

USI[®] No.80 Newsletter

| 3月 March 2020 |



2020 新高度零距離

2020 New Stage No Gap

人物特寫 FEATURE CLOSE-UP

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正向思考 提升自我

Taiwan Site・Tsaotuen Corporate Occupational
Health Nurses: Positive Thinking and Self Improvement

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與墨西哥HR同仁的一段友誼

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2019 Ming Hwa Yuan Performance

Visit the Market and See the Play with USI

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2019 Year End Party JQ / ZJ / SZ / KS / TW

USI Newsletter 20th 和你一起許個未來

USI Newsletter 20th Make a Future with You



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新年寄語

作者：董事長 / 陳昌益

各位環旭同仁，大家好！

新春伊始，向大家致以問候及祝福。

回顧我們共同走過的 2019 年，是值得我們自豪的一年。在這一年裡，環旭電子一路乘風破浪—乘著電子產業發展趨勢變化的東風，突破了國際貿易摩擦的巨浪，取得了令人振奮的成績：

- 與歐洲第二大 EMS 公司 Asteelflash 的股東簽署《股份收購協定》，兩者的緊密合作將使環旭電子成為一個更大的平臺，進一步增強製造能力，擴展全球影響力以及更多的尖端技術研發資源，並且可以更好地進入汽車、醫療、工業等具有高成長潛力的終端市場。持續推進模組化、多元化、全球化的戰略目標，加速擴張的腳步。
- 參與了環旭供應商在新加坡 Memtech 公司的下市，策略性投資，進行更深層的合作，來提升環旭原有在機構件上的設計能力，從而延伸到機構件方面的製造能力，達到垂直整合的目的。

- 與惠州大亞灣經濟技術開發區招商局擬簽訂《專案投資協議》，擬在惠州設立新的生產基地，有利於公司加快技術改造和產業升級，大力發展工業自動化，提高我們對中國內需市場商機的捕捉能力。

- 確定在越南海防市海安區的 Deep C 工業區購買面積約 65,000 平方米的土地使用權，用於越南投資建設工廠，計畫總投資 4,200 萬美元。此次投資符合公司戰略發展規劃，是公司全球化產業布局的重要舉措，有利於公司服務境外客戶的訂單需求，增強公司盈利能力和競爭實力。

2020 年的環旭，將在 10 個國家布局 27 個生產基地，營業規模將會從約 50 餘億美金，增加到超過 60 億美金。在多元化的發展上，環旭已經由傳統的電子製造服務企業，升級為模組化的世界競爭者，再加上我們是全世界 SiP 領域的領先者，現在又有新的生產基地，這將會讓我們留下更多的全球化足跡，也為環旭布局下一個 20 年的快速成長，奠定扎實的基礎。

但我們不會滿足現狀，環旭在面對「產業碎片化，產品多

樣化、服務區域化」的產業發展趨勢下，將要繼續擴張，注重高品質發展，提升研發能力，融合軟實力與硬實力。使其成為環旭電子未來健康、快速、穩健成長的動力。這個願景也是我對大家提出的新年希望。希望環旭電子持續成長！成長！再成長！

在未來，環旭的成長依賴於我們每一個人的打拼，也依賴於我們對現有經營管理團隊的整合。我們將不斷整合全球的生產資源，還將在草屯、惠州、越南進行擴廠，也包括對歐洲工廠的整合。這是一個令人振奮的任務，更是一個艱巨的任務。

所以我希望大家能在管理團隊的帶領下繼續往前衝，為環旭的明天持續打拼！用更大的業務規模、更多的業務營收來應對我們面對的共同挑戰，實現「成長！成長！再成長！」的新年新希望！

董事長 陳昌益



二〇二〇年・春





New Year Greetings

Author: Chairman / Jeffrey Chen

My dear fellow colleagues at USI, warm greetings to you all!

With the beginning of the New Year, I hereby greet each and every one of you with the blessings.

Looking back at the journey we walked through together in 2019, it has been a proud year. USI braved the wind and the waves during the year, making great achievements by riding the wind of trend of electronic industry development and breaking through the waves of international trade friction.

- USI has entered into an Equity Acquisition Agreement with the shareholders of Asteelflash, the second largest EMS company in Europe. The close cooperation between USI and Asteelflash will make USI a larger platform, further enhance the manufacturing capability, expand the global influence and have more resources for R&D in cutting edge technologies. Moreover, it can make USI more easily enter the high-growth end market of automobile, medical and industrial, keeping promoting the strategy of Modularization, Diversification and Globalization, and accelerating USI's global expansion.

- USI has participated the delisting of Memtech International Ltd. in Singapore, making strategic investment and further cooperation to improve USI's original design capability in the field of mechanical components, thereby extending to manufacturing capability of mechanical components to achieve vertical integration.
- USI has signed the "Project Investment Agreement" with China Merchants Group of Huizhou Daya Bay Economic and Technological Development Zone, planning to set up a new production base. It is also beneficial to USI's acceleration of technological transformation and industrial upgrading, vigorous development of industrial automation and improvement of USI's capability of gaining the domestic market in China.
- USI has decided to acquire land-use right covering an area of approximately 65,000 square meters in the Deep C Industrial Zone in Hai An District, Hai Phong, Vietnam to build new facilities by investing US\$42 million. The proposed investment is matching with USI's strategic development plan and is an important action for the global presence of USI as well. It facilitates USI to meet demands from overseas clients and enhances USI's profitability and competitiveness.

In 2020, USI will have 27 production bases in 10 countries, and the turnover will increase from more than US\$5 billion to over US\$6 billion. In diversification, USI has upgraded from a traditional EMS company to a world-

class competitor of modularization. Furthermore, we are the global leader of SiP, and possess new manufacturing base which will increase our global footprint and also establish the foundation for USI's rapid development in the next 20 years.

However, we won't be satisfied with current status quo. When facing the trend of industrial fragmentation, product diversification and service regionalization, USI will continue to expand, emphasize high quality development, promote R&D capability and integrate soft and hard power to motivate USI to be healthy, rapid and steady in the future. This is also my New Year's resolution, hoping USI to keep growing, growing and growing!

In the future, the growing of USI not only depends on everyone's contribution but the integration of our existing management teams. We will integrate global manufacturing resources, expand the facilities in Tsao-tuen, Huizhou and Vietnam as well as facilities in Europe. It's an exhilarating mission, and even more an arduous mission.

Consequently, I expect everyone can keep working hard for USI under the lead of management team, confront the challenges with larger business scale and more revenue, and realize the New Year's resolution together!

Chairman, Jeffrey Chen

Spring, 2020

2020 新高度零距離

作者：總經理暨營運長 / 魏鎮炎



營運長專訪專欄

開放讓全體員工參與提問！

歡迎您將問題發送到 tw.gp.newsletter@usiglobal.com

2019 年世界局勢紛亂，加上中美貿易摩擦，產業發展受到嚴重影響。在這麼艱困的情況下，USI 整年的業績仍有小幅成長，在此要特別感謝全體同仁的合作和付出。

自從啟動了擴張計畫，2018~2019 兩年之間，我們進行了多項策略投資，包括收購波蘭生產據點，在巴西與手機晶片廠高通合作，在中國大陸和中科曙光成立合資公司，投資 PHI Fund 汽車電子基金，參加新加坡元器件解決方案供應商 Memtech 私有化，與歐洲第二大 EMS 公司 Asteelflash 簽署《股份收購協議》，擬取得 100% 股權，以及在越南海防投資建設新廠。與此同時，我們也決定重啟臺灣南崗廠、興建廣東惠州廠、增建墨西哥第三座廠房以及波蘭第二座廠房。

去年第四季執行策略規劃的時候，怎麼看 2020 年都會比 2019 來得好，沒想到 2020 年一開始就遭遇新型冠狀病毒感染肺炎的疫情，根據政府的規定，我們在大陸的廠區，延長農曆新年假期直到 2 月 10 日才復工！有些國家甚至拒絕從大陸 / 港澳臺起飛的旅客入境！如此，第一季的出貨勢必受到影響，而一些進行中的新案件，也難免被耽擱！

疫情傳出，雖然是在農曆新年休假期間，但是我們絲毫不敢馬虎，Site/FU/BU 通力合作對抗疫情，展現高度的應變能力。由於疫情仍在早期階段，未來如何演變仍然存在不確定性，但無論如何，我們就是以法規遵行、員工安全為前提，善用各種方法，包括在家上班、行動辦公室、跨區代理等等，盡力達成對客戶的承諾。

疫情是一時的，而策略方向則是長遠的。我們的策略是模組化、多元化、全球化、垂直整合及智慧製造。

2020 下半年起，併購法國 Asteelflash 的案子，倘若如期完成一切法定程序，USI 將在 10 個國家擁有 27 個生產據點。藉此機會勉勵每一位同仁，不斷地自我提升，讓自己成為一個全球人才，站在這個更大的平臺，邁向新高度，面對多元的文化和語言，溝通零距離，貢獻能力的同時，也樂在自我成長的過程。

2020 New Stage No Gap

Author: President & COO / CY Wei

In 2019, the chaotic political and economic situation in the world and the China-US trade frictions affected the industrial development severely. In such a difficult time, USI's performance throughout the year still slightly improved. I would like to thank all of you for your cooperation and dedication.

Since started our plans of expansion, we made multiple strategic investments from 2018 to 2019: including acquired Poland Site, collaborated with Qualcomm in Brazil, established the joint venture with Sugon in China, invested in PHI fund, engaged in the privatization of Memtech in Singapore, entered into an Equity Acquisition Agreement with the second largest EMS company in Europe - Asteelflash, with the intention to acquire 100% of its equity, and invested a new manufacturing facility in Hai Phong, Vietnam. At the same time, we also decided to re-open Nankang Site in Taiwan, establish Huizhou Site in Guangdong, and construct the third building in Mexico Site and the second building in Poland Site.

