

USI[®] No.85 Newsletter

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to Maintain the Sense of Crisis

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編輯企劃 總經理室 / 行銷企劃部
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Editorial Committee Nancy Chang / Emily Chen / Felicia Fu / Emma Lin / Sandy Tong / Ticky Wang
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注重風險管理 保持危機意識

作者：董事長 / 陳昌益



在歷史上，人類遭遇過無數風險。最近，我們正經歷全球的新冠疫情，世界各地都在動用國家的力量來控制疫情蔓延的風險；環境問題和碳排放減排的話題，已成為世人關注的熱點。

事實上，在企業發展的歷程中，幾乎每一個企業都會遇到各種各樣的風險。比如投資，就要有一個風險控制的機制，不能因迴避風險而錯失投資良機；也不能在成本和收益的無法平衡的情況下做決策，最後變成一個受懲罰的投入。

改變行為存在著風險，風險失控就會遭受懲罰。因此，從人類社會到企業管理，再到個人層面，風險跟我們每個人都有關係。

然而，人類不斷創造出新事物，用注射疫苗控制疫情蔓延，用碳中和應對溫室效應，用 ESG 評價投資風險等，每一個進步都在風險中誕生，所以風險也是推動人類進步的動力。

今天，我們正處在一個非凡的時代，物聯網、5G 通信、人工智慧、智慧工廠等，這些突破性的技術，深遠地改變著世界，改變了我們對市場的理解、對核心競爭力和競爭優勢的依賴、對風險管理的認知。

比如，全球網路遭遇駭客攻擊的風險時刻存在，我們需要保持高度的警惕，在網路安全的基礎設施方面投入更多的資金，確保我們的生產安全，並更好地保護我們的專營權。

所以，從根本上講，風險是不可能提前做好準備的。當風險來臨時，重要的是我們如何正確地認識風險。正確認識風險是管理者做出正確判斷與選擇的基礎。對於那些風險管理意識強的管理者而言，風險也同樣意味著是機會。

就環旭而言，貿易摩擦、供應鏈失衡、產業鏈調整以及競爭者的挑戰等，這些不可控因素都會產生風險。如何選擇處理風險的行為，根植於環旭的價值體系中，根植於我們管理者的價值判斷中。

環旭秉持集團「低碳使命、循環再生、社會共融及價值共創」的可持續經營策略及理念，從「公司治理、綠色產品與創新、價值鏈管理、員工關懷與社會參與、環境保護與職場安全」五大方面展開風險管理。

尤其是環境保護與職場安全方面，環旭扮演著積極的角色，在氣候變化的議題上，致力於深耕環境可持續發展的相關議題，在追求高品質產品與服務的同時，制訂了「環境、安全衛生及能源政策」，重點聚焦環境保護，確保我們在 EGS 評價風險方面，與全球的發展趨勢保持一致，並借助這種同步性，在行業內保持我們的競爭優勢。

因此，環旭在打造環保、健康以及安全的工作環境時，堅持「遵守法令、回應環保」的原則，有效控制各種風險，創造出屬於自己的業務增長空間和市場，化「風險」為「機會」，實現企業的可持續發展。

總之，在風險管理方面，每個員工都要有風險意識，每個管理者都負起自己的風險管理責任。員工缺乏風險意識，就會被企業淘汰；企業缺乏風險管理，也會被市場淘汰。對環旭電子而言，強化風險意識、加強風險管控是企業永續經營的第一要義。

Value Risk Management to Maintain the Sense of Crisis

Author: Chairman / Jeffrey Chen

It is said that human has constantly encountered several risks in the past. As we are currently going through the global pandemic of COVID-19, countries have used its resources to take the epidemic outspread under control; environmental issues and carbon emissions reduction have become the focus topics around the world.

In fact, almost every enterprise would come across all sorts of obstacles during its corporate development. For instance, risk management is a basic requirement for business investment; keeping a good balance not only to avoid any missing opportunities when dodging the risks; but also prevent to become a punished investment by not making decisions under the unbalance circumstance of cost and profits.

Nevertheless, there is always risk in changes in behaviors, and undisciplined risk control may lead to retribution. Therefore, it is said that risk is among us, related from human society to corporate development then to the individuals.

However, new inventions such as lately having vaccination to control the spread of the virus; slowing down the greenhouse effect by implanting carbon neutrality; evaluating the investment risk by ESG, and so on. Every improvement solution comes from the challenge of risky situations, and risk is a driving force of human evolution progress as well.

We are standing in a significant era these days, the breakthrough technologies inventions such as IoT, 5G communications, artificial intelligence and smart factories, etc. They have profoundly influenced the world and have changed our understanding in markets, the dependence on core competencies and competitive advantages, and the acknowledgment of risk management.

For example, the risk of global cyber attack is said to be an insidious characteristic, hence we need to be on high alert, investing more in cyber security, in order to secure our production lines and protect our exclusive franchises.

Fundamentally, such risk cannot be foreseen. When confronting risk, it is significant to recognize it; understanding risk in a right manner is fundamental for managers to make the right judgments and suitable actions. Accordingly, risk can also mean opportunity for those with profound knowledge of risk management.

For USI, the conflict of trade war, supply chain imbalances, industrial chain adjustments, and challenges from competitors will generate risks. Choices on how to act when handling the risk is not only embedded in USI value system, but also in the value judgment of our managers.

USI persists "low carbon, circular, inclusive and collaborative" sustainable strategy and develops the risk management in five aspects of "corporate management, green products and innovation, value chain management, employee care and social involvement, environmental protection and workplace safety".

Above all, USI is taking pro-act initiatives in environmental protection and workplace safety. On the topic of climate change, USI actively commits to environmental sustainability. While pursuing high quality on products and services, we've elaborated "EHS & Energy Policy" and focus on environmental protection, ensuring our EGS risk assessment is aligned with global trends. Moreover, maintain and reinforce our competitive advantage in the industry.

As a result, USI insists our principles of "compliance with law and respond to environmental protection" on building an eco-friendly, healthy and safe workplace; to effectively take the risk under control and develop our sales though business improvement and market growth; by transferring risk to opportunity, to achieve sustainable development of company.

To sum up, when speaking of risk management, every employee should be aware of it and every manager should take the responsibilities of risk management. If employees are lack of common sense when coming across risk, they would be despised by the organization; and if a company is lack of risk management, it would be eliminated from the market. For USI, strengthening our risk awareness and risk control is the first priority for sustaining the corporate operation.



大缺料之下的挑戰與機會

作者：總經理暨營運長 / 魏鎮炎



總經理暨營運長專訪專欄

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過去幾十年，高科技產業，時不時難免有缺料的情況。但過去的缺料，通常侷限在某個領域，不像今年，突如其來的全面性大缺料，從最尖端的 IC 晶片，到最不起眼的包裝材料，無一不缺！短期內，新冠疫情尚無平息的跡象，而美中兩強的貿易摩擦則越演越烈，如今再加上缺料的壓力，整個科技產業世界頓時鬧騰了起來。有些公司的 CEO，當務之急竟然是追料搶料！

市場其實是正常成長，供需之間理應平衡，但為何會造成如此嚴重的缺料現象。歸納起來，有以下三個因素同時發生：

其一是在家工作和視訊會議的普及

其二是電動車的快速成長

其三是供應鏈重新開始建構安全庫存

而由於材料吃緊，大家為了確保供應無虞，又觸發了非理性備料行為，紛紛將需求往前拉，甚至重複下單，造成惡性循環，使得材料的供應更形緊俏！說起來有點不可思議，不過卻是事實，高科技公司遇到缺料時的行為模式，跟一般家庭面對衛生紙缺貨時的反應是一樣的！

以上現象給整個產業造成很大的困擾，有人問我今年的業績預估如何，我的回答是今年是一個好年，業績會比去年好。既然業績會比去年好，那麼基本上就沒有什麼好擔憂的，但是我們也不能因此而不理會客戶的困難，相反地必須提高急迫感，莫要減輕了做事的力道。我們需要更多人才站出來，在高度變動不確定的情況下，不墨守成規，創新求變。不要被現況限制住，而要從完全滿足客戶的需求出發，擬定該完成的事項和行動方案。如果沒有 SOP 可以遵循，沒有前例可以參考，那就自己想出新的辦法，竭盡所能幫客戶達成其業績目標，和客戶一起解決問題，贏得客戶的信任，為了長遠的成長，敷設堅實的基礎。

我知道很多同事，正日以繼夜參加內外部的會議，升高接觸層級、向原廠催料、從現貨市場調料、快速評估替代材料、與競爭對手互換材料等等。這時候要特別注意，作業流程可以加快，但絕對不能省略。

能夠通過這一波考驗的同事，個人的能力和經驗一定大幅提升。誠如我一直鼓勵大家的，有彈性的皮球，當外在壓力越大時彈得越高。有志之士，請把握難得的好機會，大展身手，跨界多承擔，和公司也和客戶共同奮鬥一起成長。

Challenges and Opportunities under Drastic Material Shortages

Author: President & COO / CY Wei

In the past few decades, the high-tech industries are often said to overcome the situation of material shortages occasionally. However, the problem in the past were usually confined to certain fields, unlike this year. This unexpectedly full-fledged material shortage affected from high-end IC chips to insignificant packaging materials. The COVID-19 epidemic shows no trace of subsiding in the short term and the trade dispute between the US and China is worsening. With the pressure of material shortages, the entire technology industry is now disturbing. Some CEOs even take materials chasing as their first priority!

The market is actually growing as its usual space, demand and supply are supposed to be balanced. But why are we suffering from such a drastic material shortage? I believe it may result from the following 3 simultaneous factors:

1. The popularization of working-at-home and video conference.
2. The rapid growth of electric cars.
3. The supply chain is restarting to build its safe stock.

Due to the shortage, irrational material preparation actions were triggered in order to ensure sufficient supply. Many companies pull in their demand in advance, some even double booked, resulting in a bad cycle and worsened the material supply furthermore. Although this may sound unbelievable, but is actually happening. The reaction taken by high-tech companies when they encounter material shortages is the same as ordinary households act when they face tissue paper shortages!

This aforementioned situation has caused great troubles for the whole industry. Some people asked me how I forecast this year's performance. I answered them that this year is a good year and will be better than last year. Since the result will be better than last year, there is nothing to worry about basically. However, we should not ignore our customer's difficulties. Instead, we have to increase the sense of urgency and don't lessen our effort. We need more talents to stand up and stipulate things and action plans that should be taken to completely satisfy our customers' demands with innovative ideas and not being bounded by the

current situation in highly uncertain circumstances. If there are no SOPs to follow and no example to take reference, we should come up with new ways and try our best to help our customers achieve their goals. We should solve problems together with our customers and win their trust to set a sound foundation for our sustainable growth.

I know many colleagues are taking part in internal and external meetings day and night. They have contacted higher management levels, expedited the supply of material from manufacturers, buy from spot market, assessed alternative parts rapidly, and exchanged excess materials with our competitors. During this period, please be reminded that we can speed up the procedures but cannot omit or skip any step.

I believe that colleagues who can pass the test this time will enjoy great improvement in their personal capability and experience in the future. Just like how I have encouraged everyone, a bouncy ball can bounce higher when it faces larger external pressure. Those with high ambitions or lofty ideals, please seize this great opportunity to demonstrate to us what you are capable of and bear more cross function responsibilities, and to fight and grow together with USI and our customers.



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

卓志祐： 把公司當成自己的船 面對任務時才會視為理所當然

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Eric，來自臺中清水，加入 USI 前在家族的機械公司工作，當時從基層幹起，在傳產的各類外包工廠輪崗學習，畢業後接手公司的業務與採購部門，服務約 10 年時間。2004 年初加入 USI，在採購、生物管等多個部門歷練，現為 USI 昆山廠總經理。

回想起 2004 年，Eric 剛加入 USI 不到一年即派駐深圳，在工作漸趨穩定之際，USI 於昆山開拓新據點，他從深圳轉調昆山。初期，面對亟需新產線進駐與人才不足的窘境，Eric 與 BU 同仁努力說服客戶接受產品線的移轉，激勵原本在滬深兩地工作的人才到昆山發展，在各部門團隊合作下，昆山廠的產值從 2012 年的 1.2 億美金，在 2018 年達到 7 億美金，昆山廠的製造產線與職能單位也逐漸建構完整。

但在這段歷練的過程中充滿諸多挑戰。Eric 在昆山工作的隔年，遇上了 USI 供應商的財務危機，甚至演變成勞資糾紛，USI 與其他客戶都可能蒙受莫大的損失，面對抗議的員工、催帳的單位、廠房停水停電與巨額賠款要求的陰影，讓 Eric 來回奔走，心力交瘁，這是他處理過最巨大的危機之一。所幸，USI 一向重視團隊合作，時任昆山廠總經理的 David 動用人力，所有同仁第一時間趕抵蘇州，鼓勵員工繼續進車間上班，生產所需要的塑膠射出件，滿足 USI 的利益最大化，在 David 與 CY 的策略支持下，USI 將危機化為轉機，贏得客戶的肯定。



英文姓名
Eric Cho
部門
KS OPS
職稱
昆山廠總經理
工作地點
中國昆山



「公司是我的船。上了船，我們榮辱與共，昆山廠的發展決定著我們的前途和命運。不管遇到什麼困難和險阻，都要用當責的態度來面對任務與新挑戰。」Eric 表示，「當責」是他的工作理念，不只是把事情做完，而是要完成「自己承諾的事」，為最終成果負起責任，就算有不可抗力，也不能擺出「我責任已盡」的態度，依舊要檢討原因，設法解決問題，將這次的挫折當成經驗的積累，只有這樣自身與組織才會成長。

在工作上，壓力是無可避免的。Eric 認為看待壓力的方式將決定自身工作表現和身心健康。「壓力是個矛盾的東西。一方面它可能會對我們造成很深的傷害；另一方面，壓力對身心的成長又是必要的。」他鼓勵同仁面對壓力時，像打線上遊戲一樣，把問題與壓力當作打怪升級賺取經驗值的機會，思考變通的可能性，勇於嘗試，打破障礙。當下次壓力來臨，你的等級就會再提升。有了正向面對壓力的心態，就能將其轉換成對工作的熱情，以飽滿的正能量影響團隊。

以前在傳產待過的 Eric，深深了解傳統一代管理方式的弊端。當沒有問題出現的時候，管理者並不會特別關注某件事或某個人，只有問題出現時才會介入，管理者變成只會「專挑別人做錯事」。為了避免如此，對於人才管理，他傾向正向領導，關注同事與下屬的優秀表現，抓住機會給予表揚和肯定，鼓勵團隊從他人的優良表現中學習，努力讓自己成為一個「關注別人做正確的事情」的主管。

Eric 也分享了一些在 USI 的趣事。在深圳擔任 SCM 處長時期，他與當時生產部門的最高主管「杜老爺」杜瑞沼成為好友，那時 Eric 喜歡釣魚，每個週末都把漁獲送到杜老爺家。結果到很久之後，他才得知杜夫人吃素，家裡不煮葷食，簡直尷尬極了！另外，外派深圳的時候，Eric 也遇見了後來成為他妻子的 Andrea，一轉眼離鄉背井超過 15 年，妻子始終陪伴著他，家庭也多了一對寶貝，這給了他「人在哪裡家就在哪裡」的幸福感。

為了保持工作與生活的平衡，Eric 習慣把手機和電腦與個人行事曆同步，有效進行時間管理，當變化來臨時盡量不慌亂。USI 的工作已經變成生活一部分，他盡可能不把工作壓力帶到家庭，學習用正面情緒與家人相處。

工作以外的休閒時間，Eric 幾乎都陪伴著家人。與兒子玩遊戲時，兒子的童言童語讓他非常釋壓。平時他喜歡騎自行車與跑步，身邊還帶著一輛一路從臺灣、深圳跟著他到昆山的自行車，陪伴著他釋放汗水與工作上的壓力。除此之外，他也對環保與健康的議題非常關心。在幾年前，需要照顧患有惡性腫瘤的家人而請假甚至離職的團隊夥伴越來越多，此後他深自警惕，注意自己平常的飲食習慣與健康管理；在環保方面，Eric 於日常生活積極響應各種活動，帶動家人與團隊夥伴更加重視環境與自身的健康。

今年昆山廠邁入 10 周年，營收預計接近 9 億美元，在貿易戰的不利環境下，依然保持穩定且顯著的成長。Eric 感謝所有團隊的鼎力合作與努力拼搏。在未來，昆山廠將肩負更重要的任務，競爭對手都是世界各地的佼佼者，同仁需不忘危機意識，擁有國際觀，就像站上奧運舞台的選手。他期許同仁保持「面對挑戰，引導改變」的態度，以「放眼全球，耕耘昆山，永續經營，成為世界級的製造技術中心」為目標奮勇向前，同時也能在昆山幸福工作，快樂生活！



Eric Cho: The Company Is Your Own Ship Face the Tasks as You Should

Interviewed by: Taiwan Site / President Office / Marketing Communication

Eric, from Qingshui, Taichung, used to work in his family's machinery company before joining USI. At that time, he started at the entry level job and worked in turns in various outsourcing factories. After graduation, he took over the company's business and procurement department and served for about 10 years. He joined USI in early 2004 and was trained in procurement, production material control and other departments. Now he is the USI Kunshan Site General Manager.



