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有效溝通 環旭永續經營的保證

作者：董事長 / 陳昌益

一家成功的公司需要好的戰略和執行力。而執行依託於制度、政策和人與人的溝通。環旭作為一家國際高科技企業，在全球 10 個國家或地區，擁有 27 個生產服務據點，為了更好發揮全球化的戰略優勢，因此溝通更加重要。



有效溝通是企業管理的工具。無論是企業管理者還是普通的員工，都是必須做好溝通工作，因為這是企業各項工作順利進行的前提。

那麼，什麼是有效溝通？

所謂有效溝通，是通過書面及口頭等方式，將思維準確、恰當地表達出來，以促使對方更好的接受。有效溝通已作為管理者必備的素質要求，越來越多的被應用在企業管理上。而且，有效溝通還具有以下特點：

一是溝通目標的明確性，通過溝通交流，雙方就某個問題彼此充分理解，達到共同認識的目的；

二是各方在溝通後達成初步共識，即通過簡短、高頻的交流，在較短時間內，參與溝通的各方能相互理解彼此的工作目標與任務，並承諾在分工合作的基礎上，大家一起完成溝通的項目。

三是溝通人員的愉悅性，也就是強調溝通，使參與人員能認識到自身的價值，以愉快的心情實現雙贏的理想。

同時，企業在經營管理中會出現的各種各樣的問題，如果單純的從表面來解決問題，不深入瞭解情況，不接觸問題本質，就會出現溝通失效的現象。

而在企業中溝通失效會產生哪些負面的影響？

1. 溝通失效會導致好的策略或專案難以推進和實施，從而大幅降低成功率
2. 無效溝通也會導致資訊不對稱，從而使得決策者無法在第一時間做好風險預判，給企業經營帶來巨大損失
3. 無效溝通也會讓部門間產生矛盾，從而相互指責，推卸責任，出現內卷；甚至產生八卦文化

如何實現有效溝通？

首先，在溝通前要對問題進行全面性的考量。當企業已有一個確定的目標時，溝通的資訊要與組織目標相一致，大家針對共同的目標，進行開放式的溝通，相互尊重各自的專業，避免本位主義和私心。

其次，在溝通過程中要尊重參與者的專業知識。專業知識是有效溝通的基礎，任何一個有效溝通皆始於此。過於迷信自身思維方法的管理者，既主觀又武斷，缺乏客觀、公正、公平之心，又不能正視自我也不願正視他人，結果缺乏相關專業知識的人在做相應的決策。

第三，有效溝通者是真誠的參與者。要實現有效溝通，參與者不能有私心，要以公司利益為重。面對需要溝通的問題，當你不夠全面與專業時，應尊重他人專業意見的充分陳述，尊重專業部門的判斷，在開放式的溝通中形成正確的決策。

所以，有效溝通就是要從全面性的角度考慮問題，在確保公司利益的前提下，探討溝通問題的專業處理方法，切莫把對問題的解決與對人的好惡結合起來。另外，我們有效溝通的目的是更快更好地完成工作，而不是追究責任的歸屬問題。

總之，有效溝通不是彼此揣測，無論是向上溝通，還是向下溝通，或是平行溝通，我們都要進行全面性考量，杜絕從本位主義出發的心態，尊重專業知識，尊重同事，禮貌溝通，不夾雜私心，做到資訊透明化。

環旭在永續的發展及經營過程中，除了需要不斷提升技術及業務能力，也要提高執行力。而有效溝通才會有高執行力，我們要不斷掌握和運用有效溝通的方法，創造工作動力，激發工作潛能，讓環旭永續經營，不斷前進。

Effective Communication The Foundation of Sustainable Development in USI

Author: Chairman / Jeffrey Chen

A successful company needs excellent strategies and execution, and the execution relies on regulation, policy and communication. As a global company, USI has 27 manufacturing sites in 10 regions. Now, communication becomes significant for USI to demonstrate the global strategic advantages.

Effective communication is the foundation of management. Whether you are manager or subordinate, everyone has to be good at communication in order to move all works smoothly.

So, what is effective communication?

Effective communication is how to express thoughts accurately and appropriately through written words and verbal communication to have people take it into consideration. Effective communication has become an essential character/skill for managers and has been increasingly applied in corporate management. Moreover, effective communication has the following characteristics:

First, have a clarified objective. Two parties can fully understand each other and reach a consensus through communication.

The second one is after reaching a consensus; two parties will communicate in a simple and high-frequency way to know each other's goals and assignments. Everyone will co-work to accomplish the clarified objective together.

The third characteristic is the pleasantness of communication. Through communication, people can recognize their self-value and achieve a win-win situation.

The enterprise would face various problems in its daily operation at the same time. When we try to solve the problem without an in-depth understanding of the situation, we might cause a communication failure phenomenon.

What adverse effects will occur when communication failure in the enterprise?

1. A failure in communication will jeopardize good strategies or projects, reducing the success rate.
2. Ineffective communication could also lead to information asymmetry and make decision-makers misjudge in the golden time, bringing a significant loss to the business.
3. Ineffective communication will also trigger internal conflicts, buck-passing, involution, or even a gossip culture.

How to realize effective communication?

Firstly, think about the issues thoroughly and be well prepared before communicating. When the enterprise sets up the goal, the communication must be consistent and in line with the destination. Everyone should communicate openly, respect each other's professions, and avoid parochialism and selfishness.



Secondly, we should respect professions during communication. Professional knowledge is the foundation of effective communication. Egoistic managers are subjective and arbitrary, lacking objectivity, fairness and impartiality. They cannot face themselves and others. In the end, they don't get the right people or professionals to take responsibility.

Thirdly, effective communicators are sincere participants. The participants must put the company interests first to realize effective communication. If you are not the expert on a specific objective, you should respect the professional's opinions and judgments and make the right decisions in open communication.

Therefore, effective communication means considering problems comprehensively, taking professional ways to solve the issues and securing the company's interests. Never get personal emotion involved. In addition, effective communication aims to get the work done faster and perfect, not to question the attribution of responsibility.

To sum up, effective communication is not about speculating with each other. We should have a complete picture, eliminate the mentality of parochialism, respect professionals and colleagues, communicate with courtesy, avoid personal interests and make information transparent no matter it's vertical or horizontal communication.

At USI, we not only need to enhance technical and business capabilities continuously but also improve the ability of execution during sustainable development. Effective communication is the foundation of achieving high implementation. We must keep mastering and applying effective communication methods to create motivation and stimulate work potential. Let's keep USI moving forward and last forever!

多變情境下的策略與步調

作者：總經理暨營運長 / 魏鎮炎



去年第四季時，談到二十一世紀第三個十年，我們對未來充滿期待。即使在今年第一季，新冠病毒疫情升溫之際，我仍篤定地說 2021 會是一個好年。如今一年即將過去，事實證明公司的業績表現確實不錯，但這一年下來，世界歷經了不少動盪和事件，未來充滿了多變和不確定，我們的策略方向是否需要修改？執行步調是否需要調整呢？

經過慎重檢視，長期策略上，模組化、多元化、全球化、垂直整合及智慧製造仍是公司不變的方向，但是短期內的執行步調，則不得不進行調整。

今年年初以來，半導體出現前所未有的大缺料、全球物流貨運大混亂，有些工單材料不能齊套，導致庫存水位節節升高，公司帳面上雖然有賺錢，但現金流卻出現負數現象！因此下半年開始，我們買材料的作業流程，就不完全按照客戶所給的訂單或預估，而是依據出現瓶頸的材料來備料。同時費用和資本支出，也嚴加控管。

業務發展方面，微小化解決方案和車用功率模組，是我們加強投資的兩大主軸。

USI 是微小化模組的領導者，SiP 技術應用前景可期，我們特地成立微小化研發創新中心 (MCC) 來推展聯合設計製造能力，促進產業合作。期望在第一大客戶之外，配合各個 BU 以及 Global Sales，能夠帶來 20 億美金的營業額。

另外，永續 ESG (Environmental, Social, Governance) 這個議題上，已經形成全世界最大的共識。各國政府以及汽車原廠，紛紛宣布 2030 至 2050 年之間，新上市的車子要全面改為電動車，這代表 Power Electronics、Power Module 的市場將會高度成長，USI 在這方面擁有良好的技術基礎，目前已經從幾家世界知名的客戶手上，贏得好幾個 Power Module 的開發案。因此 USI 除了積極盡到企業社會責任之外，在電動車這個市場上，也看到新的成長動能。

總經理暨營運長專訪專欄

開放讓全體員工參與提問！歡迎您將問題發送到

tw.gp.newsletter@usiglobal.com

Strategies and Steps under the Changing World

Author: President & COO / CY Wei

In the 4th quarter of last year, we were excited for the future while speaking of "The Surpassing 3rd Decade in the 21st Century". Even the Coronavirus outbreak was rising in the Q1, I was confident that 2021 would be a good year, and it has proven that our business performance has achieved well at the end of this year. However, the future is full of variabilities and uncertainties after the world had gone through continuing turmoil and incidents this year; We shall think about modifying our strategic directions if needed and if the execution paces needed to be adjusted.

After discreet consideration, we determined that the direction of the long-term strategies incorporating Modularization, Diversification, Globalization, Vertical Integration and Smart Manufacturing is unchanged; nevertheless, the pace of the short-term execution should be adjusted.

Since the beginning of this year, unprecedented semiconductor materials shortages, chaotic global logistics and key component shortages result in the increased inventory levels. Our business is in the black but has negative cash flow. Accordingly, the purchasing process of the materials has based on the bottlenecks in preparation rather than followed customers' orders or forecasts from the second half of the year. At the same time, costs and capital expenditures are also tightly controlled.

In terms of the business development, we've increased the investment in the two main axes: miniaturization solutions and automotive power modules.

USI is a leader in the field of miniaturized modules. As the SiP technology is prospects with clear application scenarios, USI has established the Miniaturization Capability Center (MCC) to promote the joint design and manufacturing capability and industrial collaboration. Beyond the first major account, we expect to bring in US\$2 billion in revenue with our BUs and Global Sales.

Furthermore, there has been a strong global consensus on the issues of sustainability and ESG (Environmental, Social, Governance). Governments and car manufacturers have announced that all new launched cars on the market will switch to electric vehicles between 2030 and 2050. This means that there will be a rapid increase in the markets of Power Electronics and Power Module. Because USI had solid technology foundation in the field, we have already won several Power Module development projects from several world-renowned customers. Thereby, USI not only actively fulfills its corporate social responsibility, but also sees new growth momentum in the electric vehicle market.



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

蘇國榮：不怕困難 選一條不簡單的路

採訪編輯：總經理室 / 行銷企劃部

Steven，在花蓮長大，退伍後第一個工作就選擇 USI。據他說，母親是南投人，也對草屯這個地方有深刻的情懷，因此就推掉了臺北的 Offer。當時他從總經理室的專員做起，之後歷經了生物管與業務部門。2004 年暫時告別在 USI 長達 15 年的工作，在外頭又闖蕩吸收能量 15 年，2021 年再度回歸 USI，現為集團資深副總暨企業發展事業群總經理。



英文姓名

Steven Su

部門

Corporate Development

職稱

集團資深副總

工作地點

臺灣南投

Steven 回顧當年剛開始從事業務工作的情景，當時客戶的規模都不大，對方提出需求時往往只要一張簡單的報價單就可以解決，但是 IBM 可不吃這一套。當時有另一間老牌大廠跟 USI 競爭 IBM 的訂單，他第一次處理 IBM 的報價時，徹底改變過去的作法，除了報價數字以外，連產品設計相關的說明都詳細提供，一張報價單變成了 130 幾頁的報價「書」，為了表達誠意，Steven 把報價「書」印出來親自送到 IBM 位於臺北的公司，藉這個機會當面跟客戶講報價的內容，讓對方很快知道詳細情況，不造成客戶在閱讀報價資料時的負擔，也藉此加深對 USI 的印象。

後來，USI 在這場訂單競爭中勝出，大家不免好奇，對手是間老牌大廠，做 PC 的時間又比我們早，Why USI？IBM 當時提到，除了 USI 的報價 Package 含有詳細的技術內容外，競爭對手都是老闆娘出來談，公司的業務、研發、品管……在會議上都不發言，然而到了 USI，老闆反倒保持沉默，而是由業務、工程、QA 各部門的負責人來做報告，讓他們覺得這才是對的合作夥伴，因為，將來「我不是要跟你老闆做生意，而是要跟下面這些部門合作」，Steven 也很感謝 USI 的長官們，願意授權下去，給年輕人機會從中學到很多。

Steven 對業務有許多心得，他常用三軍做比喻：RD 就是空軍，從空中掌握客人，擁有好的技術與解決方案，技術含量最高，客戶多遠都會來拜訪；陸軍跟總部在一起，也就是支援公司運作的各個 Function Unit；而海軍陸戰隊就是業務，要配備最好的人員和裝備，USI 在海外廣設業務辦公室，就是要像陸戰隊一樣搶灘攻佔市場，貼近客人，了解他們的需求。因此，業務需要是一間公司內 Top gun 中的 Top，因為派出去就是代表公司，要把公司的優點賣出去，除了產品資訊，技術、品管、製造等各方面都要清楚。在與客人對談時，即使出現一些技術的專業問題，業務人員也能夠跟客人講個六七分，對方也會很驚訝，連業務都有這樣不錯的技術工程知識，這家公司勢必優秀。

在工作上可能會遇到許多機會和挑戰，Steven 鼓勵同仁保持正面積極的態度：「我們都不是愛因斯坦，世界上比我們聰明的人太多了，我們絕對不是唯一一個想到可能機會的人，除了對未來的趨勢要多所了解，更要不怕困難的去執行 (Execution)，要選擇一條不簡單的路，不因為它不簡單就輕言放棄，簡單的容易的，別人可能都已經在做了。」



他建議年輕人不要把自己釘在現有的工作上，往前看前輩怎麼做事，往後看一下後輩或同期同事如何處理手上的任務，行有餘力，能多踏出兩步、三步，提升廣度、深度，看得全面一點，自己就會更加成長。

工作生涯歷經 30 載，Steven 回到 USI 接下企業發展事業群，相信許多同仁對這個部門還不甚了解，他做了一個簡單的部門目標總結：「尋找下一個成長的動能，樹立公司品牌形象。」公司要基業長青、永續經營，面對市場又要找出方向與前進的動能，才能跟緊市場浪頭。要做出成果，也會透過 M&A，與他人合作或併購適合的標的，結合這些元素，提高企業在資本市場的認同度，像是國外大廠要找電源、變壓器供應商，就會秒想到台達電。Steven 也期許在市場浪潮下，USI 能從中高端技術切入，進入到技術含量高的領域，讓客戶進行供應商選擇時，USI 也能夠成為首選。

在未來 USI 也預計推出 NVR 產品，對 Steven 而言這是個嶄新的嘗試，他說到：「NVR 是一個 B2C 的產品，要面對未知的消費者，這不像 EMS 的產品，除非有品質問題否則售出概不退還，消費性產品是可以毫無理由退還的，要考慮的風險與變數非常多。」因此在籌備期間團隊就必須要弄懂什麼是消費者的 Needs(Necessity) 跟 Wants(Nice to have)，此外，上市時間掌握與成本精算都要非常清楚，如果無法達到消費者的滿意標準，之後再用更多的優惠或功能補上來，客人只認為自己一開始就上當受騙，之後就會意興闌珊。從公司的面向看來，還需要考慮如何獲取利潤，同時須兼顧消費性產品的保障期，這些都是 Steven 未來將會面臨到的課題。

假日，Steven 也喜歡寄情山水，沒事時就會去爬山、游泳、打打高爾夫球。他也喜歡待在家看書，特別是紙本書，他說：「第一，實體書有書香，第二我喜歡在書上做筆記、畫重點、摺頁，下次想要看就很好找，而且第一次看跟第二次看，可能會有不同的感受。」公司的社團活動在疫情過後重啟，他也想要加入攝影社或是無人機社，繼續體驗各種他所未曾接觸或嘗試過的領域。

Steven Su: Enhance Yourself Through a Challenging Path

Interviewed by: President Office / Marketing Communication

Steven comes from Hualien, and he joined USI after discharging from the military. Steven said that his mother was from Nantou, and he also had a deep feeling for Tsaotuen, so he turned down the offer in Taipei. At the time, he started in Central Staff Office, and then rotated to production material control and sales departments. In 2004, Steven temporarily bid farewell to USI after 15 years. After exploring the world and enhancing himself for another 15 years, he rejoined USI in 2021 as the Corp. SVP & GM of Corporate Development.



