from current life and can only take short trips, Shengsi is a comparatively appropriate choice. Although the weather was bad, and there was inconvenience because we could not take our car aboard, we could bike around the island to experience different scenery and harvest something beautiful.

07

06

“ 臺灣廠 / V&SA BU & TW OPS / V&SA / 林煜程
Taiwan Site / V&SA BU & TW OPS / V&SA / Ethan Lin



臺中北屯景福公園
Jing Fu Park, Beitun, Taichung

或許每個父母都是默默地守候在自己小孩的身後，懷著有點擔憂與有點不捨的心情，怕他們遇到困難與危險，也怕他們太快長大。 Perhaps all parents guard silently behind their children with a little worry and reluctance to part with them. They are afraid their children would encounter difficulties and danger, and they fear their children grow up too fast as well.

08

“ 臺灣廠 / ICS / VPS / PR PLM / 田軒豪
Taiwan Site / ICS / VPS / PR PLM / Bruce Tian

日本沖繩美麗水族館
Okinawa Churaumi Aquarium, Okinawa, Japan

自從 2021 年 6 月 17 日母鯨鯊過世後，未來將只能在沖繩美麗水族館看到公鯨鯊獨游於黑潮之海中，兩隻鯨鯊共遊的身影只剩回憶。 After the female whale shark passed away on June 17th, 2021, we can only see the male whale shark swimming alone in the Kuroshio Sea in Okinawa Churaumi Aquarium. The images of the two whale sharks swimming together are left in our memories.



09

“ 臺灣廠 / QA&CSR / DQA / 童正言
Taiwan Site / QA&CSR / DQA / JY Torng

彰化鹿港
Lukang, Changhua

古老的廠房，歷經歲月的滄桑。麵線，肯定是剛拉出來晒的，絕對不古老。■ The ancient facility has gone through the vicissitudes of years. However, the vermicelli must be just pulled and dried. They definitely are neither ancient nor old.



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



板門店
Panmunjom

1953 年 7 月因南北韓雙方在這裡簽下《朝鮮停戰協定》而聞名全球，也使得位於 38 度停戰線上的板門店成為了南北韓之間唯一的連接點。它曾被美國時代雜誌《TIME》評選為 25 個獨具亞洲氣息的推薦景點之一，更是全球目前唯一兩國仍處於對立狀態的交界。從北韓逃亡到南韓的人，每年春節和中秋時都會來到這裡的望拜壇，遙遙看著故鄉北韓的方向祭拜。■ In July, 1953, North and South Korea signed the world-famous Korean Armistice Agreement here, making Panmunjom on the 38th parallel at latitude 38° north, the so-called demilitarized zone, the single connection between North and South Korea. Panmunjom was selected one of top 25 Asian spots by *TIME* of USA, and it is at the only border village in the world between two nations where conflicts are ongoing. North Koreans who have defected to South Korean would come to the worshipping platform every Lunar New Year and Mid-Autumn Festival to worship in the direction of their hometown—North Korea.

11

“ 金橋廠 / ALCMM / JQ 生產製造處 / 劉淑慧
Jinqiao Site / ALCMM / JQ OPS / Sophie Liu

越南海防
Haiphong, Vietnam

到了越南，正趕上夏天水果上市的季节，怎麼能不趁機吃遍熱帶水果呢？海防的街頭，隨處可見各種各樣的熱帶水果，物美價廉。■ Coming to Vietnam, I was in time for summer fruits, so how could I not take the opportunity to eat all kinds of tropical fruits? On the streets of Haiphong, you can see a wide variety of tropical fruits, cheap yet delicious.



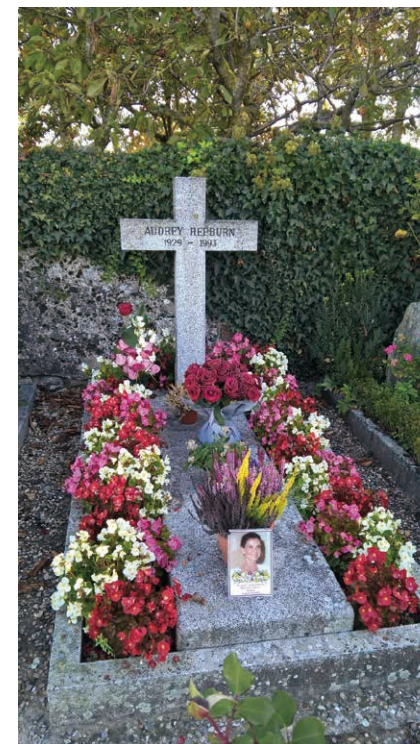
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12