English Name

Eric Cho

Division

KS OPS

Title

Kunshan Site GM

Working Location

Kunshan, China

Eric recalled that in 2004, he was stationed in Shenzhen less than a year after he joined USI. As his work stabilized, USI opened a new base in Kunshan. He transferred from Shenzhen to Kunshan. In the initial stage, facing the dilemma of the urgent needs for new production lines and the shortage of talents, Eric and BU colleagues worked hard to persuade customers to accept the transfer of production lines, and encouraged talents who originally worked in Shanghai and Shenzhen to explore in Kunshan. Under the cooperation of various departments and teams, the output value of Kunshan Site has increased from USD 120 million in 2012 to USD 700 million in 2018, and Kunshan Site's manufacturing lines and functional units have gradually been completed.



But there are many challenges along the way. In the second year working in Kunshan, a supplier had financial crisis, and it even turned into a labor dispute. Due to the crisis, USI and other customers may have suffered great losses. Facing protesting employees, units urging payments, water and power outages in factories, and claims for huge indemnity, Eric had to run back and forth, and became exhausted. This is one of the greatest crises he has ever dealt with. Fortunately, USI always attaches great importance to teamwork. At that time, Kunshan Site GM David utilized the manpower and all the colleagues arrived in Suzhou as soon as possible to encourage employees to continue to work in the workshops and produce the plastic injection components, trying to maximize the interests of USI. With the strategic support of David and CY, USI turned the crisis into a turning point and won the recognition of customers.

"The company is my ship. When we work together, we share the same honor and disgrace. The development of Kunshan Site determines our future and destiny. No matter what difficulties and obstacles we encounter, we must face the tasks and new challenges with the attitude of accountability." Eric said, "Accountability" is the keyword of his work philosophy. It is not just to finish things, but to complete "what you promised," and take responsibility for the results. Even if there is majeure, you cannot show the attitude that "My responsibility here is done", we still have to examine the causes, try to solve the problems, and treat this setback as an accumulation of experience, only in this way can we grow and so can the organization.

At work, stress is inevitable. Eric believes that the way he looks at stress will determine his work performance, and physical and mental health. "Stress is contradictory. On the one hand, it can cause deep harm to us; on the other hand, stress is necessary for physical and mental growth." He encourages colleagues to face pressure like playing online games, treating problems and pressure as opportunities to gain experience points from fighting monsters, to think about the possibility of flexibility, to be brave to try, and to break down obstacles. When the next wave of pressure hits, your level will rise again. With a positive attitude to face pressure, you can transform it into a passion for work, and influence the team with full positive energy.

Eric, who used to work in the traditional industry, has a deep understanding of the shortcomings of management methods of the traditional generation. When there is no problem, the manager does not pay special attention to something or someone, and she/he only intervenes when a problem appears. Therefore, the manager becomes specialized only in "picking others' mistakes." In order to avoid this, he

tends to lead positively in terms of talent management, pay attention to the outstanding performance of colleagues and subordinates, seize the opportunity to give praise and recognition, encourage the team to learn from the excellent performance of others, and strive to become a manager of "focusing on others doing the right things".

Eric also shared some interesting facts about USI. During his tenure as the SCM Director in Shenzhen, he became friends with "Master Tu" JC Tu, the Director of Production Department at the time. Eric liked fishing then and sent his catch to Master Tu's house every weekend. As a result, it was a long time before he learned that Mrs. Tu was a vegetarian and did not cook meat at home, which was extremely embarrassing! In addition, when he was dispatched to Shenzhen, Eric also met Andrea, who later became his wife. He was away from home for more than 15 years in a blink of an eye. His wife has always been with him, and a pair of new members also joined his family. This gave him the sense of happiness as "Where I am, where the happiness is."

In order to maintain the balance between work and life, Eric is used to synchronizing his mobile phone and computer with his personal calendar to effectively manage his time and stay as much calm as possible when changes come. USI's work has become a part of his life, so he tries not to bring work pressure to his family as much as possible and learns to use positive emotions to get along with his family.

In his leisure time, Eric spends most of his time with his family. When playing games with his son, he was very relieved by his son's innocence. He usually likes riding a bicycle and jogging, and he also carries a bicycle that followed him all the way from Taiwan, to Shenzhen, and to Kunshan to accompany him to release his sweat and work pressure. In addition, he is also very concerned about environmental protection and health issues. A few years ago, there were more and more team partners who needed to take care of family members with malignant tumors and asked for leave or even quit. Since then, he started to pay attention to his usual eating habits and health management; in terms of environmental protection, Eric practices in daily life actively, encouraging his family members and team partners to pay more attention to the environment and their own health.

This year, Kunshan Site has entered its 10th anniversary, and its revenue is expected to be close to USD 900 million. In the unfavorable environment of the trade war, it still maintains stable and significant growth. Eric thanked all the teams for their cooperation and hard work. In the future, Kunshan Site will accept more important tasks. Competitors are all outstanding players from all over the world. Colleagues need not forget about crisis awareness and have an international perspective, just like athletes on the Olympics stage. He expects his colleagues to maintain the attitude of "face challenges and lead for changes" and strive forward with the goal of "look out to the world, plowing in Kunshan, sustainable development, and making Kunshan Site a world-class manufacturing technology center." At the same time, they can also work and live happily in Kunshan!



存骨本 從年輕就開始

作者：臺灣廠 / QA&CSR / S&HS / HS / 張智涵

世界人口逐漸老化，「骨質疏鬆症」是一種沉默的疾病，沒有特別明顯的症狀，大多數人平常不會察覺它的存在，導致許多人直到發生骨鬆性骨折後才開始重視。一旦發生骨折，很難復原，因此應該及早開始存「骨本」。

何謂骨質疏鬆？

1993 年，世界衛生組織 (World Health Organization, WHO) 定義骨質疏鬆症為一種全身骨骼疾病，其特徵包括骨量減少、骨組織的顯微結構變差，造成骨骼脆弱，骨質危險性增高。

人體骨骼的骨量大約在 20 歲 ~30 歲會達高峰，之後逐漸減少，尤其女性停經後因雌性激素急遽減少，導致骨量流失速度加快。如果骨量流失速度大於生成速度，就會造成骨骼形成許多孔隙，導致中空疏鬆現象，使得骨骼變脆、變弱，這就是所謂的「骨質疏鬆症」。

骨質疏鬆的影響

骨頭因疏鬆而變薄、變脆弱，容易造成骨折，特別是前臂骨、股骨及脊椎骨。骨質疏鬆症通常無明顯徵兆，其中較顯見的症狀是脊椎壓迫性骨折，導致背部疼痛、駝背、身高變矮等現象，常常因為一個輕微跌倒，或是突然過猛外力，如彎腰搬重物，就可能造成骨折。不但影響生活品質，嚴重的骨折可能造成行動不便、殘疾，甚至死亡。

骨質疏鬆症的危險因子

- 女性：因停經後女性荷爾蒙減少，導致骨量流失速度增加，故女性比男性面臨更大的風險。
- 低鈣、飲食不良。
- 缺乏運動。
- 不健康的生活習慣：抽菸、經常或過量飲酒。
- 疾病：甲狀腺疾病、類風濕性關節炎等。
- 藥物副作用：長期服用類固醇、制酸劑等。



儲存骨本三要訣

世界骨質疏鬆基金會 (IOF) 指出，若年輕時能多增加 10% 的骨密度，就可以使骨質疏鬆症的發生延緩 13 年。因此，在各年齡階段都需要攝取均衡且足夠的營養素來維持骨骼健康，從年輕時就要開始「儲存骨本」，更是當務之急。

• 高鈣—增加鈣質食物攝取 保持骨骼健康

均衡飲食才能攝取足夠的營養素維持骨骼健康，乳製品如鮮奶、優格、起司等，是飲食中最容易獲得鈣質的來源之一，亦可攝取深色蔬菜、傳統豆腐、小魚乾等富含鈣質的食物。此外，蛋白質是構成骨基質 (Bone Matrix) 的重要成份之一，蛋白質攝取量不足，不但會影響骨骼生長，同時會導致肌肉密度與強度降低，增加風險。建議多攝取肉類、豆類和堅果等高蛋白食物，以提供身體所需的胺基酸。

除了均衡飲食外，還需保持適當體重、不吸菸、節制飲酒、勿過度飲用咖啡、避免熬夜等，維持健康生活型態。

• 頂天—適度曬太陽

適當日曬可讓身體活化維生素 D，促進鈣質吸收。建議每天上午 10 點或下午 2 點後，陽光不是最強烈的時段，曬太陽 10~20 分鐘，但注意不要曬傷。藉此透過維生素 D，幫助人體從腸道中吸收鈣質，以避免骨鈣合成不足，造成骨質疏鬆。

• 立地—荷重運動

荷重運動主要是腿部和足部為了支撐身體，骨骼和肌肉需花費力氣來對抗重力的運動。例如慢跑、登山、爬樓梯、跳繩、舉啞鈴等具有對抗地心引力等負重運動，亦可增加鈣質吸收，有助於增加骨質密度、強化肌力，改善身體的協調平衡，減少跌倒和降低骨折風險。

目前的醫學來說，骨質疏鬆症以健康促進預防為優先，並沒有有效的治療方式，骨質一旦流失就很難再完成恢復，建議大家趁早養足骨本，提升自己的健康。

資料來源

- 衛生福利部國民健康署。認識骨質疏鬆症。2018 年 06 月 19 日。檢自 <https://www.hpa.gov.tw/Pages/Detail.aspx?nodeid=634&pid=1196>

Bone Savings as Soon as Possible

Author: Taiwan Site / QA&CSR / S&HS / HS / Cindy Chang



The world's population is aging. "Osteoporosis" is a silent disease with no obvious symptoms. Most people usually do not notice its existence, paying no attention to it until osteoporotic fractures occur. Once a fracture occurs, it is hard to recover, so having "bone savings" should start as soon as possible.

What is Osteoporosis?

In 1993, World Health Organization (WHO) defined osteoporosis as a systemic skeletal disease. Its characteristics include decreased bone mass and deterioration of the microstructure of bone tissues, resulting in fragile bones and increased the risk of bone fracture.

The bone mass of human bones will reach a peak around the age of 20 to 30 years old, and then gradually decrease, especially after menopause in women due to the rapid decrease of estrogen, resulting in faster bone loss. If the rate of bone loss is greater than the rate of generation, it will cause bones to form many pores, resulting in hollow and porous phenomena, making the bones brittle and weak, which is the so-called "osteoporosis."

The Effects of Osteoporosis

The bones become thin and fragile due to osteoporosis, which can easily cause fractures, especially on the forearm bones, femurs and spine bones. Osteoporosis usually has no obvious signs. The more obvious symptom of all is a compression fracture of the spine, which causes back pain, hunchback and shorter height. Sometimes it is a slight fall or sudden excessive force, such as bending over to lift heavy objects causes bone fractures. It will affect the quality of life, and severe fractures may even cause immobility, disability and even death.

High Risk Factors for Osteoporosis

- Female: Female hormones decrease after menopause, leading to an increase in bone loss, so women are at greater risk than men.
- Low calcium and poor diet
- Lack of exercise
- Unhealthy lifestyle habits: smoking, regular or excessive drinking
- Diseases: Thyroid disease, rheumatoid arthritis, etc.
- Side effects of drugs: long-term use of steroids, antacids, etc.

Three Tips for Your Bone Savings

The International Osteoporosis Foundation (IOF) pointed out that if you can increase your bone density by 10% when you are young, you can delay the occurrence of osteoporosis for 13 years. Therefore, it is necessary to take in balanced and sufficient nutrients at all ages to maintain bone health. It is even more urgent to start "storing bone savings" from a younger age.

• High Calcium - Increase Calcium Intake in Your Diet to Maintain Bone Health

Having a balanced diet can keep bone healthy by getting sufficient nutrients to maintain bone health. Dairy products such as fresh milk, yogurt, cheese, etc. are of the easiest sources of calcium in your diet. You can also consume calcium-rich food such as dark vegetables, traditional tofu and dried fish. In addition, protein is one of the important components of Bone Matrix. Insufficient protein intake will not only affect bone growth, but also increase the risk due to lose of muscle density and strength. It is recommended to consume more high-protein foods such as meat, beans and nuts to provide the amino acids your body needs.

In addition to a balanced diet, it is also necessary to maintain a proper weight, avoid smoking, drinking too much, excessive coffee intake and staying up late, to maintain a healthy lifestyle.

• Face the Sun - Proper Sun Exposure

Proper sun exposure can activate vitamin D and promote calcium absorption. It is recommended that every day 10 a.m. or after 2 p.m., when the sunshine is not so strong. You should go out for sun exposure for 10-20 minutes but be careful not to get sunburned. It helps the body to absorb calcium from the intestines through vitamin D to avoid insufficient bone calcium synthesis and cause osteoporosis.

• Support Yourself - Weight-bearing Exercise

Weight-bearing exercise is mainly an exercise during your body is supported by your legs and feet, and your bones and muscles need to work hard to resist gravity. For example, jogging, climbing, climbing stairs, skipping rope, lifting dumbbells and other weight-bearing exercises against gravity can also increase calcium absorption, increase bone density, strengthen muscle strength, improve body coordination and balance, and reduce risks of falling and incidents of bone fracture.

In the current medical science, health promotion and prevention of osteoporosis is the priority, and there is no effective existing treatment method. Once the bone mass is lost, it will be difficult to recover. It is recommended to increase your bone savings as soon as possible to improve your health.

