

| 9月 September 2019 |



產業鏈大重組 全球化4.0

Reorganization Of Industry Chain
Globalization 4.0

人物特寫 FEATURE CLOSE-UP

史金鵬：在工作中找到戀愛的感覺
一定能成就自己

JP Shi: Finding The Feeling Of Being In Love At
Work You Will Succeed

特別企劃 SPECIAL COVERAGE

南國舊夢 東江湖

Dreams Of Old Times In The South
The Dongjiang Lake

曾經滄海 季勇《海的練習曲》《啟示錄》
雙系列作品個展

Impermanence – Guillaume Hebert Solo
Exhibition *Sea Etude* and *Apocalypse*

露營趴

Camping Party

2019 環旭電子科技帶動教育扶貧

2019 USI Digital Education Poverty Alleviation
Program

Newsletter CONTENTS

78

September
2019

02 董事長專訪 CHAIRMAN INTERVIEW

定價力 競爭力的終極體現

Pricing Power A Competitive Advantage

06 營運長專訪 COO INTERVIEW

產業鏈大重組 全球化 4.0

Reorganization Of Industry Chain Globalization 4.0

10 人物特寫 FEATURE CLOSE-UP

史金鵬：在工作中找到戀愛的感覺 一定能成就自己

JP Shi: Finding The Feeling Of Being In Love At Work

You Will Succeed

14 樂活久久 LOHAS FOREVER

我的餐盤 健康美味又減碳

MyPlate Healthy, Delicious And Carbon Reducing

18 理財與法律 FINANCE & LAW

互聯網財務報銷流程探討

On The Process Of Internet Financial Reimbursement

24 英文補給站 ENGLISH CLASSROOM

從練習題培養英文能力

Practices For Building Up English Ability

28 資訊特快車 INTELLIGENCE EXPRESS

敏捷開發

Agile Software Development

32 USI NEWS

特別企劃 SPECIAL COVERAGE

36 享樂生活 LIVING • EATING • TRAVELING

南國舊夢 東江湖

Dreams Of Old Times In The South The Dongjiang Lake

40 兩岸藝文 CROSS-STRAIT LITERARY AND ART

曾經滄海 季勇《海的練習曲》《啟示錄》

雙系列作品個展

Impermanence – Guillaume Hebert Solo Exhibition

Sea Etude and Apocalypse

46 影像迴廊 PHOTO GALLERY

露營趴

Camping Party

48 企業社會責任活動 CSR ACTIVITY

2019 環旭電子科技帶動教育扶貧

2019 USI Digital Education Poverty Alleviation Program



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定價力 競爭力的終極體現

作者：董事長 / 陳昌益

定價力是指公司對其產品 / 服務具有制定價格的能力，這種能力常在兩種情況被檢視。

第一：公司推出新產品 / 服務時，其制定的價格是否能替公司帶來與風險相匹配的獲利。

第二：當成本增加時，公司是否能順利通過提價而把新增成本移轉給客戶且不影響銷量，以確保獲利率始終能維持在企業內部設定的標準。



換言之，定價力就是企業在其產業鏈中，擁有的重要話語權。究其原因，擁有定價力是企業具有強大核心競爭力的體現，此強大核心競爭力的來源，可能源自於企業的硬實力（領先同業的科技 / 生產技術 / 工藝流程、優異的成本結構……），也可能源自於企業的軟實力（優越的設計能力、品牌、客戶對其的信賴及忠誠、貼心周到的客戶服務……），綜合以上的其中一項或多項的硬實力與軟實力，企業才可能使客戶同意並接受企業提出的報價，而不是讓客戶因為市場上有太多同質性的選擇，而恣意砍價。

擁有定價力的企業，不僅表示該企業受到客戶高度的認可，也由於能持續保持優於同業的獲利能力，將會受到股東的認可，更重要的是，擁有定價力的企業，才不會在惡意殺價的紅海市場中逐漸被淘汰。因此，定價力是企業追求永續經營的重要條件之一。

定價力體現於各行各業。舉凡這些在行業的佼佼者，由於長期累積被客戶認可的能力，皆是擁有優異定價力的公司。例如：顧問業的麥肯錫、奢侈品業的愛馬仕、餐飲業的星巴克、晶圓代工業的台積電、光學製造業的大立光電等等。擁有定價力的公司，可能直接面對終端消費者，也可能存在整個供應鏈的任何一環。所以即便是在傳統定義上的代工 / 電子製造服務產業裡，若公司能擁有恰當的軟硬實力，亦能有優異的定價力。

那麼，環旭如何擁有並確保產品定價力呢？

首先，我們要不斷地提升環旭的硬實力：堅持「模組化」的研發及應用，發揮環旭過去幾年微小化的經驗與能力，始終掌握模組的核心技術；另外，在擴大生產規模的同

時，堅持生產基地「全球化」，通過自身發展或併購，將生產基地建在貼近客戶、貼近產品消費市場的地方，實現全球資源高效配置，確立定價優勢。

其次，我們要提升環旭的軟實力，一方面在產品研發及人才的培養上加大資金投入力度，在產業分工和產品貿易中保持領先地位，另一方面，我們要掌握更多的設計能力，堅持產品及服務「多元化」，繼續從 EMS/EMS+ 往 JDM/ODM 的方向持續升級。

除此之外，面對同業競爭的艱巨挑戰，環旭要堅持一直以來的「靠譜」文化，並提升我們服務的能力，為客戶提供更高水準的服務，贏得客戶的忠誠度，擁有更廣闊的提價空間，牢牢掌握環旭追求永續經營的最終能力——定價力。

在國家層面上，當國與國之間進行談判溝通時，其中一個國家的科技能力、經濟實力、文化底蘊、國防力量、鄰國邦交等都會加強談判時的能力，使得另一個國家接受本國提出的方案或進一步的妥協，因此，定價力也可以體現在國與國之間的談判交涉上。

在討論國家及公司定價力的同時，我們也應思考關於個人的「定價力」。員工若在工作上兢兢業業，貢獻自己的聰明才智、創意、價值、經驗，就能使得公司更有競爭力。只要能為公司提供更多的價值，員工在公司的考核及績效的體系下，自身就能體現出強勁的定價力。

定價力，是核心競爭力的終極體現；我期望與環旭的每一份子互相勉勵。我們共同努力增加自己、公司、乃至於整個國家的核心競爭力，以期我們有長久優越的定價力。

Pricing Power A Competitive Advantage

Author: Chairman / Jeffrey Chen



Pricing Power is a company's capability of pricing upon its products and services. It is usually reviewed in two situations. First of all, it is whether the pricing power can make profit which matches the risk when the company launches new products and services. The second, when there is a new cost, it is whether the company is able to transfer it to customers by raising price without influencing sales and assures EBIT always maintains as it is in the planning within the company.

In other words, having pricing power means the company is entitled to bargain in its industrial chain. The reason is that pricing power is the embodiment of the company's strong core competitiveness. This core competitive advantage might result from the hard power of the company such as leading advanced technology, production technology, process flow, excellent cost structure etc. It also might result from the company's soft power which is superior design capabilities, branding, customer trust and loyalty, and thoughtful customer service etc. Customers may accept the offer based on supplier's particular or comprehensive hard and soft power instead of unequal bargaining because of many homogenous options in the market.

A company which has pricing power not only means it is highly recognized by customers, but also will be supported by its shareholders because it can keep profitability better than its rivals. What's more important, the company with pricing power will not be gradually eliminated in the malicious market. Therefore, pricing power is one of the key conditions for company in pursuit of sustainable management.

Pricing power is reflected in all walks of life. For example, those outstanding ones in its industry all own excellent pricing power because their accumulated experience were accepted and recognized by customers for a long time. For example, McKinsey is in the consulting industry, Hermes is in the luxury goods industry, Starbucks is in the food and beverage industry, TSMC is in the foundry industry, and Largan Precision is in the optical manufacturing industry. A company with pricing power may face the end consumer directly, or there may be in any part of the entire supply chain. Therefore, even in the foundry/electronic manufacturing service industry in terms of traditional definition, if the company has the right soft and hard power, it can have excellent pricing power as well.

Then how does USI gain and ensure its pricing power?

Firstly, we have to constantly accelerate hard power such as adhere to the research & development and application of "modularization". Leverage our past years' experience and ability of miniaturization and master the core technology. In

addition, we keep on establishing "globalized" manufacturing facilities, while expanding the scale. Through organic growth or merge and acquisition, we set up manufacturing facility close to our customers and end market in order to efficiently allocate global resources and gain pricing advantages.

Secondly, our soft power has to be enhanced such as investing more resources on R&D and talent development to maintain a leading position in the industry. Furthermore, we have to develop more design ability, adhere to the production and services diversification, and continue upgrade from EMS/EMS+ to JDM/ODM.

Other than this, in the face of the arduous challenges of horizontal competition, USI must adhere to the "reliable" culture, and enhance our service capabilities to provide customers with higher standards of service, win customer loyalty, and have broader room for price increases. We have to firmly hold the competitive advantage, pricing power, to pursue sustainable operation.

At the national level, when countries negotiate and communicate with each other, one country's scientific and technological capabilities, economic strength, cultural heritage, national defense capability, and diplomatic relations will strengthen its ability to negotiate another country to accept the proposal or further compromises. Therefore, pricing power can also be reflected in the negotiations among countries.

While discussing the pricing power of country and company, we should think about "pricing power" of individuals as well. When employees work hard and contribute their ingenuity, creativity, value and experience, they can facilitate company more competitive. As long as employees can provide more value to the company, they can demonstrate strong pricing power under the company's assessment and performance system.

Pricing power is a competitive advantage. I hope to encourage every single person of USI by working together to increase the core competitiveness of ourselves, the company and even the entire nation, having our long-term superior pricing power.

產業鏈大重組 全球化 4.0

作者：總經理暨營運長 / 魏鎮炎

回顧過往全球化的發展，《紐約時報》專欄作家湯馬斯·佛里曼 (Thomas Friedman) 曾在《世界是平的》提及其軌跡。從 1492 年哥倫布發現新大陸至 1800 年間，捨陸路走海路的大航海時代，由國家力量推動了全球化 1.0。緊接著工業革命興起，1800 年至 2000 年，因運輸及通訊成本的下降，跨國企業帶動了全球化 2.0。隨著資訊網路時代的發展，使用滑鼠與世界連結的個人，走向了全球化 3.0，讓全球製造業高度向亞洲四小龍以及中國大陸高度集中。尤其近 20 多年的發展，主要是以美國為最大的消費市場，而中國大陸為最大製造聚落。

中美貿易戰的影響

這幾年，隨著成本的上漲，人力的短缺，陸續已經有不少廠商將工廠從大陸移往東南亞。2015 年美國總統歐巴馬，召開第一屆 Select USA Investment Summit，喊出「美國製造」的口號。製造在地化思維悄然興起，大家開始談論全球化 4.0。2018 年美國總統 Trump 針對中國大陸發動貿易戰爭，迫使更多廠商不得不離開大陸，一場既快又急的產業供應鏈重組已經無可避免！以 2018 年為例，Top25 ODM/EMS 廠商，總產值約美金 4,500 億。其中高達 80% 在大陸生產，而這 80% 中大約有 20%~30% 直接間接受到影響，我們也不例外，因此無可迴避，必須積極面對這個變革及挑戰。

環旭電子全球布局

已經遭受貿易戰影響的客戶，刻不容緩要求我們提供大陸地區以外的解決方案，否則訂單就轉移到別的供應商。而潛在可能受影響的客戶，也不再期待、不再觀望，紛紛要求我們提出具體對策，因為他們認為這不只是成本或關稅的問題而已，也牽涉到智慧財產權和科技競爭的層面，同時包括長期風險分散的考量等等。幸好我們有臺灣、墨西哥和波蘭工廠，暫時得以應付這波燃眉之急。

不過我們在東南亞完全沒有據點，比起許多同業相對落後。如果不盡快彌補這個弱點，恐怕兩三年之後，對於規

模較大的訂單，難免面臨成本壓力！因此，我們才會成立專案小組，積極評估合適的設廠地點。

另一方面，針對美國、西歐等地區，雖然製造成本高一點，但綜合考量交期彈性、運籌費用等因素之後，有一部分客戶傾向貼近市場在地生產。

全球人才的養成

過去，我們絕大部分的製造活動集中在大陸，今後，為了順應趨勢，我們必須從大陸拓展出去。而要讓公司全球據點能更有效率地運作，大家必須把自己變成一個全球人才 (Global Talent)。所謂全球人才，除了要擁有專業知識技能之外，還要具備流暢的國際溝通能力，以及迅捷的移動性，並且能夠適應多國文化、風俗習慣差異、遠距及跨時區管理等等。

上個月在草屯廠，有幾位同事坐在一起用餐，他們的母語分別是中文、西班牙文、葡萄牙文、法文，彼此則用英文交談。這種現象往後會越來越多，有朝一日發生在你身旁時，請不要感到奇怪。

全球化 (Globalization)，在地化 (Localization)，全球在地化 (Glocalization) 的列車已經開動，你是選擇上車還是留在月台呢？

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



Reorganization Of Industry Chain Globalization 4.0

Author: President & COO / CY Wei



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

Reviewing the development of globalization in the past, columnist Thomas Friedman from *The New York Times* once mentioned its trajectory in *The World Is Flat: A Brief History of the Twenty-first Century*. During the period from 1492 in which Columbus discovered the New World till 1800, globalization 1.0 was promoted by the power of nations via the Age of Discovery where the land route was replaced by sea route. Closely followed by the rise of the industrial revolution during the period between 1800 and 2000, multinational corporations stimulated globalization 2.0 due to the decline in transportation and communications costs. Along with the development of the information network era, individuals who are connected to the world by clicking advanced towards globalization 3.0, contributing to the global manufacturing industry to highly concentrate towards the Four Asian Tigers and China. Particularly, the recent two decades of development was mainly based on America as the biggest consumer market, while China as the biggest manufacturing country.

Influences Of China-US Trade War

With the increasing cost and human resource shortage during recent years, a great number of companies have already relocated their factories one after another to Southeast Asia. In 2015, the US President Obama called the first Select USA Investment Summit, shouting out the slogan of "Made in USA". The concept of localized manufacturing emerged quietly and everyone began to talk about globalization 4.0. In 2018, the US President Trump initiated the China-US Trade War, forcing more companies to leave China, such that fast and urgent industry supply chain reorganization is no longer avoidable! Taking the year 2018 for instance, the total output value for the Top 25 ODM/OEM companies was approximately US\$450 billion. Amongst these, as high as 80% were manufactured in China and about 20%~30% out of the 80% were influenced directly or indirectly, including USI. Therefore, there is no way to avoid it and we must face this revolution and challenge actively.