“ Astelflash 蘇州廠 / 信息技術部 / 黃蘇陽
Astelflash Suzhou Site / Information Technology / Judy Huang

瑞士赫本之墓
Tomb of Audrey Hepburn, Switzerland

我將珍惜訪問此地留下的回憶，直到永遠。——《羅馬假日》■
I will cherish my visit here in memory, as long as I live. — *Roman Holiday*



昆山廠 10th 匠心十年 少年逐夢

作者：昆山廠 / QA&CSR / 品質管理中心 / 品質保證三部 / 劉玉祥

襁褓出生

全球電子產業的發展浪潮滾滾向前，機遇與挑戰並存，彩虹與風雨共生，能否抓住新時代的機遇並實現新的增長，對環旭電子每位員工都是極大的考驗！

2011 年 3 月，為了快速回應客戶的業務需求，更為了強力驅動環旭電子在生產製造領域的技術、成本、品牌等優勢，做好提前布局和抓住商機，服務全球，經過多方考察和策略確定，USI 昆山廠終於在江蘇省昆山市千燈鎮選址和快速進入建廠階段。

1,400 多名來自上海廠區、深圳廠區的員工，滿懷希望、欣喜和些許的忐忑，攜家帶眷，奔赴到這個風景秀麗的千年古鎮，開始了一段披荊斬棘，艱苦奮鬥的歷程。

回想那段歷史，真是感慨萬千！5 月 20 日開始搬廠，從人員、設備、材料的長途運輸，到新車間裡的水、電氣等周邊條件加速貫通，竟然在 6 月 20 日即啟動生產，實現了不可思議的一個月完成生產快速切換！

隨著首批 VP 視覺化產品、無線 WIFI 產品以及 VMS 終端產品的生產轉移和快速交付，2012 年 5 月，第一年營業收入達到 3 億人民幣，實現財務盈利，昆山廠首戰告捷！

昆山廠的幹部和員工用成績證明了當初的選擇是對的！在這裡，我們不僅能夠開疆拓土、站穩腳跟，還能安家立業，大展宏圖。

少年英姿

昆山廠作為環旭電子在中國大陸的第三個廠區，剛開始起跑就猶如一個英姿勃發的少年。

2013 年後，首先是 IMS 數據終端產品和 SAI 伺服器產品實現成功移轉，而後隨著飛利浦醫療產品和汽車電子產品的相繼導入，又把昆山廠推到了更高的生產水準、更高的品質控制、更高端的客戶群服務之上。

集團資深副總林大毅先生與昆山廠總經理卓志祐先生是我們的大家長，在以他們為代表的管理幹部與各單位的團隊合作下，創造了今天碩果累累的成就。



2018 年，昆山廠首家獲得江蘇省 AEO 海關高級認證，營業收入也突破人民幣 40 億。2019 年環旭電子與中科合資成立中科泓泰，標誌著環旭電子和政府進入深度合作。從幹部的精煉選派到員工培訓，從物資協助到技術支援，再到客戶群對接，昆山廠都給予了中科泓泰空前的支持！

2019 年底，全球新冠肺炎疫情的肆虐，給世界經濟格局的變化帶來深遠影響，而昆山廠在疫情防控、產能趨穩、業績增長等方面，交出的答卷非常優異，成為昆山乃至江蘇省電子行業的典範。

2020 年，昆山廠汽車電子產品製造車間獲得「省級示範智慧車間」的榮譽，入選為江蘇省重點企業級工業互聯網平臺，年納稅突破 1 億人民幣。

如今的昆山廠，已經發展成為環旭電子的重要製造服務中心之一，不單努力將產值與獲利提升，更是將自己的價值外溢，對於臺灣廠移轉、墨西哥廠、波蘭廠以及蘇州廠的強力支持和資源整合，不為人後地付出貢獻。