Source

- 衛生福利部國民健康署。認識骨質疏鬆症。2018 年 06 月 19 日。檢自 <https://www.hpa.gov.tw/Pages/Detail.aspx?nodeid=634&pid=1196>

邁開資產管理的第一步

作者：昆山廠 / ADM / 華東財務處 / 黃建中

2020 年受疫情影響，各國政府不斷印鈔來刺激經濟，使得全球股市在下半年幾乎都創了新高。經濟學中有個經典的小故事「擦鞋匠理論」，說的是在 1929 年，來自甘乃迪家族的 Joseph Kennedy 遇到了一名滿口股票經的擦鞋匠，隨後甘乃迪果斷決定將自己的股票投資全部平倉。在他看來，如果連擦鞋匠都在買股票，那麼股市離崩盤不遠了。果不其然，沒多久就出現了股市大崩盤。

去年中國的銀行推廣最多的是各式各樣的基金產品，大多數基金均有著不錯的收益，但是否能繼續在 2021 年填滿大家的口袋？而所謂的擦鞋匠理論是否將在基金交易中重現？我們如何找到一個適合自己的資產增值方式呢？

努力工作一年的你，可不希望自己辛苦積累的資金打水漂，但是無論誰想知道上述問題的答案，諮詢結果也可能眾說紛紜。

其實，想要揭開資產管理的面紗，就要看你有多大膽，簡單說就是收益和風險的平衡。想要更高的收益，必然需要承擔更高的風險，反之，低風險也意味著保守的收益。所謂「別人恐懼我貪婪」，指的就是希望在承擔更高風險的情況下，獲取別人不敢賺的超額收益。每個人對於風險的承擔能力不一樣，因此資產管理的選擇便因人而異。所以，建議用以下三個方法來合理規劃你的資產。



合理評估自我風險承擔能力

我們開始規劃理財、基金或者股票的時候，都會遇到「風險評估」問卷，按照風險分類，理財＜基金＜股票，相應的收益按照大數原則，當然不同市場環境會有例外，比如 2020 年中國有可能會是基金＞股票的情況。

越是厭惡風險的人，更多會選擇理財產品，雖然收益較低，但相對穩健，每天的收益都是正向的，不會如另外兩類忽高忽低。但如果希望收益跑贏房貸，那不妨大膽一點，從穩健型的投資者，變成進取型的投資者，股票以及偏股的基金，或許是更適合的投資標的。

不要高估自己的風險承擔力，那些往往虧了錢就慌亂擔憂、六神無主的，多半是想要的太多而付出的太少。因此合理評估風險水準，在自己期望的收益水準上，選擇理財、基金和股票等資產的投資比例，就更能實現資產的合理增值。

讓「合適的錢做適合的事」

資產管理中有一個萬能公式，即根據生活中的不同需求把錢分成四部分，如何劃分和投資這四筆錢呢？

● 活錢管理

這是隨時要用的錢，用來應付生活的日常開支，包括水電費、代購、信用卡等等。這筆錢的特點就是要靈活、安全，保證隨時可用，因此適合購買流動性高、風險低、收益較活期有優勢的產品，比如活期化理財和貨幣基金。

● 穩健理財

這是未來某個時間點有具體用途，但短期不需動用的資金，例如規劃旅遊、投保、裝修、房款等。這筆錢的特點，就是要在儘量不虧損的前提下，獲取較活錢更高的收益。建議選擇一些半年或一年的中短期理財產品，或者固定鎖定期的固收類基金。

● 長期投資

這是在短期內不會用到的錢，通過投資風險資產並拉長投資期限，獲取更高收益，享受價值投資的滾雪球紅利。這筆錢的特點是長期持有，收益更高，一般股票型基金，或者指數基金等都是理想的長期投資金融工具。

● 保險保障

這是在不確定的未來中，給生活應急的錢，使未來若應對重疾、意外，不至於突然陷入危機。這筆錢的收益相對於保障來說，不再是第一考慮，而各種類型的保險，則能提前佈局，滿足不安全感和不確定性。

如果將資金按照上面做合理的分配，則既可以兼顧眼前的收益要求和靈活性，又可以防患於未然。

莫忘投資初衷

一旦評估好自己的風險承擔值，規劃好資金分配方案，就要開始有獨立判斷和策略，不要人云亦云，也不要再在情緒驅動下盲目地做出買和賣的決策。

當然，隨著投資經驗和個人財富、閱歷、知識的積累，以及產品的變化等因素，風險承擔力可能會更高，資金分配的比例也可能會做調整，但有了初心和準繩，就能處變不驚地面對變化和得失，在時間的賽道裡穩步前進。

Take the First Step of Asset Management

Author: Kunshan Site / ADM / East China Finance / Jason Huang

Affected by the COVID-19 pandemic in 2020, governments of various countries continue to increase the money supply to stimulate the economy, making global stock markets almost all hit new record highs in the second half of the year. There is a classic story going around people who study economics, "Shoeshine boy theory". The story took place in 1929, Joseph Kennedy, Sr. from the Kennedy family met a shoeshine boy who couldn't stop talking about stock theories, and then Kennedy decided to get out of stock market. In his view, if even shoeshine boys are buying stocks, then the stock market is not far from the crash. Sure enough, it did not take long before the stock market crash.

Last year, the most popular products which the banks in China promoted were various funds. Most of the funds have good returns, but can they continue to fill everyone's pockets in 2021? Will the so-called shoeshine boy theory reappear in fund markets? How do we find a suitable way of asset appreciation?

Definitely, you don't want your earned funds from hard work to be lost, but whoever wants to know the answers to these questions, the financial advice may be different.

In fact, if you want to understand the asset management, it depends on how aggressive you are. Simply put, it is the balance between risks and returns. If you want higher returns, you must take higher risks. On the contrary, low risk also means conservative returns. The so-called "Be greedy when others are fearful." refers to the desire to obtain excess returns that others dare not earn while taking on higher risks. About how much risk we should take for, everyone's idea is different, so the asset management will vary from person to person. There are three recommended ways to manage your assets properly.

Reasonable Assessment of Self-risk Tolerance

When we start planning for wealth management, funds or stocks, we will encounter "risk assessment" questionnaires. According to the risk classification, it is wealth management < funds < stocks based on the law of large numbers. Of course, there will be exceptions, such as the situation in China in 2020 may be funds > stocks.

The more risk-averse people are, the more they will choose financial products. Although the returns are low, they are relatively stable, and their daily returns are positive, not suddenly going high and low as the other two types. However, if you want income to outperform mortgages, you can be more aggressive and change from a prudent investor to an aggressive investor. Stocks and partial-equity funds may be more suitable investment targets.

Don't overestimate your risk tolerance. Those people who tend to panic when they lose money mostly expect pay less to get higher returns. Therefore, a reasonable assessment of the risk level and choosing the proper portfolio based on the income level will achieve a reasonable return.

Let "the Right Money Do the Right Thing"

There is a universal formula in asset management, which is to divide money into four parts according to different needs in life. How should we divide and invest these four portions of money?

• Current Money Management

This is the money to be used at any time to meet the daily expenses of life, including utility bills, purchasing, credit cards and so on. The characteristic of this money is to be flexible, safe and always available. Therefore, it is suitable for purchasing products with high liquidity, low risk and higher returns than current deposit, such as current wealth management and monetary funds.

• Stable Financial Management

It is the funds that have specific uses at a certain point in the near future, but unnecessary to be used in the short-term, such as travel plans, insurance, renovation and house payments. The characteristic of this money is to obtain higher returns than the current money without losing as much as possible. It is recommended to choose half-year or one-year short-term financial products, or fixed-income funds with a fixed lock-up period.

• Long Term Investment

This is the money that will not be used in the short term. By

investing in risky assets and extending the investment period, you can obtain higher returns and enjoy the snowball bonus of value investment. This money is characterized by long-term holding and higher returns. For instance, general stock funds or index funds are ideal long-term investment financial tools.

• Insurance and Protection

This is the life emergency money in an uncertain future, so that if the future responds to serious illnesses and accidents, you will not suddenly fall into crisis. Relative to security, the benefits of this money are no longer the first consideration, and various types of insurance can be deployed in advance to compensate insecurity and uncertainty.

If the funds are allocated in a reasonable manner according to the above information, both the immediate income requirements and flexibility can be taken into account, and troubles can be prevented before they occur.

Don't Forget the Original Intention of Investment

Once you have assessed your risk tolerance and planned your capital allocation plan, you must have independent judgments and strategies. Don't follow what others talk about, and don't blindly make decisions driven by emotions.

For sure, with the accumulation of investment experience, personal wealth, experience, knowledge and product changes, your risk tolerance may become higher, and the financial portfolio may also be adjusted. With your original intention and criteria, you will keep calm when facing the changes and stay ahead of regulatory change to provide for a richer future.



10 Frequently Confused COVID-19 Terms

10 個經常被混淆的 COVID-19 用語

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew

隨著新冠肺炎的持續影響，你應該有學了一些關於這方面的新詞。但你知道它們之間的區別嗎？很多詞翻成中文都一樣，傻傻分不清楚！不過別擔心，本次將說明這些常被混淆的詞，讓你不再迷惑。

Pandemic vs. Epidemic vs. Endemic

One main reason these are so confusing could be they all have the root "demic" (people of a district). However, their prefixes provide slightly different meanings and are hence, not interchangeable. Their main difference is in scale.

這些字都有字根 demic（一區的人），但字首會賦予不同的含義，因此這些詞無法互換，主要以範圍來區別。

• Pandemic

"Pan" (all-encompassing) + "demic" means a worldwide spread affecting large numbers of people. I.e., it's an epidemic that has spread like wildfire and is currently massive in its reach and impact.

Pan（全部）+ demic 意思是「在全世界傳播，影響非常多人」，即是指疫情如野火般地傳播，影響範圍超大。

Example: The WHO officially declared the COVID-19 outbreak a pandemic due to the global spread and severity.

例句：由於 COVID-19 的全球蔓延和嚴重程度，世界衛生組織正式宣布爆發大流行。



• Epidemic

"Epi" (on, upon, near, at) + "demic" means affecting many people and spread over a wide geographic area, however, it is not globally. Usually, it refers to diseases that are temporal or seasonal.

Epi（上、下、近、在）+ demic 是指「影響到許多人且擴散到廣大地區，但並非全球性的」，它通常指的是暫時性或季節性的流行病。

Example: After the SARS epidemic in Asia, Taiwan is quicker to respond to the COVID-19 pandemic.

例句：經過亞洲 SARS 疫情後，臺灣能更快應對 COVID-19 的疫情。

• Endemic

"En" (in, within) + "demic" means "within a certain people (or area)." It is most commonly used to describe a disease, plant, or animal widespread in or restricted to a specific location, region or population. Medically, it refers to the expected level of a disease in a community, usually at low, predictable rates.

En（內，內部）+ demic 意為「在特定人群（或地區）內」，常描述廣泛分布或局限於特定地方、區域或人群中的疾病、植物或動物。在醫學上，它指社區疾病的預期水準通常處於發病率低且可預測。

Example: Malaria is endemic to the tropical regions where its spread has not been contained.

例句：瘧疾是熱帶地區的地方病，其傳播尚未被控制。

Outbreak vs. Community Transmission

Though often causing panic when "community transmission" is reported, it is not synonymous with "outbreak".

Community transmission 的報導常會引起大眾恐慌，但它的意思與 outbreak 可不一樣。

• Outbreak

Similar to "epidemic," except it usually refers to a sudden rise in cases of known or unknown sources and within a more limited geographic area.

類似 epidemic，但通常指不確定源頭與否，病例在更有限的區域內突然暴增。

Example: Schools had to be closed to stop the meningitis outbreak from spreading to other cities.

例句：學校必須關閉，以阻止腦膜炎爆發傳播到其他城市。

• Community Transmission

It indicates that in a limited region, those infected are not sure how or where they became infected, have no connection to any known cases, and have not recently traveled. The numbers may be low, so it may not necessarily mean an "outbreak."

指在某區域內感染源頭不明，與已知病例無關聯，並無旅遊史。病例可能為少數，因此不意味著 outbreak。

Example: This case is a community transmission, and is unclear how he was infected.

例句：這起病例為社區感染且源頭不明。

Quarantine vs. Isolation vs. Lockdown

These vocabularies are frequently used interchangeably, and these mean separating or restricting people in various ways to prevent the spread of disease. However, the target group is different.

這些詞常被互換使用，全都指各種方式隔離或限制人們活動以防止疾病傳播，然而它們限制的對象不一樣。

• Quarantine

The vocabulary historically means "forty days," Nowadays, it means separating and restricting people who are not currently sick but have been or may have been exposed to a transmissible disease to see if they would become infected. The quarantine period is usually 14 days but can vary depending on the situation. "Self quarantine" or "voluntary quarantine" means the same, except instead of being ordered, they choose to do so out of caution.

這個字原意為「四十天」。如今，意指隔離和限制那些已經感染或可能感染傳染病的人，且觀察他們是否有被感染。檢疫期一般為 14 天，但可根據情況而有所不同。Self quarantine 跟 voluntary quarantine 意思相同，並非被強制命令，而是出於謹慎自願選擇被隔離檢疫。

Example: All returning residents are required to quarantine to prevent the spread of the disease.

例句：所有返鄉居民都必須進行隔離檢疫，以防疾病傳播。

• Isolation

The complete separation of an infected person (i.e., showing symptoms or have tested positive), usually until recovered, from others who are healthy. "Self isolation" or "voluntary isolation" means people choose to isolate though it may not mean they are infected.

把感染者（顯示症狀或經測試呈陽性）與未感染者完全隔離，一般需至患者病癒。Self isolation 與 voluntary isolation 指的是自我隔離，但並不表示已被感染。

Example: Those tested positive will be isolated immediately.

例：那些被檢測為陽性的患者將立即被隔離。

• Lockdown

Slightly different from quarantine, "lockdown" describes a more general and widespread restriction on movement, work, and travel on all people in a city, region, or country. They are not allowed to move or interact freely, need to work from home, and may need to order essentials via contactless delivery. For most, only essential businesses (e.g., supermarkets, gas stations and health services) are allowed to remain open. All educational institutions are needed to be. All social events (e.g., sporting events, concerts, performances, and entertainment) are canceled or postponed.

與 quarantine 略有不同，Lockdown 描述對全城、全區或所有國民的行動進行更普遍和更廣泛的限制。人們不許自由移動，需居家工作，也可能需通過非接觸的方式訂購必需品。只有必要業務（如超市、加油站和醫療服務）允許營業。全國的教育機構須關閉，所有社交活動（如體育賽事、音樂會、表演和娛樂）須取消或延後。

Example: The government has imposed a nationwide lockdown prohibiting us from going out unless essential.

例句：政府已實施全國封城，除非逼不得已，否則禁止外出。

Infectious vs. Contagious

Essentially, all contagious diseases are infectious, but not all infectious diseases are contagious. The crucial difference is the transmission method.

本質上，所有 contagious diseases（傳染病）都是 infectious（有感染性），但並非所有 infectious diseases（感染病）都是 contagious（有傳染性），主要區別是傳播方式。

• Infectious

Capable of affecting another by entering the body via a vector (instead of contact with people). Examples of non-contagious but infectious diseases include malaria, cholera, Lyme disease, tetanus and salmonella.

通過載體（而非與人接觸）進入人體，非傳染性的感染病包括瘧疾、霍亂、萊姆病、破傷風和沙門氏菌。

Example: That rusty nail may be infectious; be careful not to cut yourself with it.

例：那支生鏽的釘子可能具有感染性；當心別割傷自己。

• Contagious

Transmission through contact with people (i.e., bodily contact with an infected person, their discharges, or a contaminated object or surface). "Contagious" highlights it can be easily transmitted merely by being around people and public places.

通過與人接觸傳播（即身體接觸感染者或其排放物、被汙染的物體或物體表面）。使用 contagious 這個詞的時候即表示病原體僅在人群和公共場所就可輕鬆傳播。

Example: Proper method of hand-washing is vital for the prevention of contagious diseases.

例：正確的洗手方式對於預防傳染病非常重要。

As COVID-19 continues to be part of our lives, these terms would surely pepper our vocabulary. The next time you read the news or discuss the pandemic, remember not to panic when you encounter "community transmission" and count your blessings we don't have an outbreak or a lockdown. Finally, because COVID-19 is contagious, remember to keep your distance, avoid crowds and regularly wash your hands!