USI's Global Footprint

Clients, who have already suffered from the trade war immediately, requested us to provide solutions from the regions other than the China, or else they will transfer their orders to other suppliers. Whereas clients who may be potentially influenced no longer anticipate nor willing to wait and see, they have also requested us to provide feasible strategies, as they consider that this is not merely the issues of cost or tariff, but also involved intellectual property rights and technology competition, as well as long-term risk distribution, etc. Fortunately, we have factories in Taiwan, Mexico and Poland to temporarily deal with this urgent situation.

However, we rarely have sites in Southeast Asia at all, which rather falls behind many of our competitors. If this weakness is not dealt A.S.A.P., a major concern is that cost pressure will become unavoidable for large scale orders within 2 to 3 years! Therefore, we have set up the project team to actively assess suitable locations for setting up factories.

On the other hand, for regions such as the United States and Western Europe, etc., although the manufacturing cost is higher, considering factors such as the flexible delivery date and operating expenses, a part of the clients tend to get closer to the market for local production.

Incubation Of Global Talents

Majority of our manufacturing activities were concentrated in China in the past, but from now on, in response to the trend, we must expand outwards from China. In order for the company's global sites to operate more efficiently, everyone must transform themselves into a global talent. Besides, having professional knowledge and skills, the so-called global talent must also be equipped with fluent international communication ability, as well as rapid mobility, and also be able to adapt to the differences of multinational cultures and folk customs, moreover, long-distance and across time zone management, etc.

Last month at Tsaotuen Site, a few colleagues, whose mother languages were respectively Chinese, Spanish, Portuguese and French, were sitting together for the meal, yet they were chatting to each other in English. This kind of situation will increase in the future, and do not feel weird when this happens to you one of these days.

The train for Globalization, Localization and Glocalization has started running, do you decide to get on the train or stay on the platform?



英文姓名
JP Shi

部門
戰略投資暨證券總處

職稱
資深副總

工作地點
中國上海

史金鵬： 在工作中找到戀愛的感覺 一定能成就自己

採訪編輯：CSO / 行銷企劃部

JP，家鄉在河南，1998 年從同濟大學經濟管理學院國際企業管理專業畢業後，就進入證券公司擔任分析員，之後 20 年一直從事投資銀行業務，先後任職於國泰君安證券、西南證券及長城證券，一路晉升為董事總經理、團隊負責人及投行副總經理。2018 年 7 月加入 USI，擔任戰略投資暨證券總處資深副總。

JP 長相與中國話劇硬底演員濮存昕有些神似，個性隨和，待人和氣，初次見面會感覺相對內斂，熟悉後會感受到他健談和風趣的一面。JP 也願意嘗試挑戰，他喜歡有新鮮感的事物，沒有接觸過的且有意思的事都願意嘗試。今年春節時，全家在夫人用心安排下到澳大利亞度假，在雪梨近郊的臥龍崗，JP 首度嘗試跳傘活動，從 5,000 米的高空看美麗的海岸線，壯觀的風景讓他印象深刻。



無論是工作或生活上，JP 認為最有成就感的事兒是和夥伴們一起完成一個有挑戰性的事情，一起享受團隊合作的過程。他說英雄雖然重要，但真正成功和有成就的人，應該能引領和幫助一群人一起成長，達成更高的目標。

JP 2017 年開始在中歐國際工商管理學院進修 EMBA 學位，為參加今年 5 月的「第十四屆『玄奘之路』商學院戈壁挑戰賽」，去年 6 月參加中歐戈友會開始長跑練習，跑步的體驗對他影響挺大。跑步是從 5 公里一點一點增加距離，刚开始跑的時候真是挺難的。去年 12 月戈友會組織紹興的賽前訓練，第一天跑 20 公里，第二天參加紹興的半馬比賽，作為參加戈壁挑戰賽的選拔賽。賽前從來沒有一次跑過 20 公里，第一天差不多 7 分鐘配速完成，腿已經有些酸痛，原計劃第二天順利完賽就好。第二天和中歐同學一起跑，以 2:17:52 跑完全程，配速 6 分 33 秒，成績明顯比第一天好。紹興半馬跑完後腿痛了一週的時間，但成績讓自己很受鼓舞。人生中只要願意為一個目標去努力和堅持，可能就會有意想不到的結果，一路上有團隊鼓勵的話，更容易堅持和自我激勵。一個人可以跑得很快，但一群人可以跑得更遠。現在 JP 說他開始喜歡上跑步並養成跑步的習慣，擁有一個健康的身體是事業和家庭的最重要的基礎。

JP 說劉德華是他最讚賞的明星。因為他從 1981 年開始拍電影至今 38 年，每年都有主演的電影出品，每部都有精

彩演出，一直保持著很高的職業水準，並且與妻子朱麗倩感情專一，把事業與家庭都守護得很好。

閒暇時，JP 會看看各種閒書，聽聽音樂，和太太一起看看電影等。JP 喜歡歷史人文、財經、管理類書籍。初中時，他就喜歡聽木匠兄妹樂團 (卡本特, Carpenters) 的美國鄉村音樂和理查·克萊德曼的鋼琴曲，現在也聽古典音樂，像貝多芬、孟德爾頌。通過音樂感受美妙的旋律，讓精神更放鬆。

談及自己對未來的期許，JP 總結了「4F」，Footprint(足跡)、Friendship(友誼)、Freedom(心靈自由)、Fashion(時尚)。他希望有更廣的足跡，和家人到世界各地看看，開闊視野；結交更多的友誼，與朋友分享，也沉澱自己；通過遠足、閱歷和友誼，感受到更多生活的意義，讓心靈感悟上更自由；時尚是追求創新、追求年輕、追求美的意思，持續保持年輕的心態。他期望透過「4F」，達成樂活健康 (LOHAS) 的生活目標。

「如果能從工作中找到戀愛的感覺，一定能成就自己。」JP 說到，戀愛當中的青年人最有激情，會不斷地發揮創意，樂於堅持和付出。如果我們在工作中也能有這樣的感覺，那一定能做好並有所成就。在職場上拚搏的年輕人，不妨試試在工作中找找戀愛的感覺。

English Name

JP Shi

DivisionStrategic Investment and
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SVP

Working Location

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JP Shi: Finding The Feeling Of Being In Love At Work You Will Succeed

Interviewed By: Central Staff Office / Marketing Communication

JP, whose hometown is in Henan Province, graduated from the School of Economics and Management of Tongji University in 1998, majored in International Business Administration. After graduation, he joined the securities company as an analyst. He had been engaged in investment banking industry for the next 20 years and worked for Guotai Junan Securities, Southwest Securities and China Great Wall Securities, had been promoted all the way to the Managing Director, Team Leader and Vice President in those investment banks. He joined USI in July 2018 as Senior Vice President of Strategic Investment and Securities Affairs.

JP looks a bit like the Chinese professional theatre actor Cunxin Pu, with an easygoing personality. The first time you meet him, you would think he is rather self-composed, once you get to know him more you would find him fun and talkative. JP is always willing to take challenges. He likes new things and is willing to try new things which are interesting to him. During the Chinese New Year this year, his family spent the holiday in Australia under his wife's arrangement. In Wollongong, a suburb of Sydney, JP tried skydiving for the first time and saw the beautiful coastline from a height of 5,000 meters. The spectacular scene impressed him.

Whether at work or in life, JP believes that the most fulfilling thing is to work with partners to complete a challenging task and to enjoy the teamwork process. He said that although heroes are respectable, truly successful people should be those who are able to lead and help others to grow and achieve higher goals.

In 2017, JP began to pursue an EMBA degree at the China Europe International Business School(CEIBS). In order to participate in the "14th Xuanzang Route Gobi Business Challenge Race" in May this year, he began long-distance running practice under the CEIBS Gobi Friendship Association from June last year. The running experience had a big impact on him. The running practice was to add a little more distance from 5 kilometers, and it was really difficult for him when he first started running. Last December, the CEIBS Gobi Friendship Association organized Shaoxing's pre-match training. He ran 20 kilometers on the first day and participated in the half-marathon race in Shaoxing the next day as a trial for the Gobi Challenge. He never ran 20 kilometers before the game. The first day he took almost 7 minutes pace per km, and his legs were already sore. He thought finishing the race on the second day would be a challenge. The next day, he ran with the CEIBS fellows. He completed his race in 2:17:52 and 6'33" pace per km. The results were obviously better than the first day. After the Shaoxing half marathon, he was in pain for a week after running, but the results made him very encouraged. He thinks as long as someone is willing to work hard and persists in his life, he may have out-expected results. Team's company and encourages along the way, it is easier to persist and self-motivate. A person can run very fast, but a group of people can run farther. JP says he started to enjoy running and developed a habit of running. Having a healthy body is also the most important foundation for career and family.

JP said that Andy Lau is the star he admired the most because he has been producing high-quality movies every year for a consistent 38 years since 1981. Andy Lau has maintained a high level of professionalism and is faithful to his wife, Carol Chu. He takes cares of both his career and family well.

In his spare time, JP reads various books, listens to music, watches movies with his wife, etc. JP likes books about history, humanities, finance and management. He has liked to listen to the American country music of Carpenter's and Richard Clayderman's piano music from junior high school days, and now he also listens to classical music, like Beethoven and Mendelssohn, feeling the melody through music and being spiritually relaxed.

Talking about his expectations for the future, JP summed them up to "4F", Footprint, Friendship, Freedom and Fashion. He hopes to have a wider footprint to see the world with his family to broaden their horizons; make more friends, share with friends and precipitate himself; find more meaning of life and free the soul through traveling, experience and friendship; fashion is the pursuit of innovation, youth and beauty, and continuing to keep a young mind. He hopes to achieve the living goals of LOHAS through "4F".

"If you can find the feeling of being in love at your work, you will succeed." JP said young people in love are the most passionate ones, who will continue to be creative, willing to persist and devote. If we have the feeling at work, we will do well and achieve our goal. Young people who are striving to their careers may try to find a feeling of being in love at work.



我的餐盤

健康美味又減碳

編輯整理：南崗廠 / QA&CSR / S&HS / 醫護室 / 謝蹕鸞 護理師

「我的餐盤」為均衡飲食的概念，透過圖像和口訣就能輕鬆達到健康飲食 6 大類食物的比例和份量，讓大家不論在家中或是外出，即可輕易的使用自助餐盒、玻璃餐盒、圓鐵便當盒或盤子達到聰明吃，營養跟著來。



健康均衡飲食 6 口訣

「我的餐盤」吃法適用於一般健康民眾，若是 65 歲以上的老年人有特殊飲食習慣或需求，則可以稍加調整。

1. 每天早晚一杯奶

每天早晚各喝一杯 240 毫升的乳品，攝取足夠的乳品可以增進鈣質攝取，保持骨質健康，或於餐中以乳品入菜或食用起士、無糖優酪乳等方式增加乳品類食物之攝取。

2. 每餐水果拳頭大

1 份水果約一個拳頭大，切塊水果約半碗 (一般飯碗) 的量，一天至少攝取 2 份水果，並選擇在地及當季產，且多樣化。

3. 菜比水果多一點

青菜攝取量應足夠，體積要比水果多，選擇當季且深色蔬菜需要達 1/3 以上 (包括深綠和黃橙紅色)。

4. 飯跟蔬菜一樣多

全穀雜糧類之份量約與蔬菜量相同，且盡量以「維持原態」之全穀雜糧為主，或至少應有 1/3 為未精製全穀雜糧，例如糙米、全麥製品、燕麥、玉米、甘藷等。

5. 豆魚蛋肉一掌心

每餐蛋白質食物一掌心，約可提供豆魚蛋肉類 1.5~2 份，同時為避免攝取過量不利健康的飽和脂肪，選擇這類食物之優先順序應為豆類 > 魚類與海鮮 > 蛋類 > 禽肉、畜肉，且應避免加工肉品。

6. 堅果種子一茶匙

每天應攝取 1 份無調味的堅果種子類，1 份堅果種子約一湯匙量 (約杏仁果 5 粒、花生 10 粒、腰果 5 粒)，大家可於一天內固定時間攝取足一湯匙量，或分配於三餐，每餐一茶匙量 (一湯匙 = 三茶匙，約大拇指第一指節的量)。

美味減碳三原則

1. 均衡適量不浪費

大家可依照「我的餐盤」均衡飲食圖像與 6 口訣攝取 6 大類食物，維持理想體重。依照所需份量適量烹煮，並透過烹煮技巧，例如透過刀工將食材切小塊，以縮短烹調時間，或利用燜燒鍋等器具做菜，更節省能源。

2. 當季在地品質好

在產季收成的食材，其生產效率高、品質好、口感佳，可大幅降低農藥及肥料的使用量，同時減少冷藏、加工保存的機會，節省儲藏所需的能源。建議大家優先選購我國當季在地食材蔬果，例如：芭樂、香蕉、鳳梨、柳橙、橘子、西瓜、木瓜等水果，可搭配不同季節做選擇。當產地距離愈遠，交通運輸所產生的碳排放也愈高，且長程運輸也會增加食材被添加防腐劑的風險，因此，選擇在地食材有助於減少對人體健康及環境的衝擊。

3. 多樣原態少加工

建議選擇不同的新鮮食材，取代加工產品，均衡攝取多元營養素，且直接食用原態的 6 大類食物能保留更完整的營養，如：豆魚蛋肉類可優先選擇相對碳排放量較低的豆類，取代白肉及紅肉；每餐搭配大約一個「大拇指節」(約一茶匙)的無調味堅果種子，做為開胃菜或飯後點心，如杏仁果 2 粒、腰果 2 粒或核桃仁 1 粒，選擇無調味能減少添加油、鹽、糖的攝取。另外，口渴時喝白開水最健康，並自行攜帶環保杯，減少購買瓶裝水。

透過適量採買、食用不浪費，並選擇多樣化的原態食物，挑選當季在地食材，減少購買加工食品，一起建立健康飲食型態，共同減少購買、食用、廢棄過程中的碳排放量，對居住環境更友善，愛護地球也守護自己和家人的健康。

MyPlate Healthy, Delicious And Carbon Reducing

Consolidated: Tsaotuen Site / QA&CSR / S&HS / Health Center / Registered Nurse Luan Hsieh

"MyPlate" is a concept of balanced diet. Through the image and tips, you can easily reach the proper proportion and weight of 6 kinds of foods in a healthy diet, so that whether you are at home or out, you can easily use the buffet box, glass lunch box, round iron lunch box or plate to eat smart and have sufficient nutrition.



6 Tips Of A Healthy And Balanced Diet

The "MyPlate" diet is suitable for people of average health condition. If you are over 65 years old and have special needs or habits on diet, you can adjust it accordingly.

1. One Glass Of Milk In The Morning And Evening

Drink a cup of 240ml of milk every morning and evening. Ingesting enough milk to increase calcium intake and maintain bone health. Or increase the intake of dairy foods from dairy products in meals or eating cheese or sugar-free yogurt.