When implementing the strategic plans in Q4 last year, we anticipated a better performance in 2020 under all circumstances; however, we did not expect to encounter the epidemic of COVID-19 that started in December last year. Following the government regulations, the holidays of Lunar New Year of China sites have been extended until February 10th! Some countries even banned tourists taking off from China/Hong Kong/Macau/Taiwan to enter the borders! Therefore, the shipment in Q1 is bound to be affected, and some new projects in progress will inevitably be delayed!

Although the epidemic outbreak during the Lunar New Year holidays, we did not dare to be less alert. Site/FU/BU worked together to fight against it with great adaptability. As the epidemic is still at its early stage, there is still uncertainty about how it will evolve. In any case, with the premise of compliance to the regulations and employee safety, we are adopting various actions to fulfill our commitments to customers, including working at home, mobile offices, cross-region delegations, etc.

The epidemic is temporary, but our strategic direction is in the long-term. Our strategies are **Modularization, Diversification, Globalization, Vertical Integration** and **Smart Manufacturing**.

By the second half of 2020, if all legal procedures of the acquisition of Asteelflash are completed as scheduled, USI will have 27 production bases in 10 countries. I would like to encourage each of the employees to continuously enhance themselves and become a global talent, take advantage of this larger platform to excel to a new stage. When facing diverse cultures and languages, there should be no gap in communication. While contributing your abilities, please also appreciate the process of self-growth.

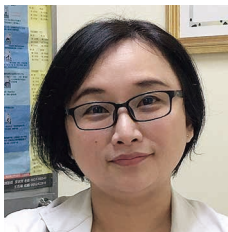
COO Interview is open to all staff members to ask questions! Please email your questions to tw.gp.newsletter@usiglobal.com



臺灣廠・草屯 駐廠職業健康護理師 正向思考 提升自我

採訪編輯：CSO / 行銷企劃部

大部分同事對駐廠職業健康護理師的印象，可能還停留在像是學校保健室的護士一樣，但其實他們的工作內容更加廣泛。除了對工作傷病的一般處置外，他們也必須管理公司每一位員工的身心健康，協助公司提供員工一個友善健康的工作環境。Newsletter 將刊載一系列各廠醫護人員的採訪，讓大家能夠更加瞭解他們的職責與重要性，以及在面對不同挑戰時，他們是如何從工作中找到屬於自己的成就感。



張瑞靜 (2003.07 入職)

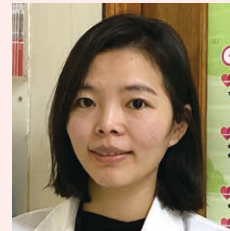
「人生有三分之一以上的時間都在職場，久而久之同事就變得像家人一樣。當你關懷幫助他，看著他健康，你就會心滿意足。」從 2003 年入職以來，陪著 USI 走過 16 年的 Nancy，不論在工作職責、同事關懷，甚至是護理思維的轉變，她都有許多深刻的體會。

進入 USI 之前，Nancy 在醫院工作將近 8 年。在過去醫務人員相對缺乏的時期，除了要指導護理人員、照顧病人、提供醫護諮詢，還得協助醫師以及與各科室協調溝通。成為駐廠護理師後，工作內容與之前大不相同，在醫院只要把眼下工作完成，然而她現在需擔負的責任更多，必須獨立作業，24 小時全年無休。

關於職護的工作內容，每天除了計畫執行的例行工作，同時要處理突發事件，每週還要參與內部會議趕上計畫進度；同時也必須針對員工個案，評估健康風險，並提供同仁適當建議，並非只等著個案。有時候甚至忙到連去洗手間都很急迫，原本預定的工作也會被突發的事件給打亂。

「在工作上最大的樂趣，就是真正幫助到員工。」Nancy 談到：「我們就像柯南，先找出問題，與員工討論後找出癥結，並協助提供可能的解決方法。」舉例來說，曾經好幾次從某員工的健檢報告中發現異常變化，起初提醒他要去回診，結果他不覺得有這必要，經過再三的勸導及解釋後，終於願意去醫院檢查，幸好及時發現問題，經過手術，才漸漸恢復健康。員工們的感謝，就是給她最大的鼓勵。

未來，Nancy 希望 USI 的員工能多接受護理師們的建議，提升病識感，若是因為拒絕建議而錯過救治的時間，後果不堪設想。同時她也期待醫務室有朝一日能夠「露出地面」，給予員工一個更好的醫療環境。她期許大家能正面思考與累積善緣，善緣會像漣漪一樣擴散出去，帶給更多人正向的能量，快樂與健康必定能為 USI 提升更佳的產能及服務。



李欣穎 (2019.08 入職)

來到 USI 剛滿半年的 Lillian，目前負責新進人員的教育訓練與公司員工的健康風險評估。讓新進員工剛進入職場就獲得正確的保健知識，就能幫助他們更快適應工作環境。

面對護理思維的轉變，身為護理師所擔負的責任也更多，不只基本的員工健康管理，她與同事需要進入產線，評估工作場所是否有危害健康風險之疑慮，預防員工過度負荷。對於女性員工，提供產前產後的健康照護，讓她們能有個健康的工作環境。

進入 USI 前，Lillian 除了在醫院有臨床護理師的經驗外，也曾作為專案個案管理師，在監獄輔導染上毒癮的受刑人，提供心理諮商及就業輔導，引導他們走上新的人生道路。聊到這段特別經驗，她說：「這些人並不可怕，瞭解他們吸毒背後的真正原因，給予正向的心理支持，協助他們走向正途，不讓他們茫然。」

轉換職場的這段期間，她發現員工健康管理其實不簡單，多數員工輕忽健檢報告上的紅字警訊或解釋，儘管血糖、血脂超過標準，身體並不會有明顯不適，自願接受健康指導意願低，故提升員工的自我健康管理之意願，是她目前最大的挑戰。

Lillian 在休閒時間喜歡和家人聚在一起，逛逛市集，也關注 Instagram 上的美食資訊，看看餐廳附近有沒有戶外景點，近期推薦的景點是臺中北屯新都生態公園，可以帶著小孩一起野餐、運動。她建議同仁平常在工作時多伸展拉筋，預防肩頸傷害，戶外活動則可選擇健走慢跑，藉由觀察他人調整自己的運動姿勢，比起待在健身房，更能與不同的人互動。

「我相信自己的努力一定能得到回饋。」Lillian 談到自己的工作動力：「簡單的一句感謝話，就能讓我得到成就感。」她期許未來自己能在工作與生活達到更好的平衡。另外，她呼籲 USI 的員工能夠踴躍參加廠內舉辦的健康促進活動，提升自己的健康意識。「員工是公司重要的資產，將健康照顧好也是對自己的工作負責。」



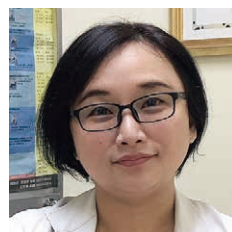
Taiwan Site ▪ Tsaotuen

Corporate Occupational Health Nurses

Positive Thinking and Self Improvement

Interviewed By: CSO / Marketing Communication

Most USI members' impressions of the corporate occupational health nurses may still be like nurses in the health center at school. In fact, their work is more extensive. In addition to the general treatment of work-related injuries, they must also take care of the physical and mental health of employees and assist USI to provide them with a friendly and healthy working environment. USI Newsletter will next interview the medical staff at different sites to get everyone to know more about their responsibilities and importance, and how they find their sense of accomplishment from work when facing different challenges.



Nancy Chang (Be employed in July, 2003)

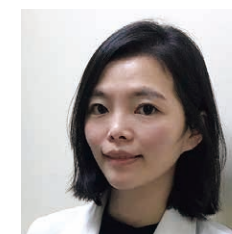
"More than a third of my life is in the workplace. As time passes, I feel like my colleagues are like my family. When you care or help them and see them stay healthy, you will also be satisfied." Since being employed in 2003, Nancy, who has been with USI for 16 years, has a lot of profound experience in her responsibilities, colleagues caring and even the change of thinking of nursing.

Prior to joining USI, Nancy worked at the hospital for almost 8 years. In the past, there was a relative shortage of medical staff. In addition to training nursing staff, caring for patients and providing medical advice, she had to assist doctors and coordinate with other departments. After becoming a corporate occupational health nurse, the work content is very different from the previous one. In the hospital, she just had to finish her duty. However, she has more responsibilities and needs to work independently and 24/7 now.

About the job content of the occupational health nurse, apart from the routine work of plan execution, Nancy needs to deal with emergencies at the same time, participate the internal meeting weekly and catch up with the progress of the plan. Simultaneously, she has to assess employees' health risks directed against their cases and provide them with appropriate suggestions, instead of just waiting for individual cases. As a result, sometimes the time she goes to bathroom is urgent due to busyness. The original scheduled work will also be disrupted by other emergencies.

"The greatest joy of the work is we are really to help employees." Nancy said, "We are like Detective Conan. We first find out the problem, discuss with the employee, find out the crux, and then help provide the possible solution." For instance, she has observed abnormal changes from an employee's health checkup report several times. She informed him to make return visit at first, but he thought that is was unnecessary. After persuading and explaining, he finally agreed to go to hospital. Fortunately, the employee's disease was found in time. After surgery, he gradually recovered. The gratitude of the employees is the greatest encouragement to her.