隨著新冠肺炎持續成為我們生活的一部分，這些詞肯定會常出現。下次看新聞或談論此疫情（pandemic）時，記得遇到社區傳播（community transmission）時不要慌，並感謝我們沒有疫情爆發（outbreak）或封城（lockdown）。最後，由於此病毒具有傳染性（contagious），切記要保持距離，遠離人群，並勤加洗手哦！

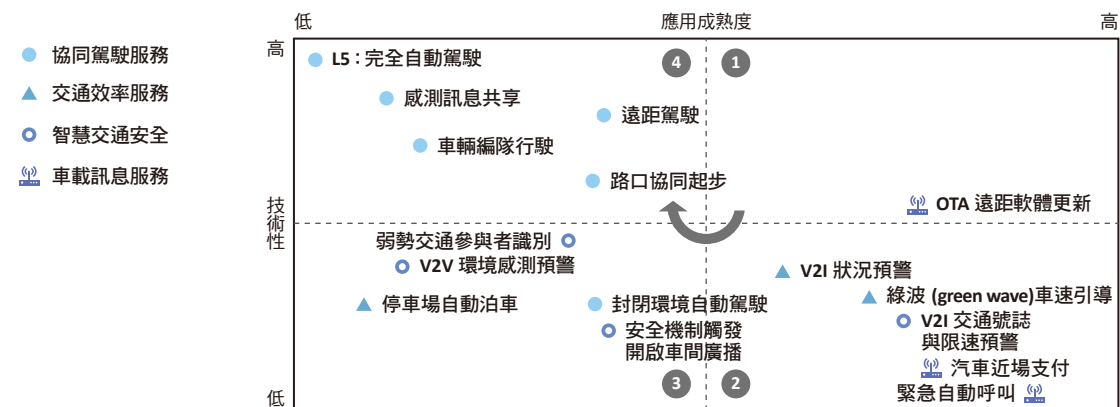
車聯網技術與趨勢

作者：臺灣廠 / ICS / WMS / WWAN 無線廣域網路產品處 / 莊志信

「車聯網」(Internet of Vehicle, IoV) 是物聯網在交通領域的應用，連結車輛資訊與行動網路，運用無線網路通訊、數據處理、衛星定位、感測器、電子標籤等技術，對車輛、行人、道路環境三方靜態和動態訊息，進行有效辨識及傳遞。其所建構的平台、車輛、路側設施與行人間的即時訊息溝通，將催生新的產品型態與服務，包括交通安全、交通服務、城市管理、物流運輸、智慧收費等。

車聯網技術之應用場景

依技術需求與市場應用成熟度不同，車聯網應用可劃分成四個象限。如圖 1，縱座標所標示的技術性高，代表該產品的技術效能、樣品測試與驗證到規模量產階段仍有難度；橫座標中標示的應用成熟度高說明產業鏈、運作模式、管理制度與商業模式等配套已具雛形，易於推廣應用。



註：1. 協同駕駛服務指與周遭的車、路、人合作下的駕駛應用，包含遠距遙控駕駛、路口協同起步、封閉環境自動駕駛等應用。
2. 綠波車速引導是以車聯網技術建立虛擬交通號誌，依車輛數及交通狀況需求，動態調適交通號誌時間長度，並於車主得知交通號誌時間長度時，也提供建議行車速度或其他替代道路的建議，進而達到節約時間與節能的效益。

圖 1 車聯網應用分類

資料來源：中國信通院，2019；DIGITIMES Research 整理，2020.05

車聯網無線通訊技術種類

車聯網標準體系區分為無線通訊與應用層兩大部分，其中的應用層標準由各國或聯盟根據其區域性應用各別定義，而無線通訊技術則以專用短程通信技術 (DSRC)(歐盟為 ITS-G5) 與蜂巢式車聯網 (C-V2X) 為市場主流技術，以下為兩大技術的分述。

- 「專用短程通信技術 (DSRC)」是基於 IEEE 802.11p 無線通訊技術所發展的 V2X 技術，由美國推動車用環境無線存取 (Wireless Access in Vehicular Environments, WAVE)/DSRC 標準，整合 IEEE 802.11p 與 IEEE 1609 標準。DSRC 專利技術，主要為傳統汽車領域的整車或零組件供應商所把持，因此 DSRC 可說是由傳統汽車產業鏈發展延伸的新技術。主要以提升行車安全為發展目標，提供車對車 (V2V)、車與基礎設施 (V2I) 間穩定且可信賴的通訊服務，發展上訴求交通安全、交通效率與訊息服務的提供，示意如圖 2。

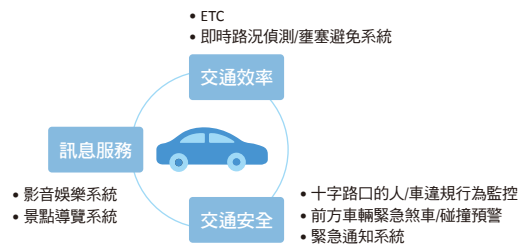


圖 2 專用短程通信技術應用

- 蜂巢式車聯網 (Cellular-Vehicle to Everything, C-V2X) 規範，由第三代合作夥伴計畫 (3GPP) 於 2015 年制定，由 Rel-14 標準開始，內容包括服務定義、網路架構與通訊技術，C-V2X 規格演進如圖 3。

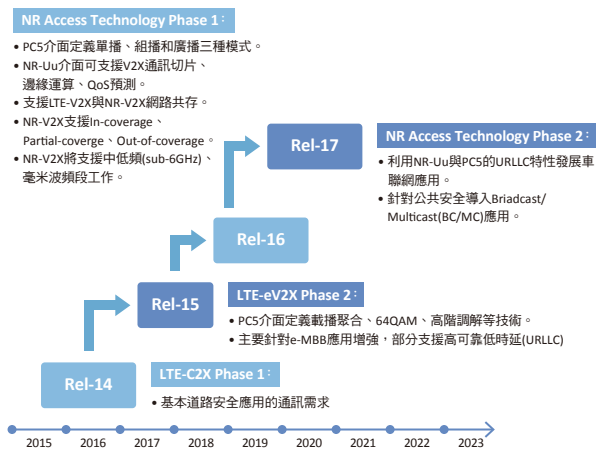


圖 3 C-V2X 規格演進

資料來源：3GPP, DIGITIMES Research 整理，2020.05

C-V2X 定義了兩種互補的通訊模式，其一是獨立於蜂巢式網路的直接安全通訊，可實現 V2V、V2P 以及 V2I 之間直接相互通訊。其二，C-V2X 允許車輛通過蜂巢式頻譜上的行動網路 (V2N) 與雲端進行通訊，如圖 4 所述。

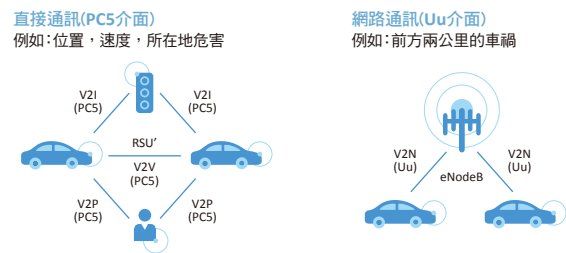


圖 4 直接通訊 (左) 與網路通訊 (右)

資料來源：Electronics Engineering Times, Taiwan

整體而言，DSRC 的技術較早發展成熟，可謂是由傳統汽車產業鏈發展延伸的新技術，而 C-V2X 雖是持續發展中的技術，但較 DSRC 而言，可實踐更長通訊距離、較高傳輸容量、較快反應、支援較高車速的交通管理目標，在車聯網應用服務上也因其多元化的加值應用，吸引資通訊業者、軟體服務商與電信營運商加入。且 4G/5G 網路可共用性，也促使相關業者可在 C-V2X 標準底定前及早布局。其他項目的比較可參考表 1。

表 1 DSRC 與 C-V2X 比較表

	專用短程通信技術 DSRC	蜂巢式車聯網 C-V2X
技術進展	較早發展、較成熟	預計 2020-2022 間成熟
支持車廠	GM、JLR、Toyota、Volkswagen	Audi、BMW Group、Ford、Geely、Honda、Lexus、Mercedes-Benz、Daimler、PSA Group
晶片技術廠	NXP、Renesas、Qualcomm、Savari	Intel、Qualcomm、Huawei、Quectel、Keysight Technologies、LG Innotek
頻段	歐美日 5.8-5.9 頻段	相容現行 4G 與未來 5G 頻段
聯網能力	支援車速 200 km/hr 反應時間低於 100 ms 數據傳輸高於 12 Mbps 傳輸範圍 1 km	支援車速 500 km/hr 反應時間低於 50 ms 數據傳輸高於 500 Mbps 傳輸範圍高於 1 km
優勢	標準技術成熟 歐美日均已有產品	共用現有 4G(LTE) 網路 頻寬大、同步性佳、傳輸距離遠
劣勢	不相容現有 4G 基地台 路側端需架設本地基地台	標準處於規劃階段 市場經驗不足

資料來源：車輛中心

各區域車聯網策略與展望

根據拓璞的研究報告指出，車輛聯網可為功能帶來大躍進，連帶會明顯推升聯網汽車的數量。2025 年新車搭載車聯網技術占比將高達八成，意味著四輛新車裡面，就有三輛新車具有聯網功能。

因此，各國在結合 5G 車聯網技術的策略，除了逐步邁進自動駕駛時代，並對其相關產業與供應鏈發展，甚至消費者對擴大商用都引頸期待。

以下將針對主要幾個主要區域車聯網策略作說明，首先是各區域頻譜的分配狀況，如表 2：

表 2 各區域頻譜的分配狀況

國家	V2X 技術	使用頻段	頻寬	頻段劃分
美國	DSRC / C-V2X	5850~5925MHz	75MHz	共 7 個頻道： • Ch172~178 (5850~5895MHz) 用於非授權技術 • Ch182~184 (5905~5925MHz) 為 C-V2X 專用頻段 • Ch180 (5895~5905MHz) 專用於運輸與車輛安全，根據 2020.11 FCC 更新，主要為 DSRC/C-V2X 使用。
歐盟	ITS-G5(DSRC) / C-V2X	5470~5725MHz	255MHz	免許可使用頻段
		5795~5815MHz	20MHz	車對路系統
		5855~5875MHz	20MHz	非安全類 ITS 應用
		5875~5925MHz	50MHz	安全類 ITS 應用
		63~64GHz	1GHz	高階 ITS 應用
中國	C-V2X	5905~5925MHz	20MHz	C-V2X 專用

資料來源：DIGITIMES Research 整理，2020.05

- 從頻段上看，美國聯邦通訊委員會於 2020 年 11 月公布重新規劃的頻段，擬議 5,850~5,895MHz 頻段的 45MHz，使用於非授權無線技術之應用；5,895~5,925MHz 頻段之 30MHz 保留於 V2X 交通運輸系統。其中 5,905~5,925MHz 將專用於 C-V2X，5,895~5,905MHz 頻段之 10MHz 則考量配置於 C-V2X 或保留於 DSRC，此舉不難看出，美國技術規畫由 DSRC 逐漸往 C-V2X 靠攏，為 5GC-V2X 技術導入開啟一扇大門。
- 歐盟採 DSRC 與 C-V2X 同時發展且於 2008 年制定 ITS 執行計畫，並於 2020 年初公布 EN 303 613 標準，定義 C-V2X 作為智慧運輸系統技術，亦更新 ETSI TR 101 607 合作式智慧運輸系統 (Cooperative Intelligent Transportation System，C-ITS) 場域納入 LTE-V2X 技術。
- 中國明確規定 5.9GHz(5,905~5,925MHz) 為發展 C-V2X 頻段，按照《IMT-2020(5G) 推進組 C-V2X 白皮書》將標準分類為總體技術要求、接入層、網路層、應用層以及安全，共 5 大類，將車聯網由 LTE-V2X 演進至 5G C-V2X。透過相關產業進行整合、測試、基礎建設聯網與驗證等等，朝著實現商用化推進。工信部則在 2018 年公布《車聯網 (智慧網聯汽車) 直接通訊使用 5,905~5,925MHz 頻段管理規定》，使法規與標準能涵蓋測試實驗室測試標準、設備布建標準、協同規範與聯網安全等等。

整體而言，5G 時代來臨，搭配物聯網的大趨勢，預期有更多垂直應用領域的發展相較於消費市場將更為精彩，其中車聯網就是眾所矚目的亮點。而在車聯網無線通訊技術上，C-V2X 的發展已具規模，隨著技術的發展，儼然成為了實現車聯網中「智能駕駛」的重要一環，且相關的標準化工作也在持續推進中。這其中又以中國政府在 C-V2X 的基礎建設與法規制定最為積極配合，並持續領先其他區域，預期將引領下一波新藍海。

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Technology and Trends of IoV

Author: Taiwan Site / ICS / WMS / WWAN Division / Tetsuya Chuang

The IoV (Internet of Vehicle) is an application of IoT in the field of transportation. By connecting vehicle information and mobile network, the static and dynamic information of vehicles, pedestrians and road environment are identified and transmitted effectively thanks to wireless network communications, data processing, satellite positioning, sensors and electronic tags. The communications of messages in real time among the platforms, vehicles, roadside facilities and pedestrians are going to facilitate new types of product and service, including traffic safety, transportation service, urban management, logistics and smart toll collecting.

Application for IoV Technology

Depending on technical demands and maturity of market applications, the IoV applications fall into four quadrants, as shown in Figure 1 below. The greater the vertical coordinate, the more technical it is, which means there is still difficulty in the technical performance of a product, sample testing, verification and mass production; on the other hand, the greater the horizontal coordinate, the more mature the application becomes, which means the industrial chain, operation models, management systems and business models are taking shape and easier to promote.

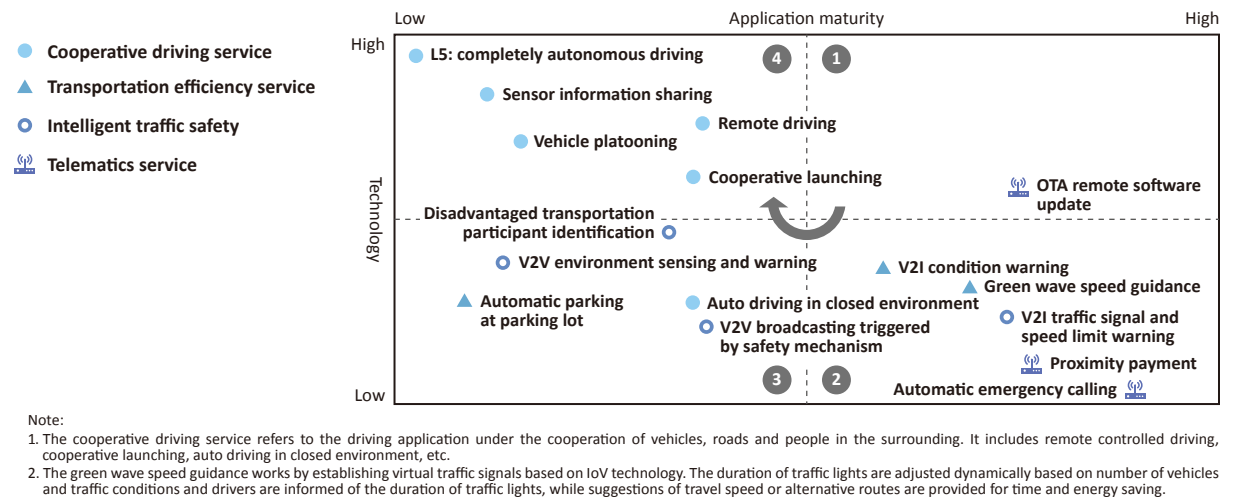


Figure 1 Quadrants of IoV Applications
Source: China Academy of Information and Communications Technology, 2019; organized by: Digitimes Research, May 2020

Types of IoV Wireless Communication Technology

A standard IoV system consists of wireless communications and applications. The standards for applications are defined by countries or alliances based on regional applications, while the mainstreams of wireless communications in the market are Dedicated Short Range Communications (DSRC) (ITS-G5 for EU) and Cellular Vehicle-to-Everything (C-V2X), both of which are described below:

• DSRC is a V2X technology based on IEEE 802.11p. It is a Wireless Access in Vehicular Environments (WAVE)/DSRC standard combining IEEE 802.11p and IEEE 1609. The DSRC patents are held mostly by whole car manufacturers or parts and components suppliers in the traditional automotive industry, which is to say that DSRC is a new technology derived from the traditional automotive industrial chain. It is aimed to improve driving safety and provide stable and reliable vehicle-to-vehicle (V2V) and vehicle-to-infrastructure (V2I) communications. It is developed toward transportation safety, transportation efficiency and information service, as shown in Figure 2.

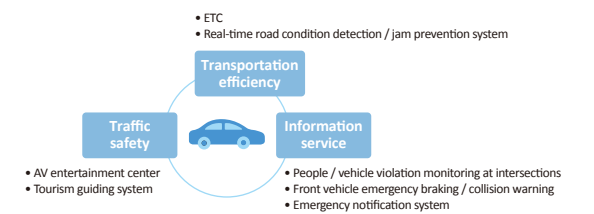


Figure 2 Application of DSRC

• Cellular-Vehicle to Everything (C-V2X) specifications were developed in 2015 by 3rd Generation Partnership Project (3GPP). It starts with Rel-14 standard and consists of service definition, network architecture and communication techniques. The evolution of C-V2X is presented in Figure 3.