2. Fist Size Of Fruit In Each Meal

1 serving of a fruit is about one fist big. Have a piece of fruit for about half a bowl (a common bowl). Eat at least 2 servings of fruit a day, and choose the local ones of the season with diversify.

3. A Little Bit More Vegetables Than Fruits

The intake of green vegetables should be sufficient: the volume should be more than fruits, and the amount of local dark vegetables of season needs to be more than 1/3 (including dark green, yellow, orange and red).

4. Same Amount Of Vegetables And Rice

The amount of whole grains is about the same as that of vegetables, and it is crucial to mainly choose the whole grains of the original state. Or at least 1/3 of it should be unrefined whole grains, such as brown rice, whole wheat products, oats, corn, or sweet potatoes.

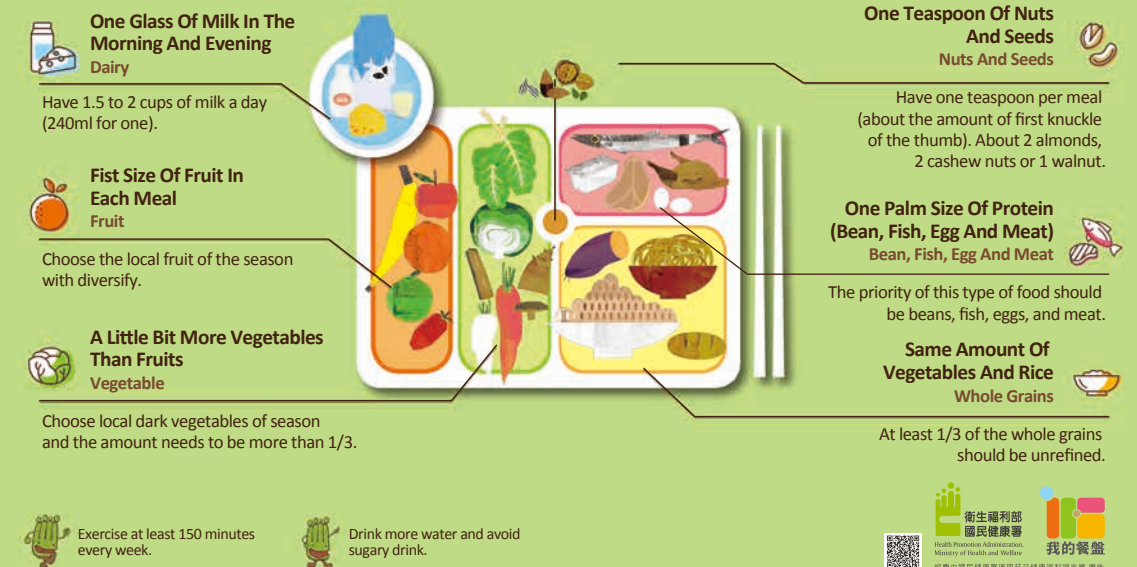
5. One Palm Size Of Protein (Bean, Fish, Egg And Meat)

Protein of each meal is of a palm size, about 1.5 to 2 servings of bean/fish/egg/meat can be served, while avoiding intake of excessive amounts of unhealthy saturated fat. The priority of this type of food should be beans, fish, seafood, eggs, poultry and neat. Processed meat should be avoided.

6. One Teaspoon Of Nuts And Seeds

Take 1 serving of unflavored nut seeds every day and 1 serving of nut seeds is about 1 tablespoon (about 5 almonds, 10 grains of peanuts, or 5 pieces of cashew nuts). You can take 1 tablespoon at a fixed time in a day, or allocate the amount into the three meals and one teaspoon per meal (one tablespoon = three teaspoons, about the amount of first knuckle of the thumb).

MyPlate Eat Smart And Have Sufficient Nutrition



Three Principles Of Being Delicious And Carbon Reduction

1. Keep Balanced And Proper Amount Without Waste

You can follow the "MyPlate" balanced diet chart and 6 tips to take in 6 kinds of food and maintain your ideal weight. Cook the food in the amount you exactly need and shorten the cooking time through cooking techniques such as cutting them into smaller pieces or cooking with thermo pots to save energy.

2. Seasonal And Local Ingredients Have Good Quality

The ingredients in the harvest season have high production efficiency, good quality and taste. They can greatly reduce the use of pesticides and fertilizers, at the same time reduce the chances of refrigeration, processing and preservation, and save energy for storage. It is recommended that you give priority to the choice of seasonal and local fruits and vegetables, such as guava, banana, pineapple, orange, tangerine, watermelon, papaya and other fruits in our country. Choices can be made according to different seasons. The farther the distance, the higher the carbon emissions from transportation and the long-distance transportation will increase the risk of preservatives being added to the ingredients. Therefore, choosing local

ingredients will help reduce the impact on human health and the environment.

3. Choose Diverse, Whole And Less Processed Food

It is recommended to choose different fresh ingredients, replace processed products, and balance the intake of diverse nutrients, and directly consume the 6 categories of whole foods to retain more complete nutrition, for example: among beans, fish, eggs and meat, you can choose beans of relatively low carbon emissions in order to replace white meat and red meat. Each meal is accompanied by about one thumb knuckle (about one teaspoon) of non-flavored nut seeds, like 2 almonds, 2 cashew nuts or 1 walnut as an appetizer or after-dinner snack. Without flavors, it can reduce the intake of added oil, salt and sugar. In addition, drinking plain water is the healthiest when you are thirsty, and you can bring your own eco-cups to reduce the purchase of bottled water.

Through appropriate purchases, no waste, selections of diverse and whole foods, selections of seasonal and local ingredients, and less purchase of processed foods, establish a healthy diet to reduce carbon emissions during purchase, consumption and disposal. Be more friendly to the living environment, care for the earth and protect the health of yourself and your family.

互聯網 財務報銷流程探討

作者：張江廠 / 行政管理 / 財務總處 / 許秉修

目前，財務人員普遍存在工作強度大、風險性高、無法獲取自我提升的困境。如何讓財務人員從冗雜的財務工作中解放出來，使其在更為重要的方面實現價值，成為目前財務工作者面臨的難題。傳統的手工報銷模式，佔用了巨大的人力資源且存在著關鍵節點難控制、報銷效率難提升、服務水準難提高的問題。以公路事務中心 2017 年的報銷業務為例，2017 年僅差旅費、醫藥費現金報銷兩項，財務人員共處理了 1,588 人次，平均每月處理報銷 132 人次，這種簡單而重複的工作卻佔用了財務部門大量的人力物力。



互聯網報銷模式是在網路環境下，將財務流程與業務流程有效地融合，從企業財務管理的基礎和規範著手，以業務為中心，實現財務信息數位化、審批流程網路化、查詢決策視覺化，確實提高財務管理工作的效率，帶動財務管理工作的全面自動化、資訊化變革。充分利用互聯網等科技技術，統籌各項資源，在簡單的重複環節與關鍵節點上加以設計成網路化，是解決目前財務人員資源困境，也是提高整個報銷流程效率的重要方式。

互聯網報銷模式旨在提高報銷效率，為報銷經辦人提供時間和地點的便利，系統性簡化審批環節，為實現財務工作的進一步優化提供了可能性。

傳統報銷模式與互聯網報銷模式比較分析

傳統報銷模式採用人工及紙質報銷方式，這是目前大多數企業的報銷模式，也是企業財務單位傳統業務的主要核心模塊之一。報銷人員報銷時必須預先填寫紙質單據，由各級負責人在紙質單據上進行審批，最終憑審批後的單據到財務進行審核報銷。

網路模式下的報銷流程則充分吸收了科技發展所帶來的便利，通過電子化單據設計、網路化部門審批、終端化財務審核支付使財務報銷制度更具連續性及聯動性。

傳統報銷模式及互聯網報銷模式的比較如下表所示：

傳統報銷模式	互聯網報銷模式
經辦人必須手動填寫紙質報銷單據，並逐層進行審批後交至財務部門。需要保證部門負責人都在辦公室審批，如遇負責人外出則需要留待下次審批	由於具有規範統一的格式單據，且全部資料及內容隨著報銷人的輸入推送給部門負責人，主管可以隨時隨地通過上網設備進行審批
財務人員在接到報銷業務後需要手動輸入資料及內容	資料及報銷內容隨著報銷人填寫格式單據，自動生成財務資訊，計入財務系統
可能存在財務報銷事項不符合的規定，而部門主管由於缺乏充分資訊，無法做出準確判斷	由於各部門銜接完全無阻礙，主管可以輕易獲取財務意見，為該事項的審批提供專業判斷
部門預算資料於財務部門統一管理，導致部分部門負責人無法即時準確地知曉預算執行情況	即時監控預算使用情況，當報銷事項出現時立即歸入相應預算，對可能出現的超預算事項發出預警，部門主管可充分瞭解預算使用情況

互聯網報銷模式具有以下優點：業務的發生與財務資料保持高度一致，使得財務資訊的延遲性縮至最小，能夠最大限度地反映目前的業務活動。在企業中其他部門對財務工作的不理解在很大程度上源於資訊的封閉性，若報銷流程完全線上進行，相關方能夠瞭解每一環節的進程，使各個部門的人員都能夠主動熟悉報銷流程，並遵守財務規則。一方面，線上報

銷流程將所有資訊最大限度地公開給相關方，能夠增進外部對財務人員工作的理解，並進而配合財務工作。另一方面，將財務工作放諸外部人員的監督，能夠督促財務人員嚴格遵守財務制度，不斷提升自身業務水準。

未來趨勢所面臨的挑戰

互聯網模式是未來報銷系統的趨勢，國內許多企業已經開始推行網上報銷系統，以應對大量的潛在報銷事項。從推行的經驗來看，網上報銷模式在技術上已臻於成熟。技術的發展使人從頻繁重複的勞作中解放出來，從而使獨立的個體具有更多精力和時間去追求其他需求，同時也是節約資源、創造更大價值的有效途徑。但是，在接受這一新事物的普及前，也應該清楚地認識到即將面對的挑戰。

報銷系統對網路和平台的安全性有更高要求，資金安全和財務資訊安全都值得更進一步的完善。就目前來說，企業的網路安全監督技術、資訊安全規章制度和財務人員的安全防範意識都有待提高；網上報銷系統建設的基礎是完善穩定的互聯網等資訊技術，如果不能實現這一基礎，將會造成工作室礙難行。

推行網上報銷模式也需要全方位提高財務人員的綜合素質，特別是資訊技術使用能力。內部控制制度的變革，全面梳理業務流程，完善風險評估機制，準確把握各報銷業務的授權事項，兼顧報銷流程的關鍵節點統籌。報銷系統及流程的設置可能會對現行財務制度產生一定衝擊，如現行財務制度是否認可沒有紙質手寫簽字審批的報銷憑據，是否會產生其它財務或法律風險，有待在未來流程設計上進一步論證。

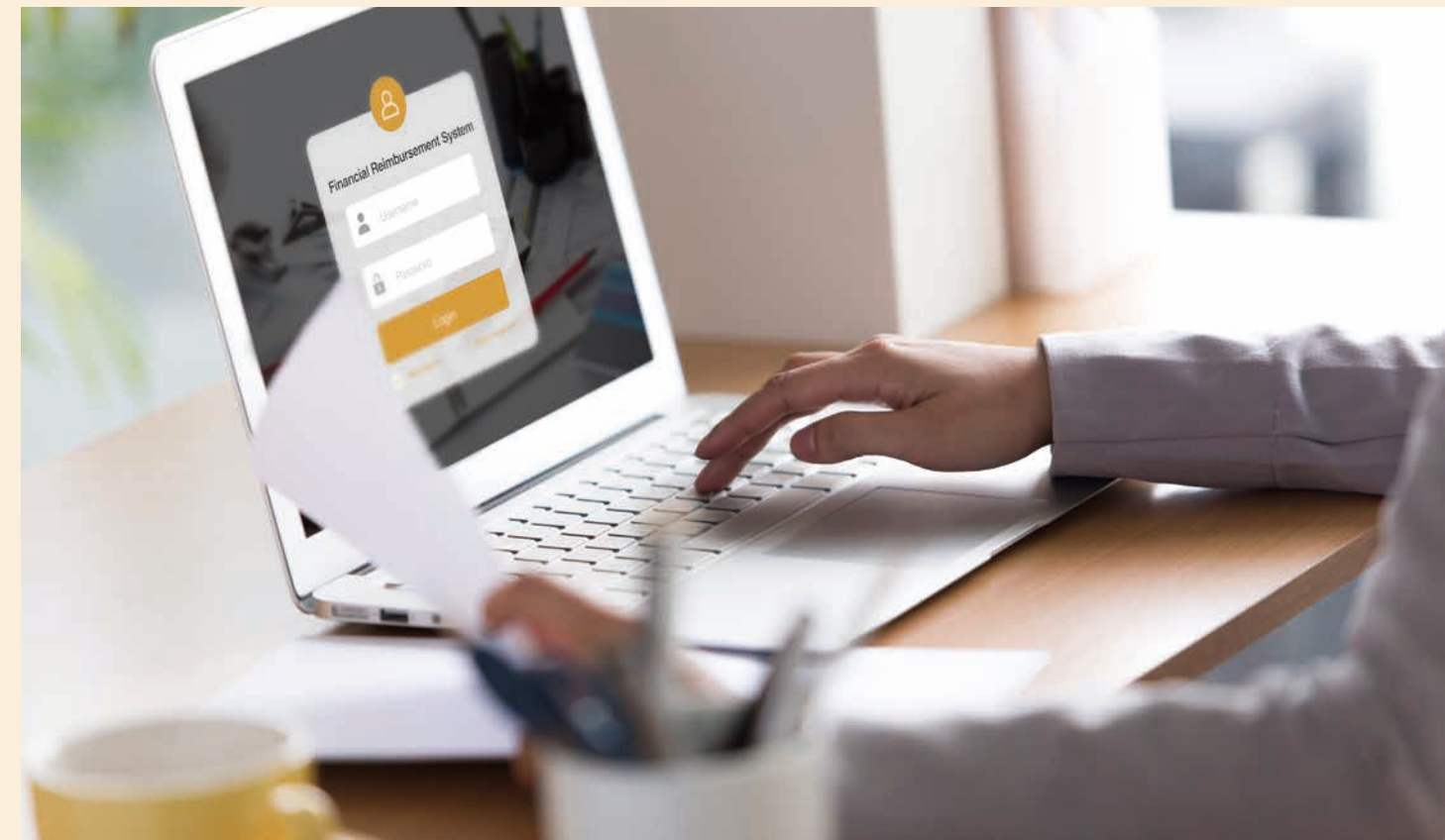
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On The Process Of Internet Financial Reimbursement

Author: Zhangjiang Site / ADM / Finance / Rogan Hsu



Currently, financial personnel generally have adverse conditions of high work intensity, high risk, and lacking self-improvement. How to free financial personnel from the complicated financial work to realize value in a more important aspect has become a challenge for financial workers. The traditional manual reimbursement mode occupies huge human resources and there are problems that the key nodes are difficult to control, the reimbursement efficiency is difficult to enhance, and the service level is difficult to improve. Taking the reimbursement business of the Highway Affairs Center in 2017 as an example, in 2017, the financial personnel handled a total of 1,588 cases for just cash reimbursements of travel expenses and medical expenses, and the average amount of reimbursement monthly was 132. This simple and repetitive work took up a lot of manpower and resources in the finance department.