In the future, Nancy expects that USI members will accept the advice of the occupational health nurses more to improve their sense of illness. If they miss the treatment time because they refuse the advice, the consequences will be disastrous. At the same time, she also expects that the infirmary will "come out to the ground" one day and give employees a better medical environment. She hopes that everyone will take positive thinking and accumulation of good deeds. Good deeds will spread out like ripples and bring more positive energy. Happiness and health will improve USI's capacity and service.



Lillian Li (Be employed in August, 2019)

Lillian, who has just worked at USI for six months, is currently responsible for the education and training of new recruits, and the health risk assessment of employees. As far as she is concerned, getting new employees to get the right health knowledge as soon as they enter the workplace can help them adapt to the work environment faster.

Facing the change of thinking of nursing, as an occupational health nurse, Lillian also has more responsibilities. Not only staff health management, but she and her colleagues also need to enter the production line area to assess whether there are concerns about health risks in the workplace and prevent employees from being overloaded. For female employees, she provides prenatal and postnatal health care so that they can have a healthy working environment.

Before entering USI, in addition to her experience as a clinical nurse in the hospital, Lillian also worked as a case manager, counseling inmates with drug addiction in prisons, providing psychological counseling and employment counseling, and guiding them into a new life. Talking about this particular experience, she said, "These people are not terrible. Understanding the real reason why they drugged and giving them positive psychological support can help them get back on track and let them not be lost."

While changing workplaces, she has found that managing employees' health was actually not simple. Most employees ignored the warnings or explanations of the health checkup report. Although the blood glucose and blood lipids exceeded the standards, their bodies would not have obvious discomfort. Therefore, the situation will reduce their willingness of accepting health guidance. Under the circumstance, how to increase employees' willingness of self-health management is her biggest challenge at present.

Lillian likes to spend time with her family, stroll around the market and follow the food information on Instagram to see if there are outdoor attractions near the restaurant. The recently recommended spot is Xindu Shentai Park in Beitun, Taichung, which can take children to picnic and exercise together. She suggested that USI members can stretch at work to prevent shoulder and neck injuries. As for outdoor activities, colleagues can choose walking and jogging, and adjust their exercise postures by observing others exercising. Compared with staying in the gym, colleagues can interact with different people more when enjoying outdoor activities.

"I believe my efforts will be rewarded." Lillian said her motivation to the work, "Simple words 'thank you' will satisfy me." She expects to achieve a better balance between work and life in the future. In addition, she urged USI members to actively participate in health promotion activities organized by USI to raise their health awareness. "Employees are important asset of USI. Taking care of yourself is also responsible for your work."

檢視職場壓力 樂在工作

作者：臺灣廠 / QA&CSR / S&HS / HS / 李欣穎

在忙碌多變的社會環境，生活中難免有壓力，在職場環境裡更避免不了壓力的產生。許多研究中顯示，壓力同時具有正負兩面的影響，職場相關的壓力可視為職場環境影響勞工就業上身心適應的一種歷程，適度的壓力雖然可以激發其動機，提升工作的效率，但職場上所產生的壓力超過個人所能夠負荷的程度時（例如：超時、長時間夜班工作），若無法適度調適或採取因應策略，無論在心理、生理、行為及認知層面上，均會產生負面效應，輕則影響工作者的情緒穩定度，重則造成人際互動不良，影響工作進度或團隊合作，進而成為工作產能與服務品質降低的重要因素，對勞方與資方都有顯著的負面影響，故「職場壓力」議題越來越受國家與社會關注。



處在長期且持續的高度壓力環境下，容易引起生理警戒反應，導致種種身心病痛。在生理方面，壓力會使人口乾舌燥、心跳加速、血壓升高、肌肉緊繃僵硬、胃腸不適、呼吸道不適、排汗不正常，行為上可能出現生活習慣改變、暴飲暴食或食慾減退。在心理方面，不當的工作壓力可能引發焦慮、緊張、易怒、挫折感、情緒容易激動、人際溝通出現障礙、退縮、憂鬱、情緒壓抑、注意力不集中、失去自發性及創造力。

心理層面

當意識到在工作職場上有壓力時，預防勝於治療，可以從自身做起。由心理層面來看，似是而非的想法（或觀念）、以偏概全的結論與不合邏輯或非現實的推論和幻想（例如：這個案子如果沒有完成，我就完蛋了！），形成了所謂的「非理性想法」，也帶來不必要的情緒困擾與壓力。這些偏差的想法帶出情緒，但卻無法改變現狀或事實。當不能改變環境或無法突破瓶頸時，不妨調整對自己的期待、轉變自己原來所堅持的焦點，先讓自己不慌亂沮喪，找信任的人討論，互相傾訴分享，幫助我們正向積極的面對事物，心情自然也能放鬆。

生理層面

在生理層面中，可透過簡單的「SMILE」口訣達到壓力紓解。

- 「S」 Sleep，代表睡得好，養成良好作息，避免熬夜，減輕疲憊感。
- 「M」 Mobile，是指多嘗試放鬆、按摩、打坐、唱歌等釋放壓力的活動，或藉由規律運動增加血清素濃度，使心情愉悅。
- 「I」 Interact，找親朋好友傾吐心聲，聆聽他人良好的建議與幫助，讓心靈獲得紓壓。
- 「L」 Love / Laugh，以正向的態度與信念，保持微笑關心他人。
- 「E」 Eat，吃得健康，多吃含維生素 B 群食物，如燕麥片、五穀雜糧等，有助於降低焦慮。

若壓力長久無法解決或釋放時，可求助於專業的醫療，幫助自己在壓力下調適得更好。

壓力幫助我們面對挑戰、發揮潛力；放鬆則讓我們休養氣息、安頓自在，但在職場上，長期處於備戰的緊張壓力下，我們時常忘了放鬆。適時地學著察覺及控制情緒並表達自己、做好時間管理，同時透過「SMILE」口訣，找到適合自己紓解情緒及對抗壓力的方式，常保愉快心情，來面對職場多變的挑戰，期望能樂在工作，找到工作幸福感，讓幸福職場不再只是夢想！

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Check the Workplace Stress Enjoy Your Work

Author: Taiwan Site / QA&CSR / S&HS / HS / Lillian Li



In the busy and changing society, it is hard to avoid the stress in life, and even harder to avoid the generation of stress in the workplace.

Researches suggest that there are simultaneously positive and negative influences of stress: workplace related stress can be viewed as the process of adaptation of workers triggered by the workplace. While the proper pressure motivates us and elevate our work efficiency, when the pressure generated in workplace exceeds the level a person can bear (such as working overtime or long night shifts) and becomes impossible for workers to readjust or adapt, negative effects occur on mental, physical, behavioral and cognitive levels. It affects the emotional stability of workers, or worse, it causes poor interpersonal interaction, affects work schedule or teamwork, and further becomes an important factor in reducing work productivity and service quality. It has a significant negative impact on both labor and management. Therefore, the "workplace stress" issue is getting more and more national and social attention.

In the persistent stressful environment for a long term, it is easy to cause a physiological alert response and result in various physical and mental illnesses. In physically, stress will make the workers dry mouth, rapid heartbeat, increasing blood pressure, muscle stiffness, gastrointestinal discomfort, respiratory tract discomfort, abnormal perspiration and behavioral changes, such as overeating and loss of appetite. In psychologically, improper work stress may cause anxiety, tension, irritability, frustration, emotional excitement, interpersonal communication barriers, withdrawal, depression, repressed emotions, lack of concentration, and loss of spontaneity and creativity.

Psychological Perspective

When aware of stress in the workplace, prevention is better than treatment and you can do it by yourself. From a psychological perspective, plausible thoughts (or ideas), partial conclusions, and illogical or unrealistic inferences and fantasies (for example, If this project is not completed, I will be doomed!) form what is called "irrational thoughts" and bring unnecessary emotional distress and stress. These deviating thoughts cause negative emotions, but they cannot change the current situation or facts. When you can't change the environment or break through the dilemma, you may adjust your expectations and change the focus you originally insisted on. Stop yourself from panic and frustration to discuss with trusted people and talk to others that will help you face things positively and you will relax naturally.

Physiological Perspective

At the physiological level, stress can be relieved through a simple formula "SMILE".

- "S" Sleep means sleeping well, developing a good schedule, avoiding staying up late and reducing fatigue.
- "M" Mobile refers to stress-relieving activities such as relaxing,

massaging, meditating and singing, or increasing the concentration of serotonin through regular exercise to make you feel happy.

- "I" Interact, find your friends to talk about your feelings, and listen to the good suggestions and help from others, so that your mind can relieve.
- "L" Love / Laugh, with a positive attitude and faith, keep smiling and caring for others.
- "E" Eat, eat healthy, eat more foods containing vitamin B, such as oatmeal or grain, which can help reduce anxiety.

If the stress can't be resolved or released for a long time, you can seek professional medical treatment to help you adjust better under stress.

Stress helps us face challenges and realize our potential. Relaxation allows us to rest and feel comfortable. However, being constantly under the stress of work in the workplace makes us forget to relax frequently. We need to learn how to sense and control emotions to express ourselves and make good time managements. At the same time, through the formula "SMILE", find a suitable way to relieve your emotions and stress. Always keep a happy mood to face the changing challenges of the workplace. Look forward to enjoying your work and find a sense of well-being. Happiness in the workplace is no longer just a dream!