English Name

Steven Su

Division

Corporate Development

Title

Corp. SVP

Working Location

Nantou, Taiwan

Looking back at Steven's days when he just started in sales, most customers were moderate in size, and one single quotation would satisfy their demands, but IBM was an exception. At that time, there was another largescale manufacturer competing with USI for IBM's business. When Steven worked on the quotes for IBM for the first time, he completely changed the past practice. In addition to the costs, he also provided details on the product design. A

single-page quotation became a 130-page-long quotation catalogue. In order to express his sincerity, Steven printed out the quotation catalogue and delivered it in person to the IBM's Taipei office, explaining to the customers face to face to make them understand the contents quickly and avoid the trouble of reading the quotation. This left a good impression of USI.

Later when USI won the tender, everyone was curious about how USI beat its opponent — an established manufacturer with longer history of making PCs. IBM mentioned that apart from the detailed technical specifications in the quotation package from USI, the competitor only let the boss doing the negotiation, and staff from sales, R&D or QA didn't speak at the meeting at all. When it came to USI, the boss kept silent and the heads of sales, engineering and QA departments did the presentation. To IBM this felt more like the right partner, because as they believed "I am not doing business with the boss, I am going to be working together with their company departments." Steven is also very grateful to the USI executives for their willingness to delegate and give young people opportunities to learn.

Steven has a secret sauce for sales. He often uses the analogy of the military: RD is like the air force — they master customers from the air by providing excellent services and solutions. With the highest technological capability, they will attract customers no matter how far away they are; The army is where the headquarters is, that is, it supports the various function units that enable the company's operation; and sales is the marines — it must be equipped with the best staff and weapon. Like the marines, USI sets up sales offices overseas to obtain markets, staying close to the customer to satisfy their demands. Therefore, the sales team needs to be the top of the top in a company because once they are sent out, they represent the company, selling the company's advantages. Apart from product information, they must also understand other fields such as technology, quality control, manufacturing, etc. When facing technical issues during the conversation with the customer, if the salesperson is able to cover the grounds, the customer might find it surprising: "This company is bound to be excellent because even the sales staff have such good technical knowledge!"

Steven encourages USI colleagues to stay positive when confronting opportunities or challenges: "None of us is Einstein. There are many smarter people in the world, and we are definitely not the only ones thinking about possible opportunities. In addition to anticipating the trends, you must not be afraid of difficulties in execution. Choose a challenging path, and not just give up because it is tough. Others would have already done it if it was easy."

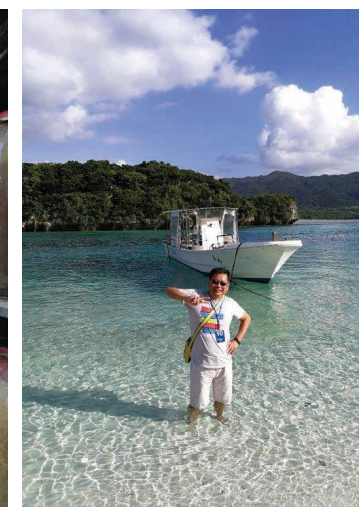
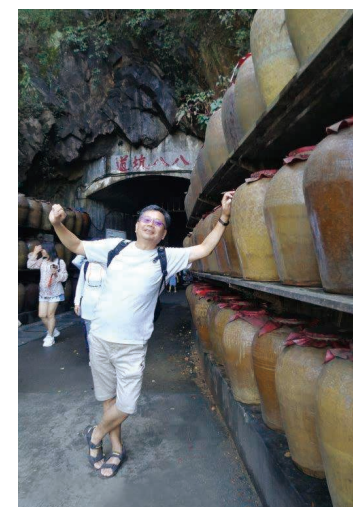
He also advises young people should avoid limiting their career development. They can observe and learn how colleagues deal with the tasks at hand to broaden their perspectives, and therefore, grow further.

After working for 30 years, Steven returned to USI to run the Corporate Development BG. It appeared that many colleagues were still not clear on the function of this department, so he made a summary of the

department's goals: "Looking for the next growth momentum and establishing the USI's brand image." To achieve sustainable business, a company must grasp the market trend and find its momentum to move forward. Besides, the company will also cooperate with others or acquire suitable targets through M&A to achieve goals and combine these elements to increase the company's recognition in the capital market. For example, if customers are looking for a supplier of power supply and adapters, Delta Electronics will be their first consideration. Steven also expects that USI will be able to enter the high-tech market with its mid-to-high-end technology capability under the market development to become customers' first preference.

In the future, USI expects to launch NVR products. This is a brand-new attempt for Steven. He said: "Unlike EMS products where no return is allowed unless there is a quality issue, NVR is a B2C product facing unknown consumers, who could return products at the change of mind. There are many risks and underlying variables to consider." Therefore, the team must understand the consumers — what they need(the necessity) and what they want(what's nice to have) during the preparation. In addition, time to market and cost control must be precise. If the consumers' satisfaction and expectations can't be met, even if we offer more discounts or features afterward, customers would think that they have been deceived from the beginning and feel disappointed. From the company's perspective, it is also necessary to consider how to obtain profits, while considering warranties. These are the issues that Steven will face in the future.

On holidays, Steven often goes hiking, swimming and golfing. He also likes to stay at home and read, especially reading printed books. He said: "First, there is a scholarly feel on paper-book. Second, I like to make notes, write down key points and dog-ear the pages in a book, making the key points easier to find next time. Also, I may have different feelings when reading it again." USI's club activities restarted after the pandemic, and he was also keen to join the photography club or the drone club, experiencing various exciting new things he had never tried before.



COVID-19 疫苗接種前中後

作者：臺灣廠 / QA&CSR / S&HS / HS / 白忻婷

新冠病毒 (COVID-19) 打亂全世界所有人的生活步調，面對這個翻天覆地，席捲而來的疫情，隨之而生的 COVID-19 疫苗大戰持續進行中，相信大家最近的問候語就是「你接種疫苗了嗎?」、「接種後會不舒服嗎?」，隨著各個國家拚疫苗覆蓋率、接種人數的上升，但接種後強烈的副作用，像是發燒、頭暈、頭痛或全身性痠痛等，讓人直呼好痛苦！



疫苗接種「前」該準備什麼？

• 瞭解本次接種的疫苗廠牌

目前各國施打不同的廠牌疫苗，必須要預先了解所施打的疫苗是否有特殊副作用及疫苗兩劑須間隔多久等注意事項。

• 評估目前身體狀態或尋求醫師協助

1. 發燒或正患有急性中重疾病者，宜待病情穩定後再接種，以避免疾病本身的症狀與疫苗不良反應相互混淆。
2. 使用抗血小板、抗凝血藥物或凝血功能異常者，施打後於注射部位加壓至少 2 分鐘，並觀察是否仍有出血或血腫情形。

3. 有重大傷病、慢性疾病、罕見疾病、懷孕婦女、18 歲以下青少年等身分，接種前請與醫師討論評估相關風險後再接種。

• 充足的睡眠

接種前一晚請好好睡一覺，睡足 7~8 小時，充分休息精神好，也能增加疫苗保護力。

疫苗接種「當下」可能發生什麼問題？

- 疫苗接種當日請攜帶證件，至預約施打地點接種疫苗。
- 建議接種疫苗當日不宜空腹。空腹易發生低血糖及胃部不適情形。
- 疫苗接種立即性不良反應
 1. 立即型過敏反應，甚至過敏性休克等不適情況（臨床表現包括呼吸困難、聲音沙啞、氣喘、眼睛或嘴唇腫脹、頭昏、心跳加速等）的發生機率非常低，若不幸發生，通常於接種後 5~30 分鐘內即出現症狀。
 2. 迷走神經反應，即出現眩暈與噁心等暈針症狀，若發生暈針時，建議先至休息區休息，並緩解情緒緊張，同時通知醫護人員，如暈針現象持續，應儘快送醫。
 3. 為了即時處理接種後發生率極低的立即型嚴重過敏反應，接種後應於接種單位稍作休息留觀 15~30 分鐘，沒有不舒服再回家。

疫苗接種「後」該注意什麼？

• 令人不舒服的副作用

1. 注射部位紅腫疼痛

請盡量放鬆手臂並保持活動，避免僵硬。也可以冰敷，等到消腫後（約 1~2 天），改為間歇性溫敷。如果真的非常疼痛，合併發燒，紅腫範圍持續擴大，可以諮詢醫師。打完疫苗後不能揉打施針處，揉打施針處可能會讓它反應更劇烈，紅腫的機會更大。

2. 發燒 / 發冷症狀

若持續發燒超過 48 小時伴隨其他不適症狀，應儘速就醫釐清病因。建議可以多喝水，多休息，就醫時告知醫師相關症狀、發生時間與疫苗接種時間，作為診斷參考。

3. 頭暈 / 頭痛症狀

一般會在接種後 1 至 2 天內恢復。若因為注射出現頭暈目眩好幾天的情況，應該不是疫苗造成，建議就醫檢查，確保健康。

4. 關節和肌肉疼痛、疲勞感

若超過一星期，肌肉關節持續疼痛，伴隨肌肉無力、關節角度受限，建議民眾到醫療院所就診查明原因。

• 避免劇烈運動及過度飲酒

雖然運動並不會影響疫苗的效力，但激烈運動後的肌肉痠痛、喘、疲憊感會影響觀察接種疫苗後的反應。若是疫苗接種後身體狀況一切正常，則可以在第二天開始運動。若容易感到疲累，或是覺得力不如前，則要小心留意身體狀況。無文獻資料禁止接種疫苗前後不可以喝酒，但仍建議不要過量飲酒。特別是疫苗接種後，不論有沒有飲酒都有可能因為疫苗副作用產生身體不適，這時候再喝酒可能會使症狀惡化。因為酒精可能會造成偏頭痛、肌肉或關節疼痛，而這些都與疫苗的副作用相同，甚至可能會錯過副作用判別診斷的時間。

• 疫苗保護力並非 100%

完成疫苗接種後，仍有突破性感染的案例。因此即使完成疫苗接種，仍應遵守防疫新生活原則，勤洗手、佩戴口罩、保持社交距離，以降低感染風險。

資料來源

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Dos and Don'ts of COVID-19 Vaccination

Author: Taiwan Site / QA&CSR / S&HS / HS / Sin Bai

C OVID-19 has disrupted the life of people around the world. In the face of this overwhelming pandemic, the ensuing COVID-19 vaccine war continues to rage. Recently, "Have you been vaccinated?" and "Were you uncomfortable after vaccination?" may become people's latest greetings. With the rise in the vaccination coverage in various countries, the strong side effects after vaccination, such as fever, dizziness, headache or general soreness, make people cry out in pain!

What Should We Prepare Before Vaccination?

• Know the Vaccine Brand Name for the Vaccination

At present, different brands of vaccines are administered in different countries. We should know in advance whether this vaccine has any special side effects, how long the interval between two doses of the vaccine, etc.

• Evaluate Current Physical Condition or Seek Medical Assistance

1. Those who have a fever or are suffering from an acute severe disease should wait until their condition is stable before vaccination to avoid diagnostic confusion between the symptoms of the disease itself and the adverse reactions of the vaccine.
2. Those who use antiplatelet or anticoagulant drugs or have abnormal blood coagulation function should apply pressure at the injection site for at least 2 minutes after the injection and observe whether there is still bleeding or hematoma.
3. Those who with the status of having catastrophic illness, chronic diseases, rare diseases, or pregnancy, and those who are teenagers under 18 years of age, etc., should discuss with the doctor to assess the relevant risks before vaccination.

• Have Adequate Sleep

Sleep 7 ~ 8 hours before the vaccination. Having enough sleep can also increase the protection of the vaccine.

What May We Encounter at the Time of Vaccination?

- On the day of vaccination, please bring your personal identification document to the scheduled site for vaccination.
- It is recommended to avoid vaccination on an empty stomach. Fasting is prone to cause low blood sugar and stomach discomfort.

• Immediate Adverse Effects of Vaccination

1. The incidence of immediate allergic reactions, even anaphylactic shock and other discomforts (clinical manifestations include dyspnea, hoarseness, wheezing, swelling of eyes or lips, dizziness, rapid heartbeat, etc.) is very low. If unfortunately it does occur, symptoms usually appear within 5 to 30 minutes after vaccination.
2. The vagus nerve reaction is the symptoms of needle phobia, such as dizziness or nausea. In case of needle phobia, it is recommended that you can go to a rest area and relieve emotional stress and notify the health care staff. If the symptom persists, you should seek medical help as soon as possible.
3. In order to deal with immediate severe allergic reactions, which have a very low incidence, after vaccination, you should take a rest at the vaccination site for 15 to 30 minutes after vaccination until you feel much comfortable.

What Should We Pay Attention to After Vaccination?

• Uncomfortable Side Effects

1. Redness, Swelling and Pain at the Injection Site
Please try to relax your arm and keep it moving to avoid stiffness. You can apply ice pack on the injection site. After the swelling subsides (about 1~2 days), you can change to intermittent warm compresses. If the pain is severe, combined with fever, and the redness and swelling continue to grow, you can consult the doctor. Do not rub the injection site because rubbing may make it react more violently and cause redness and swelling.
2. Fever and Chills
If the fever lasts for more than 48 hours and is accompanied by other symptoms, you should seek medical attention as soon as possible. It is recommended to drink more water, get more rest, and inform the doctor of the symptoms, time of occurrence and time of vaccination when you visit the doctor for diagnostic reference.
3. Dizziness and Headache
Recovery usually occur within 1 to 2 days after vaccination. If dizziness occurs for several days due to the injection, it may not be caused by the vaccine, and you should medical examination.

4. Joint and Muscle Pain and Fatigue

If the pain lasts for more than a week and is accompanied by muscle weakness and joint angle restriction, it is recommended that to visit a medical facility to find out the cause.