The Internet reimbursement mode is to effectively integrate financial processes and business processes in a network environment, starting from the basis and norms of corporate financial management, focusing on business, realizing the digitization of financial information, cyberizing approval processes and visualizing decision-making. It does improve the efficiency of financial management and drives the overall automation and informatization of financial management. Making full use of the Internet and other technology, coordinating various resources and designing it into a network in simple repetitive parts and key nodes is an important way to solve the current challenges of financial personnel resource and improve the efficiency of the entire reimbursement process.

The Internet reimbursement mode aims to improve the efficiency of reimbursement, provide convenience to the person in charge of reimbursement in time and place, systematically simplify the review and approval process, and provide possibilities for further optimization of financial work.

Comparative Analysis Of Traditional Reimbursement Mode And Internet Reimbursement Mode

The traditional reimbursement mode adopts manual and paper reimbursement methods, which is the reimbursement mode of most enterprises at present, and is also one of the main core modules of the traditional business of corporate finance units. Reimbursement personnel must pre-fill the paper documents all in charge levels will approve the paper documents, and finally the documents will be reviewed and reimbursed according to the approved documents.

The reimbursement process under the Internet mode fully benefits from the convenience brought by the development of technology, and makes the financial reimbursement system more consecutive and connecting through the design of digitalized document, cyberized approval by the department, and computing terminalized financial review and payment.

A comparison of the traditional reimbursement mode and the Internet reimbursement mode is shown in the following table.

Traditional Reimbursement Mode	Internet Reimbursement Mode
The person in charge must manually fill out the paper reimbursement documents and submit the documents which are approved by all levels to the finance department. It is necessary to ensure that the people in charge are approving the documents in the office. If they go out, the documents need to be reserved for the approval later.	Due to the facts that there are documents with standardized and uniform format and that all the data are sent to the department heads following the inputs from the people handling the reimbursement, the supervisors can approve them through the Internet access device anytime and anywhere.
Financial personnel need to manually input data after receiving the reimbursement business.	As the person handling the reimbursement filling in the standardized document, the information and reimbursement contents automatically are generated into financial information and counted into the financial system.
There may be provisions for non-compliance of financial reimbursement, and department heads cannot make accurate judgments due to lacking sufficient information.	Since the connections between departments are completely unimpeded, supervisors can easily obtain financial advice and provide professional judgment for the approval of the matter.
The departmental budget information is managed in a unified manner in the finance department, which leads to the fact that some department heads cannot immediately and accurately know the budget execution.	The department heads can monitor budget situation in real-time. When the reimbursement occurs, it is immediately classified into the corresponding budget. It also sends out warning to possible over-budget matters. The department heads can fully understand the budget situation.

The Internet reimbursement mode has the following advantages: the occurrence of business is highly consistent with the financial information, which minimizes the delay of financial information and can reflect the current business activities to the greatest extent. The situation that the other departments in the enterprise do not understand the financial work very much stems to a large extent from the closedness of information. If the reimbursement process is completely online, the relevant parties can understand the progress of each step, which enables the personnel of each department to be actively familiar with the reimbursement process

and comply with the financial rules. On one hand, the online reimbursement process maximizes the disclosure of all information to relevant parties, enhancing external understanding of the work of financial personnel and, in turn, coordinating with financial work. On the other hand, putting financial work under the supervision of external personnel can urge financial personnel to strictly abide by the financial system and continuously improve their business standards.

Challenges For Future Trends

The Internet mode is the trend of reimbursement systems in the future, and many domestic companies have begun to implement online reimbursement systems to deal with a large number of potential reimbursement items. From the experience of implementation, the online reimbursement mode is technically mature. The development of technology frees people from frequent and repeated work, so that independent individuals have more energy and time to pursue other needs, and at the same time it is also an effective way to save resources and create greater value. However, before accepting the popularity of this new thing, we should also clearly recognize the challenges that we will face.

The reimbursement system has higher requirements for the security of the network and the platform, and the financial security and financial information security are worth further improvement. For the time being, the company's network security supervision technology, information security rules and regulations, and financial personnel's awareness of security precautions need to be improved. The basis of the establishment of online reimbursement system is to improve the stability of the Internet and other information technologies. If this foundation cannot be achieved, it will make the work difficult.

The implementation of the online reimbursement mode also requires the overall quality of financial personnel to be improved, especially the ability to use information technology. Reform the internal control system comprehensively, sorts out the business process, improves the risk assessment mechanism, accurately grasps the authorization matters of each reimbursement business, and pays attention to the coordination of the reimbursement process of the key nodes. The establishment of reimbursement system and process may have certain impact on the current financial system. For example, whether the current financial system recognizes the approved reimbursement documents without handwritten signatures, and whether it will generate other financial or legal risks are yet to be further demonstrated in the process design.

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Practices For Building Up English Ability

從練習題培養英文能力

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew

試著做不同的英文練習題，可以培養英文能力，同時也能夠從中獲得新資訊。這次英文練習題的主題是：越來越少業者穿西裝打領帶。我們一起來看看，大家對於「上班著正裝」這件事的看法吧！



Business Suit & Ties Worn Less & Less 越來越少業者穿西裝打領帶

• Gap Fill: Choose the correct words from the box below.
克漏字填空：請從下列選項找出適當的字填入空格中。

last	good	way	favor	less	due	staff	relax
dress	clients	casually	fashioned	suit	perceived	behave	sloppily

More and more companies around the world are telling (1) _____ they do not need to wear a suit and tie. In the (2) _____ century, most business people and office workers had to wear business clothes. In today's world, that is becoming (3) _____ important. Companies now want their workers to dress in a more casual (4) _____. This is to make staff feel more relaxed, so they work harder. The latest international company to (5) _____ its dress code is the investment bank Goldman Sachs. It said its staff could choose not to wear a suit, but asked employees to "exercise (6) _____ judgment" in deciding how to dress for work. It said the shift was (7) _____ to "the changing nature of workplaces generally in (8) _____ of a more casual environment."

Many people in business think more casual (9) _____ is not a good thing. Justin Urquhart Stewart, founder of the investment company 7IM, said not wearing a (10) _____ and tie could give a bad impression to (11) _____ and customers. He said: "You're looking after people's money, so you should (12) _____ and dress respectfully. I would not expect to hand over my pension to someone in jeans, loafers and a football shirt. It may be old-(13) _____ but I think it would be dangerous for a business to do that." He added: "If you let people dress (14) _____, that is how your brand will be (15) _____." Many companies, like Google and Amazon, allow their staff to dress (16) _____ and wear jeans and T-shirts to the office.

Sources:
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<https://www.reuters.com/article/us-world-work-goldman-sachs/suits-and-ties-now-optional-goldman-sachs-hedges-dress-code>
<https://fox8.com/2019/03/07/goldman-sachs-other-companies-loosening-traditional-dress-code/>

Answer

1	2	3	4	5	6	7	8
staff	last	less	way	relax	good	due	favor
9	10	11	12	13	14	15	16
dress	suit	clients	behave	fashioned	sloppily	perceived	casually

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

詞彙配對：左欄為本文中出現的英文字彙，請從右欄為它們找到意義相近的解釋。

1	century	A	A set of rules for behavior or activity.
2	dress	B	Clothing for formal, business or ceremonial reasons.
3	casual	C	All the people working in a company or organization.
4	staff	D	A period of one hundred years.
5	relax	E	The ability to make well-thought decisions or sensible conclusions..
6	code	F	Suitable for everyday, comfortable wear rather than formal occasions.
7	judgment	G	Make a rule or restriction less strict, while not ending it.
8	founder	H	Act or do things in a particular way in front of other people.
9	impression	I	A person or organization who uses the services of other professional people or company.
10	client	J	Thought of someone or something in a particular way.
11	behave	K	A person who starts a business or organization.
12	sloppily	L	An image or idea people have of something or someone.
13	perceived	M	Let happen.
14	allow	N	Carelessly and without effort.

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

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

1	telling	A	loosen
2	workers	B	seen
3	casual	C	creator
4	relax	D	informal
5	due	E	give
6	founder	F	informing
7	impression	G	out of date
8	hand over	H	because of
9	old-fashioned	I	employees
10	perceived	J	image

• **Multiple Choice Comprehension Quiz**
閱讀測驗

1. Who had to wear business clothes in the last century?

A. teachers

B. business people and office workers

C. CEOs

D. bankers
2. In what way do today's companies want workers to dress?

A. to match their mood

B. uniformly

C. well

D. more casually
3. What kind of company is the latest to relax its dress code?

A. a burger chain

B. a tech company

C. an investment bank

D. a coffee shop chain
4. What did a company ask its workers to exercise?

A. good judgment

B. their muscles

C. their brains

D. their taste in fashion
5. What is the changing nature of workplaces in favor of?

A. more pay

B. a more casual environment

C. workers' rights

D. suits
6. What is the name of the company Justin Urquhart Stewart founded?

A. 7IM

B. 8IM

C. 9IM

D. 10IM
7. What impression could people not wearing suits give a company?

A. a fantastic impression

B. a good impression

C. a bad impression

D. a funny impression
8. What would a company founder not hand over to someone in jeans?

A. his pension

B. his wallet

C. his money

D. his future
9. What might be perceived badly if workers dress sloppily?

A. products

B. people

C. wages

D. a brand
10. What two companies did the article say let workers wear T-shirts?

A. McDonald's & Starbucks

B. Facebook and Toyota

C. Google and Amazon

D. Walmart and Apple

Answers

Vocabulary Match 詞彙配對

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

Synonym Match 同義詞配對

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

Multiple Choice Comprehension Quiz 閱讀測驗

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

敏捷開發

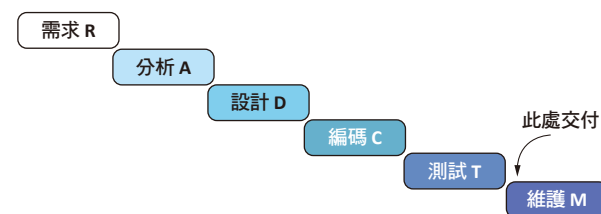
作者：草屯廠 / ICS / WMS / IMS PLM 研發處 / 吳知諺



隨著網路應用的快速發展，軟體開發面臨需求頻繁變化，以及產品快速交付 (Delivery) 的挑戰。在這種情況下，人們嘗試一種新型且輕量 (Lightweight) 的開發方法 – Agile(敏捷) 來因應此一變化。

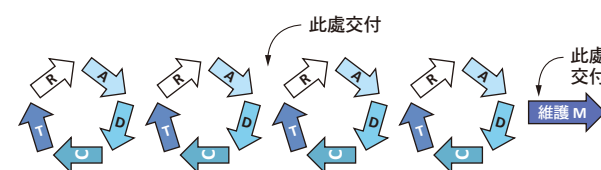
Agile 理念

傳統的瀑布式 (Waterfall) 開發方法，從產品規格制定到開發完成的迭代 (Iteration) 太長。因此當產品開發出來時，早已不符合客戶及市場所需。(如下圖一所示)



圖一 傳統 Waterfall 開發方式

Agile 把工作細分 (Break Down)，利用迭代及增量 (Increment) 的開發過程，強調團隊的緊密合作。完成當階段任務 (最長 2 週)，即時得到回饋並進行調整，因此可依據快速變化的客戶及市場需求即時做出因應。(如下圖二所示)



圖二 Agile 開發方式

而傳統 Waterfall 是一種預見性開發方法，需求在開發初期就要確定，並在整個開發過程中很少變化。整個開發過程是由計畫驅使，嚴格按照需求、分析、設計、編碼、測試以及維護的步驟順序展開。但現實上需求是不確定的，如果根據一開始的預想結果，並按照詳細的計畫執行，那麼最終的產出往往非客戶所需。

換句話說，軟體開發要呈現一個完整的計畫，必須能應付不預期風險和客戶新需求，是一個通過逐步不斷地逼近使用者需求，最後產出使用者滿意的產品。

Agile 宣言

Agile 一詞是出於一場在 2001 年美國猶他州雪鳥 (Snowbird, Utah, USA) 的一場會議，會議目的是讓主張輕量方法的各方領袖齊聚一堂，改善既有軟體開發過於重視表面文件的流程，希望找出各家能求同存異的看法，在會議結束後將此成果定名且共同發表以下 4 點宣言。

藉著親自並協助他人進行軟體開發，我們正致力於發掘更優良的軟體開發方法。

透過這樣的努力，我們已建立以下價值觀：

- 個人與互動 重於 流程與工具
- 可用的軟體 重於 詳盡的文件
- 與客戶合作 重於 合約協商
- 回應變化 重於 遵循計畫

也就是說，雖然右側項目有其價值，但我們更重視左側項目。

(1) 個人與互動重於流程與工具

在 1980~1990 年間，流程改進的活動非常盛行，如 CMMI 等很多流程標準體系。雖然這些體系在一定的程度上改進了軟體開發流程，但也造成軟體開發流程逐漸僵化。軟體開發是一種創造性的活動，不應死守在流程與工具上，應更重視個人自我管理與團隊合作互動的關係。

(2) 可用的軟體重於詳盡的文件

Waterfall 強調文件作用，詳細的文件對客戶而言並非最重要。客戶要的是一個可以使用且解決實際問題的軟體。對開發者來說，最好的文件是原始碼 (Source Code)。

(3) 與客戶合作重於合約協商

軟體開發的目標是提供客戶滿意的軟體，只有客戶才瞭解什麼樣的軟體才是符合他們需求。Agile 提倡客戶和開發團隊密切合作，經常提供回饋，經過短期的迭代，儘早地溝通回饋，儘快發現問題，避免後期造成更大的影響。

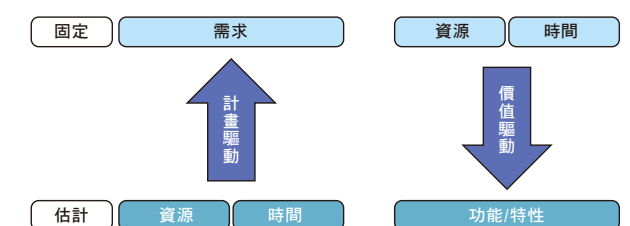
(4) 回應變化重於遵循計畫

計畫趕不上變化。Agile 承認在開發中具有不確定性。因此不會再開發初期即制定長期且複雜的計畫。所有過程建立於現實回饋的基礎上。

Waterfall VS. Agile

Waterfall 是假設需求固定不變，根據這個需求來估計所需的資源與時間來制定計畫，整個開發過程是根據計畫驅動的。

Agile 認定需求是不確定的。Agile 是在固定的資源與時間範圍，估計出需要實現的產品特性或功能，透過價值驅動來實現客戶需求。



結語

Agile 是能因應需求頻繁變化及產品快速交付要求的軟體開發方法。它更強調緊密的團隊合作、關注可使用的軟體產品，在開發過程中不斷地調整及修正，透過一連串的修正過程，適應與接近目標，最後產出讓客戶滿意的產品。

Agile Software Development

Author : Tsautuen Site / ICS / WMS / IMS PLM / Chuck Wu

With the rapid development of network applications, software development faces the challenges of frequent changes in demand and the rapid delivery of products. In this case, people try a new and lightweight development method, Agile, to respond to this change.