Source

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大陸地區 個人所得稅改革亮點 及納稅籌劃

編輯整理：深圳廠 / ADM / 財務總處 / 朱育青



2019 年 1 月 1 日起，新修訂的《个人所得税法》和《中华人民共和国个人所得税法实施条例》開始實行。新個人所得稅修訂的所得分類由分類計徵方式變更為分類與綜合相結合的管理模式，提高納稅「起徵點」，擴大中低稅率的收入級距，增加 6 項專項附加扣除政策。同時，財政部、稅務總局發布的財稅〔2018〕164 號文件《关于个人所得税法修改后有关优惠政策衔接问题的通知》中規定，在 2021 年 12 月 31 日前，居民個人取得全年一次性獎金可選擇除以 12 個月得到的數額，單獨計算納稅；亦可併入當年綜合所得中做計算。因此，新個人所得稅改革有利於更加靈活的工資薪金個人所得稅規劃。在依法合規的前提下，從提升員工切身利益的角度出發，籌劃整體稅務，減輕個人所得稅稅收負擔，提高員工的收入。

個人所得稅改革的亮點

● 綜合計徵與徵管方式的改革

新個人所得稅改革後將所得由分類計徵方式變更為分類與綜合相結合的管理模式，將居民個人取得工資薪金所得、勞務報酬、稿酬、特許權使用費所得歸為綜合所得，按納稅年度合併計算個人所得稅。納稅人取得經營所得，利息、股息、紅利所得、財產租賃所得、財產轉讓所得，依偶然所得分類課稅。同時，徵管方式也進行相應調整，對綜合所得採用月度預繳與次年匯繳相結合的管理模式，由原有的單一單位代扣代繳增加了個人申報和匯

算清繳的繳稅方式。

● 費用扣除及優化稅率結構

此次改革將綜合所得的起徵點由原來的每人每月 3,500 元提高至 5,000 元；更增加了對子女教育支出、繼續教育支出、大病醫療費用、贍養老人支出、住房貸款利息和住房租金支出 6 方面的專項附加扣除，這種普適性與特殊性的結合更加體現了稅制的公平性和合理性。

同時，調整和優化個人所得稅的稅率結構，對於綜合所得，擴大了 3%、10%、20% 等低稅率的級距、相對縮小或保持原有的高檔位稅率級距（詳見表 1）；對於經營性所得，拉大了各個檔次稅率之間的差距（詳見表 2），這樣更好地發揮個人所得稅調節收入分配的作用。

表 1 個人所得稅率表（綜合所得適用）

級數	全年應納稅所得額	稅率 (%)
1	不超過 36,000 元	3
2	超過 36,000 元至 144,000 元	10
3	超過 144,000 元至 300,000 元	20
4	超過 300,000 元至 420,000 元	25
5	超過 420,000 元至 660,000 元	30
6	超過 660,000 元至 960,000 元	35
7	超過 960,000 元	45

（註 1）：本表所稱全年應納稅所得額是指依照本法第六條的規定，居民個人取得綜合所得以每一納稅年度收入額減除費用六萬元以及專項扣除、專項附加扣除和依法確定的其他扣除後的餘額。

（註 2）：非居民個人取得工資、薪金所得、勞務報酬所得、稿酬所得和特許權使用費所得，依照本表按月換算後計算應納稅額。

表 2 個人所得稅率表（經營所得適用）

級數	全年應納稅所得額	稅率 (%)
1	不超過 30,000 元	5
2	超過 30,000 元至 90,000 元	10
3	超過 90,000 元至 300,000 元	20
4	超過 300,000 元至 500,000 元	30
5	超過 500,000 元	35

（註）：本表所稱全年應納稅所得額是指依照本法第六條的規定，以每一納稅年度的收入總額減除成本、費用以及損失後的餘額。

新個人所得稅法下稅收籌劃分析

● 合理縮小稅基

新個人所得稅法下，居民個人工資薪金採用累積預扣法預扣預繳稅款。

本期應預扣預繳稅額 =（累計預扣預繳應納稅所得額 × 預扣率 - 速算扣除數）- 累計減免稅額 - 累計已預扣預繳稅額

累計預扣預繳應納稅所得額 = 累計收入 - 累計免稅收入 - 累計基本減除費用 - 累計專項扣除 - 累計專項附加扣除 - 累計依法確定的其他扣除

基於上述計算公式，提高專項扣除和專項附加扣除，合理縮小稅基。

(1) 足額繳納「三险一金」：因新個人所得稅法下准予「三险一金」以專項扣除名義在發放工資時予以扣除。因此，在政策允許範圍內，最大化「三险一金」繳存基數和繳存比例。

(2) 即時申報專項附加扣除：由於每位員工的扣除項目不同，大部分納稅人都會有幾項符合專項附加扣除標準。因此，公司作為扣款義務人要即時通知員工據實申報扣除專案，確保專項附加扣除專案納入其「抵減額」，達到降低個人所得稅稅負的效果。

● 均衡企業工資發放 減少職工納稅負擔

在保證職工應得資金的原則下，公司應均衡發放工資。

例如公司在每年的五月至六月份發放給員工績效獎金 40,000 元，但是其他月份卻只有 5,000 元的收入，若企業不採取納稅籌劃，則員工五月至六月將繳納高額的個人所得稅，影響其工作的積極性與創造性。所以公司需要通過納稅籌劃依法減稅：一是建立專業的員工工資發放制度，保證員工工資總金額不變；二是將員工五月至六月獎金分攤到其他月份發放，均衡其每月工資金額。

● 合理籌劃年終一次性獎金發放

新個人所得稅法下，未來三年（2019-2021 年），全年一次性獎金可單獨計算納稅，亦可併入當年綜合所得中做計算，實踐過程中還有兩者的組合方式：一部分單獨計稅、另一部分併入綜合所得。如年終獎金單獨計稅，則除以 12，確定適用稅率速算扣除數（詳見表 3），在每一個稅率升檔的臨界點，都會出現稅款的跳躍式上升和稅後收入的跳躍式下降。因此公司應以增加員工稅後收入的目的，事先計劃，測算選擇，合理搭配發放方式，找出工資薪金與年終獎金之間稅率的最佳配比。

表 3 按月換算後的綜合所得稅率表

級數	全年應納稅所得額	稅率 (%)	速算扣除數
1	不超過 3,000 元	3	2
2	超過 3,000 元至 12,000 元	10	210
3	超過 12,000 元至 25,000 元	20	1,410
4	超過 25,000 元至 35,000 元	25	2,660
5	超過 35,000 元至 55,000 元	30	4,410
6	超過 55,000 元至 80,000 元	35	7,160
7	超過 80,000 元	45	15,160

資料來源

- 中华人民共和国个人所得税法（2018 年 8 月 31 日）。
- 财税〔2018〕164 号《关于个人所得税法修改后有关优惠政策衔接问题的通知》（2018 年 12 月 27 日）。

Mainland China Highlights of Individual Income Tax Reform and Taxation Planning

Consolidated: Shenzhen Site / ADM / Finance / Sandy Zhu

Since January 1st, 2019, the newly circular "Individual Income Tax Law of the People's Republic of China" and "Regulations for Implementation of the Individual Income Tax Law of the People's Republic of China" came into force. The revised income tax classification for the new individual income tax has been changed from classification taxation to the management mode that combines classification with comprehensiveness. The tax threshold is increased, income tax brackets of low and medium rates are expanded, and six special additional deductions are added. At the same time, in accordance with Caishui [2018] No. 164 - Notice of the Ministry of Finance and the State Administration of Taxation on Issues Concerning the Connection of Preferential Policies after the Individual Income Tax Law Is Amended, prior to December 31st, 2021, for the annual one-off bonuses obtained by a resident individual, it can be taxed separately on the amount after divided by 12 months, or it can be included in the current comprehensive income. Therefore, the new individual income tax reform is beneficial for having more flexible individual income tax planning for wages and salaries. Under the premise of compliance with laws and regulations, from the perspective of improving employees' personal interests, the taxation is to reduce the tax burden of individual income tax and increase employees' income.

Highlights of Individual Income Tax Reform

• Reform of Comprehensive Tax Levying and Collection Management Methods

After the new individual income tax reform, the management mode of income is changed from the classification levy method to the combination of classification and comprehensiveness. The income of resident individual's wages, salaries, remuneration for labor service, author's remuneration and royalty fees are classified as comprehensive income and consolidated by tax year for individual income tax calculation. The business income, interest, dividends, bonuses, property lease income and property transfer income obtained by taxpayers are taxed on the classification of contingent income. Simultaneously, the collection management

method has also been adjusted accordingly. The management mode of combining monthly prepayment with the following year's settlement payment is adopted for the comprehensive income. The tax payment method of individual filing and settlement payment is added to the original single unit's withholding and remitting.

• Expense Deduction and Optimization of Tax Rate Structure

This reform raises the comprehensive income threshold from RMB 3,500 per person per month to RMB 5,000; it also adds 6 special additional deductions for education expenditures for children, continuing education expenditures, medical expenses for major illnesses, expenses for elderly care, interest on housing loans and housing rents. This combination of universality and particularity further reflects the fairness and reasonableness of the tax system.

In addition, the tax rate structure of individual income tax is adjusted and optimized. For comprehensive income, the brackets of low tax rates, such as 3%, 10% and 20%, are expanded, and the original brackets for high tax rates are relatively reduced or maintained (see Table 1 for details); as for business income, the gaps between the tax rates of various brackets have been widened (see Table 2 for details) so that the role of individual income tax in adjusting income distribution is better played.