• Avoid Strenuous Exercise and Excessive Alcohol Consumption

Although exercise does not affect the effectiveness of the vaccine, muscle soreness, shortness of breath and fatigue after intense exercise may affect the observation of the response after vaccination. If everything is normal after vaccination, you can start exercising on the next day. If you feel tired easily or feel less energetic than before, you should pay attention to your health condition. There is no literature prohibiting alcohol consumption before and after vaccination, but it is still recommended not to consume too much alcohol. Especially after the vaccination, whether you have been drinking or not, you may feel sick due to the side effects of the vaccine, and drinking at this time may worsen the symptoms. Alcohol can cause migraines, muscle or joint pain, etc., which are the same as the side effects of vaccines, it may even miss the time to diagnose side effects.

• Vaccine Can't Totally Protect You

There are still cases of breakthrough infection after full vaccination. Therefore, even if you have been fully vaccinated, you should still follow the new pandemic-safe life guidelines of washing hands frequently, wearing a mask and keeping social distance to reduce the risk of infection.

Source

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The FIRE Movement

Author: Taiwan Site / ADM / Finance / Fernanda Chou

FIRE (Financial Independence, Retire Early) is a lifestyle that is aimed at pursuing financial freedom and early retirement, increases saving rates and investment as much as possible to manage wealth, and values happiness more than material pleasure.

How Did the FIRE Movement Arise?

The main idea of the FIRE movement originated from *Your Money or Your Life* published by Vicki Robin in the United States in 1992. The book mentioned that "Money is something you trade your life energy for." It believed that money is gained by selling one's own life energy (time, energy, etc.) to work. However, the meaning of life should not just be submerged in work for earning income. Instead, people should change how they treat money in order to restore their life quality. This viewpoint is gradually resonating with the public through the development of the Internet and social changes, and in recent years, due to the impact of the financial crisis and the pandemic, people's anxiety and uncertainty about the future has multiplied, so that the FIRE movement, which emphasizes savings and a sense of real happiness, has received a great deal of attention from the millennials.

The Basic Operation of the FIRE Movement

Everyone will stop working someday. Preparing adequate retirement funds or backup plans before retirement has been a popular topic discussed in financial magazines. How much fund is enough? One of the most famous rules is the 4% Rule of Thumb. Assuming a return on investment of 7% per year and an inflation adjustment rate of 3%, the principal will not be reduced if withdrawals are within 4% per year in retirement. Followers of the FIRE movement usually recommend using the 4% Rule to reverse the calculation. According to the rule, people can retire when they have saved up 25 times of their annual expenditure. The saved wealth will be invested in low-risk products in the following years. The passive income cash flow after inflation generated each year is used to meet daily expenses in retirement.

The way to save up sufficient funds for retirement is nothing more than to increase revenue and cut expenditure. Most people think that cutting back on expenses is more controllable than increasing sources of income. In addition to grasping daily expenses, it is also necessary to carefully examine consumption habits. Every penny should be carefully spent where necessary with a proper reconsideration of wants and needs. The American writer Grant Sabatier puts forward an interesting point about saving in his book: "Take saving money as an investment for financial freedom in the future and bear in mind that spending money is giving up the chance to acquire it."

Questions Faced by the FIRE Movement

Regarding FIRE in theory, it is not difficult to achieve financial freedom and retire early, but critics believe that this method is only suitable for the rich to implement and raise the following questions in terms of its feasibility and risk:

• Risk of the 4% Rule

Although we can use the 4% Rule to quickly estimate the amount of money we will need to set aside for retirement, and it has worked most of the time in the past, changes from inflation and investment returns are still the biggest risks in this rapidly changing era.

• Low Savings Rate

In both developed and developing countries, there are still a significant number of people who work to maintain a minimum living quality and are not able to save or invest their earnings.

• Funding Requirements Caused by Emergencies

Withdrawing 4% of funding annually is in a safer range after retirement. However, if there is an unexpected event such as a lawsuit or a major medical condition to deal with, the overall planning will be disrupted.

What Can We Learned from the FIRE Movement?

In an age full of explosively increasing amount of new theories and information, we should be able to judge what kind of financial management method is most suitable for us. As mentioned above, the FIRE movement has its strengths and weaknesses, and we should not just follow one single theory. Extract the strength from the FIRE theory, apply it to increase savings and make low-risk investments. However, it's not necessary to leave your career as soon as you have earned the theoretically sufficient retirement funds. Medical advances allow people to live longer, but there is no way to predict the impermanence of life. It could last for 50 years from now or just until the next instant. If one blindly and excessively pursue money for taking early retirement, it may bring more pain. Earning income from work is the means of survival for most people. We should find fun and goals in work, develop our own abilities and philosophy of life and make ourselves stronger to gain true freedom.

Source

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- Mr. Market 市場先生 (2021 年 6 月 3 日)。如何用 4% 法則達成財務自由退休？計算的原理以及優點缺點分析。【部落格文字資料】。檢自 <https://rich01.com/four-percent-rule/>

新世代記憶體 DDR5 簡介

作者：臺灣廠 / ICS / R&D Center / 研發三處 / 林彥斌

2020 年 7 月 14 日，JEDEC 固態技術協會 (JEDEC) 在 2020 年 7 月 14 日發佈了 JESD79-5 DDR5 SDRAM 標準。DDR5 的問世，將可滿足現今於雲端運算與企業數據中心對記憶體的效能的要求。

DDR5 的技術特點

• 高資料傳輸速率

DDR5 目前定義的最高時脈為 3.2GHz，資料傳輸速率的初始值為 4.8Gbps，此速率已經高於 DDR4 的最高傳輸速率 3.2Gbps；DDR5 的最高傳輸速率可達 6.4Gbps，為 DDR4 的最高資料傳輸速率的一倍。

• 更高容量

DDR5 晶片在 SDP (Single Die Package) 封裝模式下，最大容量可達 64Gb；採用此種封裝模式的晶片的記憶體模組 (DIMM) 的容量最高可達 256GB，是同等封裝模式 DDR4 DIMM 的四倍。

• 更低功耗

DDR5 標準中，將 DRAM、緩衝晶片暫存時脈驅動器 (RCD) 和資料緩衝器 (DB) 的工作電壓從 1.2V 下降到 1.1V，進而使功耗相應降低。不過，工作電壓降低也會使得訊號抗干擾的餘量減少，產品設計人員須特別注意。

• 全新供電架構

DDR5 DIMM 改良了是供電架構，將電源管理從主機板轉移到 DIMM 本身，透過 DIMM 上的電源管理晶片，可以對模組的電源負載進行更精細的控制，也讓訊號的完整性得以最佳化。

• 通道架構更新

DDR4 DIMM 採用由 64 個資料位元和 8 個錯誤校正碼 (Error-Correcting Code, ECC) 位元組成的 72 位元匯流排；而 DDR5 DIMM 每個模組都有兩個 40 位元 (包括 32 個資料位元、8 個 ECC 位元) 的通道。雖然總資料位元數都是與 DDR4 相同的 64 位元，但 DDR5 的兩個通道彼此獨立，可以提高記憶體存取效率。

DDR5 還導入了「同一區塊刷新」的命令。這一命令允許對每一區塊組內的某一區塊進行刷新，而所有其他區塊仍然保持正常操作狀態。此一功能可提高記憶體的整體效能，更可放大資料傳輸速率提升的優勢。

與前代 DDR4 的比較

表 1 為 DDR4 與 DDR5 的主要技術比較與 DDR5 的優勢。

表 1 DDR4 與 DDR5 的主要技術比較與 DDR5 的優勢

特點	DDR4	DDR5	DDR5 優勢
時脈	0.8GHz - 1.6GHz	1.6GHz - 3.2GHz	更高的時脈
資料傳輸速率	1.6Gbps - 3.2Gbps	4.8Gbps - 6.4Gbps	初始傳輸速率就高於 DDR4 的最高傳輸速率
工作電壓	1.2V	1.1V	更低的工作電壓
電源管理	電源管理電路位於主板上	電源管理電路位於記憶體模組上	電源效率提高
通道架構	72 位元通道 每個 DIMM 有一個通道	40 位元通道 每個 DIMM 有二個通道	記憶體模組工作效率提高
最大裸晶容量	16Gb	64Gb	更高的容量

市場展望

以個人電腦市場而言，由於市場預期 DDR5 上市初期的價格會高於 DDR4，且消費者對 PC 的價格較為敏感，因此，如何循序漸進導入 DDR5 就成為兩大 CPU 廠商的挑戰。Intel 預計在將於 2021 年 Q4 底上市的 Alder Lake 平台上開始支援 DDR5；AMD 則計畫在採用 5nm 製程的 Zen 4 平台上開始支援 DDR5，Zen 4 預計在 2022 年推出。

如果 Intel 與 AMD 這兩家 CPU 龍頭的產品，都能按照規劃的時程上市，根據產業分析業者 Yole Développement 的預

估，DDR5 產品將在 2021 年底上市，2022 年開始放量，而在 2023 年佔記憶體市場的過半出貨量，如圖 1。

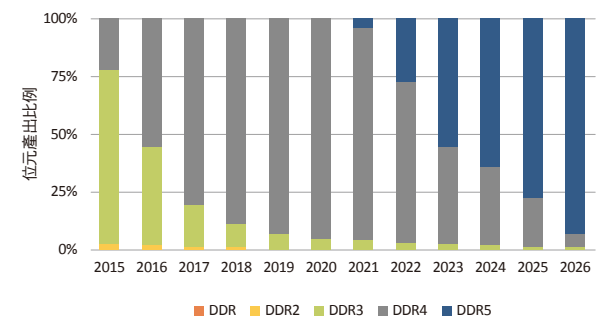


圖 1 各世代 DDR 記憶體的位元產出比例解析
(2015-2020：歷史出貨量；2021-2026：預估出貨量)
資料來源：Status of the Memory Industry 2021, Yole Développement, June 2021

三星 (Samsung)、SK 海力士 (SK Hynix)、美光 (Micron) 等三家 DRAM 大廠已經逐漸量產 DDR5 產品，預估 2022 年底，DDR5 的市佔將達到總位元產出的 10%~15%。

隨著 5G 世代的來臨，包含個人電腦、伺服器及手持式裝置等設備，都需要更強大的運算能力，因此，對於記憶體的性能提升就成為當務之急。DDR5 以其前代產品 DDR4 做為基礎，進行了架構的改進與效能的最佳化；不僅提高速度與容量，同時也降低工作電壓來達到更低的功耗，來達到提升總體運算效能的目的。在未來幾年 DDR5 更普及之後，我們將可以享受高速運算所帶來的生活便利。

Introduction of DDR5 SDRAM

Author: Taiwan Site / ICS / R&D Center / Research & Development Division III / Y.P. Lin

On July 14th, 2020, JEDEC announced the JESD79-5 DDR5 SDRAM standards. The advent of DDR5 will meet today's requirements for memory performance in cloud computing and by enterprise data centers.

Technical Characteristics of DDR5

• High Data Transmission Rate

The maximum clock frequency currently defined by DDR5 is 3.2GHz, and the initial value of the data transmission rate is 4.8Gbps, which is higher than DDR4's maximum transmission rate of 3.2Gbps; the maximum transmission rate achievable by DDR5 is 6.4Gbps, which is twice DDR4's maximum data transmission rate.

• Higher Capacity

DDR5 chips can reach a maximum capacity of 64Gb in a single-die package (SDP). The dual in-line memory modules (DIMMs) of chips in this packaging mode can reach a maximum capacity of 256GB, which is four times the capacity of DDR4 DIMMs in the same packaging mode.

• Lower Power Consumption

In the DDR5 standards, the operating voltage of DRAM, registering clock driver (RCD) and data buffer (DB) is reduced from 1.2V to 1.1V, thereby reducing power consumption accordingly. However, the reduced operating voltage also reduces the anti-interference margin, and it requires special attention by product designers.

• New Power Architecture

DDR5 DIMMs improve the power architecture by moving the power management from the motherboard to the DIMM itself. Through the power management chip on the DIMM, the power load of the module can be more finely controlled, and the signal integrity can be optimized.

• Channel Architecture Update

DDR4 DIMMs adopt a 72-bit bus, comprised of 64 data bits and 8 ECC (error-correcting code) bits, while DDR5 DIMMs have two 40-bit channels (32 data bits and 8 ECC bits per channel). Although the total data bits are the same 64 bits as DDR4, the two channels of DDR5 can work independently from each other, allowing for more efficient memory access.

DDR5 also introduces the "Same Bank Refresh" command. This command allows one bank in each bank group to be refreshed while all other banks remain in their normal operating state. This feature improves the overall memory performance and amplifies the advantages of increased data transmission rate.

• Comparison with DDR4

Table 1 below compares the main technologies of DDR4 and DDR5 and shows the advantages of DDR5 :

Table 1 The Main Technologies of DDR4 and DDR5 and the Advantages of DDR5

Characteristics	DDR4	DDR5	DDR5 advantages
Clock frequency	0.8GHz - 1.6GHz	1.6GHz - 3.2GHz	Higher clock frequency
Data transmission rate	1.6Gbps - 3.2Gbps	4.8Gbps - 6.4Gbps	The initial transmission rate is higher than DDR4's maximum transmission rate.
Operating voltage	1.2V	1.1V	Lower operating voltage
Power management	The power management circuit is located on the motherboard.	The power management circuit is located on the memory module.	Improved power efficiency
Channel architecture	72-bit channel (64-bit Data + 8-bit ECC) One channel per DIMM	40-bit channel (32-bit Data + 8-bit ECC) Two channels per DIMM	Improved efficiency of memory modules
Maximum die capacity	16Gb	64Gb	More capacity

Market Outlook

In terms of the PC market, since DDR5 is expected to be more expensive than DDR4 at the initial stage of market launch, and consumers are more price sensitive for PCs, it becomes a challenge for the two major CPU manufacturers to gradually introduce DDR5. Intel expects to start supporting DDR5 on Alder Lake, which will be available by the end of Q4 2021, while AMD plans to start supporting DDR5 on Zen 4, which will be available in 2022, adopting the 5nm process.

If the products of Intel and AMD can be launched in accordance with the planned schedule, according to the industry analyst,

Yole Développement, DDR5 products will be available at the end of 2021, and the volume will begin to increase in 2022, accounting for more than half of the memory market in 2023, as shown in Figure 1.

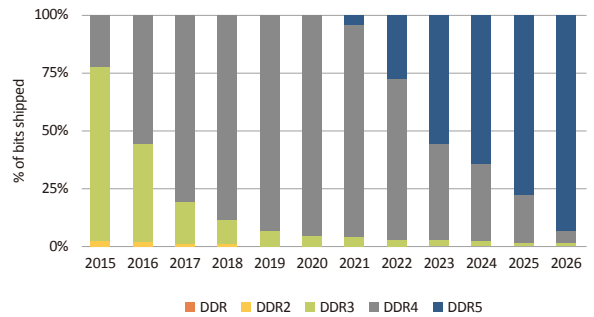


Figure 1 Breakdown of DDR Bit Shipments by Interface Generations – Historical (2015-2020) and Forecast (2021-2026)
Source: Status of the Memory Industry 2021, Yole Développement, June 2021

The three major DRAM manufacturers, Samsung, SK Hynix and Micron, have been gradually mass producing DDR5 products. It is estimated that by the end of 2022, the market share of DDR5 will reach 10%-15% of total bit production.