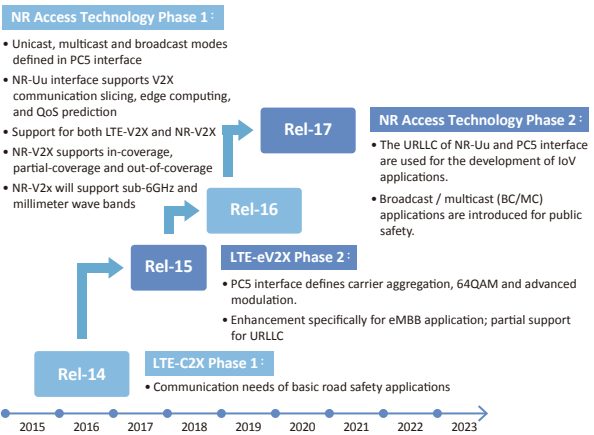


Figure 3 The Evolution of C-V2X

Source: 3GPP, Digitimes Research, May 2020

C-V2X defines two complementary communication modes; one is the direct secure communication independent of the cellular network which realizes direct V2V, V2P and V2I communications; and the other is that C-V2X allows vehicles to communicate with V2N network and cloud through the cellular spectra, as shown in Figure 4.

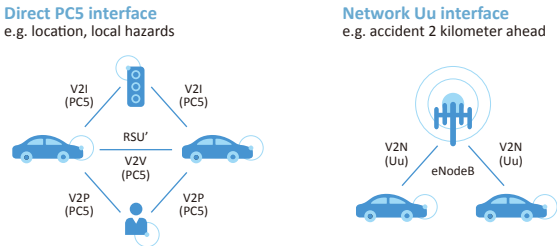


Figure 4 Direct PC5 Interface (Left) and Network Uu Interface (Right)
Source: Electronics Engineering Times, Taiwan

Overall, the development of DSRC came earlier and is a relatively new technology derived from traditional automotive industrial chain. The C-V2X is still in a working progress, but it realizes longer-distance communications, greater transmission capacity, quicker response and support for greater traveling speed. It appeals to ICT firms, software service suppliers and telecommunications operators thanks to its diversified value-adding applications in IoV application service. In addition, the shareability of 4G/5G network encourages companies to get a head start before C-V2X standards are finalized. The comparison is shown in Table 1.

Table 1 DSRC vs. C-V2X

	Dedicated Short Range Communications (DSRC)	Cellular Vehicle-to-Everything (C-V2X)
Technical development	Early development, more mature	Maturity expected between 2020 and 2022
Vehicle manufacturers	GM, JLR, Toyota, Volkswagen	Audi, BMW Group, Ford, Geely, Honda, Lexus, Mercedes Benz, Daimler, PSA Group
Chip suppliers	NXP, Renesas, Qualcomm, Savari	Intel, Qualcomm, Huawei, Quectel, Keysight Technologies, LG Innotek
Frequency band	5.8 - 5.9MHz in Europe, US and Japan	Compatible with existing 4G and future 5G
Network connection capability	<ul style="list-style-type: none">Supports up to 200 km/hrResponse time < 100 msData transmission > 12 MbpsTransmission range 1 km	<ul style="list-style-type: none">Supports up to 500 km/hrResponse time < 50 msData transmission > 500 MbpsTransmission range > 1 km
Upsides	<ul style="list-style-type: none">Mature standards and technologyProducts available in Europe, US and Japan	<ul style="list-style-type: none">Work on existing 4G (LTE) networkLarge bandwidth, good synchronization and long transmission distance
Downsides	<ul style="list-style-type: none">Not compatible with existing 4G base stationsLocal roadside base stations needed	<ul style="list-style-type: none">Standards are being developedLittle market experience

Source: Automotive Research and Testing Center

IoV Strategies and Outlook

Topology Research Institute reported that IoV will take functions to a quantum leap, which eventually will boost the number of IoV vehicles. It is projected that there will be up to

80% of new vehicles in 2025 equipped with IoV technology, which is to say 3 out of every 4 new vehicles are capable of IoV.

Therefore, countries around the world are combining their strategies of 5G IoV technology. In addition to taking large steps toward the era of self-driving, they are enthusiastic about the development of related industries and supply chain, and even the general consumers are interested in the widespread commercialization.

The following describes the IoV strategies of several major regions, starting with the allocation of spectra, as shown in Table 2:

Table 2 Allocation of Spectrum in Different Regions

Country	V2X technology	Frequency band used	Bandwidth	Frequency band sections
USA	DSRC / C-V2X	5850~5925MHz	75MHz	7 channels: <ul style="list-style-type: none">Ch172~178 (5850~5895MHz) are for non-authorized technologiesCh182~184 (5905~5925MHz) are dedicated to C-V2XCh180 (5895~5905MHz) are specifically for transportation and vehicle safety; primarily for DSRC / C-V2X according to FCC update, Nov 2020.
EU	ITS-G5(DSRC) / C-V2X	5470~5725MHz	255MHz	Permit-free band
		5795~5815MHz	20MHz	Vehicle-to-road system
		5855~5875MHz	20MHz	Non-safety ITS applications
		5875~5925MHz	50MHz	Safety ITS applications
		63~64GHz	1GHz	Advanced ITS applications
China	C-V2X	5905~5925MHz	20MHz	Dedicated to C-V2X

Source: Digitimes Research, May 2020

- From the frequency band point of view, Federal Communication Commission (FCC) rearranged the frequency bands in November, 2020. FCC proposed the use of 45MHz between 5,850 and 5895MHz for unauthorized wireless applications, and reservation of the 30MHz between 5,895 and 5925MHz for V2X transportation systems. The band between 5,905 and 5925MHz is dedicated to C-V2X and consideration is given if the 10MHz between 5,895 and 5905MHz is assigned to C-V2X or reserved for DSRC. It is not difficult to see that the US is moving from DSRC to C-V2X, which opens a door to the introduction of 5GC-V2X.
- EU focuses on both DSRC and C-V2X and established ITS implementation plan in 2008. The EN 303 613 standard was announced in early 2020 defining C-V2X as the intelligent transportation system technology, while the ETSI TR 101 607 Cooperative Intelligent Transportation System (C-ITS) was updated to include LTE-V2X.

• China specifies 5.9GHz (5,905~5,925MHz) for the development of C-V2X. According to the C-V2X White Paper of IMT-2020 (5G) Propulsion Group, there are 5 categories, general technical requirements, introduction level, network level, application level and security, which helps the evolution of IoV from LTE-V2X to 5G C-V2X. Commercialization is being realized thanks to the integration, testing, infrastructure connection and verification in various fields of industry. Ministry of Industry and Information Technology announced in 2018 the Management rules for the use of frequency band between 5,905 and 5,925MHz for direct communications of Internet of Vehicle (intelligent network connecting vehicles), allowing regulations and standards to cover lab test standards, equipment establishment standards, protocol specifications and network security.

Generally speaking, the days of 5G have come and the IoT is now the thing. It is expected to see more spectacular development in vertical applications than in consumer market, and IoV is one of the bright spots that catch everybody's attention. For the IoV wireless communication technology, the development of C-V2X is getting mature and becomes an important part of the "intelligent driving" in IoV as the technology develops, while standardization is making good progress. Among all, Chinese government are very active in C-V2X infrastructure and development of regulations, and they are leading other regions and expected to take the lead in the next blue sea.

Source

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環旭電子新聞集錦

USI News

編輯整理：臺灣廠 Taiwan Site / 總經理室 President Office / 行銷企劃部 Marketing Communication

電動車世代來臨 環旭電子搶進全球電動車動力系統供應鏈



(2021-01-18 上海) 電動車電子系統包含五大部分：車身電子、充電、電池、馬達動力及散熱系統。因應電動車趨勢崛起的非傳統汽車產業鏈供應商主要為電池及馬達供應商，而傳統汽車供應鏈尚可涉獵的一環為動力控制器 (Power Electronic Unit) 及散熱系統 (Thermal System)，後兩者是目前，也是環旭電子在汽車電子產品發展的重要佈局之一。



The EV Era Is Coming: USI Enters the Global EV Powertrain System Supply Chain



(2021-01-18 Shanghai) There are five major electric systems in electric vehicles: body electrics, charging system, batteries, electric motors and thermal systems. While the non-traditional automotive suppliers are penetrating in battery and electric motor applications, the traditional automotive suppliers can engage in power electronic unit and thermal systems which are the major focus for USI in the development of EV powertrain applications.

滿足高性能儲存產品市場 環旭電子推出 PCIe Gen.4 的 2U24 高擴充性全快閃記憶體儲存陣列產品



(2021-03-18 上海) 近年來，隨著大數據和人工智慧的加速發展，大量資料處理和資料高速存取等應用日漸升溫，對高性能儲存產品的需求大幅度增加。深耕資料儲存產品研發的環旭電子繼 SAS 資料儲存產品後，為滿足該高成長需求，全新推出採用 PCIe Gen.4 技術之全快閃記憶體儲存陣列產品。



USI Launches PCIe Gen.4 2U24 Highly Scalable All-flash Array Product for High-performance Storage Market



(2021-03-18 Shanghai) In recent years, the accelerated development of big data and artificial intelligence, has led to the rise in massive data processing, high-speed access throughput and other enterprise applications, generating tremendous demand for high-performance storage products. As an industry-leading systems provider, USI has been deeply focused on the research and development of storage array products. Following the successful launch of SAS storage arrays, the company is now offering the all-flash array product using the PCIe Gen.4 technology.

環旭電子召開 2020 年年度業績說明會



(2021-04-16 上海) 4 月 16 日下午環旭電子在上證路演中心舉辦 2020 年年度業績說明會。公司董事長陳昌益先生、資深副總經理兼董事會秘書史金鵬先生、副總經理兼財務總監劉丹陽先生出席此次業績說明會活動，對公司 2020 年業績、公司戰略進行介紹並回答了投資者和網友朋友的問題。



USI Holds FY2020 Investor Conference & Roadshow



(2021-04-16 Shanghai) On the afternoon of April 16th, USI held the FY2020 Investor Conference & Roadshow at SSE Roadshow Center. Mr. Jeffery Chen, Chairman of the Board of Directors, Mr. JP Shi, SVP and Secretary of the Board of Directors, and Mr. Dennis Liu, VP and CFO, attended the event where they introduced USI's performance in 2020 and corporate strategy, and answered the questions from investors.

環旭電子採用模組化設計推出 SOM7225 5G 模組 搶攻物聯網裝置市場



(2021-04-19 上海) 隨著全球進入 5G 時代，各手機領導品牌競相推出 5G 智慧型手機，代表著物聯網已經不是未來，而是現在。環旭電子 (上海證券交易所股票代碼：601231) 知道市場對物聯網解決方案的需求，可協助品牌客戶向市場推出極具競爭力的產品。憑藉在 SiP (系統級封裝) 的領先技術和驗證的經驗，環旭電子所開發出的 SOM7225 5G 系統模組可將您的物聯網產品以更快，更省時的方式推向市場。



USI Launches the SOM7225 5G Module for IoT Application Market



(2021-04-19 Shanghai) With the advent of the 5G era, leading mobile phone brands are racing to launch 5G smartphones and bringing the future of the Internet of Things (IoT) into the present. USI (SSE: 601231) understands the requirements that drive IoT solutions, and we are here to assist customers to launch highly competitive products for the market. Capitalizing on USI's leadership and proven experience in SiP (System-in-Package) technology, the SOM7225 5G system module was developed to save time, and shorten time-to-market for customers' IoT products.

法國飛旭集團 亞洲區資深執行副總裁

吳英斌 業精於勤 行成於思

採訪編輯：臺灣廠 / 總經理室 / 行銷企劃部

法國飛旭集團 (Asteelflash) 加入 USI 大家庭，雙方相輔相成，攜手成長。本期夥伴焦點，我們邀請 Asteelflash 亞洲區資深執行副總裁暨中國區總經理 Andrew Wu 吳英斌先生，來跟大家分享他的工作理念及在 Asteelflash 的發展歷程。



Q1. 請簡單介紹一下您自己。

我出生於臺灣，在美國加州州立大學取得了會計學士及企管碩士（財務）學位。1996 年，我加入位於加州矽谷的 Flash Electronics，擔任會計工作，並在 2006 年升任為財務副總裁，直到 Asteel 和 Flash 於 2008 年合併成為 Asteelflash Group。2008 年年底，我被調任中國，擔任中國區的總經理，並於 2014 年升任為執行副總裁，2020 年升任為資深執行副總裁。

閒暇時，在湖邊運動以及與三五好友的聚會是我最為放鬆的時刻，一有長假我便安排國內和國外的旅遊，很遺憾的是這兩年由於新冠肺炎疫情的緣故，暫時無法進行國外旅遊。

Q2. 在企業激烈的競爭下，您覺得在亞太地區 EMS 行業要如何保持競爭優勢？

全球電子製造服務的需求逐年增加的趨勢是不變的。在高度競爭的亞太地區，唯有善用自己的競爭優勢才能追求永續成長。然而內外情勢的更迭，每個公司的競爭優勢都是處於一個不斷創造、改變、削減的循環過程。

雖然如此，有幾點原則是不變的：第一，認清自己的優劣勢，善於發揮自己的優勢，彌補自己的劣勢；第二，認識客戶的關注點（痛點）所在，從而提供有效的解決方案；第三，貫徹公司精益文化，各個職能部門持續優化精進。此外我們很幸運地還有集團資源可以安排運用，進而發揮眾效作用的優勢。

Q3. 工作上曾經面臨過最大的挑戰是什麼？當時您如何應對？

工作上面臨過的最大挑戰應該是 2008 年底調任中國區擔任總經理的時候。當時面對著全球的金融危機，幾乎每一個客戶都在砍單；上海廠的連年虧損必須要合併減損；個人角色的轉換，由財務思維轉向商務運營；Flash 融入 Asteel 集團的文化協調與溝通協作；蘇州廠成本結構的調整以及自身能力的提升等等。然而在團隊的努力和信任下，我們順利地結束上海廠的運營，幫助當地大部分的員工找到工作；蘇州團隊積極導入精益體系，以工作的細節度及卓越的執行力降低成本並成功吸引到新客戶。透過與各個工廠的協調合作，合理利用集團的資源，蘇州廠的營業額於 2010 年創下成立以來的新高，利潤也同時有數倍的增長。

Q4. 員工是公司重要的資產，您如何培育與管理人才？

身為一個職業經理人和管理者，最重要的是打造一個平臺，建立一個可以讓員工發揮所長、融入公司文化、與其他同事通力協作並且公平競爭的良好工作環境。在細節方面，管理者需要瞭解每位員工的強項和弱點，截長補短，以身作則，尊重專業，聆聽員工的聲音。

Q5. 您會透過哪些方法拉近自己與員工的距離？

我自己也是資深員工，所以不覺得和員工有距離。在每一天的早晨，我常都是第一個和保安、保潔人員以及同事道早安的人。我一直採用 Open Door Policy，任何同仁都可以來找我討論；同時我也設立了總經理信箱，聽取員工的心聲。





Andrew Wu

Asteelflash APAC Senior Executive Vice President

Diligence Achieves Successes and Reflection Accomplishes Deeds

Interviewed by: Taiwan Site / President Office / Marketing Communication

Asteelflash joins USI for a brilliant future through reciprocity. In this issue, Mr. Andrew Wu, Asteelflash APAC Senior Executive Vice President and General Manager of China Region, will share his working principles and career path in Asteelflash.

Q1. Can you briefly introduce yourself?

I was born in Taiwan and obtained my Bachelor's Degree in Accounting, and Master of Business Administration in Finance from California State University. In 1996, I joined Flash Electronics in Silicon Valley, California, in the Accounting Department. In 2006, I was promoted to Vice President of Finance and held this position until Asteel merged with Flash into Asteelflash in 2008. In the end of 2008, I was transferred to China to be the General Manager of China Region. Thereafter, I was promoted to Executive Vice President in 2014 and Senior Executive Vice President in 2020.

In my leisure time, I like to exercise by the lake or get together with friends. Those are my most relaxing moments. During long holidays, I usually arrange domestic and international travel. Unfortunately, due to the COVID-19 pandemic, in the past year I was not able to plan any overseas trips.

Q2. In your opinion, how can the EMS industry maintain competitive advantage in the highly competitive APAC market?

Undoubtedly, the global EMS demand increases every year. In the highly competitive APAC market, making smart use of our own advantage is the only way to pursue sustainable growth. However, the internal and external circumstances change constantly, the competitive power of each company runs within the cycle of growing changing and decreasing.