Table 1. Individual Income Tax Rate (For Comprehensive Income)		
Bracket	Annual Comprehensive Taxable Income (RMB)	Tax rate (%)
1	0 - 36,000	3
2	36,001 - 144,000	10
3	144,001 - 300,000	20
4	300,001 - 420,000	25
5	420,001 - 660,000	30
6	660,001 - 960,000	35
7	960,001 and above	45

(Note 1): The annual taxable income referred to in this table is in accordance with the provisions of Article 6 of this Law. The comprehensive income obtained by resident individuals is the balance of total income in per tax year deducting RMB 60,000, special deductions, determined additional deductions and other deductions specified in accordance with the law.

(Note 2): For non-resident individuals obtaining income from wage and salary income, remuneration for labor service, author's remuneration and royalty fees, the taxable tax amount is computed after conversion by month in accordance with this table.

Table 2. Individual Income Tax Rate (For Business Income)		
Bracket	Annual Taxable Business Income (RMB)	Tax rate (%)
1	0 - 30,000	5
2	30,001 - 90,000	10
3	90,001 - 300,000	20
4	300,001 - 500,000	30
5	500,001 and above	35

(Note): The annual taxable income referred to in this table is in accordance with the provisions of Article 6 of this Law, as the total income in per tax year deducting costs, expenses and losses.

Analysis of Taxation Planning Under the New Individual Income Tax Law

• Reasonable Reduction of Tax Base

Under the new individual income tax law, the resident individuals' wages and salaries are subject to withholding tax by the cumulative withholding method.

Current tax withholding = (Accumulated taxable income for tax withholding × Withholding tax rate - Quick deductions) - Accumulated tax deductions - Accumulated withholding tax

Accumulated taxable income for tax withholding = Accumulated income - Accumulated tax-exempt income - Accumulated basic deduction expenses - Accumulated special deductions - Accumulated special additional deductions - Accumulated other deductions in accordance with the law

Based on the above calculation formula, increasing special deductions and special additional deductions can reasonably reduce the tax base.

(1) Paying the "three insurances and one fund" in full: As the "three insurances and one fund" can be deducted at the time of paying wages in the name of the special deduction under the new individual income tax law, to the extent permissible by the policy, the payment base and payment ratio of the "three insurances and one fund" shall be maximized.

(2) Real time filing of special additional deductions: As each employee's deduction items are different and most taxpayers will have several items that meet the special additional deduction criteria, the company as the withholding agent must immediately notify the employees to accurately file the deduction items, ensuring that special additional deduction items are included in the "deduction" to achieve the effect of reducing individual income tax burden.

• Balancing Enterprises' Payroll and Reducing Employees' Tax Burden

Under the principle of guaranteeing employees' deserved

payroll, a company should pay in a balanced manner. For example, an employee receives a performance bonus of RMB 40,000 from the company in May and June each year, but receives only an income of RMB 5,000 in other months. If the company does not adopt taxation planning, the employee will pay a high individual income tax in May and June, affecting the employee's enthusiasm and motivation in work. Therefore, the

company needs to reduce taxes in accordance with the law through taxation planning. First, establish a professional employee payroll system to ensure that the employees' total amount of wages remains unchanged; second, distribute the payment of the employee's bonuses in May and June to other months to balance out their monthly salary.

• Reasonable Plan for Year-end One-off Bonus Payment

Under the new individual income tax law, in the next three years (2019-2021), the annual one-off bonus can be calculated separately for tax, or it can be included in the current comprehensive income. In practice, there is also a combination of these two: A part of the tax is calculated separately, and the other is included in the comprehensive income. If the year-end bonus is separately taxed, it shall be divided by 12 to determine the applicable tax rate and quick deduction (see Table 3 for details). At the threshold of each tax rate move-up, there will be a jumping up in tax amount and a jumping down in after-tax income. Therefore, the company shall plan in advance for the purpose of increasing employees' after-tax income, evaluate the choices and reasonably combine the payment method, finding the optimal ratio of tax rates between wages/salaries and year-end bonuses.

Table 3. Comprehensive Income Tax Rate Table After Conversion by Month			
Bracket	Taxable Income Per Month (RMB)	Tax rate (%)	Quick deduction
1	0 - 3,000	3	0
2	3,001 - 12,000	10	210
3	12,001 - 25,000	20	1,410
4	25,001 - 35,000	25	2,660
5	35,001 - 55,000	30	4,410
6	55,001 - 80,000	35	7,160
7	80,001 and above	45	15,160

Source

- 中华人民共和国个人所得税法（2018 年 8 月 31 日）。
- 财税〔2018〕164 号《关于个人所得税法修改后有关优惠政策衔接问题的通知》（2018 年 12 月 27 日）。

ISO 16750 車輛電機電子裝置之環境試驗標準簡介

作者：臺灣廠 / QA&CSR / DQA / PWT / 沈尚儒

隨著電子科技的日益進步，大量的車用電子產品已迅速導入各種先進技術，如圖 1，而這些技術在精密化同時也隨之面臨各種車用環境的考驗，這些考驗直接地影響了產品的可靠度，也進一步影響使用者對產品的安全信賴。國際標準化組織於 2003 年發布了一份車輛電子電機實驗標準文件，ISO 16750，該標準針對車用領域提供了一套完整的實驗環境條件、測試條件與實驗要求，為全球汽車工業在開發階段的各種環境檢測上提供依據。

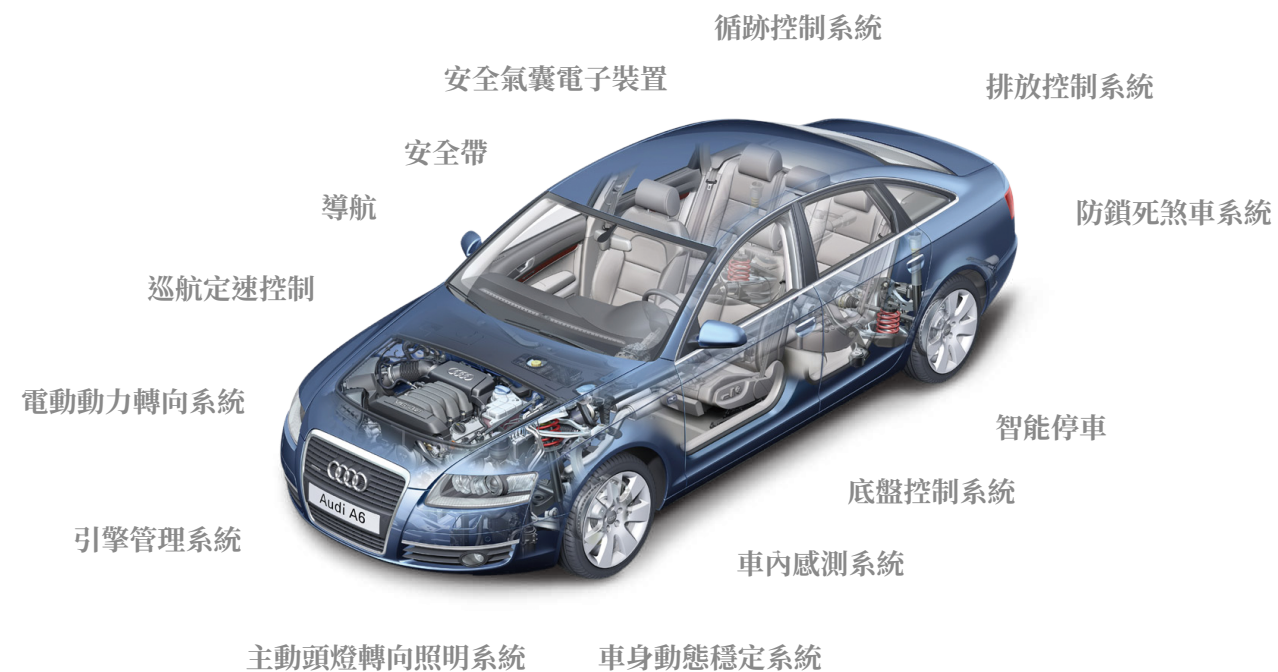


圖 1
資料來源：SGS 集團

ISO 16750 通則介紹

由於汽車電子設備的性能與壽命在外在環境中所面臨的考驗十分多元且複雜，因此在檢測前必須先依照不同的環境屬性加以分類，ISO 16750 將內容分為五個部份：「通則」、「電力負載」、「機械負載」、「氣候負載」以及「化學負載」。

「通則」為四大環境負載在定義各種檢驗條件時所必須共同遵守的準則，首先將汽車系統分 12V(伏特)「乘客車」與 24V「商用車」兩類，內容包含：產品工作模式定義、產品功能等級分類及產品安裝位置。

• 產品工作模式

指產品受檢驗時的當下所處的工作模式，如下表 1。

表 1

模式 1. 產品在無電壓要求之情形下測試。	模式 2. 產品於車輛關閉引擎後，利用電瓶電力供應操作之情形下測試。	模式 3. 產品於交流發電機 / 引擎電力供給下測試。
模式 1.1. 無連接束線。	模式 2.1. 系統 / 零組件功能處於無動作休眠狀態。	模式 3.1. 系統 / 零組件功能處於無動作休眠狀態。
模式 1.2. 連接束線模擬實車安裝。	模式 2.2. 系統 / 零組件以電力進行典型操作。	模式 3.2. 系統 / 零組件以電力進行典型操作。