With the advent of the 5G generation, devices such as PCs, servers and handheld devices will need more computing power, so memory performance improvements are a top priority. DDR5 is based on its predecessor, DDR4, with improved architecture and optimized performance; it not only increases speed and capacity, but also lowers the operating voltage to achieve lower power consumption, in order to achieve the purpose of improving overall computing performance. When DDR5 becomes more popular in the next few years, we will be able to enjoy the convenience of life with high-speed computing.

飛旭電子新聞集錦

Asteelflash News

作者：Asteelflash / Marketing / Clara Fosse
Asteelflash / General Management Design / Thomas Blottiaux



電波暗室：Asteelflash Développement 設計中心的一大奧援

我們位於 Grenoble 的設計中心最近配備了一間電波暗室。電波暗室的需求逐漸增多，但在現有的實驗室很難找到。電波暗室可提供一個實驗場所，其牆壁在自由空間條件下吸收電磁波，工程師可於此測量輻射引起的電磁干擾。

Asteelflash Développement 設計中心位於法國 Grenoble，從需求識別到工業化的推進，提供產品設計的專業服務。

這間電波暗室是對我們產品開發的一大奧援，有了它就能夠提供更多的服務給客戶，從原型設計階段時就能對客戶的專案進行預先審查，從而加速專案進度，縮短上市時間。

Asteelflash 樂於與客戶密切合作，這也是我們很自豪能夠提供此項附加服務的原因。

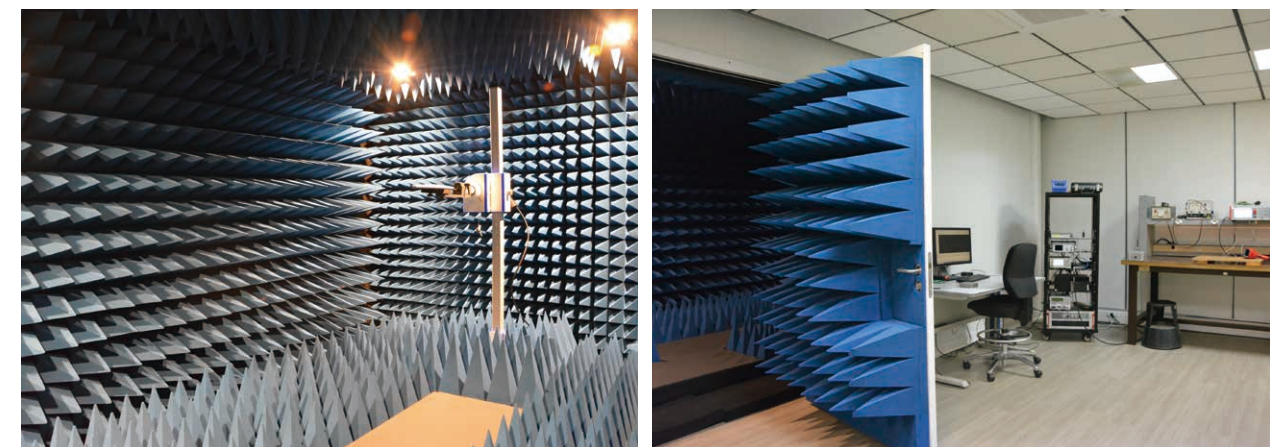
A New Anechoic Chamber: An Additional Development Support in Asteelflash Développement

An anechoic chamber has recently been equipped in our design center in Grenoble. This service is more and more in demand, yet it is difficult to find availability in existing laboratories. Its purpose is to serve as an experimental room which walls will absorb electromagnetic waves in free field conditions to measure electromagnetic disturbances by radiation.

Located in Grenoble, France, our design office (Asteelflash Développement) offers expertise in product design from the identification of needs to industrialization.

This anechoic chamber allows us to go even further in the services we offer. This new service is an additional support to the development of our customers' products to pre-qualify their project from the prototyping stage, allowing to accelerate the project schedule and thus reduce the time to market.

Asteelflash has always preferred to work in close collaboration with customers, and that is why we are happy and proud to offer this additional service.



USI 資深副總訪歐之行

USI 資深副總暨全球業務開發 / 售後服務暨北美區總經理陳達達與業務開發顧問陳麗華來到歐洲，並參訪 Asteelflash 的工廠，我們歡迎他們的到來，並與他們共度一段美好的時光。

除了實地考察外，我們也組織了研討會，針對雙方的戰略和協作進行討論，集思廣益。未來幾年將充滿挑戰，但彼此攜手共進，我們將更加強大、更加高效。

USI SVPs Visit Our European Facilities

Clement Chen, SVP of GS & GM of NA and Lihwa Christensen, Consultant of Business Development in USI, visited Europe and our factories. We were very happy to welcome them on our premises and shared a good time with them.

In addition to the site visits, workshops were organized to discuss and brainstorm around the strategy and synergies of both groups. The coming years will be full of challenges, but together, we will become stronger and more efficient.

法國飛旭集團 West EMEA 區執行副總裁 Nicolas Denis 把握當下 全心投入

採訪編輯：總經理室 / 行銷企劃部

橫跨 EMEA 地區、美洲與亞太地區，USI 與 Asteelflash 攜手合作，我們將創造更多價值給全球客戶。這次 Asteelflash West EMEA 區執行副總裁 Nicolas Denis 與我們分享他的生活與工作哲學。



Q1. 請簡單介紹一下您自己。

我在巴黎綜合理工學院與國立巴黎高等礦業學院主修工程。畢業後，決定進入法國的電子公司 SAGEM，擔任 SMT 製程工程師，當時我在汽車電子部門，我們替汽車製造商代工，同時也提供 Rockwell (後來成為 Meritor) 一些 EMS 服務。

後來，我在 SAGEM 繼續發展，在不同國家、不同領域擔任各種角色，特別是曾在巴西跟奧地利擔任工廠總監與 BU 總監，活躍於電信、辦公室自動化與消費電子領域。

SAGEM 因不同的併購項目發展，成為 Sagemcom，它現在也是 Asteelflash 的客戶之一，而我在 2020 年 7 月加入 Asteelflash，擔任 WEMEA 地區的執行副總裁。

我喜好閱讀小說、聽古典音樂和拉大提琴，一直到最近我還是業餘交響樂團的一員。我也喜歡和家人一起運動和旅行，我們很幸運住在歐洲，鄰近許多有趣的景點。

Q2. 請簡單介紹一下您管理 WEMEA 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？

我們在法國有 5 家工廠。我們還有在突尼西亞設廠，擁有 1100 多名員工，在工業、能源管理、家庭安全、國防、物聯網和電信、汽車等各產業也擁有廣泛的客戶。



Q3. 您如何持續關注產業的新發展？

我儘可能與客戶會面，而每次的高層對話都是一個了解客戶產業發展的機會，這是極具價值的。此外，我每天閱讀商業新聞，盡力獲取市場情報。

Q4. 您如何看在疫情期間未來 1 至 2 年影響 WEMEA 地區 EMS 行業的趨勢或挑戰？

我們主要面臨的挑戰是缺料，COVID-19 引起消費行為轉變（「服務」支出減少，「消費性產品」支出增加），客戶都受到影響，而我們團隊正在努力減輕對客戶運營的影響。客戶變得「全球在地化」的趨勢正增強，有諸多原因：旅行困難、運費上漲、貨運時間增加、碳中和。因此，USI/Asteelflash 的多個廠區能夠替三大洲的客戶提供服務，我們從中預見了巨大優勢，預計未來 5 年 WEMEA 地區將出現強勁增長。

Q5. 請介紹您工作的一天行程。

我早上 5 點起床，如果沒有出差，我會 6 點半進辦公室，喜歡沒有其他人在的早晨時光讓我可以專注於一些需要花時間處理的事務。8 點半之後常常是忙於用 Zoom 跟我負責的內外部利益關係人開各種會議，像是客戶、廠區、財務等等，目前每週還有和客戶關於缺貨情況的客訴會議。下班後，我通常回家與家人共進晚餐。

Q6. 工作上面臨最大的挑戰是什麼？當時您如何應對？

在工作生涯的某個階段，我當時負責一個在多功能噴墨印表機市場上頗為活躍的 BU。我們聽說某個產品在現場起火了。經過這件事後，我們考量到終端客戶的安全，所以這個問題急需處理。我們投入心思想辦法，試圖了解發生了什麼事。幾週後，終於發現到這起事件是來自第三方提供的晶片組中的韌體問題。幸好類似事件發生的機率很低，但是我們必須要確定我們可以修正這超過 6 萬台的 bug！這是消費性產品，所以一般情況下，不會知道客人是誰，而且也很難聯絡他們，因此我們不得不與法國和歐洲當局打交道，並找到了一種巧妙的方法（這都要歸功於調整客人購買來更換該印表機的墨水匣）來強制更新裝置的元件。最終，我們升級超過 90% 的韌體，而有害產品的數量不超過 20 個。



Nicolas Denis

Asteelflash West EMEA Region Executive Vice President

Seize the Day and Put Momentum to All Activities

Interviewed by: President Office / Marketing Communication

Across the EMEA Region, the Americas and Asia-Pacific, USI and AsteelFlash work together to create more value to global customers. In this issue, AsteelFlash West EMEA Region Executive Vice President Nicolas Denis is going to share his life and work philosophy with us.

Q1. Can you briefly introduce yourself?

I studied engineering at the Ecole Polytechnique and the Ecole des Mines de Paris in France. After graduating, I decided to start my career in a factory and became SMT Process Engineer at SAGEM, a French electronics company. I was working in automotive electronics then, and we were manufacturing products for various car makers as an OEM, but we were also doing some EMS for Rockwell (which became Meritor later).

Subsequently, I evolved in the company and held various roles in various countries and in different industries. I spent some time in Brazil and in Austria in particular and served as factory director and BU director. I was active in Telecommunications, Office Automation and Consumer Electronics.

The company itself evolved with different M&A projects, and became Sagemcom, which is now a customer of AsteelFlash. I joined AsteelFlash in July 2020 as EVP for WEMEA.

My hobbies include reading novels, listening to classical music and playing the cello – I was part of an amateur symphonic orchestra until recently. I like to play sports and travel with my family, and we are lucky in Europe to have many interesting destinations very close.



Q7. 當處理重大決策時，您會採取什麼樣的方法？

我很理性，總試著在沒有偏見的情況下權衡利弊。我的經驗告訴我，最好只參與情況清楚的項目。

Q8. 除了努力工作外，對於年輕人而言，您有沒有其他能夠提升工作表現的建議？

我認為年輕人應該努力去做他們喜歡做的事情。當你對工作充滿熱情時，更容易會有出色表現。此外，他們需要了解自己要面對的內外部客戶，知道客戶的期望，然後試著努力超越他們！

Q9. 您的人生座右銘是？

及時行樂！和好好把握當下的意思大同小異！大致是說我們應該享受生命中的每一天，活在當下並充分利用，但這也意味著我們不應將今天可以做的事情推遲到未來。我認為我們應該對人生所有事物全心投入，盡力做到迅速獲得成果。



Lorraine Site



Production Line of EST Site

Q2. Please briefly introduce which factories or sites are included in the WEMEA you currently manage? What industrial services do they provide?

We manage 5 factories in France and also have a factory in Tunisia with over 1,100 employees. We have a wide portfolio of customers across various industries: Industrial, Energy management, Home Security, Defense, IoT and Telecommunications, Automotive.

Q3. How do you stay updated about new industrial developments?

I meet customers as often as I can, and every high-level conversation is an opportunity to learn about the evolution of the customers' industry. This is extremely valuable. I also read the business press on a daily basis and try to read as much market intelligence as I can.

Q4. During COVID-19, what do you see as the major industry trends or challenges affecting EMS industry in WEMEA Region in the next 1 to 2 years?

The main challenge we are facing, which is due to the shift of consumption behavior resulting from COVID-19 (less "service" spends, more "consumer goods" spend) is the component shortage situation. All our customers are hit by it, and our teams are working very hard to mitigate the impact on our customers operations. The trend which is strengthening is that our customers become "glocal", for various reasons: difficulty to travel, increased freight rates, increased freight times, carbon neutrality. As a result, we see a big benefit in being able to serve our customers across the multiple factories of USI/Asteelflash on the three main continents. We expect a strong growth in the five next years in WEMEA.

Q5. How does your typical working day look like?

I wake up at 5 a.m. and when not on a business trip, I am at my desk at the office at 6.30. I enjoy the early morning hours when nobody is around, this enables me to work on topics which require some quality time. From 8:30 a.m. onwards, I am usually busy in various meetings, mostly happening by Zoom nowadays, with the various stakeholders I deal with, as well internally as externally: customers, sites, Finance etc. Currently, there are escalation calls every week with customers about the shortage situation. Besides, I usually come home for dinner with my family.

Q6. What was the biggest challenge you have faced at work? How do you deal with it?

At some point in my career, I was in charge of a BU which was active in the market of inkjet multifunction printers. We heard that one of our products had caught fire in the field. After this incident, we thought about the safety of our end-customers and recognized that we had an issue to be dealt with immediately. We put our best minds on the problem to try to understand what was happening. After a few weeks we finally understood the issue, which was due to a firmware bug in a chipset delivered by a third party. Fortunately, the probability of occurrence was low, however we had to make sure we could correct the bug in the installed base, which was over 60,000 units! This was a consumer product, so typically, you don't know who your customers are, and it is extremely difficult to reach them. We had to deal with the French and European authorities, and we found a clever way to force the firmware update of the units thanks to a modification of the ink cartridges the customers were buying to keep printing with their devices. At the end, we were able to upgrade the firmware of over 90% of the units and the number of hazards did not exceed 20.

Q7. What approach do you take when making big-picture decisions?

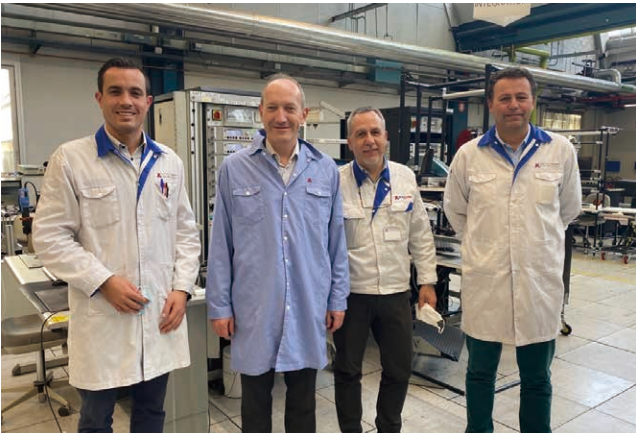
I am very rational and always try to weigh the pros and cons of a decision without bias. My experience told me that we'd better engage only in projects with a clear cut business case.

Q8. In addition to working hard, is there any other recommendation for young people to enhance their working performance?

I think young people should strive to do what they like to do. It is easier to perform well when you are passionate about your job. Also, they need to understand who are their customers (internal or external), make sure they understand their expectations and then try to exceed them!

Q9. What is your motto for life so far?

Carpe Diem! Which means, more or less: seize the day! The general idea is that one should enjoy each day of his life, live in the present and make the best of it. This also means that one should not postpone to the future what can be done today. I believe we should put momentum in all our activities, and make sure we achieve results quickly.