赤膽逐夢

在萬十周年，彈指一揮間。昆山廠這個當初誕生於襁褓中的嬰兒已經長成翩翩少年。瞧，他那銳利的目光、健碩的體魄、寬闊的胸襟正是未來馳騁疆場的資本！

在新的時代裡，隨著新冠疫情在全球的後期持續，電子物料的供需變化以及中美貿易摩擦，讓未來的道路蒙上一層陰影，多了很多不確定性。但我們始終堅信，機遇與挑戰並存，只要我們上下一心，腳踏實地往前走，未來一定是光明的！我們一定能抓住機遇實現更大的發展。

「客戶至上，以人為本，誠信團結，追求卓越」一直是我們的文化理念，「協同發展，創造綜效，服務全球」是我們的奮鬥目標。只要我們眼裡有客戶，心中有目標，腳下就有力量！讓我們不忘初心，牢記使命，赤膽逐夢！

人物訪談



方厚超

VP 產品工程處
經理
在 USI 任職 16 年

如何與 USI 結緣？

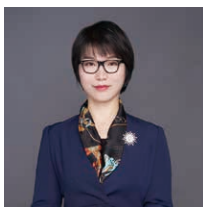
我 2005 年入職 USI 上海廠，當初面試時通過主管耐心講解，被公司業務的規劃和 WP、VPD 產品發展潛力深深吸引，上海廠身處張江高科園，我想一定能學習到很多先進的技術和電子產品的生產經驗，於是就毅然選擇了 USI。

這些年最難忘的事和最大的收穫？

光陰似箭，日月如梭！16 年的忙碌時光轉瞬即逝，最難忘的事莫過於產品客訴分析時，通宵達旦與團隊齊心協力，最終找到原因；最大的收穫是承接的產品能夠順利實現量產，像農民種莊稼一樣，收穫的喜悅總是振奮人心的！

是什麼原因和動力讓你留在 USI？

USI 家園文化、包容胸懷、社團活動讓工作和生活豐富多彩，忙碌而不枯燥，壓力而不消極，在這裡工作、學習、生活完美結合，讓我樂於與公司一起成長和發展！



劉嬌元

供應商品質工程處
處長
在 USI 任職 16 年

如何與 USI 結緣？

我是 2005 年入職 USI，當時面試我的是一位年輕的小夥，給我的第一印象是這家公司年輕朝氣有活力。果不其然，入職後，身邊的同事大多都是像我一樣剛畢業不久的，工作中相互學習成長，工作閒餘一起 K 歌，一起遊玩，很多同事相處到現在都未離開，成為了好閨蜜、好搭檔、好朋友。

這些年最難忘的事和最大的收穫？

難忘的事情很多，比如處理客訴、凌晨兩三點還在做驗證、一個人背著包到異國他鄉跟客戶報告、甚至也跟無

理的客戶拍過桌子……不過我想最難忘的事情和最大的收穫還是在 2019 年初，我主動跟老闆申請調單位歷練，選擇 SQE，由部到處，由 site 到 worldwide 的跨度，這麼多年積累的 MQA 經驗和功力得到了更好的發揮，不斷輔導供應商更符合客戶的期望，不斷完善供應商管理系統更接近國際水準，不斷提升 SQE 人員能力更接近國際型教練型人才。以客戶需求為導向，站在供應鏈的高度做品質管理，在這個歷練的過程中，也讓我的格局更大，系統思維更強。

是什麼原因和動力讓你留在 USI？

在公司 OA 介面上，寫著大雁精神，客戶至上，以人為本，誠信團結，追求卓越。其中，「大雁精神」，在昆山廠，廠總經理 Eric 就是那只大雁帶領大家向前，在我的 Quality 職業領域，我的老闆 Cherry 就是那只大雁帶著我們向前。另外「以人為本」也是 USI 非常吸引我的地方，食堂不斷變好，宿舍不斷改善，培訓制度不斷提升等等，公司處處都有著人文關懷，加上一路遇上了非常多老闆們的教導和欣賞，知足常樂，為什麼不留在 USI 一直往前呢？



鄒建

KS 製造服務四處
經理
在 USI 工作 17 年

如何與 USI 結緣？

我是 2004 年入職 USI 深圳廠的，整個入職過程非常順利，在招聘網站上投了簡歷第二天就接到面試通知，經過面試主管彭姐的耐心說明，彭姐的親和力以及公司的發展前景深深地吸引了我，另外深圳廠身處中國的南方矽谷—深圳南山科技園，於是我毫不猶豫地加入了 USI！