• 產品功能等級

ISO 16750 分有 Class A~Class E 五階「功能等級」，每一等級代表著產品在檢測期間或檢測完畢後所滿足的不同程度之功能狀態。

Class A：產品在測試中與測試後皆符合期望之功能狀態。

Class B：產品在測試中發生一個或多個異常現象或不符規格，但仍滿足產品本身之功能運作。

Class C：產品在測試期間發生一個或多個功能異常而無法執行，但測試後可自動回復到正常狀態。

Class D：測試期間同 Class C，但測試後無法回復到正常狀態，需透過簡易手動方式重啟恢復。

Class E：產品測試後產生不可恢復的損壞，只能透過維修或元件更換。

除特殊協議外，所有測試項目結束後都需對應上述五種等級中的其中一級。

• 產品安裝位置

如下圖 2，針對產品安裝位置將車體歸納為四個區塊。

(I) 引擎室 (II) 乘客區 (III) 行李 / 載物區 (IV) 車體表面

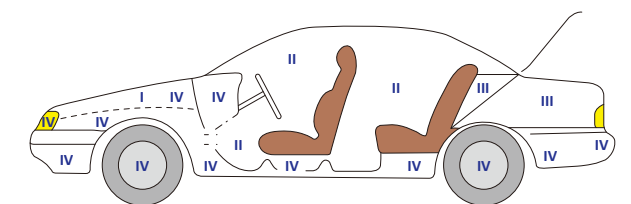


圖 2
資料來源：QA&CSR / DQA / ESE / Luseka Lu 提供



ISO 16750 各類負載介紹

● 電力負載

電力負載主要分為兩部份：

- (1) 產品輸入變電壓試驗：如下圖 3 之架構，主要藉由對產品輸入各種不同形式的變電壓，來考驗待測產品是否能在這些輸入電壓的擾動或極端電壓下不影響功能運作，抑或能在脫離干擾條件後能立即恢復正常而不致永久損壞，這些輸入電壓的波形多是協會根據長久以來的經驗所訂定的實況模擬，圖 4 即為部份輸入變電壓 (Y)- 時間 (X) 的模擬波形。
- (2) 安全性保護試驗：安全保護測試目的在於保護產品在不當安裝或線路異常、電線老化等所造成的可能性傷害如短路、斷路、高壓破壞、輸入電源極性錯誤、產品絕緣材質絕緣性等進行一連串的檢測。

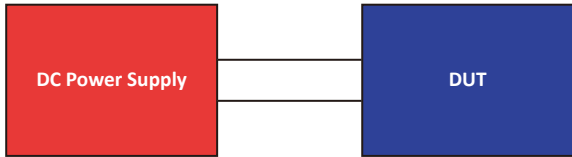


圖 3
可程式控制之電源供應器 (左) 對待測物 (右) 輸入變電壓

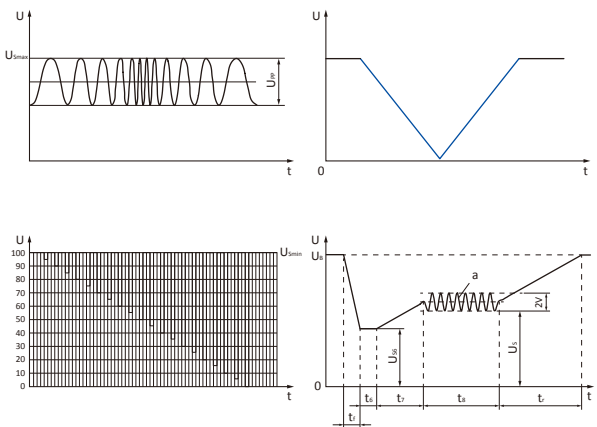


圖 4

參考自標準文件 INTERNATIONAL STANDARD ISO 16750-2(2012)
左上：Page 5: Figure 2 — Test voltage with superimposed sinusoidal a.c. voltage
右上：作者繪製
左下：Page 8: Figure 6 — Supply voltage profile for the reset test
右下：Page 9: Figure 7 — Starting profile

● 機械負載

機械負載主要分為五部分：

- (1) 振動試驗：用於避免產品因疲勞引起的失效或損壞，分正弦振動與隨機振動兩類。前者施加一正弦波振盪於試驗，依測試條件搭配加速度值或振幅；後者則模擬實際遭遇之環境條件，施加特定頻域範圍及特定強度的雜訊振盪。
- (2) 機械衝擊試驗：模擬運輸過程中汽車表面各處可能遭遇之衝撞，主要以半正弦波來模擬撞擊地面並搭配加速度、時間以及速度變化進行檢測。
- (3) 落摔測試：模擬待測物摔落地面時可能造成的破壞，測試時需考量跌落高度、跌落方位順序、跌落處之材質、跌落次數及環境溫度等。
- (4) 表面強度 / 刮痕與耐磨性試驗：主要針對人為因素的接觸對車體內外所造成之任何磨耗損傷進行測試。依買賣雙方協議訂之。
- (5) 礫石撞擊試驗：針對外露於車表之待測物模擬車輛行進於不良路面時，路面的礫石於車輛行駛中對車體所造成的可能性撞擊。

● 氣候環境負載

模擬安裝於車表或內之產品所面臨環境氣候上的應力，依檢測性質可歸納為以下類別：

- (1) 溫度試驗：含高、低恆溫試驗、升降溫試驗及溫度循環試驗，並搭配不同測試時長與測試當下之工作模式進行耐熱、耐寒性檢驗。下圖 5 為用於升降溫試驗及溫度循環試驗之溫度 (Y)- 時間 (X) 變化關係圖。
- (2) 鹽霧試驗：鹽霧腐蝕為一種常見高破壞性的大氣腐蝕，通常用於檢驗金屬材質產品之表面塗層，透過加速腐蝕測驗來檢測塗層對金屬防蝕之保護能力。
- (3) 濕熱循環與恆溫濕熱試驗：結合濕度，營造變溫循環及穩態高溫兩種測試環境來檢測產品或元件在濕氣長期滲透下的運作能力。

- (4) 混合氣體腐蝕性試驗：檢驗產品在具有高腐蝕氣體環境下，如高汙染區之抗蝕運作能力。檢測程度取決於腐蝕氣體的種類和曝露持續時間。
- (5) 太陽輻射模擬試驗：模擬暴露於太陽輻射環境下時材質之抗劣化及退變色能力。
- (6) 耐塵試驗：確認產品裝置之結構密封性及耐塵埃能力。

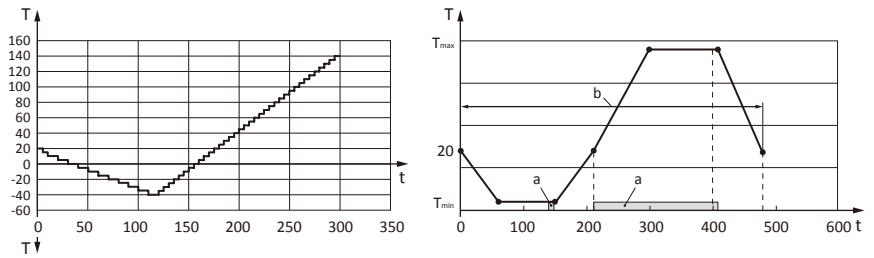


圖 5

參考自標準文件 INTERNATIONAL STANDARD ISO 16750-4(2010)
左：Page 4: Figure 1 — Example of temperature step test, using code Q in accordance with Table 1
右：Page 6: Figure 2 — Temperature cycles with specified change rate

● 化學負載

主要模擬電子裝置對於接觸化學製劑所造成的影響，並依照產品在汽車內之位置評估可能接觸的製劑種類 (如：汽油、清潔劑等) 於室溫或高溫下搭配若干時間長度予以測試，此外還需考慮化學製劑應以何種方式接觸待測物，如下表 2。

表 2

代碼	I	II	III	IV	V	VI
接觸方式	噴霧式	塗刷式	擦抹式	澆注式	蘸浸式	沉浸式
示意圖						

資料來源：QA&CSR / DQA / ESE / Lusaka Lu 提供

結論

由國際標準化組織發展出的 ISO 16750 儼然成為車用電子產品在研發與檢驗上的主流標竿之一。許多車廠也會依據自家產品的特性擷取其中內容或進行調整，發展出一套自有標準，如吉利汽車的 Q/JLY 系列標準同時參照了 ISO 16750 以及中華人民共和國國家標準 GB/T 28046《道路车辆电气及电子设备的环境条件和试验》。此外，還有以電磁兼容性為主的 ISO 7637、規範靜電放電測試的 ISO 10605 等也為 ISO 16750 未涵蓋的部分加以擴充。

Introduction of ISO 16750

Road Vehicles - Environmental Conditions and Electrical Testing for Electrical and Electronic Equipment

Author: Taiwan Site / QA&CSR / DQA / PWT / Ryan Shen

With the increasing progress of electronic technology, various advanced technologies have been introduced in automotive electronics; as shown in Figure 1 below. As the technology grows, more complicate challenges from different aspects occur, and threaten to user's trust in product reliability and safety. In 2003, International Organization for Standardization issued an experimental standard document for vehicle electronics and electrical - ISO 16750 which provides a complete set of environmental conditions, test conditions and experimental requirements for global automotive industry.