舌尖上的 中國美食(下)

編輯整理：Asteelflash 蘇州廠 / 人力資源部 / 李慧

上期帶大家品味了蘇州和西安的美食，是不是感覺到意猶未盡？別擔心，我們將繼續帶大家尋味中國南方的美食，有熱情火辣的湖南「辣妹子」和溫婉似玉的廣東「俏公子」。美食和文化一次次的豔遇，讓食物的靈魂豐富多彩，生動活潑。

湖南美食

供應鏈管理部 / 何葉菊

我來自湖南常德，我推薦的家鄉美食是「鉢子菜」。常德鉢子菜是將炊、餐具合一，讓食者邊煮邊吃。鉢子菜以辣、鮮、麻濃味為主，也有清淡的做法。濃味的以石門肥腸為例，先把豬肥腸和豬頭肉混合乾炒，佐以花椒，桂皮，乾辣椒，豆瓣醬，大蒜頭等，待爆香後用陶鉢乾燉著吃，有一種特別的香味。鉢子肥腸比較辣，口味鮮嫩，腸頭肉細嫩不油膩，越吃越辣，越吃越熱，但是吃時不覺得，吃完後大汗淋漓，渾身痛快無比。清淡的以清燉魚頭為例，魚頭大、多髓，湯色濃白，甜而無腥。越煮越香甜入味，喝上一碗奶白的熱湯，是從頭暖到腳。

一方水土養一方人，常德鉢子菜的飲食特色也與當地的地理位置和氣候緊密相關。

常德位於湘北洞庭湖一帶，冬春寒冷潮濕，夏秋濕熱，炎熱時達 38 度以上。鉢子菜邊燉邊吃，既保留了菜餚的鮮香，又由於爐火長時間的溫熱，正好能驅寒去濕，增進食欲。

廣東美食

生產部 / 車國藝

中國有著深厚的飲食文化，自古為公眾熟知的八大菜系中的「粵」指的就是我的家鄉—廣東。廣東飲食文化是嶺南文化百花園中令人注目的奇葩。她由嶺南特有的地理氣候環境所孕育和培植，



又得到中外飲食文化養分的滋潤，隨著嶺南的社會經濟文化發展而形成的。保留古風，以河鮮、海鮮見長；講究烹調技藝，先羹後菜的飲食格局，均具有濃重的地方特色。

中國人喜歡吃雞，雞的做法也非常多，而我最喜歡的就是廣東美食中的白切雞。白切雞始於清代的民間酒店，是體現粵菜對食材品質極致追求的代表之一，選擇 180 天未生蛋的海南文昌母雞，才能做出最好的白切雞。原汁原味，皮嫩肉滑、鮮香味美，令人有越清淡越滋味，返璞歸真的感覺，深受男女老少喜愛，是大小筵席必備佳餚。

粵式茶點遠近聞名，而知名度最高的非水晶蝦餃莫屬。蝦餃是粵式早茶的「四大天王」之一，用澄粉製成餃皮，鮮蝦包裹其中，皮薄而半透明，鮮活的蝦仁露出差澀的粉紅，在小巧精緻的竹制蒸籠裡晶瑩透亮，入口柔韌而富有彈性，吃起來爽滑清鮮，美味誘人。

廣東美食烹飪技術精妙，菜式美點多種多樣，味道鮮美，可謂色、香、味俱全，在八大菜系裡首屈一指而又充滿濃濃的南國風味。

俗話說，民以食為天，中國是一個有飲食文化的民族，飲食也是一切文明的基礎，當我們不斷回味著那些生活中的酸甜苦辣，更為留戀的其實是吃東西時的一種意境和心緒。每個城市都有不一樣的街景，不一樣的美食，無論我們在外闖蕩多少年，即使口音變了，但對故鄉的食物，仍懷無限意念。鄉愁就是味覺上的思念，那些縈繞於心頭的滋味，隱匿著屬於自己的甘香或苦澀，希望美食可以一直陪伴我們，溫暖你我。

A Bite of China: Episode 2

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



In the previous episode, we took you to enjoy cuisine in Suzhou and Xian. Don't you feel that you can't get enough of them? Don't worry! We will continue to take you to discover the delicacies of southern China, including the enthusiastic, passionate Hunan cuisine and the gentle, graceful Guangdong cuisine. The encounter of food and culture enriches the soul of food, making it colorful and lively.

Eating in Hunan

Procurement / Cecily He

I am from Changde, Hunan, and my recommendation is "Bozi Cai" from my hometown. It combines cookware and tableware, allowing the eaters to cook and eat at the same time. The flavors of Bozi Cai are mainly spicy, fresh, numbing and strong, but there are also recipes for the light one. For the strong flavor, take Shimen chitterlings as an example. First, stir-fry pig large intestines and pork head meat with pepper, cinnamon, dried chili, bean sauce and garlic. After stir-frying, use a ceramic bowl to stew and eat the dish, which brings out a unique fragrance. Bozi chitterlings is more spicy and fresh in taste. The meat of intestines is tender and not greasy. As you

eat, you will taste the spiciness more and more, and your body will feel warmer and warmer. As for the light flavor, take the fish head stew as example. The fish head is large and full with bone marrow, and the soup is thick in creamy white color, savory sweet and not fishy. The more it cooks, the tastier it gets. Have bowl of hot soup, and your body will warm up.

The environmental features of a place shape its inhabitants. The food culture of Changde Bozi Cai is also closely related to the local geographic location and climate.

Changde is located in the Dongting Lake area in northern Hunan. It is cold and humid in winter and spring; hot and humid in summer and autumn, and it can reach 38°C degrees in hottest time. Bozi Cai is cooked and eaten at the same time, which retains the fresh aroma of the dishes, and the continuing warmth of the fire drives away the coldness and dampness to increase the appetite.

Eating in Guangdong

Production / Cart Che

China has a profound culinary culture. Among the eight major cuisines that have been well known since ancient times, "Cantonese" refers to my hometown, Guangdong. Guangdong's culinary culture is a striking wonder in the diverse Lingnan culture. It was cultivated by the unique geographical and climatic environment of Lingnan, and nourished by the culinary culture of China and abroad. It was formed with the socio-economic and cultural development of Lingnan. Preserving the ancient style, the cuisine is known for river food and seafood. It pays attention to cooking skills, and the eating sequence of soup first and then dishes, presenting strong local characteristics.

Chinese people like to eat chicken, and there are many ways to cook it. My favorite is the white cut chicken in Cantonese cuisine. This cuisine originated from local hotels in the Qing Dynasty. It is one of the representatives of Cantonese cuisine's pursuit of the ultimate quality of ingredients. Only by using Hainan Wenchang hens that have not lay eggs for 180 days can we make the best white cut chicken. The dish saves the original taste of the ingredient, which the skin is tender, and the meat is smooth, fresh, and delicious. The lighter and fresher the flavor is, the better it tastes, bringing out a feeling of being back to basic. It is a must-have dish for all kinds of feasts.

Cantonese Dim Sum is famous around the world, and the most well-known dish is the crystal shrimp dumpling. Crystal shrimp dumplings are one of the "Best Four" of Dim Sum breakfast. The dumpling dough is made of wheat starch, and fresh shrimps are wrapped inside. The dumpling skin is thin and translucent, and through it you can see the pinky fresh shrimp. The taste is soft and elastic, giving a smooth, fresh, delicious and tempting taste.

Guangdong cuisine has sophisticated cooking techniques, diverse dishes and fresh flavors, performing well in the aspect of appearance, fragrance and taste. It is one of the leading categories in the eight major cuisines with a strong southern flavor.

As the Chinese saying goes, food is the essence of the people, China is a nation with a deep culinary culture, and food is the foundation of all civilizations. When we look back at the sweet and bitter tastes in life, what we miss more is the emotion when eating. Every city has different street scenes and different cuisine. No matter how long we have been away from home, even when our accent has changed, we still hold infinite nostalgia for the food of our hometown. Homesick is the nostalgia of taste, the taste that lingers in our heart, where the sweetness and bitterness that belongs to us is saved. Food can always accompany us along the way and warm our heart.

品小質的英德旅行

記深圳廠品質管理一處 2021 年度旅遊

Xiao Q's Trip to Yingde Shenzhen Site QMD1 2021 Annual Tour

作者：深圳廠 Shenzhen Site / 品質管理一處 QMD1 / 品保二部 MQA2 / 劉帥 Shuai Liu

「在這場旅行中，我們有著同一個名字。」

"We share the same name in this trip."



太陽伸了伸懶腰，打了個哈欠，天漸漸亮了。

The sun yawned and stretched itself as the sky got brighter.

小質背上鼓鼓的雙肩包，穿上鞋子，飛快地打開門溜了出去，今天是禮拜天，他要去公司，但不是加班，是旅遊。

對，期待了好久，小質吹著風，天很暖，風有點甜。

Xiao Q carried a backpack as he wore his shoes and left his room. He was going to the office on Sunday. It was not for work, but for traveling. Xiao Q had been looking forward to this for a long time. He walked happily under the warm sun as the sweet wind blew on him.

「嗨，小質，快來！」同事歡快地向他擺手，示意他過來拍照。他把包放到胖胖的大巴車上，朝著公司跑去。同事們正在隨機找位置，人很多，他們要站在環勝 20 周年的紀念牌前，一起合影，隊伍從長方形變到 L 形，最後變成了 V 形，前排的人兒半蹲著，後排的人兒用手比心，開心地笑著。陽光透過樹葉的罅隙撒下碎密的光影，黑色白色的 T 恤隨著隊形的變換不斷穿插，像跳動的黑白琴鍵，洋洋灑灑地彈奏著恢宏的樂篇。這景象真美，小質心想，但他分不清是景美，還是人美，又或者是景因人而美。

"Hey, Xiao Q! Hurry up!" His colleagues waved at him happily and signaled him to take a photo. He put his backpack on the tour bus and ran towards the office. Colleagues were randomly looking for their photo spots. There were many of them as they were about to take a picture in front of the USI(SZ) 20th Anniversary commemoration. The crowd started from a rectangular row to an L-shaped row and eventually ended up in a V-shaped row. People in the front row knelt down as those in the rear row posed with finger hearts, who were all smiling happily. Sunshine formed fractured shadows as it shined through the leaves. People in black or white T-shirts moved randomly as they formed into different lines, like galloping piano keys playing a magnificent melody. "What a great view!", Xiao Q thought. However, he could not figure out whether it was the view that was great, the people being great, or if the view was great because of the people.



拍完照片，便隨著人流坐上大巴。導遊還是那麼愛講話，但發紅包明顯更能勾起大家的熱情。「遲到的人」，小丹在微信群裡快速打著字，帶上一個奸笑的表情，大家頓時心領神會，刷著「發紅包」烘托著氣氛。紅包來啦，搶到的發著「謝謝老闆」，沒搶到的發著「好像錯過一個億」，即時資訊在螢幕上快速刷新著。小質看了看微信錢包，發現自己搶到了一分錢，連帶著耳邊導遊的聲音都順耳了一些。他歪著頭，吹著空調，望著遠山，心中充滿了愉快和期待。

After taking pictures, Xiao Q went on the bus with the crowd. The tour guide was still talkative. However, the crowd suddenly became passionate when someone mentioned giving out online red envelopes. "The one that is late..." was what Bahar quickly typed in WeChat with a smirk emoji. Everyone immediately realized what he was talking about and messaged, "Give out red envelopes" to shake up the atmosphere. Here came the red envelopes! Those who managed to get it all said, "Thank you, Boss!" while those who failed could only message "Seems like I lost a billion Yuan." These messages kept on being posted on our WeChat group. Xiao Q checked his WeChat wallet and found out he got himself an one cent red envelope. This made the noise from the tour guide more endurable. He enjoyed the air-con as he gazed into the mountains with his head resting on his hand, feeling happier and anticipating the trip more.

隨著不斷前行，期待漸漸被驚喜填滿。九龍峰林小鎮是第一站，在門外就能看到一座座高聳的山峰。石灰岩質的山峰赤裸著黃色的壯碩胸膛，像刀劈斧砍一樣銳利的肩膀上馱起一塊塊棉花糖似的輕柔雲朵，靛青的流水繞啊繞，有時撞到岩石上激起歡快的水浪，透明的水浪漫過岩石，又褪了下去，來時不帶絲毫顏料，褪去時卻把岩石浸成褐色。有神秘變幻的溶洞，光影構造出咆哮的神話巨獸；有刺激的滑翔傘，帶著怦然心



動在高空滑行；有華南最大的夜明珠，微微的螢光似乎在傾訴不斷流淌的時光。小質在小鎮裡坐著世界上速度最慢的小火車，晃啊晃，晃啊晃，連時光都跟著晃了起來。

As the bus drove on, Xiao Q's anticipation was gradually filled up with surprises. The first destination was Jiulong Town. Mountains could be seen right in front of the gate. The limestone mountain showed off its muscular yellow chest and carried loads of marshmallow-like clouds on its rigid shoulders. Indigo water flowed around it, creating splashes as it occasionally clashed on rocks. Transparent water rose above the rocks before they descended. Although it carried no color with it when it came, it dyed rocks with brown colors as it left. A howling leviathan created by the lights and shadows from a mysterious solutional cave; a thrilling paraglider high in the air with people's screaming and racing heartbeats; a flashing and twinkling pearl (the largest luminous in southern China) seemingly tells visitors about the running time. Xiao Q boarded the slowest train in the world in the town as time shook along with the train.

就這樣晃到了住的地方。小質看著東南亞風格的酒店大堂，想起導遊興奮地說過這是一家非常有名的網紅溫泉度假酒店，心裡覺得十分有趣。領了房卡，進了門，走到陽臺上，看到樓下便是長長的泳道。藍色的瓷磚將清澈的水也染成了藍色，水面上有彩虹馬樣式的氣墊船，小孩子們摟著彩虹馬頎長的脖頸，指揮著在水裡推船的爸爸，像是一臉稚氣的將軍，指揮著士兵朝著未知的前方乘風破浪。小質換上泳裝，從樓下轉出去，快樂地游起泳來。泳道很長很長，他游一會兒停一會兒，不曾回頭卻發現自己竟又游回了原來的地方，原來這裡的泳道都是連在一起的！小質驀地明白過來。他有些累了，浮起來長長地呼一口氣，突然一陣水濺到臉上來，下雨了？他睜開眼，卻發現原來是那個士兵爸爸在使壞，打翻了船，小孩子翻到水裡，帶著小小的泳圈浮在水面上，咯咯地笑了起來。時光靜好，帶著愛的模樣。

That was how Xiao Q got to where he stayed. Xiao Q looked upon its Southeast Asian style lobby and recalled the tour guide excitedly said that this was a famous hot spring resort popular among influencers. "Interesting." Xiao Q thought. He entered the room with the room card and walked onto the balcony, seeing the long swimming pool below, in which its blue tiles had turned its crystal-clear water blue. There were My Little Pony inflated boats in the pool. Children held on to the long necks of the ponies as they gave out commands to their fathers pushing the boat as if they were baby-face commanders commanding their troops into the unknown voyage. Xiao Q put on the swimsuit and went downstairs to swim happily. The pool was so long that Xiao Q found himself back to the same place after a while without going back. "All the lanes were connected?" Xiao Q suddenly realized it. He felt exhausted and deeply sighed. Suddenly, he felt water on his face. "It's raining?" When Xiao Q opened his eyes, he found out that a father was naughty enough to turn the boat over and get his child in the water. The child was giggling as she floated with her small swim ring. This was a lovely moment with the taste of love.