Q6. 當與同仁共事，遇到彼此間的價值觀有衝突時，您會如何處理？

人類因為不同的思考而進步。每個人因為不同的生長環境、家庭背景、教育歷程及人生經歷而有不同的價值觀。如果我只用自己的價值觀去看待所有的事物，就會形成了主觀而難免失之偏頗。我基本上尊重每個人的價值觀，但是這個差異不能碰觸到紅線，尤其是在處理公事部分。

Q7. 現代人講究工作與生活的調和，您如何保持這兩者的平衡呢？

我比較喜歡公私分明，習慣大部分的公事在公司裡完成。每天早上我常是第一位到達辦公室的員工，優先處理昨晚下班之後寄來的郵件和工作，把需要分配的工作分配好，以便即時反饋客戶需求，以及處理其他廠區昨夜的議題。晚上回到家裡到睡覺之間的時間其實很短，通常是與家人輕鬆地共用晚餐，看看電視，看看書，週末才有時間出去運動。我的腦裡一直藏著一個開關，可以隨時間切換公與私、開心與不開心，使自己能夠隨時保持著適當的狀態，既可以帶領團隊向前邁進，也可以和大夥打成一片。

Q8. 對您而言，目前人生中最受用的一句話是什麼？

「業精於勤而荒於嬉，行成於思毀於隨」。EMS 行業的競爭激烈，最重要的就是細節管理及團隊的執行力。每天都會遇到不同的挑戰，唯有用心、細心和耐心，透過獨立思考，理性判斷，果斷決策，才能帶領團隊一起進步。

Nevertheless, some ideas will never change. First, realizing your own advantages and disadvantages, and utilizing the advantages to offset the disadvantages. Second, pinpointing the customers' concerns (pain points), and providing effective solutions. Third, carrying out the company's lean culture, and optimizing the functions of each department. In addition, we are gratefully to have the group resources available for use, to further demonstrate our advantages in synergy.

Q3. What was the biggest challenge you have faced at work? How did you deal with that?

The biggest challenge probably came at the end of 2008, when I was just promoted to the General Manager of China Region. The global financial crisis made all customers cut their orders; Shanghai sites have been suffering losses over the years and needed to be closed to mitigate the damages; my mindset had to switch from finance to business operations due to the change of my position; the coordination and communication were needed for Flash Electronics to blend into the culture of Asteel; Suzhou Site's cost structure had to be adjusted, and my capability had to be enhanced. Through the team's concerted efforts and trust, we smoothly seized Shanghai Site's operations and helped most employees find a replacement. The Suzhou team's detail-oriented work, excellent execution power, and active implementation of the excellence system has successfully lowered costs and attracted new customers. With the coordination and cooperation with all sites and the efficient utilization of group resources, Suzhou Site made the highest-ever revenue in 2010, and our profit also increased in folds.

Q4. Manpower is a very critical corporate asset. How do you cultivate and manage talents?

As a professional manager and administrator, the most important one is to create a sound working environment for employees to demonstrate their specialties, to fuse with the corporate culture, to cooperate with other colleagues, and to compete fairly with others. As for the details, an administrator must understand each employee's strengths and weaknesses to achieve complementation, set an example for employees, respect their expertise and listen to their voice.

Q5. What would you do to bridge the gap between you and your employees?

I am also a senior employee; therefore, I don't see any gap with others. Every morning, I am usually the first one to greet security guards, cleaners and colleagues. I always adopt the open-door policy for employees to discuss anything with me. I've also set up the "General Manager Mailbox" to listen to their voice.

Q6. When there is a value conflict with colleagues at work, how do you deal with it?

Humankind evolves from diversified thinking. Each person has his/her own value because of different growth environments, family backgrounds, educational attainments and life experience. If I only judge things with my own value, it will be subjective and bias will be inevitable. Fundamentally, I respect the perspective of each individual. However, this difference must not cross the line, particularly at work.



Q7. Modern people emphasize the balance of work and life. How do you balance them?

I prefer not to mingle personal life with work, so I usually finish work in the office. Every morning, I am usually the first to check in, then I review emails and settle things that came in after business hours. It is critical to timely respond to the customer's demands and address the issues from other sites. In the weekday, my leisure time after work is relatively short. I usually have cozy dinner with family, watch some TV, and do some reading. I will do some exercise in weekends. There is a secret switch in my mind to switch between personal life and work, and maintain an emotional balance. With that, I can not only lead my teammates to move forward, but also be their friends.

Q8. What is your favorite motto for life so far?

"Diligence achieves successes while disport yields failures, and reflection accomplishes deeds while negligence causes frustrations." The EMS is a highly competitive industry. Details management and team execution are the key to success. Every day we encounter different challenges. Only with diligence, care and patience, through independent thinking, rational judgment and decisive decision-making, we will lead the team to make progress together.

捷克服裝的傳統文化

作者：Asteelflash Plzeň 廠 / General Management / Radim Otipka

不同文化的民族服裝有不同的含義，在捷克，服裝傳統已經傳承了幾百年，並且還在延續中。捷克的民族服裝色彩鮮豔，可說是融合了各個時代的風格。



服裝背景

服裝會表現出職業的特色，例如磨坊主和煙囪清潔工人。捷克傳統服裝表現了捷克的歷史與文化，主要可以分為兩個類別：波希米亞和摩拉維亞中部的西部服裝；以及摩拉維亞、西里西亞的東部服裝。

城市和村莊的差異，可以從居民穿著不同來分辨。例如，山區由於貧富差距和居民堅持傳統，以更老派和保守的服裝為代表，這與河流周圍的低窪地區的居民形成鮮明對比，這些低窪地區較富有，所以服裝會使用更昂貴的布料和配件。

服裝歷史

服裝傳統本身已經發展了幾百年，這一切開始於服裝最基本的功能——「遮蔽」，讓身體避寒。後來，日常的著裝逐漸演變，又多了週日穿的服裝，或是假日、節日等特殊場合可穿的服裝。週日服裝除了平常不常穿，款式也比較新穎。

在 18 世紀時，穿傳統服裝是日常生活的一部分，但不久來到 19 世紀末，隨著工業化時代的開始，傳統服裝便從日常生活中消失了。

到了 20 世紀末，偶爾還是會看到長輩們穿著傳統服裝，尤其是婦女。其實這不多見，主要還是侷限在山區和農村。如今在紀念歷史事件、慶典和習俗活動時，大家才會穿上傳統服裝。為了延續這些傳統，不僅僅在鄉村，許多注重傳統舞蹈、音樂和服裝的城鎮也建立了許多社團並將其發揚光大。年輕人延續上一代的傳統，並參加當地的民族音樂演奏團，穿上傳統服飾，學習傳統舞蹈與音樂，將這些文化傳承下去。

典型的傳統服裝

女性的傳統服裝有很多配件與層次，所以必須花很多時間著裝，一大早就得起床準備。如果婦女要在結婚當天穿上傳統服裝，通常婚禮前數個小時就得開始梳妝打扮，而且一大群女性親友會來幫忙新娘穿上。在 18 世紀，只要從婦女的穿著就可看出身分，是已婚還是喪偶，或有沒有孩子。

女性傳統服裝的組成通常有大約 10 層不同的衣服，而男生則最多只有 7 件。女性會穿上一件傳統的裙子搭配白色的上衣。男人們則是穿著馬褲和寬鬆的夾克。

然而，許多地區都受到東方文化的影響，如瓦拉斯科 (Valašsko)，這個地區位於摩拉維亞一帶，沿著捷克與斯洛伐克的邊境，居民的服裝樣式則更接近烏克蘭、羅馬尼亞或塞爾維亞的傳統服裝，這一點在裙子的穿著方式上尤為明顯。前面提到，整個捷克共和國都有特色裙子，但在瓦拉斯科這個區域內，婦女是穿兩條圍裙，一件綁在身體的前方，另一件綁在後方。尤其短裙，都會上過漿使它們更挺固，能保持最上層裙子的完美弧度。此外上漿也幫助布料防水防汗，能維持清潔更持久。

各地區傳統服裝的種類

捷克各區域共有 11 種不同的傳統服裝。但是在同一個地區還是有些微不同的變化，甚至能從服裝的細節來區分該地區的村莊。例如，頭巾綁法不同。年輕男子可以透過這個小地方迅速辨識婦女是否來自同村莊，或者判斷是不是親戚，亦或是從別村嫁過來。另一種類型的變化類似於軍隊的軍銜，這象徵一個女人的嫁妝。繡在女性衣服上的各種標記，代表著她娘家給的嫁妝土地的大小。

捷克的民俗

民俗不僅僅只是音樂，捷克的民俗深受上述地區或村莊特色傳統服飾的影響，幾個世紀以來不斷演變發展。如今，捷克的民俗強調音樂、舞蹈、服裝、傳統工藝、美食、啤酒和葡萄酒，時下的慶典活動展現現代與傳統融合的風貌，每次拜訪捷克，都可以得到不同的體驗。

The Tradition of Costumes in the Czech Republic

Author: Asteelflash Plzeň Site / General Management / Radim Otipka

Costumes may have different meanings in different cultures, but in the Czech Republic, it is a tradition that has been passed on over hundreds of years and is living on. The mostly bright-colored costumes are a mix of different eras and styles and can be described as the national clothing of the Czech Republic.

Background of Costumes

The costumes are characteristic for occupations such as miller and chimney sweep. Czech costumes express Czech history, culture and behavior. They can be divided into two main groups: The West costumes of Bohemia and mid-Moravia, and the East costumes in Moravia and Silesia.

Cities and villages can be distinguished by the different costumes that the residents wear. Regions in the mountains for example are represented by more "old-looking" and conservative costumes due to the poverty gap and the tradition the inhabitants stuck to in contrast to the lowland areas around the river which are said to be wealthier with more expensive fabrics and clothing accessories.

History of the Costumes

The tradition of costumes is evolving over hundreds of years already. It all started with a form of "coverage" with a few garments preventing the cold from sneaking into the body. Later on, it evolved from everyday clothes to costumes being Sunday clothes or clothing for special occasions such as holidays or festive seasons. These said Sunday dresses were newer and less worn than usually.

During the 18th century, wearing costumes was part of everyday life. But soon after, at the end of the 19th century, with the start

of the industrialization era, costumes disappeared from normal life.

Elders, especially women, were occasionally seen wearing costumes at the end of the 20th century. But this was a rare sight and limited to mountain and rural areas mostly.

Nowadays, costumes are mainly worn during historical events, fests and for resurrecting old traditions. To keep these traditions alive, many groups and initiatives were established not only in villages but also in towns that are focusing on the typical dances, music and costumes. Furthermore, young people are taking over the baton to continue the traditions. They will participate in local folk ensembles where they will dress costumes and practice traditional dances and music so to keep traditions going on.

The Typical Costume

Women's costumes consist of many pieces and layers. Therefore, it took a long time for females to dress up in the morning. When women wore the costumes to their wedding day it was normal to start hours before the ceremony and a whole group of women had to help the bride getting dressed. During the 18th century, it was possible to distinguish if the woman is married or widowed if she has a baby or not by only looking at her costume.



Women's costumes typically have around 10 different pieces of clothes while men's costumes consist of up to 7 pieces. Traditionally, women's costumes consist of a traditional skirt and a white blouse, and men are wearing long breeches and a loose jacket.

But many areas are influenced by the Eastern culture. Such as Valašsko, an area in Moravia along the borders to Slovakia. The costumes are more related to the traditional costumes of Ukraine, Romania or Serbia. This is especially noticeable by the way skirts were used. In the whole Czech Republic, there is the previously mentioned characteristic skirt but within this region women wear two aprons, tied in the front and back of the body. Women's costumes, especially underskirts, were starched to make them stiffer and to help to keep the form of the "top layer". Starching also helps to impregnate the fabrics and keep them clean longer.

The Variety of Costumes by Regions

In total, 11 different traditional costumes are represented in the regions in the Czech Republic, but you can find variations within one region and some people are even able to distinguish on a level of villages of the region based on several details of the costumes. Small variations are, for example, in the way the headscarf is tied. Small disparities helped young men to quickly identify if the woman is from the same village and maybe potentially a cousin or if the woman is from another village so the risk that she is a relative is smaller. Another type of distinction is like a rank in the army, indicated the dowry of a woman. This used to be various marks embroidered on a blouse and indicating the size of a field the girl will get from her parents as a dowry.

Czech Folklore

Folklore is not solely music. The Czech folklore is highly influenced by the elaborate traditional costumes distinctive to mentioned regions or villages. The folk tradition has evolved by citizens over a number of centuries. Nowadays, typical folklore festivals in the Czech Republic emphasize the music, dance, costumes, traditional arts and crafts, good food, beer and wine. This mixture combined with the traditions of decades that are brought to nowadays festivities make the country special while every visit.

白晝將近(盡) 島子詩書畫作品展

藝術家：島子
藝術評論：陳丹青
策展人：曾玉蘭
資料來源：M 藝術空間

作詩而畫畫，畫畫而作詩，想必有格外的享受。單是畫家，單只寫詩的人，無緣親嘗那份愉悅，我便不能。雖然熟悉繪畫的愉悅，但瞧著島子接踵而至的畫作，我感染到陌生的快意。



那是往來於詩畫間的快意嗎？「焚書」、「海之祭」、「正午的黑暗」、「盲天使把閃電織入被擄掠的頭顱」……我不相信他事先擬就了這些詩句。起手開畫，他便不再是詩人一紙筆的糾纏與狂歡歸於另一維——待畫完，詩人醒來、躍起、介入，於是有「義人挽歌」、「先知之顱」、「世界汪洋」、「不要溫順地走進那個良宵」。

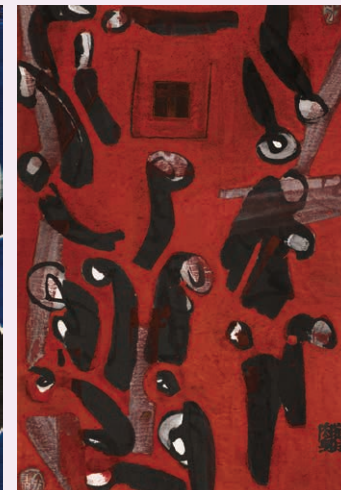
什麼意思呢？我不猜畫題，我也不猜他的畫。即便他藏身繪畫乃因絕望，繪畫，仍是極度愉悅之事，與情緒、思想、觀念，甚至詩意，可能並不對接：繪畫近於遊戲。

（或許作詩亦然，但我不知。）

而島子不是我們通常遇見的「業餘」畫手。看他駕馭尺幅和圖式的肯定、率性、多變，落筆把控的自



《黑天鵝》
水墨豎軸 / 63.5×92 cm / 2017



《紅色狗道圖》
紙本水墨 / 46×68.5 cm / 2017



《盲天使把閃電織進被擄掠的頭顱》
紙本水墨 / 48.5×54 cm / 2017

主、自發、自由，儼然資深畫手，令我驚異的是，他的第一幅畫成於新世紀初年，已經四十多歲。倘若沒有進入畫道，他不會持久不息地畫，他的畫，不會呈現愉悅。

（畫畫因此使他的詩多了別的什麼嗎？我也不知。）

太陽、頭顱、海、燭，還有種種形變的翅膀……那是島子偏愛的意象、還是主題？為什麼？他的畫令我回到八十年代。此前此後的歲月，不再有八十年代和那十年正當青春的人（詩人）才被激發的放誕，那放誕緣自一種隱秘的，日後被斷然中止的，來不及實現的極度溫柔——渴望自由、飛升的溫柔，它注入詩，然後，傾瀉於繪畫。

我不知道八十年代的氣息該不該叫做「放誕」，但在島子的畫中，我目擊被扭曲的溫柔、飛升、自由感——只能悶住自己，無聲地大喊大叫的自由感——變成水墨。

但絕不是「國畫」，除了水墨工具，也許加上題款和印章，島子的繪事與我們所說的國畫無涉。對應所謂「自由詩」，這些畫或可視為「自由畫」，曲線、直線、弧度、旋轉、整合、割裂、突兀、溶解……在紙面上，他暫且舞弄的自由坦白道：「他並不自由」。

這時，聖經隱現了。聖經，絕非僅僅指向宗教，而是藝術家的恆久資源：詞語的、想像的、有所指歸的、沒有界域、穿越時間……那是一條找不到出路之後的出路，而聖經非常「具象」。當島子忽然在詩外獲得繪畫的應許（眼看自己實現第一幅畫，他想必狂喜），聖經立即應許了他，令他尋獲另一個自己。