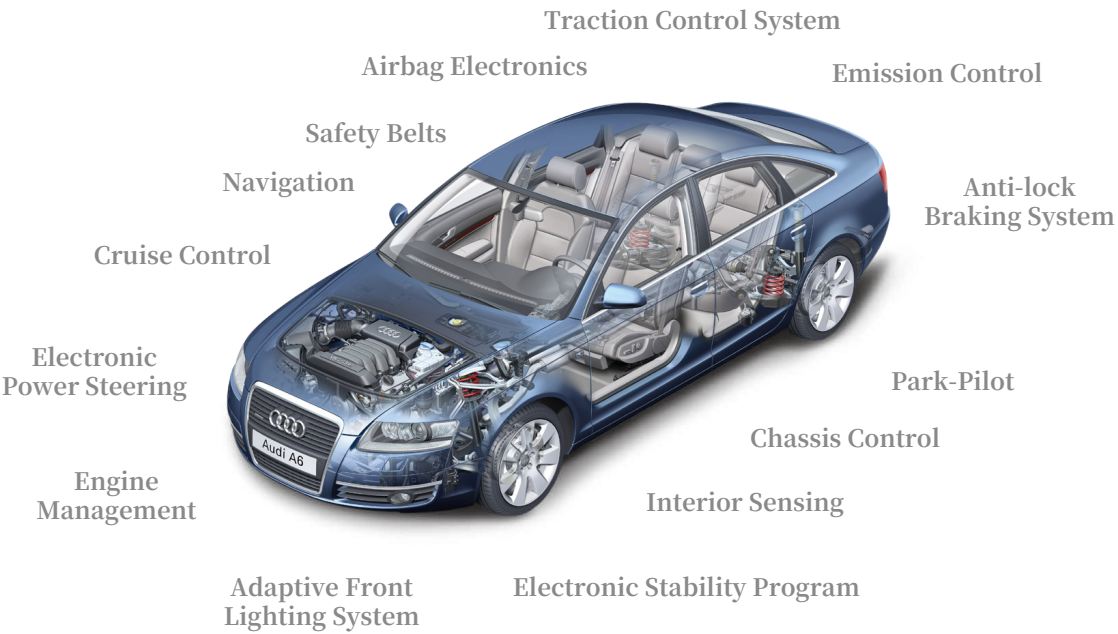


Figure 1
Source: SGS S.A.

General of ISO 16750

Because the test of performance and life cycle of automotive electronics in external environment is diverse and complicated, it needs to be classified according to environmental attributes before testing. ISO 16750 divides its contents into five parts: general, electrical loads, mechanical loads, climatic loads and chemical loads.

General is common criteria which should be observed when defining various test conditions for the four major environmental loads. Automotive system is divided into passenger cars (12V) and commercial trucks (24V) and contents of which include operating modes, functional status classifications and mounting location.

• Product Operating Mode

It refers to current operating mode when product is under test as shown in Table 1 below.

Table 1		
Mode 1: No voltage is applied to the DUT.	Mode 2: The DUT is electrically operated with test voltage, UB, as in a vehicle with shut-off engine and with all electrical connections made.	Mode 3: The DUT is electrically operated with test voltage, UA, with all electrical connections made.
Mode 1.1: not connected to wiring harness	Mode 2.1: system/component functions are not activated (e.g. sleep mode).	Mode 3.1: system/component functions are not activated (e.g. sleep mode).
Mode 1.2: connected to wiring harness simulating vehicle installation.	Mode 2.2: system/components with electric operation and control in typical operating mode.	Mode 3.2: system/components with electric operation and control in typical operating mode.

• Product Functional Status Classification

There are five functional status from Class A to Class E for ISO 16750. Each class represents a different level of functional status that the product fulfilled during or after testing.

Class A: All functions of the product perform as expected during and after the test.

Class B: One or more errors or noncompliance occur during test but product functional operation is still met.

Class C: One or more functional error occurs during product test but return automatically to normal operation after the test.

Class D: The same as Class C during the test, but product does not return to normal operation after the test until it is reset by simple manual action.

Class E: Unrecoverable damage which can only be recovered by repair or component replacement after test.

Except for special agreements, all test items should correspond to one of the five classes above mentioned.

• Product Mounting Location

Vehicle body is divided into four compartments according to product mounting location as shown in Figure 2 below.

- (I) Engine compartment
- (II) Passenger compartment
- (III) Luggage compartment/load compartment
- (IV) Mounting on the exterior/in cavities

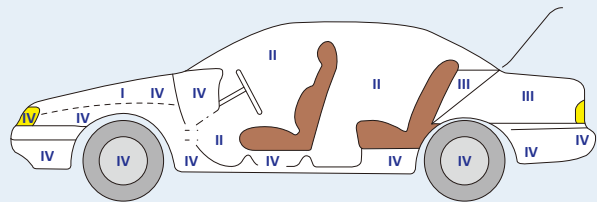


Figure 2
Source: Provided by QA&CSR / DQA / ESE / Luseka Lu

Introduction of Loads of ISO 16750

• Electrical Loads

There are two parts for electrical loads:

- (1) Input variable voltage test: As shown in Figure 3. It applies varies types of voltage to product to test if functional operation of device under test is not affected by disturbance of input voltages or extreme voltage; or the device is able to return to normal immediately without permanent damage after interference conditions being removed. The simulation waveforms of these input voltages are defined by the organization based on their long-term experiences. Figure 4 shows some of input test waveforms, voltage(Y) - time (X).

(2) Safety protection test: The purpose of safety protection test is to prevent product from possible damages such as short circuit, open circuit, high voltage damage, improper input polarity and insulation of product material caused by installation error, wiring error and aging wires.

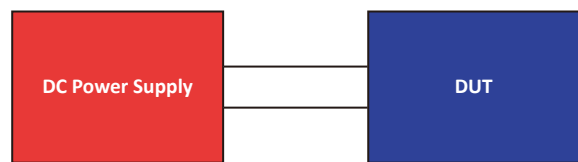


Figure 3
Apply variable voltage to Device Under Test (right)
by programmable power supply (left)

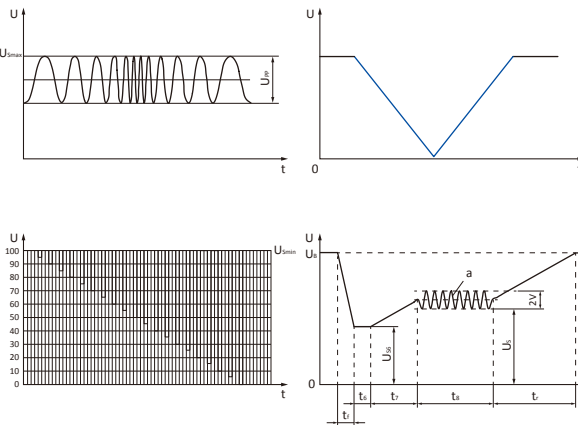


Figure 4
Source: INTERNATIONAL STANDARD ISO 16750-2(2012)
Top Left: Page 5: Figure 2 — Test voltage with superimposed sinusoidal a.c. voltage
Top right: Provided by QA&CSR / DQA / PWT / Ryan Shen
Bottom left: Page 8: Figure 6 — Supply voltage profile for the reset test
Bottom right: Page 9: Figure 7 — Starting profile

• Mechanical Loads

There are five parts for mechanical loads:

(1) Vibration: It is used to avoid failure or damage caused by fatigue and includes two types: sinusoidal vibration and random vibration. The former cooperates with acceleration value or amplitude and applies a sine-wave oscillation to the

test; the latter simulates actual environmental conditions and applies noise oscillation with specific frequency range and intensity.

- (2) Mechanical shock: It simulates collisions that may be encountered everywhere on the surface of vehicle during transportation. Half-sinusoidal cooperated with changing of acceleration, time and speed, is used to simulate impact on the ground for test.
- (3) Free fall: It simulates possible damages when device under test falls on ground. Falling height, falling orientation and sequence, material of falling position, number of times of falling and ambient temperature should be taken into account for testing.
- (4) Surface strength/scratch and abrasion resistance: The test is conducted for abrasion and damage on interior/exterior of automobile caused by human contact. It should be established in accordance with agreement between buyer and seller.
- (5) Gravel bombardment: The test is conducted to simulate the possible impact on vehicle surface caused by gravel when traveling on poor pavement.

• Climatic Loads

It simulates climate stress on product mounting on the exterior/ interior cavities. According to test property, it is classified into following types:

- (1) Temperature test: It includes high/low constant temperature test, temperature step test and temperature cyclic test. Those will combine with heat-resistant or cold-resistant test with different test duration and current operating mode. Figure 5 below is a temperature (Y) - time (X) diagram of temperature step test and temperature cyclic test.
- (2) Salt spray test: Salt spray corrosion is a common atmosphere-corroding test with highly destruction. It is an efficient way to test the anti-corrosion capacity of metal material with surface coating.

- (3) Humid heat, cyclic test and Damp heat, steady-state test: It combines humidity to create two test environments, variable temperature cycle and steady high temperature, to test operating capacity of product under long-term moisture infiltration.
- (4) Corrosion test with flow of mixed gas: It tests corrosion-resistance capacity of product under high corrosive gas environment such as highly polluted areas. Test intensity depends on the type of corrosive gas and duration of exposure.
- (5) Solar radiation: It simulates degradation resistance and discoloration of material when exposing to solar radiation.
- (6) Dust test: It verifies hermetic seal and dust resistance of product.

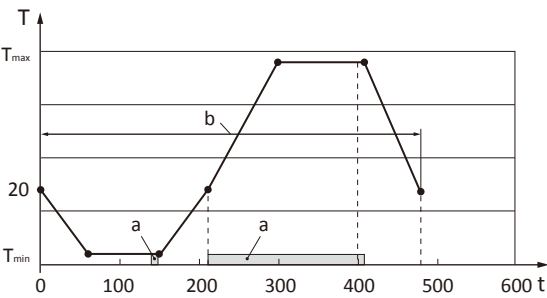
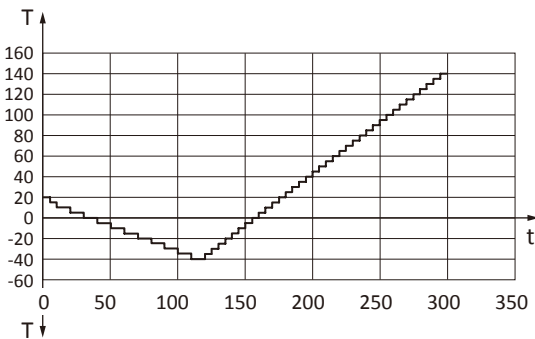


Figure 5
Source: INTERNATIONAL STANDARD ISO 16750-4(2010)
Top: Page 4: Figure 1 — Example of temperature step test, using code Q in accordance with Table 1
Bottom: Page 6: Figure 2 — Temperature cycles with specified change rate

• Chemical Loads

It simulates the effects of electronic devices when exposing to chemical agents under room temperature or high temperature for a certain period of time and evaluates the possible agents (such as gasoline, detergents, etc.) according to its location in car. It also considers how these chemical agents should contact the device, as shown in Table 2 below.