吃過飯，小質跟著同事們穿過大堂，走向溫泉。溫泉是一池一池的，有人參泉、玫瑰泉、薄荷泉、當歸泉等等十幾口不同效用的溫泉。溫泉邊上是水池的溫度，38℃會有些涼，41℃會有些燥，39℃剛剛好。溫泉水池有向下的階梯，走靠裡些，就浸得深一些，身體也更容易浮起來。小質趟水過去，和同事們躺在水床上，按下按鈕，水從肩膀、後背、大腿、腳心等地方不斷湧出來。他看著天上閃爍的繁星，感受著這微醺的晚風，閉上眼。

After dinner, Xiao Q crossed the lobby with colleagues and headed towards the hot spring. There were several hot spring pools, including ginseng pool, rose pool, mint pool, angelica pools and a dozen others. The temperature of the pool was shown above it. 38℃ was a bit cold, 41℃ was too hot, and 39℃ was perfect. There were stairs heading downwards in each pool. The closer you get, the deeper you submerge, and your body floats more easily. Xiao Q walked across the water as colleagues laid themselves on the water bed. After pressing the button, water would pour out on their shoulders, back, thighs and foot palms. Xiao Q glanced at the shining stars and enjoyed the cool breeze with eyes closed.

回程是第二天，同事們退了房卻退不了隱藏不住的歡快。大巴依舊胖胖，導遊依舊聒噪，小質戴著耳機，看這流水，看這遠山，看這一程漸行漸遠。美好的時光總是短暫，但回顧此行，尋奇景、浸暖泉、啖美食、品茶顏，美景易遇難遇人盡歡。出發前的期待發酵成返程前的懷念，返程前的懷念終將發酵成另一場旅行前的期待。

The second day was the trip back. Happiness could be seen on colleagues' faces as they checked out. The tour bus was still a fat one, and the tour guide was still talkative. Xiao Q put on the headphones as he gazed into the flowing water and distant mountains. This trip is getting further away from him. Happy moments were short, but when looking back on it, beautiful landscape, hot spring, delicious foods and awesome teas all lingered on his mind. The anticipation before departure now became nostalgic feelings as Xiao Q yearned for another trip.

小質聽著耳機裡的《錯位時空》，驀地想填了這詞這景，提筆便寫了起來。

Misplaced Time and Space was played in Xiao Q's headphones as he suddenly came up with new lyrics to fit it.

太陽伸了伸懶腰，打了個哈欠，天漸漸入眠。

The sun yawned and stretched itself as the sky dimmed.



錯位時空

(深圳品質管理一處 2021 年年度旅遊特別版)

作曲：張博文

作詞：劉帥

演唱：別找了就是你

一起走 充滿期待的旅行
一路上 歡聲笑語樂不停
流水擁吻著翠綠峻石和奇峰
在歡頌 品質一處春遊
穿過英西峰林奇幻溶洞
踏上絕美天空玻璃觀景
峰林蓮湖那一望無盡的倒影
倒映人生
我曾望你奔赴的星空
悵惘未來未知 的風景
可如今攜手共築品質人生
何其幸
我奔赴你奔赴的星空
傳承從一而終 的願景
堅守著嚴謹紀律專業要求
共前行 前行

數不完 寶墩湖面的漣漪
一圈圈 氤氳擴散成詩句
漫天繁星簇擁傾唱高歌一曲
晚風醺 一夜呢喃低語
恰少年 風華正茂的年紀
又期待閱盡風雪看朝夕
不管前路有多少艱險和難題
永不畏懼
我曾望你奔赴的星空
悵惘未來未知 的風景
可如今攜手共築品質人生
何其幸
我奔赴你奔赴的星空
傳承從一而終 的願景
堅守著嚴謹紀律專業要求
共前行 前行

我仰望你仰望的星空
共譜持之以恆 的願景
那薪火 相傳 在這品質人生
多繁盛
我仰望你仰望的星空
共譜持之以恆 的願景
那薪火 相傳 在這品質人生
多繁盛 繁盛

Misplaced Time and Space

(Special Version for Shenzhen Site QMD1 2021 Annual Tour)

Music: Bowen Zhang

Lyrics: Shuai Liu

Singer: You

Highly anticipated trip
With laughter along the way
Flowing water kissed emerald stones and mountains
Cheering for the QMD1 Spring Trip
Crossing the magical solutional cave of Yingxi Fenglin
Stepping on the spectacular glass ceiling views
As the endless reflection of Fenglinlian Lake
Reflects life
I once gazed into the star sky you've been
Worried about the unknown
Now we can have a quality life hand in hand
How lucky I am
I fly into the star sky you've been
The vision of being faithful
Adhering to strict discipline and professional demand
March forward together

Countless ripple on Baoduan Lake
spread into poems
Singing out loud together under the shining stars
Murmuring under the night breeze
Being young and glamorous
Looking forward to obstacles and sunshine
No matter how tough the road ahead is
I'm not afraid
I once gazed into the star sky you've been
Worried about the unknown
Now we can have a quality life hand in hand
How lucky I am
I fly into the star sky you've been
The vision of being faithful
Adhering to strict discipline and professional demand
March forward together

I gaze at the starry sky you've gazed upon
Creating our common sustainable vision
The quality life that passes on
So flourishing
I gaze at the starry sky you've gazed upon
Creating our common sustainable vision
The quality life that passes on
So flourishing

時間的分岔

傅百林攝影個展

藝術家：傅百林
學術主持：項苙蘋
資料來源：M 藝術空間

「時間永遠分岔，通向無數的未來。」—— 豪·路·博爾赫斯

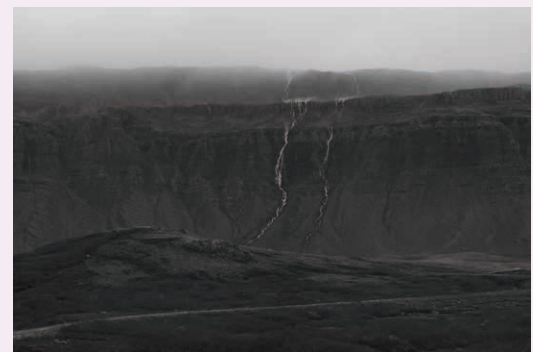
海德格爾說：「人在根基處就是詩意地棲居」，「詩意使居住成為居住」，「但是在今天的居住之中，哪裡還有為詩意留下的空間和時間？」人的追名逐利和四處攀緣，在根本上背離了其居住本性。在海德格爾眼裡，我們自認為便捷美好的現代化生活，只是活著而已。更可悲的是，我們身處貧乏和幽暗之中，卻不自知。好在，我們有藝術家。他們敏銳地察覺到了人類精神的貧乏，神性的遠離和世界的幽暗，他們創造性的工作能填補貧乏時代和詩意棲居二者的裂縫。

本真的存在

傅百林的生活狀態就像海德格爾所稱羨的本真的存在：「一旦我們選擇了自己的志業，我們的生活就既是生活在現在，又是生活在未來，同時又和過去相聯，一切都當下化，我們的生命就在這個志業中綻放起來，一種生命的激情將湧動著……」他聽從了內心的呼喚和自然的召喚，放棄數碼技術的便利，回歸了膠片攝影創作，並深入探尋自然的神秘宏壯。他始終以這種本真狀態對待他的生命和攝影創作，這是一種超越性的、熱情充溢的狀態，一種以未來反觀過去、倒轉性的時間感受方式，因而他總是有足夠的力量排除其追隨心靈之旅上的種種障礙。

時間的分岔

傅百林的攝影創作讓加速度運行、熙攘噪雜、鋼筋混凝土築就的城市在此驟然分岔，帶來了人跡罕至的大自然野性不羈、純淨無染的片刻。那不請自來通體雪白的野馬，那飛花似箭動如脫兔的激流，那藍光悠悠靜若處子的冰川，那綴滿陽光閃金燦銀的枝頭，那暗黑海面上皎潔的月光，無不閃耀著神性的光輝和蓬勃的生機。天空和大地，是現代人的欲望和權力角逐的戰場。傅百林卻以純真相待，為我們呈現了不是作為客體被馴服、改造的對象化的自然。恰如羅蘭·巴爾特對風景本質的概括：「面對這些我喜愛的風景，一切就像我確實在那裡待過，或者應該到那裡去。」



A | B
C

A. 《冰島 No.1》
臻墨黑白打印 / 60×40 cm / 2017

C. 《冰島 No.6》
收藏級噴墨打印 / 100×150 cm / 2018

B. 《冰島 No.2》
臻墨黑白打印 / 60×40 cm / 2017

雙面的時機

對於攝影而言，拍攝時機具有決定性意義。傅百林不僅善於把握時機、製造時機，亦能化不利局面為良機。如拍攝《海 No.20》時，海上暴風雨驟起，人們紛紛躲進船艙，傅百林卻堅持冒雨工作，抓拍了大海向他所呈現的獨特而隱秘的美——灰藍色的大海，雨滴滑落，牽出絲絲水線，隱隱約約，若斷似續。海面波濤起伏，波浪被暗沉的天色抽象化為中國古代繪畫中的水紋：波浪先勾線再敷染，偶有白色的浪花點綴其間，波紋和顏色漸漸向遠處舒緩淡化，最後水天融為一色。在時機的選擇上，既有對過去經驗的召回，也有對未來趨勢的預判，最終成敗取決於現在的行動力。這些珍貴畫面的成功攝取，正是在於傅百林一貫的本真狀態，一旦做出決斷後的堅持和全情投入，如此，時機方成其為時機。人怎樣活動著、存在著，人就是什麼。傅百林便是這樣一個活在當下，本真地存在，聽從內心的聲音，善於把握時機的當代人。

傅百林的攝影創作是他和被拍攝物件之間量子態互動的結果，創造了活潑、豐富的世界，動盪、富於生機的寧靜，把人們帶回到人和天地、自然萬物共存、共屬一體的關係中，讓人們的心靈得以回歸那個自己曾經待過或應該去的地方，並重新分有自然的偉大和尊嚴。

The Branches of Time

Photography Solo Exhibition of Bailin Fu

Artist: Bailin Fu
Academic Director: Liping Xiang
Source: M Art Center

"Time keeps branching into countless futures." - Jorge Luis Borges

Heidegger used to say: "'the life of man' is a 'dwelling for the poetic'", "poetry first causes dwelling to be dwelling", "But where is the space and time left for poetry in today's dwelling?" The pursuit of fame, fortune, power, and influence fundamentally deviates from the nature of dwelling. From his perspective, what we called convenient and beautiful modern life is nothing but being alive; Sadly, we have no awareness of living in such poverty and darkness. Fortunately, we have artists. They are keenly aware of the poverty of the human spirit, the distance from the divinity, and the gloom of the world. Their creative work can bridge the rift between the poor era and the poetic dwelling.

The Existence of Authenticity

The living condition of Bailin Fu is like the authentic existence that Heidegger admired: "Once we choose our career, our life will be both in the present and in the future, and connected with the past at the same time. Everything is the present, and our life will blossom in this career with the surging passion of being alive..." Bailin followed his heart and nature, gave up the convenience of digital technology, returned to film photography, and explored in depth the mystery and magnificence of nature. He always treats his life and photography creation with such authenticity, which is not only a transcendental and enthusiastic state, but also a reverse time-perception way of observing the past from the future. Therefore, he always has abundant energy to remove different obstacles in his soul journey.

The Branches of Time

His photographic creation folks the accelerated, bustling, noisy, and reinforced concrete city, bringing a moment of pure and undisturbed nature. The snow-white wild horses out of expectation, the turbulent currents with flying spray, the blue glacier standing in silence, the golden branches studded with sunlight, and the bright moonlight above the dark sea, are all shining the divine brilliance and vigorous vitality. The sky and the earth are the battlefields where modern people chasing for desires and powers. With purity, Bailin presents us the nature that is not an object being tamed and remolded. Just as Roland Barthes summed up the essence of the landscape: "Looking at these landscapes of predilection, it is as if I were certain of having been there of going there."

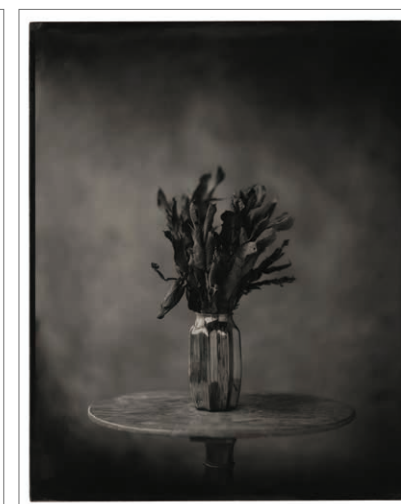
The Two-sidedness of Timing

The timing of shooting is of decisive significance for photography. Bailin is not only good at grasping and creating opportunities, but also turning unfavorable situations into golden opportunities. For example, there was a storm breaking out and people hiding in the cabins, but Bailin insisted on working in the heavy rain in order to capture the unique and secret beauty that the sea presented to him while creating *Sea No. 20*. The raindrops fell to the gray-blue sea, intermittently forming the vague waterlines. The undulating waves had been abstracted by the gloomy sky as the water patterns in ancient Chinese paintings: the waves are hooked and then blended with some white spoon-drift, then the ripples and colors gradually fade away to the distance, and eventually, the water and the sky merge in one color. There have both the recall of experience and the prediction of future trends as for the choice of timing. The ultimate result depends on the current execution. The successful capture of these precious images is precisely owed to Bailin's consistent authenticity. Once a decision is made, persistence and devotion will make the time the golden opportunity. How a person acts and exists is what that person is. Bailin is a contemporary person that lives at the moment, exists in reality, listens to his inner voice, and is good at seizing the moment.

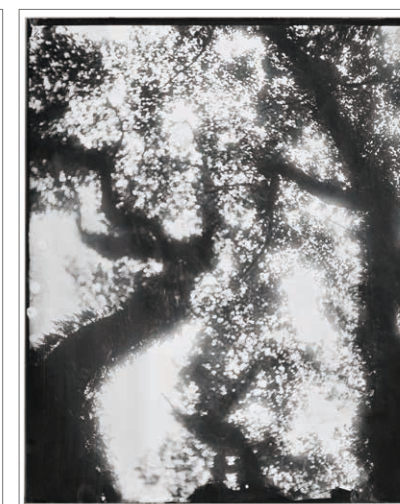
His photography creation is the result of quantum interaction between him and the subject, creating a lively and abundant world. The active and vivifying tranquility in his art brings not only people back to the relationship where human being, heaven and earth, nature and species are all being and belong together, but also their heart return to the original or destined place, re-sharing the greatness and dignity of nature.