（是這樣嗎？我仍然不知。）

一個人能作詩，能畫畫，該多好啊。島子有福了。我偏愛島子的哪幅畫呢，我會說，是那幅《白晝將盡》。

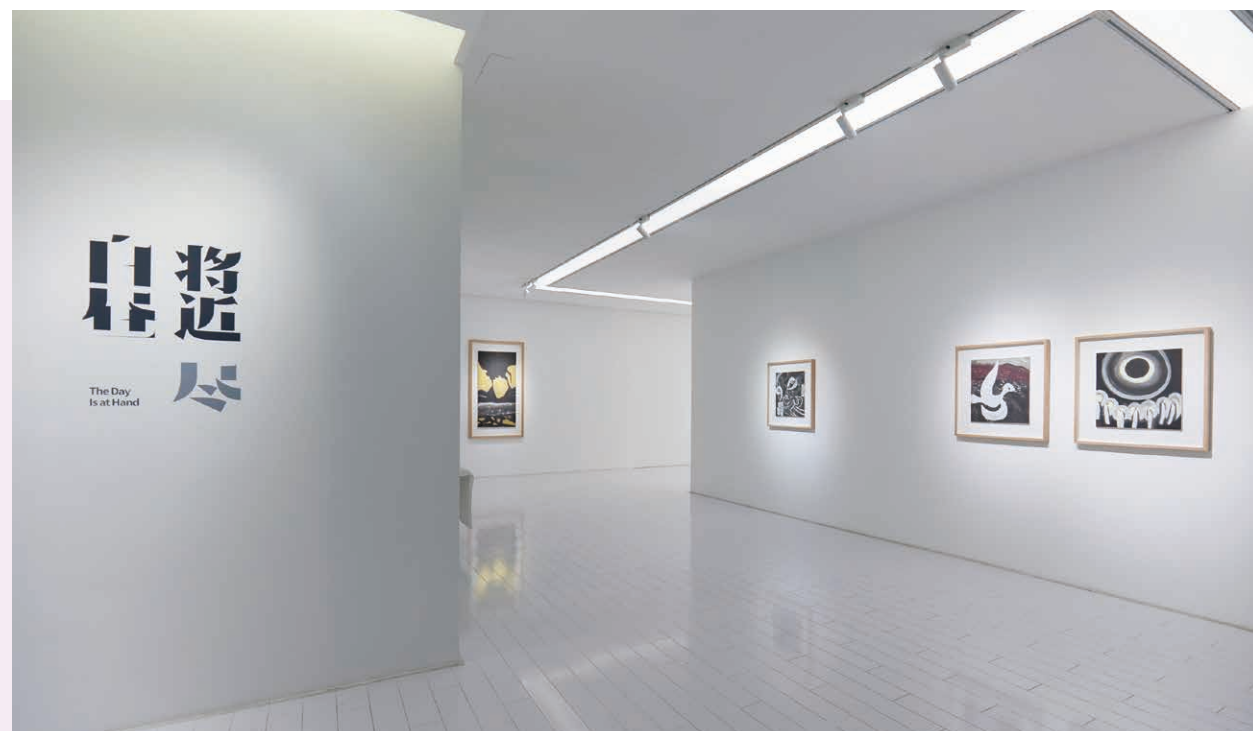
陳丹青

2021年2月26日寫在北京

The Day Is at Hand

Daozi's Calligraphy and Painting Exhibition

Artist: Daozi
Critique: Danqing Chen
Curator: Yulan Zeng
Source: M Art Center



It must be extra enjoyable to compose a poem to draw a picture, or draw a picture to compose a poem. I can't be a painter, or a poet who only writes, if I don't have the chance to enjoy. Although I am familiar with the joy of painting, looking at Daozi's subsequent paintings, I was infected with a strange pleasure.

Is that the pleasure between poetry and painting? "Book Burning", "Sacrifice of the Sea", "Darkness at Noon", "the Blind Angel Weaving the Lightning into the Looted Head"... I don't believe that he drafted these verses in advance. When he starts painting, he is no longer a poet—the entanglement and carnival of pen and paper belong to another dimension - when the painting is finished, the poet wakes up, jumps up, and intervenes, so there is "Elegy of the Righteous", "Skull of the Prophet", and "Ocean of the World", "Do not Go Gentle Into that Good Night."

A | B | C

A. Grace of saving
Ink wash painting on paper /
80×100 cm / 2016

B. Miracle No.2
Vertical ink wash painting /
78×108 cm / 2016

C. Star and candle
Ink wash painting on paper /
54×86 cm / 2018



What does that mean? I don't guess the title of the painting, nor do I guess his painting. Even if he hides in painting because of despair, painting is still an extremely pleasant thing, and may not be equalized with emotions, thoughts, concepts, and even poetry: painting is close to a game.

(Perhaps poetry is the same, but I don't know.)

Daozi is not the "amateur" painter we usually meet. Seeing his affirmation, recklessness, and changeability in his control of scales and patterns, his autonomy, spontaneity, and freedom of pen control, he is like a senior painter. What surprised me was that his first painting was completed in the early years of the new century in his forties. If he did not enter the painting world, he would not paint relentlessly, and his paintings would not be pleasant.

(Does painting add anything else to his poems? I don't know, either.)

The sun, the skull, the sea, the candle, and all kinds of deformed wings...is that Daozi's favorite image or theme? why? His paintings brought me back to the 80s. In the years before and after, there are no longer indulgence inspired in the 80s and those ten years of youth (poets). That indulgence originated from a secret, extreme gentleness categorically suspended in the future, and was too late to be realized - Longing for freedom and soaring tenderness; it is poured into poetry and then poured into painting.

I don't know whether the atmosphere of the 1980s should be called "indulgence", but in Daozi's paintings, I witnessed the

distorted tenderness, ascension, and sense of freedom-the sense of freedom that one can only smother her/himself and yell silently-turning into ink wash painting.

But it is definitely not "Chinese painting." Except for the ink tools, perhaps with the inscription and seal, Daozi's painting has nothing to do with what we call Chinese painting. Corresponding to the so-called "free poems", these paintings can be regarded as "free paintings". Curves, straight lines, arcs, rotations, integrations, fragments, abrupts, dissolving... On the paper, he danced freely and confessed: "He is not free".

At this time, the Bible loomed. The Bible does not just point to religion, but the permanent resources of artists: words, imagination, reference, no boundaries, crossing time...it is a way out after no way out, and the Bible is very "concrete". When Daozi suddenly got the promise of painting outside the poems (seeing that he realized the first painting, he must have been ecstatic), the Bible immediately promised him and made him find another self.

(Is it true? I still don't know.)

How wonderful a person is able to write poems and paint. Blessed is Daozi. Which one of Daozi's paintings do I prefer? I would say, it's "The Day is at Hand".

Danqing Chen
February 26th, 2021 in Beijing

VUCA 時代的人才培養 USI 正揚帆啟航

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

G8-G9 人才培養計畫的展開，將帶領在洶湧波濤裡奮力前進的掌舵者，透過不斷接受挑戰以挖掘潛能，嘗試多元跨界發展以培養全方位觀點，共同創造富有歸屬感及成就感的舞臺。



「人才有發展，企業才有未來」，這這不僅僅代表垂直升遷，更意味著跨界橫向發展。為了讓同仁體認跨領域發展的價值，三月初 G8-G9 人才發展計畫在 CY 分享中揭開序幕。

CY 首先說道：「一個人若只有一項專長，如同一根瘦竹竿，視野的廣度不足，壓力一來，瘦竹竿就垮了；兩個專長像一面牆，也不太夠；若要承受壓力，就要像金字塔，四個角落四個專長，越多越好；或者像三角錐，至少也得有三個專長，才站得住腳。無論是自己不想動，抑或是想動主管不放手，在承擔更多責任之前，要勤於嘗試不同屬性的工作」。除此之外，CY 分享以組織為核心的「三合一」理念，勉勵同仁依「組織需求」、「個人能力」、「個人興趣」的順序，抱著「主動、注重細節、設身處地、有野心」的態度，努力找到三個目標中的最大交集。

聽聽 Clement 精彩的旅程 在 USI 你有無限可能

朝氣蓬勃的 Clement 分享在兩個產業中精彩的跨界旅程，從聲寶的營業部跨界到工業的 USI。Clement 從早期職涯中便學習如何跨界，一步一腳印，踏實累積經驗，他認為「越細節、越專業的事情，越年輕的時候學習越好」，Clement 同時也與同仁分享他在不同領域的經驗與學習：

- 在聲寶營業部時期，他體會到文化衝擊，學會以尊重開放的態度面對異國文化和團隊間的差異。
- 在 USI HR Head 時期，理解人力資源管理始於人性需求，是一門人性的科學，對於往後的部隊管理，在凝聚共識上有很大的挹注。
- 在派駐上海時期，歷經工廠 OPS 管理，工廠、當地社區和政府三方溝通管理、BU 客戶管理，學會協商是門「交換的藝術」，不是一加一等於二的數學，不必急於當下的結果。如同下棋，每下一步棋，都要想到接下來三步棋要如何布陣，要放遠眼界，找到適當的時機，才能畢其功於一役。

儘管跨界起初有些生澀，但隨著長時間淬鍊的優勢，是很難被取代的。

但跨界旅程並非一帆風順，Clement 也曾有放棄的念頭，但在九二一大地震時，當時大家長 Harvey 主動確認他的安危。就在此刻，他看見了 USI 的溫暖，也因為這份感動，讓他與公司有了深厚的羈絆，找到歸屬感的 Clement 下定決心，未來的日子裡他將以更堅定的心為 USI 付出。

已在 USI 深耕 24 餘年，Clement 表示跨界固然不易，除了需要放下現在擁有的一切，決定跨出的勇氣，也需要一點的傻勁。職場菁英無不是聰明 (Smart) 的人才，但要有智慧 (Intelligent) 的思維，才能有長久的未來，有跨界的嘗試，才有改變的機會。很多聰明的人才，因為過於算計短期的自身利益，錯過更多躍升的機會。職涯佔據人生的二分之一，若一直故步自封，將無法體會到不可言喻的挑戰樂趣及成就感。

事實上，在 USI 有無限的可能。Clement 認為人才要懂得未雨綢繆，「不能再只想用現在的自己來面對未來的挑戰！必須加快自己的演化，透過未來的自己，接受未來無法預知的各種挑戰，才有持續成功的機會」，他在跨界歷程中，體認要有多個部門的實務經驗及理論知識，才能以同理心互相理解，進而跨部門溝通時方能自然地避免衝突。他更鼓勵同仁養成「一個禮拜，一本書」的閱讀習慣，工業人若有文學心，更能以開放心態擁抱改變，尤其 USI 正邁向全球化的道路上。



什麼才是我追求的職涯？給自己一場與自己的深度對話

「傳承、跨界」正是人才發展計畫期能讓學員將自身的職涯經驗分享給同儕、傳承給團隊。職涯發展如同航向漫無邊際的大海，是沒有盡頭的航道，只會越來越廣、越來越深。

最重要的是，在學習跨界的過程前，必須不斷地審視自己「我的目標是什麼？」、「我能貢獻什麼價值？」、「我的熱情所在？」、「企業需要什麼？」鼓勵大家先放下手邊的公事，深深地、緩緩地展開一場與自己的對話。

有了明確的志向後，開始分析自己所擁有的能力、尚缺的專業與可發展的機會。排列發展目標的優先順序，並開始行動。透過制定個人發展計畫，找到「個人能力」、「個人興趣」、「組織需求」三大核心中的最大交集，達到雙贏。

你有成為 Global Talent 的潛力嗎？

勇氣	敢放手	換位思考	願意挑戰	目標導向
主管的支持	跨部門溝通	策略規劃	海外輪調的意願	整合的能力
抗壓與適應力	三個以上的跨界專業	工作的彈性	願意承擔責任	等你發現更多……

當你開始感受到有一股力量正推動著自己，請別焦慮或逃避，先給自己鼓勵。因為你有潛力能接受挑戰；你有勇氣學會放手；你有承擔責任的肩膀與擁抱改變的胸襟；你正往跨界的路上邁進。我們期待與你共同創造富有歸屬感及成就感的舞臺！

Talent Cultivation in the VUCA Era USI Is Setting Sail

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

The development of the G8-G9 Talent Program will lead the helms who are striving in the turbulent waves to discover their potential through continuous acceptance of challenges and endeavor of developing a full range of perspectives through cross-field development, jointly creating the stage of a sense of belonging and achievement.

"With the development of talents, the company has a future." This not only means vertical promotion, but also means horizontal cross-field development. In order to let USI colleagues realize the value of cross-field development, the G8-G9 Talent Program kicked off in CY's sharing session at the beginning of March.

CY first said: "If a person has only one specialty, she/he is like a thin bamboo pole, and the breadth of vision is insufficient. When the pressure is applied, the bamboo pole will collapse. A person with two specialties is like a wall, which is still not quite enough; if you have to bear pressure, you have to be like a pyramid, with four specialties in the four corners; or like a triangular pyramid, at least three specialties are necessary to be tenable. Whether you don't want to act, or you want to act but the supervisor wouldn't let go, before taking on more responsibilities, be diligent in trying different types of work." In addition, CY shared the "three-in-one" concept with organization as the core, and encouraged colleagues to follow the order of "organizational needs", "personal competences", and "personal interest" with "proactiveness, attention to details, empathy and ambition", and strives to find the greatest intersection of the three goals.

Learn About Clement's Wonderful Experience and You Will Have Unlimited Possibilities at USI

Energetic Clement shared the wonderful cross-filed experience in two industries, from business department of SAMPO to USI. From his early career, Clement learned how to crossover gradually, and earnestly accumulate experience. He believed that "the more detailed and professional things are, the better you learn them when you are younger." Clement also shared his experience in different fields with colleagues:

- During the SAMPO business department times, he experienced cultural shock and learned to face the differences of foreign cultures and teams with a respectful and open attitude.
- During the USI HR Head period, he understood human resource management began with human needs and was a human science. It offered great help for consensus building of the future team management.
- During the period when he was stationed in Shanghai, after the OPS management of the factory, the communication management of the factory, the local community and the government, and the BU customer management, he learned that negotiate is the "art of exchange", not the mathematics, so it is not necessary to rush to the immediate results. Just like playing chess, every move must include the arrangement the next three moves. You must have a long-term perspective and find the right time to complete your work at once.

Although the crossover started a bit rough, it is difficult to be replaced due to the advantages of long-term training.

However, the cross-field experience was not all smooth. Clement also had the idea of giving up. However, when the 921 Earthquake occurred, President Harvey took the initiative to confirm Clement's safety. At this moment, he felt the warmth from USI, and because of this touching experience, he began to create a deep bond with USI. Clement, who found a sense of belonging, made up his mind. In the days to come, he will contribute to USI with a firm attitude.

Having been in USI for more than 24 years, Clement said that it is not easy to crossover. In addition to letting go of everything he currently has, to make the decision to crossover also needs a little bit of blind courage. Elites in the workplace are all "smart" talents, but only with "intelligent" thinking can they have a long-term future. Only when they have cross-function attempts, can they have the opportunity to change. Many smart talents have missed more opportunities for advancement because of over-calculation of short-term self-interest. Career occupies one-half of one's life. If you linger around where you are now, you will not be able to experience the unspeakable joy of challenge and sense of accomplishment.

In fact, there are endless possibilities at USI. Clement indicated that talents must know how to plan ahead. "You can no longer just be your present self to face the challenges in the future! You must accelerate your evolution, and through your future self, accept all kinds of unpredictable challenges in the future in order to have the chance of sustained success. During his cross-field experience, he realized that it takes the practical experience

and theoretical knowledge of multiple departments to understand each other with empathy and to avoid conflicts naturally when communicating across departments. He even encourages USI colleagues to develop the "One Week, One Book" reading habit. If industrial people have a literary mind, they can embrace changes with an open mind, especially when USI is on the road to globalization.

What is the Career I Pursue? Have an In-depth Conversation with Yourself

"Inheritance and field-crossing" is the talent development plan that allows colleagues to share their career experience with peers and pass on to the team. Career development is like heading to the endless sea, there is an endless channel that will only become wider and deeper.

The most important thing is that before learning the process of crossover, you must constantly examine "What is my goal?", "What value can I contribute?", "Where does my passion go?" or "What does the company need?", etc. We encourage everyone to put aside the official business at hand and start a dialogue with themselves deeply and slowly.