The Concept Of Agile

In the traditional waterfall development method, the iteration from product specification to development completion is too long. Therefore, when the product is developed, it is no longer consistent with the requirements of customers and the market (as shown in Figure 1 below).

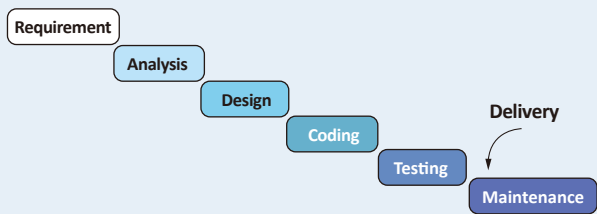


Figure 1. Traditional Waterfall Development Method

Agile breaks down the work and emphasizes the close collaboration of the team with the development processes of iteration and increment. When you complete the current phase of the task (up to 2 weeks), you can get instant feedback and do adjustments. Consequently, you can respond to the rapidly changing needs of customers and markets (as shown in Figure 2 below).

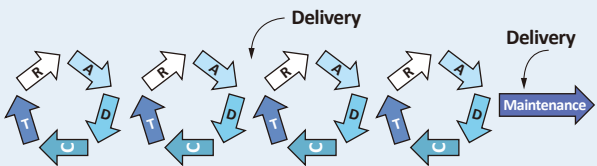


Figure 2. Agile Development Method

The traditional Waterfall is a predictive development method. The requirements are determined at the beginning of development, and are rarely changed throughout the development process. The entire development process is driven by the program, and it is in strict accordance with the sequence of steps of requirements, analysis, design, coding, testing and maintenance. But in reality, the requirements are uncertain. If the results are based on the expected results at the beginning and in accordance with the detailed plan, the final output is often not matched what the customer needs.

In other words, software development must present a complete plan that is able to cope with unanticipated risks and the customer's new needs. It is a product that you gradually get closer to the user's needs and ultimately produce to satisfy the user.

The Manifesto For Agile Software Development

The term Agile comes from a conference in Snowbird, Utah, USA in 2001. The purpose of the conference was to bring together leaders who advocate lightweight methods to improve the development process of existing software that puts too much emphasis on the documents, with a hope to find out the views of each party that can seek common ground while reserving differences. After the conference, the results were named and the manifestos were jointly presented.

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

(1) Individuals and interactions over processes and tools

Between 1980 and 1990, process improvement activities were very popular, such as CMMI and many other process standard systems. Although these systems have improved the software development process to a certain extent, they have also caused the process to lack flexibility. Software development is a creative activity. It should not be stuck in processes but pay more attention to the relationship between personal self-management and teamwork interaction.

(2) Working software over comprehensive documentation

Waterfall emphasizes the role of documents, and yet detailed documents are not the most important for customers. What the customer wants is a software that can be used and that actually solves problems. For developers, the best file is the source code.

(3) Customer collaboration over contract negotiation

The goal of software development is to provide software that customers are satisfied with. Only customers can understand what kind of software meets their needs. Agile encourages customers and development teams to work closely and often provide feedback. After short-term iterations, they can communicate and give feedback as early as possible to identify problems as soon as possible to avoid further impact in the later stage.

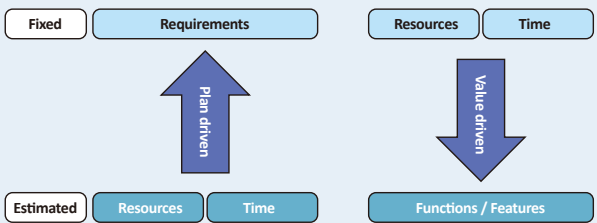
(4) Responding to change over following a plan

The plan can't keep up with the changes. Agile acknowledges that there is uncertainty in development. Therefore, long-term and complicated plans will not be determined at the beginning of development. All processes are based on realistic feedback.

Waterfall VS. Agile

Waterfall is based on the assumption that the demand is fixed, and the required resources and time are estimated according to this demand to make the plan. The whole development process is driven by this plan.

Agile believes that demand is uncertain. Agile estimates the product features or functions that need to be implemented and meets the customer's needs through value driving within a fixed resource and time range.



Conclusion

Agile is a software development method that can respond to frequent changes in demand and rapid delivery of products. It emphasizes close teamwork, pays attention to the usable software products, constantly adjusts and corrects them during the development process, adapts and approaches the target through a series of correction processes, and finally produces products that satisfy customers.



USI News

編輯整理：CSO / 行銷企劃部



促進兩岸青年交流 環旭電子全資贊助中華職協圍乙隊



(2019-5-3 上海) 環旭電子宣佈贊助中華職業圍棋協會的「圍乙隊伍」，中華職協特別在今天舉辦簽約儀式。四位棋士在總教練紅面棋王周俊勳的帶領下，穿上嶄新的隊服，慎重介紹圍乙隊伍成員：林君諺八段 (21 歲)、許皓鋐六段 (18 歲)、簡靖庭四段 (18 歲)、賴均輔四段 (17 歲) 給更多人認識。

環旭電子首度榮獲「外灘·上海品牌創新價值榜 TOP50」



(2019-5-13 上海) 第五屆中國品牌經濟 (上海) 論壇在 5 月 10 日舉行，今年論壇邀請了國內外學者及國際著名品牌大師來分享「打響全球品牌」和創新品牌建設的戰略思考。論壇中發佈了「2019 外灘·外灘品牌榜」，環旭電子首度榮獲「外灘·上海品牌創新價值榜 TOP50」，肯定了公司在行業中品牌創新價值方面的努力。



環旭電子以微小化技術推出高集成度的 WWAN 系統模組和 NB-IoT 通訊模組



(2019-5-22 上海) 全球電子設計製造大廠環旭電子 (SSE: 601231) 以微小化技術推出兩款高度集成模組：MS-03 PRO 系統模組和 SMN-01A 通訊模組。其中 MS-03 PRO 系統模組 SOM(System on Module) 是搭載了高通 SDM450 晶片，而 SMN-01A 通訊模組則選擇搭載聯發科 MT2625 的 NB-IoT 晶片。通過這兩款模組，環旭電子能夠為客戶提供 WWAN 和 NB-IoT 等各種物聯網應用場景的解決方案。

環旭電子 LED 車燈一站式服務 深獲客戶一致好評



(2019-6-5 上海) 全球電子設計製造大廠環旭電子 (SSE: 601231) 表示基於技術和服務方面的優勢，多年來公司 LED 車燈採用一站式服務 (Turnkey Service, 包含配合客戶共同開發設計，提供電子元件物料選擇，機構件共同開發，測試制具開發，產品品質驗證等等服務) 獲得了客戶的高度認可，而這些客戶都是全球前裝市場知名 LED 車燈一階供應商 (Tier 1 automotive supplier)。統計顯示，前五大供應商中，有四家是環旭電子的客戶。



環鴻科技支持全球華文學生文學獎 鼓勵學子華文創作



(2019-6-6) 全球電子設計製造大廠 USI 環旭電子 (SSE:601231) 臺灣子公司環鴻科技，鼓勵學子華文創作，持續贊助「全球華文學生文學獎」，2 日由品質保證暨企業社會責任總處游家雄副總代表出席，第 37 屆「全球華文學生文學獎」頒獎典禮。

環旭電子響應扶貧 完善青海甘肅偏鄉小學電腦設備



(2019-7-3 上海) 環旭電子力行科技帶動教育扶貧，為貧困地區學校捐贈電腦，提升信息課教學設備，讓貧困學生獲得與時俱進的教育資源。6 月 25 日至 6 月 27 日，環旭電子親善大使走訪青海省西寧市大通回族自治縣長寧鎮長寧村長寧完全小學、甘肅省定西市渭源縣大安鄉大澗小學、甘肅省平涼市崆峒區西陽回族鄉唐灣小學三所小學。



USI News

Consolidated: Central Staff Office / Marketing Communication



USI Sponsors Chinese Pair Go Association to Promote Cross-Strait Youth Interaction



(2019-5-3, Shanghai) USI is pleased to announce the signing ceremony today for the sponsorship of the Chinese B-league Team from the Chinese Pair Go Association (CPGA). Led by coach and champion player Junxun Zhou, the team consisting of Junyen Lin (8 dan, 21), Houhong Hsu (6 dan, 18), Jingting Chien (4 dan, 18) and Junfu Lai (4 dan, 17) were formally introduced to the public in their brand new team uniform.

USI Was Honored the "TOP 50 Most Valuable Shanghai Brands The Bund Ranking" for the very First Time



(2019-5-14, Shanghai) The fifth China Brand Economy (Shanghai) Forum was held on May 10, where distinguished local and international scholars as well as world-known branding experts were invited to

share their strategic thoughts and insights on how to build global brands and develop innovative brands. The forum released the 2019 The Bund Brand. In parallel, it was the very first time for USI to received "TOP 50 Most Valuable Shanghai Brands The Bund Ranking", affirming the company's efforts in brand innovation in the industry.



USI Launches Highly Integrated WWAN SOM Module and NB-IoT Communication Module



(2019-5-22, Shanghai) USI (SSE: 601231), a leading global company in electronic design and manufacturing, today announces the launch of two highly integrated and miniaturized modules - the MS-03 PRO SOM (System on Module) and the SMN-01A communication module. The MS-03 PRO SOM consists of a Qualcomm Snapdragon 450 (SDM450) SoC built into the module, while the SMN-01A communication module is equipped with MediaTek's MT2625 NB-IoT SoC. The launch of these two modules will enable USI's

customers to accelerate designs for a wide array of IoT applications such as WWAN (Wireless Wide Area Network) and NB-IoT (Narrowband-Internet of Things).

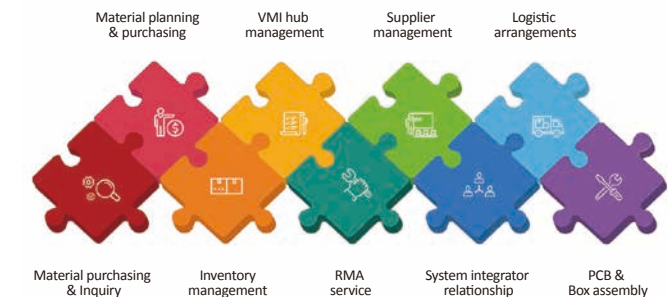
USI's Turnkey Service for Automotive LED Products Gains Unanimous Recognition



(2019-6-5, Shanghai) USI (SSE: 601231), a leading global company in electronic design and manufacturing services, through its distinctive technological and

service capabilities, brings a turnkey service for automotive exterior LED lighting market. The

turnkey service, including collaboration with customers on product design and development, electronic components and other related materials selection, joint development of mechanical housing and testing fixtures/programs, and product validation, has been highly recognized over the years by its customers. All of which are well-known Tier 1 supplier in the global automotive supply chain. USI has been serving four of the TOP five Tier 1 automotive LED lighting suppliers.



USI TW Supports Chinese Literary Prize for Global Youth to Encourage Students to Create Chinese Literature Works



(2019-6-6) USI TW, a subsidiary of Universal Scientific Industrial (Shanghai) Co., Ltd. (SSE: 601231) which is a global giant electronics designer and manufacturer, encourages students to create Chinese literature works

and continues to sponsor the "Chinese Literary Prize for Global Youth". On the 2nd, Otto Yu, Vice President of Quality Assurance and Corporate Social Responsibility presented in the 37th "Chinese Literary Prize for Global Youth" award ceremony.

USI Responds to Poverty Alleviation by Improving the Computer Equipment for Remote Rural Primary Schools of Qinghai and Gansu Province



(2019-7-3, Shanghai) USI acted positively to participate educational poverty alleviation by donating computers to schools in poor areas, which not only improves the teaching equipment for information-based courses,

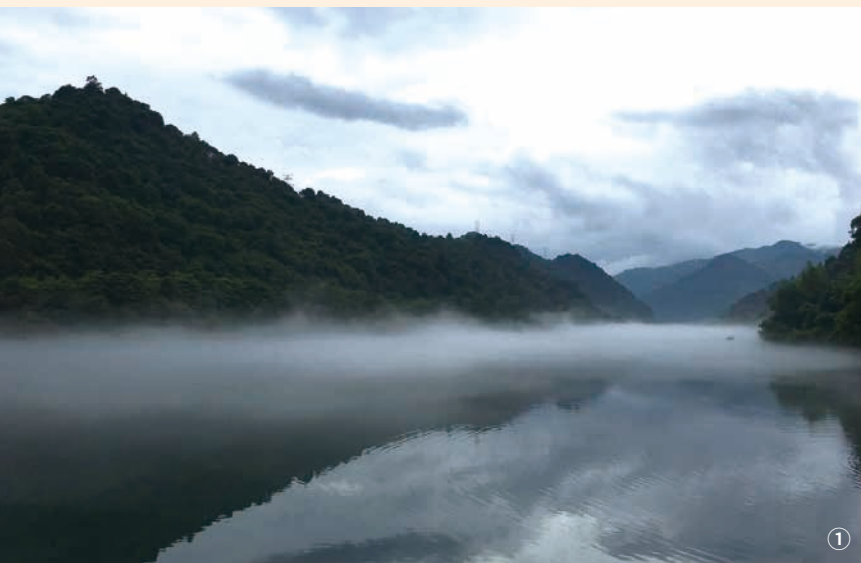
but also helps disadvantaged students can access the educational resources keeping pace with the times. From June 25 to 27, the CSR Ambassadors of USI visited the following three primary schools, namely Changning Wanquan Primary School of Changning Village in Changning Town, Datong Hui and Tu Autonomous County, Xining City, Qinghai Province, Dalaozi Primary School of Da'an Town in Weiyuan County, Dingxi City, Gansu Province, and Tangwan Primary School of Xiyang Hui Ethnic Town in Kongtong District, Pingliang City, Gansu Province.