這些年最難忘的事和最大的收穫？

入職 USI 已經 17 年了，分別經歷了深圳、上海、昆山三個廠區，我最難忘的就是每次剛到一個新環境後，與同事工作中的相互探討，以及上級主管的耐心指導，最大的收穫就是在這個過程中不斷成長，同時還多了很多好朋友。

是什麼原因和動力讓你留在 USI？

USI 的人性化管理，以及對員工像家人一樣的關懷，還有公司的發展前景，讓每一位員工都有展示自己的舞臺，能與公司共同成長！

USI(KS) 10th 10 Years of Ingenuity USI(KS) Rock Your Dreams

Author: Kunshan Site / QA&CSR / QMC / MQA3 / Andy Liu

Establishment of USI(KS)

The development trend of the global electronics industry is moving forward. Opportunities and challenges coexist, just like rainbows coexist with wind and rain. It is a great challenge for every employee of USI whether they can seize the opportunities of the new era and reach the new achievement!

In March 2011, in order to quickly respond to customers' business demands, drive the advantages of USI's strengths in technology, cost and brand in the manufacturing field, and make arrangements in advance to seize business opportunities to serve the world, after multiple surveys and the confirmation of strategies, USI(KS) finally located in Qiandeng Town, Kunshan City, Jiangsu Province and quickly entered the stage of plant construction.

More than 1,400 employees from the USI(SH) and USI(SZ) were filled with hope, joy and a little bit of discomfort. They came with their family members and rushed to this beautiful ancient town, beginning an arduous journey.

It was really full of emotions while looking back on that period of time! The factory relocation started on May 20th. The relocation process was expedited from the long-distance transportation of personnel, equipment, and materials to the preparation of hydro, utilities and other peripheral conditions in the new workshop. The production amazingly started on June 20th, achieving an incredible product transfer in just one month!

With the production transition and rapid delivery of the first batch of visualization products, wireless WIFI products and VMS terminal products, the first-year revenue reached RMB 300 million in May 2012, achieving financial profit. USI(KS) won the first battle!

The supervisors and employees of USI(KS) proved that the original decision was right! Here, we are not only able to expand our territory and find our feet, but also set up a home and develop a grand plan.

A Young Hero

As the third site of USI in mainland China, USI(KS) was like a vigorous young man at the beginning of the race.

After 2013, firstly, the IMS data terminal products and SAI server products were transited successfully, and then Philips medical products and automotive electronic products were successively introduced, USI(KS) was elevated to a higher production level, creating higher quality and providing higher-end customer service.

Corp. SVP David Lin and Kunshan Site GM Eric Cho are our leaders. The management cadres working with all teams have created fruitful achievements today.

In 2018, USI(KS) was the first to obtain the AEO Customs Advanced Certification of Jiangsu, and its revenue also exceeded RMB 4 billion. In 2019, USI and Suma Technology Co., Ltd. jointly established SUMA-USI Electronics Co., Ltd. (hereinafter referred to as SUMA), marking the in-depth cooperation between USI and the government. From the refining of cadres to staff training, material assistance to technical support, to customer group docking, USI(KS) has provided unprecedented support to SUMA!

At the end of 2019, the raging global COVID-19 pandemic has had a profound impact on the changes in the world economy. USI(KS) has delivered excellent answers in terms of pandemic prevention and control, production capacity stabilization and performance growth. It has become a model for the electronics industry in Kunshan and even Jiangsu Province.

In 2020, USI(KS)'s automotive electronics manufacturing workshop won the honor of "Provincial-level Demonstration Smart Workshops" and was selected as a key enterprise-level industrial Internet platform of Jiangsu Province, with an annual tax payment exceeding RMB 100 million.

USI(KS) today has developed into one of USI's important manufacturing and service centers. It not only strives to increase the output value and profit, but also spills over its own value. For the production transfer of USI(TW), USI(MX), USI(PL) and Asteelflash Suzhou, USI(KS) relentlessly provided strong support and resource integration with the contribution.

Rock Your Dream

A swift tenth anniversary is just like a flick of a finger. USI(KS), the newborn baby in swaddling clothes has grown into a handsome youth. Look! His sharp eyes, strong physique and broad mind are the capital for the future galloping on the battlefield!