Article No.1
Palladium Print / 40.6×50.8 cm / 2017



Article No.3
Palladium Print / 40.6×50.8 cm / 2017



Trees No.1
Palladium Print / 50.8×60.9 cm / 2019

個人發展計畫的最佳拍檔：成長型思維

作者：臺灣廠 / ADM / Corporate Service / 林廷昀

人才培養的行動要以「自己」為出發，然而，知易行難。如何在跨界路上能不失積極且持續行動？本期將分享隱形超能力——「成長型思維」，成長型思維模式會是你人生路上的最佳拍檔！



思維模式是什麼？

思維是決定你如何看待自己、周圍環境和世界的各種思想和信念的總和。思維模式不但影響我們的行事動機，還會影響我們詮釋事件的角度、發揮潛能、看待得失等。我們的思維深深影響我們如何觀看世界，也影響周遭的人。不得不說，思維模式在我們終其一生扮演的角色，可謂是千里馬之於伯樂，要懂得發現、培養、發揮它，你即能展現它的最大價值。思維是你的處世之道、價值觀、心態，而你自己就是思維的代言人。

在介紹兩種思維前，先來動手做個小測驗吧！

1. 你天生就具備一定的智力和天分
(A) 是的 (0 分) (B) 可能吧 (1 分) (C) 不是的 (2 分)
2. 智力可增加或減弱，取決於你有沒有花時間去活動你的大腦
(A) 是的 (2 分) (B) 可能吧 (1 分) (C) 不是的 (0 分)
3. 你可以學習新的東西，但無法改變你天生具備的才能
(A) 是的 (0 分) (B) 可能吧 (1 分) (C) 不是的 (2 分)
4. 學習新東西的過程可以增進你的智力
(A) 是的 (2 分) (B) 可能吧 (1 分) (C) 不是的 (0 分)
5. 天賦與才能是你先天具備的，不是透過後天培養的
(A) 是的 (0 分) (B) 可能吧 (1 分) (C) 不是的 (2 分)
6. 如果你持續練習一項技能夠久的話，你就能培養出屬於這項技能的天分與才能
(A) 是的 (2 分) (B) 可能吧 (1 分) (C) 不是的 (0 分)
7. 人們會精通某項技能，很大的原因是因為他們天生就對這項技能有天賦
(A) 是的 (0 分) (B) 可能吧 (1 分) (C) 不是的 (2 分)
8. 人們會精通某項技能，是因為他們花很多時間去練習，不論天賦高低都是如此
(A) 是的 (2 分) (B) 可能吧 (1 分) (C) 不是的 (0 分)

總共 16 分，8 分以上是成長型思維，以下是定型思維。

成長思維與定型思維

根據史丹佛大學心理系教授卡蘿·杜維克 (Carol Dweck) 的「內隱智力理論」(Implicit Theory of Intelligence)，人的動力會受到自己對於「智力」本身成見的影響，這會導致兩種不同的心態產生，也有截然不同的思維。在 2016 年時，卡蘿·杜維克出版《心態致勝：全新成功心理學》(Mindset: The New Psychology of Success)，書中探討了兩種心態的行為，分別為「定型心態」(Fixed Mindset) 與「成長心態」(Growth Mindset)，透過多年研究所收集到的種種證據，證實了一個簡而有力的理論：人類的智力、創意、體能及其他素質，並不是與生俱來的定型特質，而是可以透過時間和努力加以改變的可塑特質。而從中影響的主因，便是我們腦中的思緒——思維模式的不同。

擁有成長思維的人通常會……

- 將個人的基本素質視為起點，可以藉由努力、累積經驗和他人的幫助而改變、成長。
- 面對挫折或阻礙時，將它視為可以再試一次的學習機會。
- 享受的是學習過程，而不是成就。
- 我沒辦法解決問題，不是因為我不會，只是「還沒」想出解法。

擁有定型思維的人通常會……

- 急於追求證明自我。
- 將成果二分為成功或失敗。
- 認為個人素質是不能經由學習努力來提升的。
- 我沒辦法解決問題，我真的是不會！

所有人都擁有兩種思維，但並不是說非黑即白，反而是一種光譜；重點在於你在某種情境傾向於預設何種思維。比方說，一個人可能在學習烘焙糕點時抱持成長性思維，但在學習數位產品時卻抱持定型化思維。許多領域可能雖然互有關連，但仍各自像光譜一樣有不同程度

的差異。即便是成長思維專家杜維克，也在書中提到自己不時陷入定型化思維的泥淖中。

享受「還沒」的力量

要培養成長型思維的做法非常簡單，「刻意練習『還沒』的力量」！舉個人發展計畫為例，身為人才的你，可以嘗試踏出舒適圈，考量你的認知能力後，學習有興趣且能需精進的能力！杜維克教授的研究指出：在學習時，腦袋中的神經元會形成更強的連結，使學習者變得更機靈、更聰明，來面對困難與挑戰！身為主管的你，可以嘗試放手，讓人才展開個人發展計畫，甚至是跨部門論調。因為成長型思維告訴我們，人類的智力、創意及其他素質，是可以透過時間和努力加以改變的可塑特質！

如果失敗降臨，嘗試運用成長型思維，將之視為可以再試一次的學習機會，相信下次可以更好。告訴自己：「不是因為能力不足，而是能力正在培養中，『還沒』學會而已！」試著「刻意練習」，專注享受重複努力練習的過程，讓自己永遠保持開放的態度！其實沒有機會嘗試，永遠不知道自己不是「不會」，只是「還沒學會」！

推薦閱讀

- 《心態致勝：全新成功心理學》
- 《成長性思維學習指南》
- 史丹佛大學心理學教授 Carol Dweck 在 TED 演講—《相信你能進步的力量》
- 《大腦衝浪：你只需要一點心理學，衝破人生僵局！》

資料來源

- 劉軒 (2018)。大腦衝浪：你只需要一點心理學，衝破人生僵局！。臺北市：三采。

Growth Mindset Best Partner for the Individual Development Plan

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

The action of talent cultivation should start with "oneself". However, it is easier to know than to do. How can we take active and continuous action on the path of cross function? In this issue, we will share the invisible superpower — "growth mindset", which will be your best partner in life!

What is a Mindset?

A mindset is the sum of thoughts and beliefs that determine how you view yourself, your surroundings and the world. A mindset mode affects not only our motivation to act, but also the way we interpret events, realize our potential, and view gains and losses. Our mindset deeply affects how we see the world and how we affect the people around us. The role of mindset in our life is like a talent to a company. If you know how to find it, cultivate it, and make the most of it, you will be able to show its maximum value. Your mindset is your way of life, value and mentality, and you are the spokesperson of your mindset.

Before exploring the two kinds of mindsets, let's take a quiz first!

1. You were born with a certain level of intelligence and talent.		
(A) Yes (0 points)	(B) Maybe (1 point)	(C) No (2 points)
2. Intelligence can increase or decrease, depending on whether you have taken the time to activate your brain.		
(A) Yes (2 points)	(B) Maybe (1 point)	(C) No (0 points)
3. You can learn new things, but you can't change the talents you were born with.		
(A) Yes (0 points)	(B) Maybe (1 point)	(C) No (2 points)
4. The process of learning something new can increase your intelligence.		
(A) Yes (2 points)	(B) Maybe (1 point)	(C) No (0 points)
5. Natural gifts and talents are what you are born with, not what you develop later in life.		
(A) Yes (0 points)	(B) Maybe (1 point)	(C) No (2 points)
6. If you keep practicing a skill long enough, you will be able to develop the gift and talent for that skill.		
(A) Yes (2 points)	(B) Maybe (1 point)	(C) No (0 points)
7. People are proficient in a certain skill, largely because they are naturally gifted with this skill.		
(A) Yes (0 points)	(B) Maybe (1 point)	(C) No (2 points)
8. People become proficient at a certain skill because they spend a lot of time practicing it, regardless of the level of their natural gift.		
(A) Yes (2 points)	(B) Maybe (1 point)	(C) No (0 points)

A total of 16 points, with 8 points or more being a growth mindset and below being a fixed mindset.

Growth Mindset and Fixed Mindset

According to the "Implicit Theory of Intelligence" by Carol Dweck, a professor of psychology at Stanford University, a person's motivation will be affected by his own prejudice about "intelligence" itself, which will lead to two different mentalities with completely different mindsets. In 2016, Carol Dweck published *Mindset: The New Psychology of Success*, which explores the behavior of two mindsets, fixed mindset and growth mindset, and confirms a simple but powerful theory through the evidence gathered from years of research: Human intelligence, creativity, physical ability and other qualities are not fixed traits that we are born with, but rather formable traits that can be changed through time and effort. The main factor that affects this is the difference in our minds — our mindsets.

People with a Growth Mindset Usually...

- View their basic personal qualities as starting points that can be changed and grown through hard work, accumulated experience and the help of others.
- See setbacks or obstacles as learning opportunities to try again.
- Enjoy the journey of learning, not the achievement!
- Think that if they can't solve a problem, it's not because they don't know how to do it, but just they "haven't" figured it out yet.

People with a Fixed Mindset Usually...

- Eager to prove themselves.
- Dichotomize results into success or failure.
- Believe that personal qualities cannot be improved through industrious learning.
- Think if they can't solve problems, they really can't!

Every person has two types of mindsets. However, it's not a dichotomy, it's a spectrum; it's what mindset you tend to presuppose in a certain situation. For example, a person may have a growth mindset when learning to bake a pastry, but a fixed mindset when learning about digital products. Many fields may be interrelated, but they are still as different as the spectrum. Even Dweck, a growth mindset expert, mentions in her book that she has fallen into the quagmire of a fixed mindset from time to time.

Enjoy the Power of "Not Yet"

The way to develop a growth mindset is simple: "deliberately practice the power of 'not yet'"! Take the individual development plan as an example. As a talent, you can try to step out of your comfort zone, consider your cognitive abilities, and learn the abilities that you are interested in and need to enhance upon! According to Professor Dweck's research, when you are learning, the neurons in the brain form stronger connections, making the learner more resourceful and intelligent to face difficulties and challenges! As a supervisor, you can try to let those talents start their individual development plans, or even rotate their positions across departments because the growth mindset indicates that human intelligence, creativity, and other qualities are formable traits that can be changed through time and effort!

If encountering failure, try to adopt the growth mindset and see it as a learning opportunity to try again, believing that you can do better next time. Tell yourself that "It's not because your lack of ability, it's because you're developing it and you just haven't learned it yet!" Try to "practice deliberately" and focus on enjoying the process of repeated hard work, so that you can always keep an open mind! In fact, without the opportunity to try, you will never know that you are not " can not", just "not yet"!

Book Recommendations

- *Mindset: The New Psychology of Success*
- *The Growth Mindset Coach*
- TED Talk: The Power of Yet by Carol Dweck, professor of Psychology at Stanford University.
- 《大腦衝浪：你只需要一點心理學，衝破人生僵局！》

Source

- 劉軒 (2018)。大腦衝浪：你只需要一點心理學，衝破人生僵局！。臺北市：三采。

邁向全球 2050 淨零碳目標的挑戰

作者：臺灣廠 / QA&CSR / S&HS / CSR / 劉皇亨
高齊能源科技(股)公司 / 林龍杰博士、顏偉盛經理

為避免氣候變遷的影響並實現《巴黎協定》的目標，溫室氣體排放量應在本世紀中葉降至淨零，並在此之後達到淨負排放 (net negative emissions)。全球 60 個國家以及數十家企業和城市已經設定淨零目標，預計未來會有更多國家朝這個方向邁進。就此類淨零目標的健全性而言，制定與實現淨零其未來所需的速度、相匹配的政策、行動和投資，都將更為重要。

國際能源署 (International Energy Agency, IEA) 於 2021 年 5 月發布了一份特別報告——「2050 年淨零排放：全球能源領域路線圖」(Net Zero by 2050: A Roadmap for the Global Energy Sector)，該報告描繪了在 2050 年建立一個實現淨零排放的全球能源途徑。IEA 警告：「這條路是狹窄的，要想不偏離這條路，就需要立刻大量部署所有可用的再生能源技術。」因此，全球能源的生產、運輸和使用方式需要進行前所未有的轉變。

在這份報告中，淨零排放的情境模型代表著 IEA 企圖心的重大轉變，比之前的永續發展情境 (Sustainable Development Scenario) 提早 20 年實現淨零排放的目標。該報告提供了世界上第一個關於如何在 2050 年轉型到淨零能源系統，同時確保穩定和可負擔的能源供應、提供普遍的能源獲取和促進強勁經濟增長的綜合研究。該報告提供的路線圖包括 400 多個里程碑，引導全球政府和企業前往 2050 年實現全球淨零碳排放的道路。

以下是淨零排放情境的四個要點：

- 至 2030 年，每年的可再生電力裝置必須增加到現在的 3 倍
- 在 IEA 的淨零情境模型中，2050 年的電力需求會是 2021

年的 2.5 倍，可再生能源將提供近 90% 的發電量，其中近 70% 來自風能和太陽能。

- 逐步淘汰化石燃料是不可避免的，但是必須是公平的
IEA 更呼籲全球已開發經濟體，到 2030 年之前逐步淘汰無法減排的燃煤電廠，並鼓勵所有經濟體在 2040 年前也能夠淘汰燃煤電廠。
- 清潔能源投資將在短期內有益於經濟和人類健康
人類健康也將受益於低碳轉型。IEA 估計，由於淨零情境下空氣污染減少，到 2030 年，與 2021 年相比，每年過早死亡的人數將減少 200 萬。其中不包含減少氣候相關的災害和極端高溫風險帶來的益處。

- 碳捕獲和儲存可以幫助解決排放問題，但這不是唯一的解決方案

IEA 的淨零排放情境在很大程度上依賴於碳捕獲和封存 (Carbon Capture and Storage, CCS) 的使用，假設 CCS 可幫助解決現有能源排放的問題，如捕獲從天然氣製氫產生的碳排放，預估到 2050 年，每年可捕獲和封存 76 億噸二氧化碳，高於 2021 年的 0.4 億噸二氧化碳。但該技術仍然很昂貴，而且消費者對儲存二氧化碳的選擇仍然存在

有高度懷疑。因此，能源轉型委員會更傾向於大力部署可再生能源、電力儲存技術以及改善電網基礎設施和電力部門的靈活性，並將碳捕獲和封存列為工業部門脫碳的關鍵技術，特別是水泥製造和其他重工業。

環旭電子一直持續關注淨零碳排議題，展現與世界接軌的決心，2021 年訂定 ESG 策略——淨零碳排放目標，如圖 1。並展開階段性策略，預定於 2050 年達到淨零碳排放的目標。

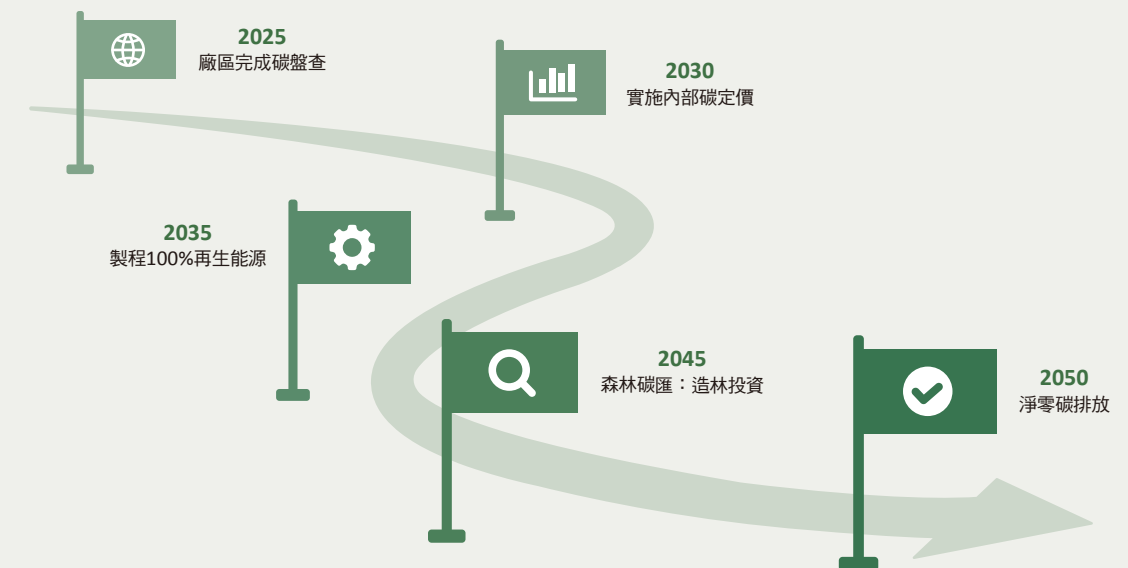


圖 1 USI ESG 策略——淨零碳排放策略與目標
資料來源：QA&CSR / S&HS / 林志忠 提供

資料來源

- International Energy Agency (2021, May 18). *Net Zero by 2050 – A Roadmap for the Global Energy Sector*. Retrieved from October 13, 2021, from <https://www.iea.org/reports/net-zero-by-2050>
- World Resource Institute (2021, May 21). *Things to know about the IEA's Roadmap to Net Zero by 2050*. Retrieved from October 13, 2021, from <https://www.wri.org/insights/5-things-know-about-ieas-roadmap-net-zero-2050>

Challenges on the Path Towards a Net Zero World by 2050

Author: Taiwan Site / QA&CSR / S&HS / CSR / Water Liu
Cozeta / Dr. Gabriel Lin, Manager Steven Yen



To avoid the impacts of climate change and realize the Paris Agreement goals, global greenhouse gas emissions need to reach zero by mid-century and continue decreasing to net-negative emissions. Sixty countries, as well as dozens of companies and cities, have adopted net-zero targets, and many more are expected to do so. Therefore, it is critical to set solid net-zero policies, actions and investments that match the speed and scale required to realize a net-zero future.