南國舊夢 東江湖

Dreams Of Old Times In The South The Dongjiang Lake

作者：深圳廠 Shenzhen Site / ADM / Corporate Service / 李衛林 Weilin Li



5月25日，深圳廠招募及企業文化課一行10人來到了東江湖旅遊區，東江湖位於湖南省郴州市的資興市境內，是南嶺和羅霄山脈合圍的一個湖。假若東江湖是一首組詩，那每一幀景色都是其中的一首，這裡是南國中尚存的舊夢。

On May 25, a group of 10 people of Recruitment and Corporate Culture Section from Shenzhen Site visited the Dongjiang Lake Scenic Area. Dongjiang Lake is located in Zixing City, Chenzhou City, Hunan Province. It is a lake surrounded by Nanling and Luoxiao Mountains. If the Dongjiang Lake is as a series of poems, then every scene is one of the poems. This is the dreams of old times that still exist in the South.

上午7時，我們進入了旅遊區，第一個景點是小東江。小東江位於東江湖的下游，正值清晨，長數十千米的江面上雲霧繚繞，身處其中頗有馮虛御風之感。路邊的樹木還沒學會說話，樹葉卻已學會了輕輕的和聲，他們在這裡保持著永恆的綠色，不凋零，不稀疏，和人們可以有著獨特的對話。沿江水上行，晨光在波光粼粼中跳動，野草伏著樹木生長，一棵杜仲樹在風中淺吟低唱，浮躁的遊人們，心情也逐漸舒緩起來。①

At 7 a.m., we entered the tourist area. The first attraction was Xiaodongjiang. Xiaodongjiang is located in the downstream of the Dongjiang Lake. It was in the early morning, and the fog and clouds above the river covered tens of kilometers long, giving us a sense of hovering above the air. The trees on the side of the road have no voice, but the leaves had sung a gentle harmony. They were here to maintain eternal green, not withering, not sparse, and can have a unique interaction with people. Along the river, the morning light beat in the sparkling ripples, the wild grass grew along the trees, and an Eucommia tree chanted in the wind. The agitating emotions of tourists gradually calmed down. ①



江中有一葉扁舟，舟邊籠罩著淡淡的輕霧，一方水土演繹出了蓬勃的生命力。置身其中，我們與周圍山水便心意相通，似乎念頭一動，自己便成為了山，成為了水，成為了舟，成為了縹緲霧幔，飄然而不知所止。柔軟而又不失堅強的漁網註定要在江中漂泊一生，這一起一下的姿態盡顯南國靈秀的風貌。②

There was a boat in the middle of the river and around the boat was the gentle mist. The river and land produced a vigorous vitality. In the middle of it, we were connected with the surrounding mountains and waters. It seemed that we became the mountain, the water, the boat and the mist, and floated along without knowing where to stop. The soft yet strong fishnet was destined to float in the river for its lifetime. The up and downs of its movement demonstrated the elegance of the South. ②

經過東江大壩後，便來到了東江湖。清波蕩漾的湖面上，島嶼星羅棋布，山水相連，儼然一幅絕美的中國畫。湖中有一島，名為桃花島，讓我想起了唐寅的《桃花庵歌》：「桃花塢裡桃花庵，桃花庵下桃花仙。桃花仙人種桃樹，又摘桃花換酒錢。」島上有漁戶，沒有凝視的目光，沒有微蹙的眉頭，閑適悠然的姿態令人艷羨。幾個老人在路邊擺了幾個小攤，貨物僅限於當地的一些特產：

魚乾、蘑菇、桃子、李子、青瓜等等，有客來招手攬客，客既去閑坐小憩。很多不知名的花草蔥蔥郁郁，我們時常停下腳步去仔細觀察它們的品種，花花草草也不知道我們是誰，謹慎地審視著我們。任何人到這裡都會悠然自在，萬物在此處最能顯得生而平等。③

After the Dongjiang Dam, we came to the Dongjiang Lake. On the clear waters of the lake, the islands scattered on the surface, with never-ending mountains and rivers. It was as a beautiful Chinese painting. There was an island in the lake called Taohua (Peach Blossom) Island, which reminds me of Yin Tang's "Song of the Peach Blossom Cottage":

In the Peach Blossom Village
There is a Peach Blossom Cottage
A peach blossom lover lives in
The Peach Blossom Cottage

The Peach Blossom lover plants
Many Peach Blossom trees in days fine
By picking the Peach Blossom branches
He sells them to buy himself wine

There were fishermen on the island. No gaze, no brows. Their relaxing gesture made us envious. Several elderly had set up stalls on the roadside. The goods were limited to some local specialties: dried fish, mushrooms, peaches, plums, cucumbers, etc. When guests came, they waved to receive the guests and when there was none they went for a rest. Many unknown



flowers and plants were thriving. We stopped every now and then to observe their varieties. Flowers and plants did not know who we were, and watched us carefully. Anyone who came here would be at ease, and this place demonstrated how everything was born equal. ③

傍晚，白廊環湖公路上微風習習，我們一行人分別騎著兩台多座自行車，在山水環繞中騎行，日落時分，霞光百變，所站角度不同，所看到的景象也不同。一束陽光撲向我們眼中，途經萬千世界。南方的五月已開始炎熱，東江湖猶如隔熱的窗簾，在湖邊透露一絲涼爽。這涼爽的風一起，便揉碎萬千晚霞，我們此時秉持著驅馬趕羊，浪跡草原的豪情，忽視輕微的顛簸，奮力騎向遠方，在車鏈的震動中，感到十分愉悅。④

In the evening, the Bailang Highway around the lake was breezy. We rode two bicycles of multiple seats around the mountains and rivers. At sunset, the sunlight was ever changing and the sight varied depending on the angles we stood at. A beam of sunshine plunged into our eyes and passed through thousands of worlds. In the South, the weather in May had begun to be hot. The Dongjiang Lake was like a thermal insulated curtain, revealing a trace of coolness at the lake. This cool wind would smash thousands of sunsets. In this moment, we held the imagination of riding horses, directing the sheep,



and prancing through the grassland, ignoring the slight bumps, and riding into the distance. In the vibration of the chain, we felt great joy. ④

晚上，大家圍坐在湖邊，除了漁人竹筏上的昏黃燈光，整個東江湖逐漸陷入沉睡。環湖公路上沒有路燈，我們逐漸隱入暗沉的山影之中。⑤

In the evening, everyone sat around the lake. In addition to the dim light on the fisherman's bamboo raft, the entire Dongjiang Lake gradually fell into a sunken sleep. There were no street lights on the road around the lake, and we gradually slipped into the shadow of the mountains. ⑤

東江湖應當是逝去的代名詞，但不會是停歇的腳步，在淡淡的流淌中變換情感，在輕輕的暗啞中不斷遠去。可我們誰都不會嗟嘆「逝者如斯夫，不舍晝夜。」我們不斷相見，不斷告別，我們在山間悄然相遇，在岸邊鑄造記憶。

時至今日，無數個五月的日子過去了，我們歸來已有幾天，處處還皆是東江湖。

The Dongjiang Lake should be synonymous with the passing, but it would not be the stop of footsteps. Emotions changed in the gentle ripples, and continued to fade away in the low chanting. But none of us would sigh that "Time and tide wait for

no man." We continued to meet each other, and said goodbyes. We met silently in the mountains, and created memories along the shore.

Today, numerous days of May had past, and it had been a couple days since we had returned, and yet all we could see in our eyes were still the Dongjiang Lake.

《舊夢》

山影

在暗夜中潛行

山路

在月色下蜿蜒

影影綽綽的舊夢

始終放不下我

親吻著遠方的無邊無際

深一步 淺一步

雲朵竟微微發亮

毫不掩飾地來測量四字八荒

人處於最低處啊

無可奈何的心思雖然縝密

夏天隨著江水緩行

踏過我腳下的路

2019.5.25 於東江湖

"Dreams of Old Times"

Mountain shadow

Sneaking in the dark night

Mountain road

Stretching under the moonlight

Shadows of old dreams

Couldn't let me go

Kissing the boundlessness from afar

Heavy step Light step

The clouds glimmer

Measuring oceans and lands without disguise

I am feeling down

Though the helpless thought was thorough

The summer follows the river water slowly

Taking the steps under my feet

2019.5.25 at The Dongjiang Lake

〔註〕上游的東江大壩落差極大，早晚百米深的水閘底下都會放水，底下8~10°C的凍水遇上空氣中的熱量便會化為霧氣，每年的4月到10月尤為明顯。再加上兩岸植被茂盛，小東江水面上便會出現雲霧瀰漫的狀況。

[Note] The upstream Dongjiang Dam has a huge drop, and water will be released under the water gates of 100 meters deep in the morning and evening. The cold water at 8-10°C will become foggy when it meets the heat in the air, especially from April to October every year. Coupled with the lush vegetation on both sides of the strait, there will be fogs and clouds on the surface of the Xiaodongjiang.

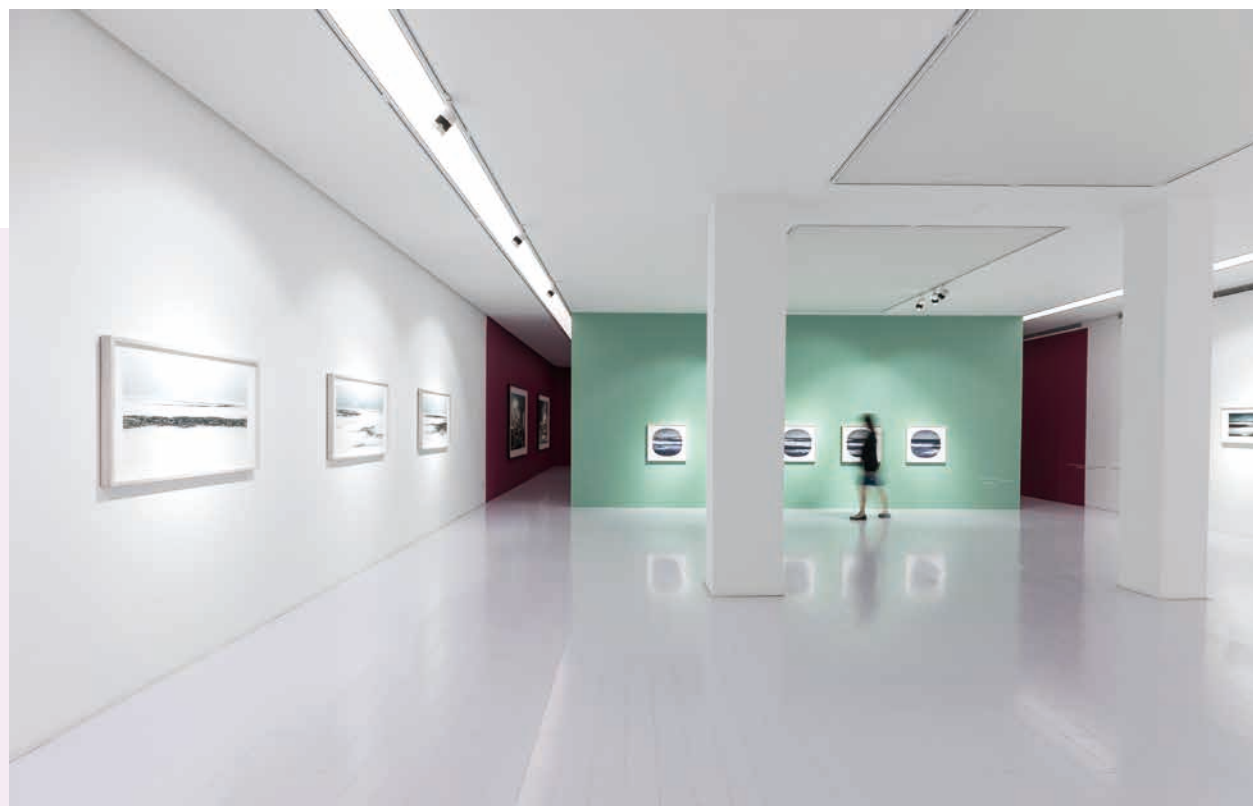


曾經滄海

季勇《海的練習曲》《啟示錄》 雙系列作品個展

作者：馮君藍
資料來源：M 藝術空間

默觀季勇從《海的練習曲》、《海上光影》以至《他山之石》、《啟示錄》這一系列作品中所呈顯超越塵俗的詩意和靈性特質，以至揣想其創作背後的哲學思考和心路歷程，教我聯想起德國浪漫派的先驅—詩人荷爾德林（Friedrich Hölderlin，1770-1843）。



荷爾德林很早就注意到，隨著資本主義、工業文明不斷擴展而導致人們靈性的失喪；機械技術、功利實用主義把人類帶離靈魂的原鄉，去往冷酷陌生的異域。詩人在法國大革命後來走向血與火的反省中，認識到啟蒙運動所高舉的理性並非最高的原則，高於知性和理性的乃應該是對生命和生命本源的真切認識，並在掙扎中完成生命本務的過程，是主體和客體的統一，是神子與人子的同一。而就荷爾德林來說，只有美的經驗和對愛的神靈的信仰，才能夠引導我們達到這種統一：

只要良善、純真尚與人同在，
人便會欣悅地以神性測度自身。
神莫測而不可知？
神如蒼天彰明較著？
我寧可信奉後者。
神本是人的尺規，
劬勞功烈，竟而人詩意的棲居在大地之上。

在荷爾德林的作品和思想中，混融了希伯來、希臘和泛神論的影子。

其實在早前按季勇的自述，雖然身為法國人，他所心儀的卻是道家。道家否棄從經驗獲取知識的認識途徑，以為不能行：「吾生也有涯，而知也無涯。以有涯隨無涯，殆已。」（《莊子·養生主》）故此，道家主張杜絕名器和禮賢之知，轉向回歸本心的理智直觀，依賴無知無為以否棄外求的追尋，而回歸內在啟明道心的寂照，從而達到無需疲於奔命，自適自在的逍遙灑脫，超越一切的對待，昇華至無我之境。而這大約也是佛學的進路：首先破除我執的認知，引發觀空的般若之智，所謂「應無所住而生其

心」，從而在緣起法中直觀實相，把握絕對的本體。但劉小楓指出中國傳統哲學理智直觀的潛在危機：在儒家就是通過理智直觀把仁心上升至與天地萬物為一體，把仁心客觀實在地確立為萬物之體，甚至借此引申出宇宙的秩序。而在道家，則是通過體無，讓感性個體歸於自然實在，卻無知而無不知，意圖在唯心的自然、宇宙秩序中，去獲得永恆的、超時間的意義。但這如何能圓滿？把分殊的、局限的、偶在的體性仁心，設定為本體論的實在之源，妄臆此足以涵蓋乾坤，蒼天碧海、一草一木，一切實在都由它創生。如此，必然陷入存有論和認識論的謬誤。