In the new era, as the COVID-19 pandemic continues in the later stages of the world, changes in the supply and demand of electronic materials and trade frictions between China and the United States have cast a shadow on the road ahead and added a lot of uncertainty. However, we always firmly believe that opportunities and challenges coexist. As long as we are united and move forward firmly, the future must be bright! We will certainly be able to seize the opportunity to achieve greater development.

"Customer First, People-Oriented, Honesty and Unity, Pursuit of Excellence" has always been our cultural philosophy, and "Coordinated Development, Creating Synergy and Serving the World" is our goal. As long as we put customers and goals first, we will have the power! Let us not forget our original intention, keep our mission in mind and pursue our dreams boldly!

Interview



Super Fang

VP PE Division
Senior Manager
16 years working in USI

Why did you choose USI?

I joined USI(SH) in 2005. I was patiently explained by the supervisor during the interview. I was deeply attracted by USI's business planning and the development potential of WP and VPD products. USI(SH) is located in Zhangjiang High-tech Park. I think I will be able to learn a lot of advanced technologies and the production experience of electronic products, so I decided to choose USI.

What is your greatest gain and memorable experience during these years?

Time flies! The 16 years of busy time passed quickly. The most memorable thing is that during the analysis of customer complaints, the team worked together all night to find the reason. The biggest gain is that the products we undertake can be successfully mass-produced, just like farmers growing crops. The joy of harvest is always inspiring!

What does motivate you to stay working in USI?

USI's culture, tolerance and community activities make my work and life colorful, busy but not boring, challenging but not negative. The perfect combination of work, study and life here makes me happy to grow and develop with USI!



Joy Liu

SQE
Director
16 years working in USI

Why did you choose USI?

I joined USI in 2005. The interviewer was a young man. My first impression was that the company was energetic. Sure enough, after joining USI, most of the colleagues around me were just like me who just graduated. We learned from each other and grew up at work. We went to Karaoke and had fun together in our spare time. Many colleagues have been getting along until now and have not left, becoming good girlfriends, good partners and good friends.

What is your greatest gain and memorable experience during these years?

There are many unforgettable things, such as handling customer complaints, doing verification at two or three o'clock in the morning, traveling abroad with a backpack to report to customers. I even slammed my fist on the table while facing unreasonable customers. But I think the most memorable things and the biggest gain was at the beginning of 2019. I took the initiative to apply for the rotation to gain experience. I chose SQE, from division to department, from site to worldwide. The MQA experience and skills accumulated over so many years have been better utilized, and I continue to coach suppliers to meet the expectations of customers, and continuously enhance the supplier management system to be closer to international standards, and continuously improve the ability of SQE personnel to be closer to international coaching talents. Being guided by customer needs and doing quality management at the height of the supply chain, in this experience, I have a bigger picture and a stronger system thinking.

What does motivate you to stay working in USI?

On USI(KS) Office Automation, Wild Goose Spirit, Customer First, People-Oriented, Honesty and Unity, Pursuit of Excellence were written. In USI(KS), Site GM Eric is the wild goose leading everyone forward. In my Quality field, my boss Cherry is the wild goose leading us forward. In addition, "People-Oriented" is also what attracts me to USI. The canteen is constantly getting better, the dorm is constantly improving, the training system is constantly enhancing, etc. USI has humanistic care everywhere, and I have accepted a lot of bosses' teaching and appreciation along the way. I am contented. Why not stay at USI and keep moving forward?



Jack Zou

KS MSD4
Senior Manager
17 years working in USI

Why did you choose USI?

I joined the USI(SZ) in 2004. The entire entry employment process went smoothly. I posted my resume on the recruitment website and received an interview notice the next day. After the interview supervisor Jenny's patient explanation, Jenny's affinity and USI's development prospects deeply attracted me, and the USI(SZ) is located in the Southern Silicon Valley of China - Shenzhen Nanshan High-Tech Park, so I did not hesitate to join USI!

What is your greatest gain and memorable experience during these years?

It's been 17 years since I joined USI. I have experienced in USI(SZ), USI(SH) and USI(KS). The most memorable thing is the discussion with my colleagues and the patient guidance of superiors every time I just arrived in a new environment. The biggest gain is to continue to grow in this process, and at the same time I have made a lot of good friends.

What does motivate you to stay working in USI?

USI's humane management as well as the care for employees like family members, and the development prospects allow every employee to have a stage to show themselves, growing with USI!



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

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