With a clear ambition, you can begin to analyze your own abilities, lacking profession and development opportunities. Prioritize development goals and start actions. By formulating a personal development plan, find the biggest intersection among the three cores of "personal competences", "personal interest" and "organizational needs" to achieve a win-win stage.

Do you Have the Potential to Become a Global Talent?

Courage	Dare to let go	Empathy	Willing to accept challenge	Goal Oriented
Support of supervisors	Cross-department communication	Strategy planning	Overseas rotation	Capability of integration
Stress resistance and adaptability	Over three cross-function professions	Work flexibility	Willing to take responsibilities	Find more...

When you begin to feel a force pushing yourself, please don't be anxious or avoid it; give yourself encouragement first. Because you have the potential to accept challenges; you have the courage to learn to let go; you have shoulders to take responsibilities and the mind to embrace changes; you are on the way to cross fields. We look forward to co-working with you to create a stage with a sense of belonging and achievement!



品質人員的素養和能力

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

作為一名品質從業人員，應該具備哪些素養和能力，才能在組織中發揮該有的價值和功能？主要歸納成 5 個重點，分別是正直誠信、良好的邏輯思考力、廣泛的行業知識、自我情緒管理、學習的意識和習慣。

正直誠信

品質人員扮演著「監督」的角色，例如負責生產管理中 4M1E 的檢查。但是誰來監督品質人員的工作？幾乎沒有！就算有，也是非例行、非機制、非體系層面的。

品質人員的工作是「良心」工作。若 inspector 不做 inspect，或減少 sample 的數量，卻按照規範登記完整資訊，往往無人知曉，除非出現品質異常或產品失效時才會露出馬腳。如果品質人員在公司內部失去誠信，往往會被調整職務，至少不會再被委以重任，或者在澄清問題時，還會被要求額外提供具體詳盡的基礎資料，這不但增加了溝通成本，還降低了決策效率。

客戶常常會提出非常苛刻的要求，比如提出生產資料、出貨檢測報告、失效的模擬實驗紀錄，協力廠商分析結論，甚至要求到應用現場進行查驗，直到最終滿意為止，如果品質人員在客戶端失去信任，客戶即不再相信 8D 報告、實驗資料，嚴重有可能直接中斷商務合作。

所以品質人員必須堅持「實事求是」的價值觀和工作習慣。如果擔心某些敏感問題可能會給客人帶來恐慌，影響到商務關係，也只是建議「告訴客人的是事實，但是要注意對於細節的解讀和註釋。」堅持不編造謊言，是品質人員的底線和職業操守。

良好的邏輯思考力

品質人員的日常工作中，最重要的就是發現問題、分析問題，最後解決問題。要使一個案子完整結案，往往需要做很多調查研究，收集、整理、統計，對各種資訊進行比對，抽絲剝繭、層層剖析，預判可能出現的問題，最後要提出證據或者實驗結果，證明對策的有效性。

在 8D、SPC、DOE、ANOVA、FMEA 這些品質工具的應用中，均考驗著主導者的邏輯思考與資料演算能力。

廣泛的行業知識

品質人員不僅要監控品質狀態，也扮演協調人 (Coordinator) 的功能。在面對品質失效時，要協調廠商、IE、研發人員、PE 等人一起分析問題。如果品質人員的技術背景太弱，當各個部門意見不一致，各執一詞時，將無法客觀判斷真實，導致對問題提出合理質疑時，立場站不住腳。



如果你非常懂材料製程，將很容易判斷廠商的材料改善報告中，原因是否屬實，對策是否有效，執行是否到位；如果你很懂產品設計，將很容易判斷研發的工程變更通知單 (ECN) 是否會影響到客戶的應用，庫存品是否要返工；如果你對 HR 的人員招募、培訓、管理的方法非常熟悉，你將可以對品質管理的 IQC、SQE、PQE、CQE 等不同人員進行團隊建設，形成有效的團隊管理，有效承擔公司賦予的職責並價值創造。所以品質人員不是產品設計專家，但卻是涉略各個專業領域的「通才」。

自我情緒管理

面對來自客戶、其他部門、甚至上層管理者對品質問題的爭議與懷疑時，品質人員要有良好的心態、價值觀及忍耐力。擁有寬大的胸懷才能正面思考，及時紓解和控制負面情緒。

品質失效通常不是由品質人員造成的，但是大家都認為品質人員應當擔負起調查原因、解決問題的重任。如果品質問題很多又未能及時解決，大家會認為「品質人員都在幹什麼？這麼多人，這麼久了也沒有解決掉！」，或者說「怎麼品質狀況還沒有變好？」。如果問題比較少，沒有重大的品質問題，又會有人說「我們公司的問題少，難道品質人員都沒有發揮功效嗎？我們應該壓縮人力，降低品質成本！」

從上述看出，品質人員常常處於問題的漩渦中心，會受到多方的壓力，甚至很憋屈，像風箱中的老鼠，兩頭受氣。所以品質人員要管理自己情緒，行事謹言慎行，不卑不亢。堅持求真務實的精神，用專業技能和管理手段，正向推動工作向前進展。

學習的意識與習慣

在早期的大學和職校裡，並沒有品質的專業課程，大部分的品質人員都是在企業學習來的，尤以日本企業、台資企業最多。品質人員需要不斷學習產品技術和流程管理，在問題分析時才能有效判斷和給予意見。品質人員需要學習 8D、QC 七手法、MSA、FMEA、DOE、ANOVA、6SIGMA 等具體工具，還要懂得人員培訓與資源配置，才能有效地做品質管理。

在解決問題過程中，品質人員面對的是一個龐大繁複而未知的世界，所以自我學習和鑽研能力非常重要。既要善於協調和使用相關部門的資源，也要逐漸累積自己的 knowhow，提高品質團隊的專業知識。

未來客戶對品質的認知與要求也會越來越高，當然工作壓力無法避免，但此時，品質人員的價值和機會也會跟著倍增成長。讓我們一起用滿懷的熱情迎接這個更美好、充滿挑戰的未來！

Personality and Capability of Quality Staff

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

As a quality staff, what kind of personalities and capabilities should you have in order to exert your value and functions in the organization? There are mainly 5 key points, rightness and integrity, excellent logical thinking, extensive domain knowledge of the quality industry, emotional self-control, and learning awareness and habits.

Rightness and Integrity

Quality staff play the role of supervision, for example, conducting 4M1E inspection in production management. However, who will supervise quality staff? They rarely exist! Even if there is that position in the organization, it is usually non-routine, non-procedure and non-system level.

The work of quality staff is the work of "conscience". If the inspector does not inspect or reduce the number of samples, but register complete information in accordance with the regulations, No one would know, unless a quality abnormality or product failure incident is detected. If quality staff lose their credibility within the company, they will often be transferred to another position at least they will no longer be entrusted with important tasks, or they will be required to provide more specific and detailed information when clarifying issues with others, which will increase communication cost and reduce the efficiency of decision-making.

Customers often have harsh demands, such as submitting production data, shipping inspection record, failure analysis reports, third-party supplier analysis conclusions, and even requesting on-site inspections at the application site until they are finally satisfied. If quality staff lost customers' trusts, customers will no longer believe the 8D reports and experimental data, which may directly lead to discontinuation of business cooperation.

Therefore, quality staff must adhere to the values and work habits of seeking truth from facts. If you are worried that some sensitive issues may cause panic to your customers and affect your business relationship, it is only recommended to "tell the

customer the facts but pay attention to the interpretation and annotation of the details." The bottom line of quality staff is to insist on being honest and keeping with professional ethics.

Excellent Logical Thinking

During the daily work of quality staff, the most important thing is to find problems, analyze them, and finally solve them. To close a case completely, it often requires a lot of investigation and research: collecting, sorting out and calculating data, comparing various kinds of information, getting down to the root cause, analyzing the problem layer by layer, predicting possible problems, and finally presenting evidence or experimental results to prove effectiveness of countermeasures.

In the application of quality tools such as 8D, SPC, DOE, ANOVA, FMEA, they all rely on the logical thinking and data calculation ability.

Extensive Domain Knowledge of the Quality Industry

Quality staff must not only monitor the quality status, but also act as a coordinator. Facing quality failure, it is necessary for quality staff to coordinate supplies, IE, R&D personnel, PE, etc. to analyze problems together. If the technical background of the quality staff is too weak, when some departments disagree or dispute, they will not be able to objectively judge the fact, and they will not be able to provide reasonable doubts or difficult to build your standpoint in quality concern.

If you know the material manufacturing process very well, it will be easy to judge whether the reasons in the supplier's material

improvement report are true, whether the countermeasures are effective, and whether the implementation is complete. If you know the product design very well, it will be easy to judge whether the R&D engineering change notice (ECN) will affect the application of customers and whether the inventory should be reworked. If you are also familiar with HR recruitment, training and management, you will be able to build a team from different members of IQC, SQE, PQE and CQE to form a very productive team so to effectively undertake the assignment from the company and create a quality value for the team. Therefore, quality staff are not experts in product design possibly, but they are generalist in various fields.

Emotional Self-control

When facing of disputes about quality issues from customers, other departments and even higher management, quality staffs must have good attitude, values and patience. Having a broad mind, you can think positively and relieve negative emotions in time.

Quality failure is usually not caused by quality staff, which should be responsible for investigating the causes and solving problems we think. If there are many quality problems that cannot be solved in time, everyone possibly thinks "What are the quality staff doing? With so many people, it took so long they still cannot solve the problem!" or "Why hasn't the quality status be improved?" If there are fewer problems or no major quality problems, someone possibly say, "We don't have many problems? Are the quality staff hardworking? We should cut the quality staff to reduce our quality cost!"

It can be seen from the above that quality staff are often at the center of problem solving, subject to enormous pressures and treated unfairly in a dilemma. Therefore, quality staff must manage their emotions, be cautious in their words and behavior, and avoid being over submissive or arrogant. They must persist in seeking truth, using professional skills and management methods to move the work forward.

Learning Awareness and Habits

In the early universities and technical schools, there were no quality control professional courses. Most of the quality staff came from industry, especially Japanese companies and Taiwan-funded companies. Quality control personnel need to continuously learn product technology and process management, so that they can effectively judge and give opinions during problem analysis. Quality staff need to learn 8D, QC 7 tools, MSA, FMEA, DOE, ANOVA and 6SIGMA, but also understand personnel training and resource allocation in order to manage quality effectively.

In the process of problem solving, quality staff often face a huge and complicated unknown territory, so self-learning and research capabilities are very important. They must be good at coordinating and using the resources, but also gradually accumulate their own knowhow to improve the professional skill of the quality control team.

In the future, more and more quality awareness and requirements will be increase from the customer. Of course, the pressure will be inevitable, but the value and opportunities will be huge. Let us work together to meet this more beautiful and challenging future with full passion!



車站

Station

“ 臺灣廠 / ICS / R&D Center / 黃士柏
Taiwan Site / ICS / R&D Center / Allen Huang



新北環狀線板橋車站
Banqiao Station, Taipei Metro Circular Line, New Taipei City
繁忙的夜都市。 It's a bustling city at night.

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



日本鎌倉
Kamakura, Japan

生活裡，有很多轉瞬即逝的時刻，像在車站的告別，剛剛還相互擁抱，轉眼已各自天涯。好好珍惜當下！ There are lots of sudden moments like the farewell at stations. We may just hug each other but go back to our own path in a flash. Carpe diem!

03

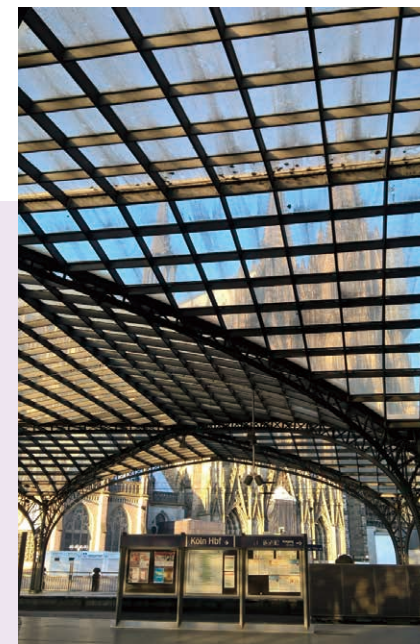
“ 臺灣廠 / SZ/KS&GME&CP / GME&CP / 陳麗蒂
Taiwan Site / SZ/KS&GME&CP / GME&CP / Liddy Chen

臺中后里泰安車站
Tai'an Station, Houli, Taichung

百年泰安，百年平安。時代的動盪裡，普普實實印證人文興衰。那卡西樂曲彷彿在訴說一個世代的故事，那麼令人懷念，令人想再造訪一次泰安車站的繁榮過往。 A hundred years of Tai'an, a hundred years of peace. In the turmoil of the times, Tai'an witnessed the rise and fall of humanities silently. That Nakasi music seems to tell the story of a generation. It is so nostalgic, making people want to visit the prosperous past of Tai'an Station again.



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



科隆中央車站
Cologne Central Railway Station

等待著科隆開往柏林的列車

夢迴 1880 年

自西向東穿越

看聯邦與民主融合

Waiting for the train from Cologne to Berlin
Dream back to the year 1880
Travel across West to East
Integrate Federal with Democratic

04



“ 臺灣廠 / CRD / MP / 蔡瓊玉
Taiwan Site / CRD / MP / Chiungyu Tsai

05

彰化車站
Changhua Station

雨後的車站，像是洗去了疲憊，換上清新的外衣。乾淨的空氣，陪伴著旅客往下一個旅途。 The station after the rain seemed to be released from exhaustion and put on a fresh coat. Clean air accompanies passengers on their next journey.

06

“ 臺灣廠 / MX&AE&M / AE / 陳美珠
Taiwan Site / MX&AE&M / AE / Rita Chen

南投水里
Shuili, Nantou

小而美，隱身幽靜綠林中的水里車站，當國寶級蒸氣火車CK124 緩緩駛入月台，鐵路承載的不只是南來北往的旅客，更訴說了這個小鎮的歷史記憶。 Small but beautiful, hidden in the quiet, green forest is the Shuili Station. When the steam train CK124 slowly slides to the platform, the railway not only carried travelers from north to south, but also told the historical memory of this small town.



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



澳洲伯斯費利曼圖車站
Fremantle Station, Perth, Australia

1881 年建站，已有 140 年歷史的費利曼圖車站，是西南澳洲的陸海轉運樞紐，車站設計採用復興古希臘和拜占庭式的聯邦式建築，佇立在此，彷彿時間與空間交織疊錯。 Built in 1881, the 140-year-old Fremantle Station is a land-sea transit hub in Southwest Australia. The station design adopts the Federal-style architecture as the revival of ancient Greece and Byzantine. The station stands here, as if time and space are intertwined and folded together.

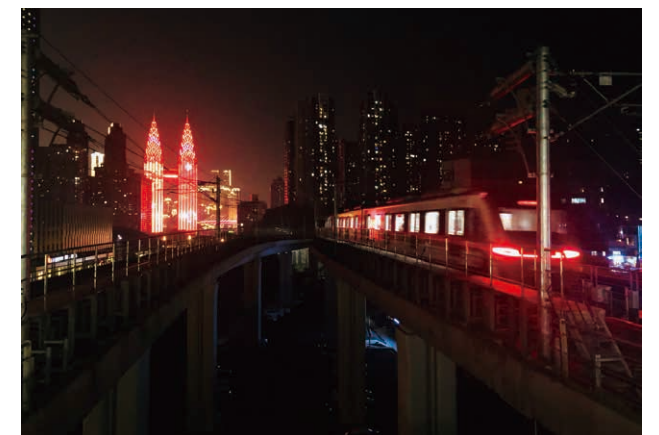
07

08

“ 深圳廠 / V&SA BU & TW OPS / V&SA / 劉琥
Shenzhen Site / V&SA BU & TW OPS / V&SA / Siffa Liu

重慶海棠溪輕軌站
Haitangxi Station, Chongqing

夜幕降臨，山城燈火漸次亮起，遠處的雙子塔輝映夜空，蜿蜒的列車緩緩出站，宛如二次元中的浪漫場景。 As night falls, the lights of the mountain city are gradually lit up. The twin towers in the distance are shining through the night sky, and the winding train slowly leaves the station, just like a romantic scene in the fantasy world.





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

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