而這也正是季勇一系列以大海為觀照冥思物件的創作過程中意識到的困境。那一幕幕在時間的推移，在物理世界的變化，在自我心識的流變中呈顯的迷離、朦朧、恍惚，以至於難以捉摸的潮起潮落，揭示了包括每一個體人心在內的自然萬象的局限性、偶然性和虛空的本質。而這或許也是季勇最終之所以，從拋棄我執的執著中，從漫無邊際、純粹的詩意審美中，從企圖通過那間對真諦的體悟以否棄時間的徒然掙扎中，醒悟過來，轉身返回靈魂的原鄉，投靠那位自然自在的創始成終者主動的召喚與啟示的因由。

也就是在此人生階段，季勇閱讀了曾於羅馬皇帝多米田主政期間被放逐至拔摩海島的先知約翰，記錄其在啟示中所窺見的異象。關於人類透過強取豪奪所締造短暫的絢爛與權勢，以及翻天覆地之後新天新地的沛然降臨，感動之餘，季勇接連創作出一幅又一幅如驚蟄的春雷，如電光石火的末日圖景。透過這一系列揉合了西方古典繪畫元素的藝術作品，季勇試圖讓我們明白，對個體生命與世界整體的認識，主客的統一與天地人合一的大同理想，乃至於詩意的棲居在大地之上的審美生活，從來只是啟示、恩典的領受。

Impermanence

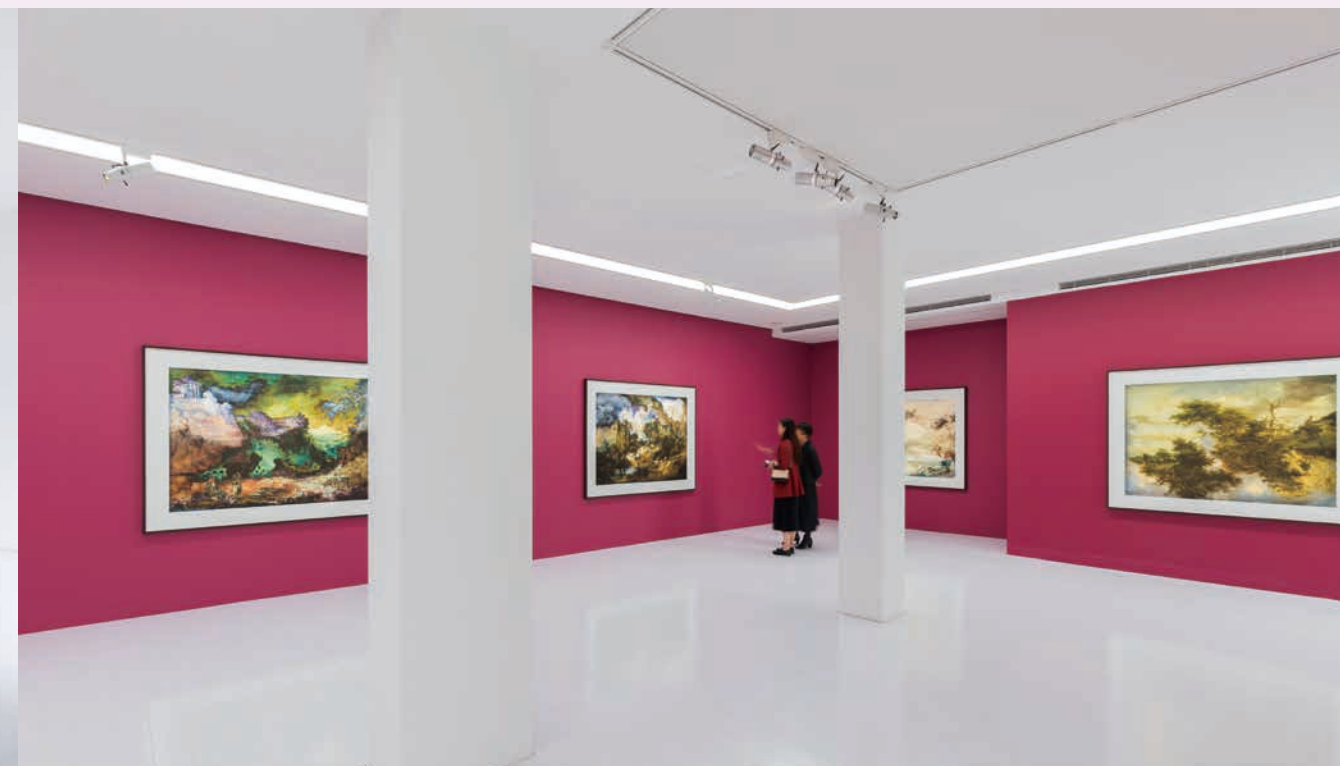
Guillaume Hebert Solo Exhibition *Sea Etude And Apocalypse*

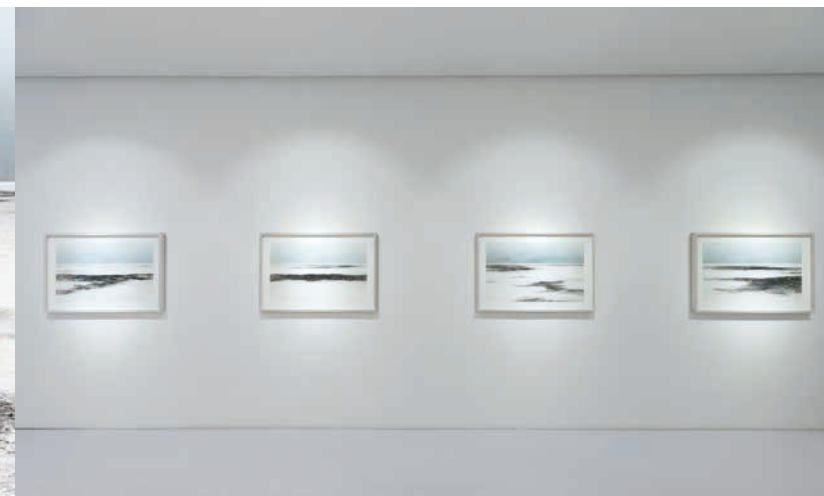
Author: Stanley Fung
Source: M Art Center

Looking at the unearthly poetic and spiritual touch of Guillaume Hebert's work in such collections as *Sea Etude*, *Suite for Shadows on the Sea*, *Rocks from Other Hills* and *Apocalypse*, and weighing and considering about the philosophical thinking and the production course behind his creations, I cannot help but think of the pioneer in German romantics, the poet Friedrich Hölderlin.

Guillaume Hebert

中文別名季勇，法文別名 Guillelmus Paulus Julianus，法國視覺藝術家，專注在影像的創作。1969 年出生於法國諾曼第，畢業於康城高等藝術與媒體學院，在該學院就學期間修習繪畫接觸攝影。自 2018 年夏天於柏林生活和工作。





It has long been noted by Hölderlin that, with the constant expansion of capitalization and industrial civilization, the human spirit has been lost, and that mechanical technology and utilitarian pragmatism have taken the human race away from the original cradle of the soul to the realms of coldness and strangeness. In the reflection of how French Revolution eventually descended to blood and fire, the poet realized that the rationality upheld in the Enlightenment was not the highest principle, and that what transcended knowledge and rationality should still be a true understanding of the origin of life and life itself, the fulfillment of life in its struggle, the unity of subject and object, and the synchronization of the son of God and the son of Man. And as far as Hölderlin is concerned, only the experience of beauty and the divine belief in love can lead us to this unity:

As long as friendliness and purity dwell in our hearts,
We may measure ourselves not unfavorably with the divine.
Is God unknown?
Is he manifest as the sky?
This I tend to believe.
It is the measure of the human.
Deserving, yet poetically, we dwell on this earth.

In the works and ideas of Hölderlin lies a blend of Hibs, Greek and pantheism features.

In fact, Guillaume Hebert, in his earlier narrations, stated that a French man as he was, he was more of a Taoism fan.

Taoism denies the method of obtaining knowledge from experience, and claims it does not suffice: "Human life is limited, but knowledge is limitless. To drive the limited in pursuit of the limitless is fatal." ("The Preservation of Life-Chuangtse") Therefore, the Taoist advocates the elimination of the definitions of superiority and inferiority and the celebrated values drawn by the elites, and returns to the rationality and intuition of the heart, relying on the ignorance and inaction to abandon the pursuit of external seeking, and returning to the silence of the mind, in an attempt to achieve self-discipline without fatigue. In such ways, one shall feel free and easy, transcend everything, and eventually reach the realm of "no self". This also mirrors Buddhism: break the cognition of "my possession" first and then trigger the prajna of the emptiness, the so-called "a mind which does not abide in anything", so as to intuitively realize the truth in the law of origin and grasp the absolute thing-in-itself. However, Xiaofeng Liu pointed out the potential crisis of the traditional Chinese philosophy and rationality: in Confucianism, through rationality and intuition, the benevolence is raised to the integration of heaven and earth, and the benevolence is objectively and realistically established as the body of all things, from which even the order of the universe is derived. In Taoism, however, it is through the understanding of "abhava" that the perpetual individual returns to the nature, with all the knowledge yet at the same time no knowledge at all, intending to obtain eternal, time-transcending meanings in the idealistic nature and the universe order. But how can this be done? Set the different, limited, and occasional body of benevolence as the actual source of

ontology, and try to use it to cover the Heaven and Earth, the sky and the sea, grass and trees, and all the objects. In this way, it is inevitable to fall into the fallacy of existentialism and epistemology.

And this is precisely the dilemma that Guillaume Hebert realized in the process of creating the object of meditation with the sea. On and on, the views, in the passing of time; the changes in the physical world; the ambiguity, vagueness, and trance in the evolution of self-consciousness; and even the elusive ebb and flow, reveal the limitations, the contingency and the void of the nature that surrounds everything including the heart of every individual. And this may be the reason why Guillaume Hebert eventually woke up from his ultimate abandonment of persistence, the boundless, pure poetic aesthetics, and the futile struggle to attempt to abandon time through the epiphany of the true essence, turned back to the cradle of the soul, and relied on the proactive call and revelation of that natural and self-contained founder.

It is at this stage of life that Guillaume Hebert read the records of the vision Disciple John had seen in the revelation during his exile to the island of Patmos during the Roman Emperor Domitian's reign. With regard to the short-lived glamor and power created by mankind through plundering and tyranny, and the emergence of new heaven and earth afterwards, Guillaume Hebert has created, in a moving fashion, a series of works that strike like spring thunders and emerge like the doom of the world. Through this series of works combining the elements of Western classical painting, Guillaume Hebert tries to inform us that the understanding of individual life and the whole world; the unity of the subject and the object; the ideal of unity of heaven, earth and people; and even the aesthetic life of poetic dwelling on the earth have always and only been the acceptance of revelation and grace.

Guillaume Hebert

Also called Guillelmus Paulus Julianus, is a French visual artist more focus on photography born in 1969 in Normandy. He graduated from the School of Fine Arts in Caen (DNSEP : National Superior Diploma of Plastic Arts). He lives and works in Berlin since summer 2018.

露營趴

Camping Party

“ 草屯廠 / QA&CSR / 永續發展暨企業職安處 / 安衛管理部 / 施明哲
Tsaotuen Site / QA&CSR / S&HS / HS / Craig Shih



雪山
Xueshan

海拔 3,100 公尺的星空銀河，很難不著迷地盯著！大夥兒抬起頭開起天文學術研討會，指著這顆那顆的，享受著露營觀星的樂趣。■ It's hard to stop staring the galaxy infatuatedly on the Xueshan, which is over 3,100 meters above sea level! Everyone stargazed and started discussing about astronomy. Pointing at the stars in the sky casually, we enjoyed camping and stargazing.

溪阿縱走 – 水漾森林
Xitou-Alishan Hiking – Shuiyang Forest

走進山林浸漫於氤氳之中，看似遠離人群，其實是走進自己。大夥紮營在水漾森林中，沉澱心靈。■ We walked into the forest and immersed ourselves in the steaming mist. It seems like that we stayed away from the crowd but actually walked into our own world. We camped in the Shuiyang Forest and tranquilized our mind.

01

“ 草屯廠 / SCM / 策略採購管理部 / 李瑞婷
Tsaotuen Site / SCM / Strategic
Procurement Management / Tina Lee



合歡北峰
Hehuan North Peak

高崗上的大平台，日出日落一樣美，夜晚清晨同樣冷；寒風刺骨陣陣吹，咯吱咯吱打哆嗦；徹夜未眠的大夥打趣地說，帳前明月光疑是已天光，舉頭望明月低頭思下山。■ At the observation platform on the mountain, both the scenery of sunrise and sunset were beautiful, and the temperature at night and early morning were cold. The wind chilled our bones and we kept trembling. "Bright moonlight before our tent; we suppose it is sunlight. We raise our head to view the bright moon, then lower it, thinking of going down the mountain", being sleepless all night, we said jokingly.

“ 草屯廠 / CSO / 王裕懷
Tsaotuen Site / CSO / Ticky Wang

03

北港溪峽谷
The Beigang River Gorge

趁北港溪峽谷秋冬枯水期時，騎著單車欣賞一線天峭壁美景。峽谷終點有一處野溪碳酸溫泉，夜晚和許多野營的同好，紮營在峽谷內同樂。■ During the dry spell in autumn and winter of the Beigang River Gorge, I was cycling and enjoyed the beautiful scenery of A Thread of Sky. There is a torrent carbonated hot spring at the end of the gorge. At night, I camped in the gorge and had fun with other buddies.