The International Energy Agency (IEA) issued a special report in May 2021 – *Net Zero by 2050: A Roadmap for the Global Energy Sector*. The report described a global energy pathway to achieve net zero emissions by 2050. The IEA warned, "The path to net zero emissions is narrow: staying on it requires immediate and massive deployment of all available clean and efficient energy technologies." In practice, it requires an unprecedented transformation of how energy is produced, transported, and used globally.

In this report, IEA's new net-zero emission scenario model shows their ambition to achieve net-zero emissions 20 years earlier than the previous Sustainable Development Scenario. This report is the world's first comprehensive study of transitioning to a net-zero energy system by 2050 while ensuring stable and affordable energy supplies, providing universal energy access, and enabling robust economic growth. The roadmap in the report sets out more than 400 milestones to guide the global journey to net-zero by 2050 for governments and companies.

Four key points in the net-zero emission scenario are:

- Annual Renewable Electricity Installations Must Triple by 2030**
 In IEA's net-zero scenario, electricity demand will be 2.5 times 2021 levels in 2050. Renewable energy would provide almost 90% of electricity demand, including almost 70% from wind and solar.
- Inevitable Fossil Fuel Phaseout Must Also be Equitable**
 IEA calls for phasing out all unabated coal plants in advanced economies by 2030 and in all economies by 2040.
- Clean Energy Investments Will Benefit the Economy and Human Health**
 Human health will also benefit from the low-carbon shift and decreased air pollution. IEA estimates two million fewer premature deaths each year by 2030 compared to 2021. This estimate doesn't even include the health benefits from reduced exposure to climate-related disasters and extreme heat.

Carbon Capture and Storage Isn't the Only Solution to Tackle Emissions

IEA's net-zero scenario relies heavily on carbon capture and storage (CCS). The report assumes that CCS will help tackle emissions from existing energy sources, such as capturing emissions produced by natural gas-based hydrogen production. By 2050, an estimated 7.6 gigatons of CO₂ should be captured and stored annually, up from around 0.04 gigatons of CO₂ in 2021. However, this technology is still expensive, and consumers remain skeptical about options for storing CO₂. Therefore, the Energy Transition Commission leans much more heavily on the deployment of renewables, electricity storage technologies, improved grid infrastructure, and flexibility for the power sector and prioritizes CCS as a critical technology for decarbonizing the industrial sector, particularly cement manufacturing and other heavy industries.

USI has been closely following the net-zero emissions initiative and is determined to contribute to reaching the goal. In 2021, USI set an ESG strategy on Net-Zero Emissions with phased milestones (Figure 1) and schedules to achieve the target in 2050.

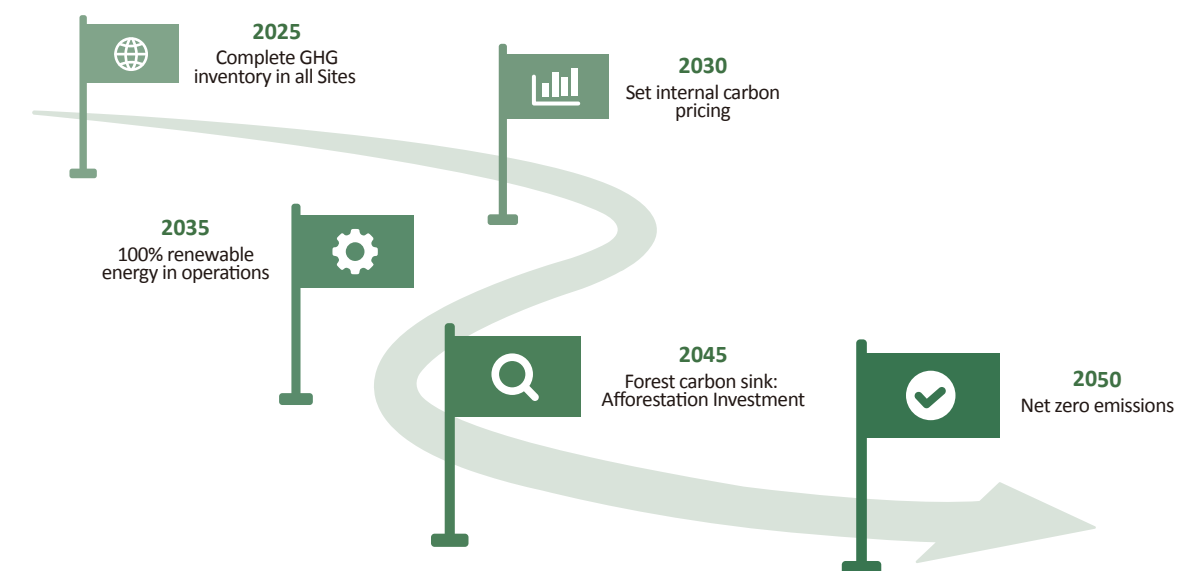


Figure 1 USI ESG Strategy – Net-Zero Emissions Approach and Targets
Source: Provided by QA&CSR / S&HS / Achung Lin

Source

- International Energy Agency (2021, May 18). *Net Zero by 2050 – A Roadmap for the Global Energy Sector*. Retrieved from October 13, 2021, from <https://www.iea.org/reports/net-zero-by-2050>
- World Resource Institute (2021, May 21). *Things to know about the IEA's Roadmap to Net Zero by 2050*. Retrieved from October 13, 2021, from <https://www.wri.org/insights/5-things-know-about-ieas-roadmap-net-zero-2050>

汪星人

Dogs

“ 臺灣廠 / ICS / WMS / 無線廣域網路產品處 / 莊志信
Taiwan Site / ICS / WMS / WWAN / Tetsuya Chuang



草屯二廠圍牆邊
Wall of Tsao-tuen 2 Site

回家吧！圍牆內真的沒有什麼，假日空空蕩蕩，週間嘛，一整排的機車佔著，也輪不到你英挺地站在第一排。 Let's go home! There's really nothing inside the wall and it's empty on holidays. As for the weekdays, there is a whole row of motorbikes occupying with no space left for you to stand in the first row.

“ 張江廠 / ALCMM / 張江供應鏈管理處 / 朱王歡
Zhangjiang Site / ALCMM / ZJ SCM / Niki Zhu

上海狗狗咖啡館
Dog Café in Shanghai

午後營業開始，小客人已經翹首以待，讓夢想不眠，做最帥氣的柴柴～
When the opening hours starts in the afternoon, the little customer is already waiting excitedly! I will keep up with my dreams and be the most handsome Shiba Inu!

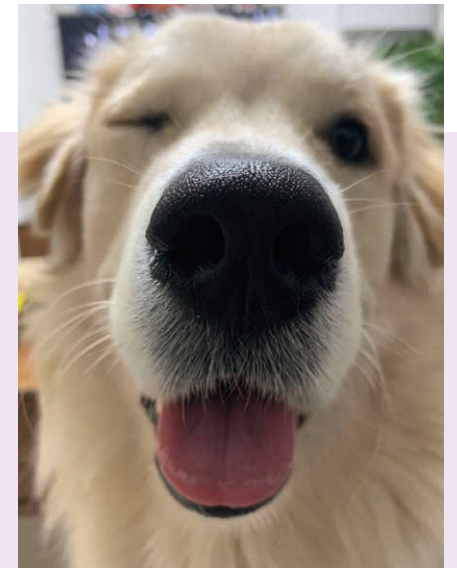


03

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

昆山柏廬公園
Bailu Park, Kunshan

家有萌寵。 This is my cutie of my family.



04

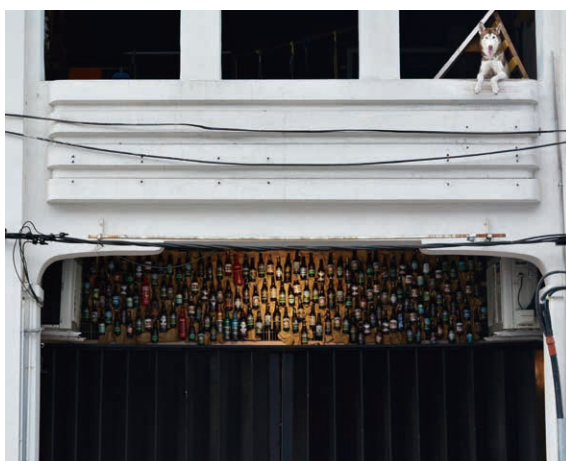


“ 臺灣廠 / MX&AE&M / AE / 林信鳴
Taiwan / MX&AE&M / AE / Rin Lin

墨西哥瓜達拉哈拉
Guadalajara, Mexico

Piñata 是墨西哥地區傳統活動，把糖果塞在紙塑容器裡面，在生日派對中由壽星敲打破。動物與卡通造型特別受到小朋友的喜愛，因此通常陳列在第一排吸引小顧客上門。 Piñata is a traditional activity in Mexico. Candies are stuffed inside a papier-mâché container, and the birthday person will break the container at their birthday party. Animals and cartoon shapes are especially popular with children, so they are usually displayed in the first row to attract young customers.

“ 張江廠 / ALCMM / 張江供應鏈管理處 / 龔一靜
Zhangjiang Site / ALCMM / ZJ SCM / Jamie Gong



馬來西亞檳城
Penang, Malaysia

傍晚沿著檳城的街道閒逛，偶一回頭看到騎樓上的一隻汪星人正趴在陽臺上，按下快門的那一刻感受它似乎也在望著我，真是足夠悠閒的汪星人。■ When strolling along the streets of Penang in the evening, I turned around and saw a dog lying on the terrace of a veranda. At the moment I pressed the shutter button, and I felt that it was looking at me too. Such a chill dog!

05

“ 臺灣廠 / V&SA BU & TW OPS / V&SA / 王雅青
Taiwan Site / V&SA BU & TW OPS / V&SA / Yame Wang



自宅
Home

雖是不同的物種，但擁有相同純淨的心靈！透過眼神的交會，彼此守候～■ Although they are different species, they have the same pure mind! Through the eye contact, they will keep staying with each other.

07

日月潭
Sun Moon Lake

給毛孩的承諾「你給我一生，我護你一世」，我瞻前，你顧後，歲月靜好，現世安穩。■ I have a promise to our dear child: You give me your whole life; I protect you for a lifetime. I watch the front, and you spot the back. Let's enjoy the quite time of the peaceful world together.



草屯植物公園
Tsaotuen Native Plant Park

我用感官和肢體認識這個世界，透過嗅覺釋放我的壓力！回眸，只為確認……奴才有無跟上。■ I use my senses and body to learn about the world, and I release my stress through my sense of smell! Looking back, just to confirm that...my servant has kept up or not.

06

“ 臺灣廠 / QA&CSR / TW QMD / 陳祥朋
Taiwan Site / QA&CSR / TW QMD / Matt Chen

樂業寵物公園
Leye Pet Park

連假的下午，慵懶的哈欠。■ Indolent yawn in the afternoon of a long holiday.





08

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

蘇州文化藝術中心
Suzhou Culture and Arts Centre, China

舞臺劇《兩隻狗的生活意見》說你說我？！ Theater *Two Dogs*
(*opinions on life*). Say you say me?

“ 臺灣廠 / ADM / 資訊服務總處 / 李光庭
Taiwan Site / ADM / Information Technology / G.T. Lee

唐麻丹山
Mt. Tangmadan

下一座山頭，期待再相逢。 Look forward
to seeing you over the next hill.



台中市民廣場
Citizen Square, Taichung

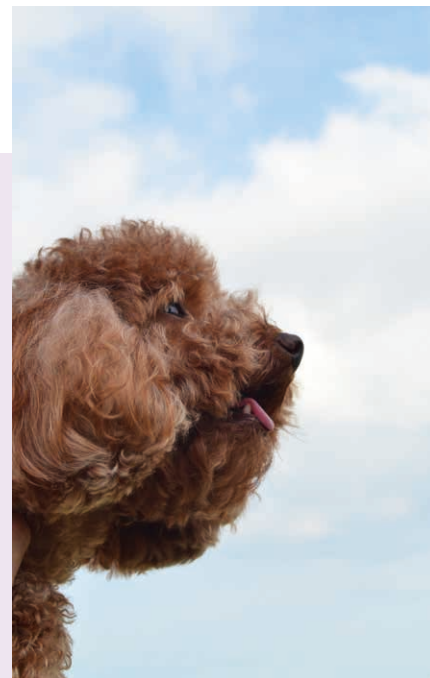
柴米猶言醬醋茶 —— 柴犬與米格魯的閒話
家常。 Daily conversation between the Shiba
Inu and Miguel.

10

“ 臺灣廠 / V&SA BU & TW OPS / 採購處 / 白若彤
Taiwan Site / V&SA BU & TW OPS / Material
Procurement Division / Ashley Pai

臺灣苗栗
Miaoli, Taiwan

一直以來都是你仰望著我們，不論你在哪裡，你的目光總是癡癡望向你最愛的家人，如今才明白，這是思念的目光。我知道，以後我思念你了，我也只需要抬頭仰望天空。 All the time you had been looking up at us. No matter where you are, you were always gazing at your beloved family, and now we understand that this is the gaze of missing. I know that in the future, I just need to look up into the sky whenever I miss you.



彰化忠權社區
Zhongquan Community, Changhua

巷弄間遍布忠犬彩繪的社區。 Zhongquan Community is a
neighborhood full of paintings of faithful dogs in the alleyways.





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