2019 環旭電子 科技帶動教育扶貧

整理編輯：CSO / 行銷企劃部

扶貧必扶智，讓貧困地區的孩子們接受良好教育，是扶貧開發的重要任務。環旭電子這次以教育扶貧為重點，聚焦偏遠地區貧困學校資訊教育建設發展緩慢的問題，為五所小學捐贈電腦，改善教學環境，讓貧困學生獲得與時俱進的教育資源。從 2018 年 8 月起至目前為止已經完成其中四所小學的電腦教室搭建，受益的孩子們已多達 750 人。



環旭電子親善大使這次參訪了三所小學，從蘭州出發，分別到了青海省西寧市大通回族土族自治縣長寧鎮完全小學、甘肅省定西市渭源縣大安鄉大澗子小學以及甘肅省平涼市崆峒區西陽回族鄉唐灣小學。長寧鎮完全小學離市區稍微較近，接受資訊化的程度較高，但另外兩所小學地處偏僻山區，交通不便，許多家庭甚至還得在學校附近租屋，要不就得翻山越嶺上學，在這樣惡劣的環境下，電腦自然也較不普及。

在捐贈儀式及電腦教室揭牌典禮過後，環旭電子親善大使參與了孩子們的電腦課，從最基礎的鍵盤打字、使用小畫家繪圖，到學會上網搜尋資料製作投影片，即使他們現在只會用一隻手指在鍵盤上搜索字母，但依然絞盡腦汁，努力地想要做出與眾不同的作品。在窮鄉僻壤的山區中，網路扮演著孩子們與社會接軌的橋梁，讓他們看見更廣闊的世界。在課間有獎徵答活動中，他們更是躍躍欲試，卯足全力想要在網路上找出答案，看著孩子們收到獎品時純真可愛的笑靨，當下想著，能夠幫助他們與世界連結，一點一滴的成長。我們也感到非常滿足。

「只能看著教科書學習」及「一兩週只有一節電腦課」是學生們在沒有足夠電腦之前遇到的最大難題，但是現在能夠使用電腦的機會增加，孩子們也能親身體驗網路世界，更進一步吸收知識。他們紛紛與我們分享自己平時的興

趣，有人喜歡歷史、小動物，也有人喜歡寫文章。他們希望未來能夠從資訊的浩瀚之海中追溯過往、瞭解生態、鍛鍊文筆。雖然對電腦尚未熟悉，但孩子們也想回家與家人分享自己所學，藉由網路的力量，即使身處偏僻山區，知識的種子也能遍地傳播，開出智慧之花。

教師們對這次科技扶貧活動表達衷心的感謝。負責申請這次科技扶貧項目的長寧鎮完全小學王生有老師表示：

「環旭的捐贈給了微機（微型計算機）課一定的保證，學生上微機課的時間變多了，如果之後能一步一步將這些配套完善起來，也能提升教學品質。」而唐灣小學的數學老師李榮也說：「抽象的學習使整體學生的學習並不到位，但有了電腦之後，他們能夠自己演示，讓他們在數學課學習用電腦作圖，在語文課聆聽音頻朗誦、鑑賞詩詞，瞭解信息化的方便。」能夠在課程中將理論與實踐作結合，也能滿足富有好奇心的學子們，激發他們對學習的興趣。

較富庶地區的孩童，擁有較豐富的資源，可能覺得接觸電腦是稀鬆平常的，但對這些偏鄉的孩子們而言，不啻是件珍貴難得的事情。這次科技扶貧活動阻斷了代代貧困循環，也幫助貧窮的學子們實現夢想。有更多的學子在這公益活動中受惠，即是給我們溫暖的回饋。孩子們的教育是永續的，而環旭電子繼續與他們同行，將愛散播出去。

🔊 聽聽親善大使怎麼說



草屯廠 / QA&CSR / S&HS / 李梅菁

2018 年 6 月我們開始著手規劃精準扶貧計畫，2019 年，我們親身前往當地進行考察與關懷活動，各單位行善大使一起克服了高山症的不適，親眼見到了貧困地區學校資源的匱乏。不論是教室的燈具，或是每天得使用的衛生間，皆是如此的簡陋！但當我們看到孩子們專注使用著電腦，以電腦繪出色彩繽紛的圖畫，及他們天真無邪的笑容，感到欣慰！對於此行所發現的問題，我們也將會持續的進行追蹤及改善，期望能幫助貧困孩子獲得更豐富教學的資源，以確保孩子們能夠真正享受到電腦教育。我們也深刻感受到學校對環旭電子「科技帶動教育扶貧」正面的肯定，期待我們能夠再訪學校，帶給孩子們希望。



草屯廠 / QA&CSR / S&HS / 陳俞安

大家對甘肅的印象，通常停留在絲路上一望無際沙漠裡零星點綴的綠洲城市。因此當我說需要準備冬衣時，親友無法理解為何炎熱的夏季沙漠需要穿上羽絨衣。我們所待的各個縣市海拔都十分地高，長年涼爽，但一天極大的溫差變化也增加整理行李的難度。令我印象深刻的是沿路上幾乎沒有人。大陸 13 億人口，應該避不開人，但除了休息站及學校，看到最多人的時候是在蘭州的大街上。缺少與外界接觸的學生在互動時感受特別明顯，比起都市小朋友他們更害羞、靦腆。訪談中提到學生第一次接觸電腦是在學校，家裡沒有電腦可以練習操作。現在有了新電腦教室及電腦，可以探索網路上嶄新的世界和獲得豐富的知識。很榮幸參與這次精準扶貧訪察計畫，看見公司捐贈的電腦帶給偏鄉兒童知識的窗口，更是以後學童脫貧的最佳助力。

草屯廠 / QA&CSR / S&HS / 林昭綺

在規劃這次精準扶貧訪察行程時，我們遍搜各網站尋找學校相關資訊，但完全找不到學校位置及訊息，懷著忐忑的心情，踏上旅程。當飛機到達甘肅上空時，只見一座座土黃色的高山綿延不絕，接下來每天趕路數百公里，沿途所見房屋古老破舊，彷彿時間在此凝結。我們拜訪的三所小學都是極度缺乏資源，其中有兩所小學在獲得公司捐贈電腦後，才能建構電腦教室，在這之前並無法實機操作。與學校師長及學生的訪談中瞭解，因身處偏僻山區，學生少有機會與外界接觸，藉由網路教學開闊他們的視野，對未來更有想像力，提供教育資源也是鼓勵學童脫貧最好的墊腳石，環旭電子的科技精準扶貧對偏鄉學校的影響力受到肯定，讓我們深刻體會到公司實踐對社會公益的用心。



張江廠 / 戰略投資暨證券總處 / 王沛

2019 年 6 月底，我們一行人走訪了青海和甘肅的三所小學。其中甘肅兩所小學地處定西和平涼的山區，條件更加艱苦，大多數孩子是留守兒童。在國家著力發展基礎教育的努力下，學生們的學習環境大有改善，學校的危舊房屋進行了拆除，建起了三、四層樓的新校舍，學校的硬件設施日趨完善。在沒有電腦教室前，學生學習電腦知識主要是看課本，沒有實踐的機會；在有了電腦教室之後，學生可以上機進行操作，學習基本的 office 等軟件的應用和上網，孩子們可以通過網路獲取各種信息，打開他們通往世界的窗戶。孩子們的世界很單純，他們想看看真的大海，想在網絡上找到自己喜歡的舞蹈視頻學習，想在網上看漫畫等等。只要加油努力，學習知識是可以改變命運的捷徑。



張江廠 / ADM / 資訊服務總處 / 黃炫欽

企業資源財富取之於社會，用之於社會。很榮幸可以代表 IT 參加這次活動，所謂「施比受，更有福」，也讓我們參與者收穫滿滿。IT 的任務除了電腦驗收，還要組織互動小遊戲，我和親善大使們幾經思考，設計了一個符合主題的「百度趣味搜索有獎搶答」小遊戲，提供 USI 環保袋禮物並私人加碼好吃的糖果，這個環節也許是此行最愉快的時刻，學生們參與熱烈，看著初學電腦的小學生辛苦地用一指神功打拼音，心急如焚地等待網路回應，以及答對時獲獎的喜悅，便覺不虛此行。現代社會科技日新月異，電腦及網路讓世界無遠弗屆，偏遠小學教育資源缺乏，公司贈送學校電腦正是及時雨，讓受惠學子的人生增添無限可能。

2019 USI Digital Education Poverty Alleviation Program

Consolidated by: Central Staff Office / Marketing Communication



Education leads to poverty alleviation. It is an important task for children in poor areas to receive good education for the sake of poverty alleviation. This time, USI pinpoints educational poverty alleviation, focuses on the slow development of information education in poor schools in remote areas, and donates computers to five primary schools, improving the teaching environment and enabling poor students to get educational resources which help them keep up with times. From August, 2018 to the present, the computer classrooms of four of the primary schools have been completed, and the number of children who have benefited has reached 750.

This time the USI CSR Ambassadors visited three primary schools: they departed from Lanzhou and respectively arrived at Changning Wanquan Primary School in Changning Town, Datong Hui and Tu Autonomous County, Xining City, Qinghai Province, Dalaozi Primary School, Da'an Town in Weiyuan County, Dingxi City, Gansu Province, and Tangwan Primary School in Xiyang Hui Ethnic Town, Kongtong District, Pingliang City, Gansu Province. Changning Wanquan Primary School is closer to the urban areas and of higher informatization. However, the other two schools are located in remote mountain areas with inconvenience transportation. Many families need to rent apartments nearby or climb over hills to school. Under this poor environment, naturally there is less popularization of computers.

After the donation ceremony and the computer classroom unveiling ceremony, the USI CSR Ambassadors participated in the children's computer class, from the most basic keyboard typing, drawing with the MS Paint, to learning to search on the Internet for the production of slides, even though currently they can only type on the keyboard with one finger to search for letters, they still strive to create incredible works. Deep in the mountains, the Internet acts as a bridge between children and the society, allowing them to see a wider world. In the prize-winning activities during the class, they were eager to try their best to find the answer on the Internet. Watching the children's innocent smiles when they received the prizes, and thinking that now we helped them to connect with the world and grow bit by bit, we were also very satisfied.

"Learning solely on textbooks" and "One computer lesson per week/biweekly" are the biggest challenges that students had not enough computers before, but now they have more opportunity to use computers, and children can experience the online world to further absorb knowledge. They also share their interests

with us. Some like history and small animals, and some others like to write articles. They hope that in the future, they can trace the past, understand the ecology and improve their writing skills from the vast ocean of information. Although they are not familiar with computers, children also want to share what they have learned with their families. With the power of the Internet, even in remote mountain areas, the seeds of knowledge can spread everywhere and grow wisdom.

The teachers expressed their heartfelt thanks to this poverty alleviation program. Teacher Shengyou Wang of Changning Wanquan Primary School who is responsible for applying for this program said, "The donation of USI gave a certain guarantee to the computer class. The time for students to take the computer class has increased. If the supporting systems can be improved step by step, the quality of teaching can be improved." Rong Li, the math teacher at Tangwan Primary School also said, "Without computers, students only can learn it from textbooks. With computers, students can actually practice by themselves, learn to draw pictures in math class, listen to audio recitation in Chinese class, appreciate poetry and understand the convenience brought by informatization." The ability to combine theory with practice in the curriculum can also satisfy curious students and stimulate their interest in learning.

Children in rather prosperous areas have richer resources and may think that it is common to have access to computers, but it is a rare thing for remote areas children. The Digital Education Poverty Alleviation Program has blocked the cycle of poverty in generations and has helped poor students realize their dreams. More students are benefiting from this charity event, and that is the warm feedback to us. The education for children is sustainable, and USI continues to walk with them and spread the love.

Listen To The CSR Ambassadors



Tsao-tuen Site / QA&CSR / S&HS / May Lee

In June, 2018, we began to plan for the Digital Education Poverty Alleviation Program. In 2019, we went to the local area for inspection and care activities. The CSR ambassadors worked together to overcome the discomfort of mountain sickness and witnessed the lack of school resources in poverty-stricken areas. The classroom lamps or bathrooms that use every day are all so simple and crude! But when we saw that the children were focused on using computers, drawing colorful pictures with their computers, and their innocent smiles, we were very pleased! We will continue to track and improve the problems found in this trip, and we hope to help poor children to get more educational resources to ensure that children can really enjoy computer education. We are

also deeply impressed by the positive affirmation of the schools for this program. We look forward to other visits to the schools and bringing the hope to the children.

Tsao-tuen Site / QA&CSR / S&HS / Nancy Lin

During the planning of this poverty alleviation visit, we searched various websites to find information about the schools, but we could not find the locations or information of the schools, and embarked on a journey with a feeling of embarrassment. When the plane arrived in the sky above Gansu, I saw only a few yellow mountains stretching out. Then we hurried for hundreds of kilometers every day. The houses I saw along the way were old and worn out, as if time was still here. The three primary schools we visited were extremely lacking in resources. Two of the primary schools were only able to construct computer classrooms after they had received computer donations from USI. Before that, they couldn't operate with computers actually. In interviews with school teachers and students, it is understood that students are less likely to have contact with the outside world because they are in remote mountain areas. They can broaden their horizons through online teaching and have more imagination for the future. Providing educational resources is also the best way to encourage school children to fight against poverty. USI's Digital Education Poverty Alleviation Program has been affirmed of its influence, so that we can deeply understand the company's practice of social welfare.



Tsao-tuen Site / QA&CSR / S&HS / YuAn Chen

Everyone's impression of Gansu usually stays in the oasis city dotted with sporadic deserts on the Silk Road. So when I said that I needed to prepare winter clothes, my relatives and friends couldn't understand why I needed to wear down jackets in the hot summer desert. The cities we are staying in are very high in altitude and cool for whole year, but the great temperature difference in one day also increases the difficulty of packing luggage. What impressed me was that there were almost no people along the road. The population of 1.3 billion people in the mainland should not be possible to avoid people, but in addition to rest areas and schools, most times people are seen only on the streets of Lanzhou. We noticed the difference of students who lack contact with

the outside world particularly obviously when interacting. They were much shyer than urban children. During the interview, it was mentioned that the first time the students had contacts with the computer was at school, and there was no computer at home for practice. Now with new computer classrooms and computers, they can explore a new world on the web and gain a wealth of knowledge. I am honored to participate in the poverty alleviation program and see the computers donated by USI bring the windows of knowledge to children in the rural areas, and it is the best help for the students to fight against poverty.

Zhangjiang Site / Strategic Investment & Securities Affairs / Sherry Wang

At the end of June, 2019, our group visited three primary schools in Qinghai and Gansu. Among them, the two primary schools in Gansu are located in the mountain areas of Dingxi and Pingliang. The conditions are even more difficult. Most of the children are left-behind children. Under the efforts of the country to focus on the development of basic education, the learning environment of the students has greatly improved. The dilapidated houses of the schools have been demolished, and new school buildings of three or four floors have been built. The school's hardware facilities have become more accomplished. In the absence of a computer classroom, students learn computer knowledge mainly by reading textbooks and have no practical opportunities. After having a computer classroom, students can operate on the computer, learn basic software applications, and access the Internet. The Internet gets them all kinds of information and opens their windows to the world. The children's world is very simple. They want to see the real sea, want to find their favorite dance videos on the Internet, and want to read comics online. As long as you work hard, learning knowledge is a shortcut to change your destiny.



Zhangjiang Site / ADM / Information Technology / Thomas Huang

Enterprise resource wealth is taken from society and used in society. I am honored to be able to participate in this program on behalf of IT. The so-called "Better giving than receiving" brings also great benefits to our participants. In addition to computer acceptance, IT also organizes interactive mini-games. The ambassadors and I have thought about it and designed a "Baidu Fun Search Award-Winning Game" that matches the theme, providing USI eco-bag gifts and bonus candies prepared by me. This activity may be the most enjoyable moment of the trip. The students were enthusiastic. The students who were looking at the computers were trying hard to use a finger to type the letters. Watching them anxiously waiting for the responses from the Internet, and the joy of winning the

prizes when they answered the questions right made us think this trip was worthy. Modern society and technology are changing with each passing day. Computers and the Internet have made the world far-reaching. The resources of remote primary education are lacking. The computers given by USI are like the timely help for the beneficiary students developing unlimited potential.

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