Table 2

Code	I	II	III
Method	Spraying	Brushing	Wiping
Diagram			
Code	IV	V	VI
Method	Pouring	Dipping	Immersing
Diagram			

Source: Provided by QA&CSR / DQA / ESE / Luseka Lu

Conclusion

ISO 16750 developed by the International Organization for Standardization has become one of the benchmarks for R&D of automotive electronics. Many automobile manufacturers will follow or refer to the standards and develop their own criteria according to product characteristics. Such as Q/JLY series, standard of GEELY, referring to ISO 16750 as well as National standards of the People's Republic of China GB/T 28046 Road vehicles - Environmental Conditions and Testing for Electrical and Electronic Equipment. In addition, ISO 7637 for electromagnetic compatibility and ISO 10605 prescribing electrostatic discharge specifications are used as supplements uncovered by ISO 16750.

環旭電子新聞集錦

編輯整理：CSO / 行銷企劃部

MSCI 擴容 環旭電子納入 MSCI 新興市場指數



(2019-11-08 上海) 北京時間 11 月 8 日晨，指數編制公司 MSCI 宣佈，將實施納入 A 股擴容的第三步，將指數中所有大盤 A 股（包含符合條件的創業板標的）共計 244 只，在 MSCI 新興市場指數中的納入因數從 15% 增加至 20%；同時將包括環旭電子（上海證券交易所股票代碼：601231）在內的中盤 A 股（包含符合條件的創業板標的）共計 228 只，一次性以 20% 的納入因數納入 MSCI 新興市場指數。上述變動將在 2019 年 11 月 26 日收盤後生效。



新零售趨勢看漲 環旭電子提供更安全的終端支付方案



(2019-11-15 上海) 為了幫助銷售商設計出能在硬體與螢幕上更直接、美觀、更快速容易完成支付收款的裝置。環旭電子投入 EMV 支付功能技術整合，開發推出安全、快速的支付應用終端設備—mPOS。環旭電子垂直應用產品方案事業處副處長孫玉柱說：「mPOS 是整合了公司多年在平臺與系統開發能力與經驗，採用安全晶片領導公司美信集成晶片，並通過 EMV 支付認證機構和 PCI 安全實驗室的驗證與認可」。

環旭電子推出用於智慧家居的無線模組支援亞馬遜 Alexa 語音服務



(2019-11-20 上海) 全球電子設計製造大廠環旭電子（上海證券交易所股票代碼：601231）宣佈推出 WM-BN-MT-52（又稱 Alexa Connect Kit，簡稱 ACK）無線模組，可全面支援亞馬遜 Alexa 語音服務。該無線模組可以廣泛應用在智慧家居領域，已經於 2019 年 5 月正式量產。



環旭電子擬收購歐洲第二大 EMS 公司 Asteelflash 加快全球化擴張



(2019-12-13 上海和巴黎訊) 全球電子設計製造領導廠商環旭電子股份有限公司（上海證券交易所代碼：601231，以下簡稱：環旭電子）今天正式發佈公告，與歐洲第二大 EMS 公司 Asteelflash 的股東簽署《股份收購協議》，擬約以 4.5 億美金的價格收購 Asteelflash 100% 股權，其中，89.6% 用現金支付，

10.4% 通過向 Asteelflash 創始人私有公司發行環旭電子股份的方式（即：換股方式）支付。本次交易尚需取得相關國家主管單位批准。

環旭電子擬在越南海防投資建設新廠



(2019-12-19 上海) 全球電子設計製造大廠環旭電子（上海證券交易所股票代碼：601231）2019 年 12 月 12 日發佈公告，公司因業務發展和全球化產業佈局的需要，擬在東南亞地區設立新的生產據點，滿足境外客戶的訂單需求。經公司第四屆董事會第十六次會議審議通過，擬通過全資子公司環鴻香港在越南海防市投資設立全資孫公司（以下簡稱「越南子公司」），投資建設工廠，計畫總投資 4,200 萬美元。



USI News

Consolidated: CSO / Marketing Communication



A-shares in the index (including eligible GEMs) in the MSCI Emerging Markets Indexes increased from 15% to 20%. Meanwhile, it included a total of 228 mid cap A-shares (including eligible GEMs) including USI (SSE: 601231) into the MSCI Emerging Markets Indexes all at once with a 20% inclusion factor. The above changes will take effect after closing on November 26th, 2019.

MSCI Expanding China Index Offering and USI Being Included into MSCI Emerging Markets Indexes



(2019-11-08, Shanghai) On the morning of November 8th (Beijing Time), the indexing company MSCI announced that it would implement the third step of expanding its China index offering for China A inclusion process. The inclusion factor of a total of 244 large cap

With New Retail Trend Bullish, USI Provides Much Safer Terminal Payment Solution



(2019-11-15, Shanghai) To facilitate the device that can make payments and collections more directly, aesthetically, quickly and easily through hardware and screens, USI has invested in the EMV payment technology to launch, mPOS, a secure and fast payment terminal. "mPOS is a product which was integrated our plentiful experience in platform and system development capabilities with the security chip company Maxim Integrated, certified by EMVCo authorized certification testing lab and received approval of PCI security evaluation lab." said Hawk Sun, Associate Director of Vertical Product Solutions BU of USI.



USI Launched the Wireless Module for Smart Home to Support Amazon Alexa Voice Service (AVS)



(2019-11-20, Shanghai) USI (SSE: 601231), a global electronics designer and manufacturer, announced the launch of the wireless module WM-BN-MT-52 (also known as Alexa Connect Kit or ACK for short), which can fully support Amazon Alexa Voice Service (AVS). The wireless module can be widely used in the field of smart homes and was officially put into mass production in May 2019.

USI Intends to Acquire Asteelflash, Europe's Second-Largest EMS Company, to Accelerate Its Global Expansion



(2019-12-13, Shanghai and Paris) Universal Scientific Industrial (Shanghai) Co., Ltd. (hereinafter referred to as "USI") (SSE:601231), a leading

electronics designer and manufacturer, formally announced its intention to enter into the Equity Acquisition Agreement with the shareholders of Asteelflash, the second largest EMS company in Europe. It intends to acquire 100% equity of Asteelflash for 450 million US dollars, of which 89.6% is paid in cash, 10.4% is paid by issuing shares of USI to privately owned company of Asteelflash's founder (i.e. equity swap). The transaction is subject to approval by the relevant competent authorities.



USI Intends to Invest in New Facility in Hai Phong City, Vietnam



(2019-12-19, Shanghai) USI (SSE: 601231), a global electronics designer and manufacturer, announced the company intends to establish a new production base in Southeast Asia for the needs of business expansion and industrial globalization with a view to meet demands from overseas customers. The 16th meeting of the fourth board of directors of the Company

deliberated and passed the establishment of a wholly-owned sub-subsidiary in Hai Phong City, Vietnam (hereinafter referred to as the "Vietnamese Subsidiary") to invest US\$42 million in the construction of a new facility through the wholly-owned subsidiary Universal Global Technology Co., Limited.

與墨西哥 HR 同仁的 一段友誼

The Friendship with USI(MX) HR Colleagues

作者：昆山廠 Kunshan Site / ADM / Corp. Service / 王繼文 Jesse Wang

清晨的天氣微冷，我站在昆山廠的大門前，準備搭計程車到機場。

It was a little cold in the morning. I was standing outside the gate of USI(KS), waiting for the taxi to the airport.

過去的畫面突然掠過我的腦海。主管指派我指導墨西哥廠的 HR 同仁們使用教育訓練系統。有些人曾告訴我，墨西哥並不是一個安全的國家，而墨西哥人也不怎麼好相處。說實在的，當時我真有點擔心，不知道接下來我會遇到什麼事情。

Some images suddenly occurred in my head. My supervisor assigned me to help USI(MX) HR team use the training system. I was told that the country is not safe, and the Mexicans are not easy to get along. To be honest, I was nervous at that time. I didn't know what would happen on me.



我依然記得第一天我到達墨西哥廠，進入到 HR 辦公室的時候，當地的同事們很熱情地歡迎我。她們教我如何申辦 SIM 卡、告訴我洗手間的地點、哪裡可以裝開水。在墨西哥廠的第一餐，她們還帶我去一間墨西哥式餐廳，可以享用墨西哥玉米捲餅——一種極具特色的墨西哥傳統食物。她們的親切頓時讓我覺得放鬆下來，忘卻一切的緊張。

I still remember the first day when I stepped into the USI(MX) HR office. The colleagues gave me a very warm welcome. They helped me with the SIM card for my phone, told me where the bathroom was and where I can drink hot water. For the first lunch in USI(MX), they took me out to a Mexican style restaurant to have tacos which is a super distinctive and traditional food in Mexico. What they have done for me made me feel comfortable and forgot the nervousness.

這次到墨西哥出差的目標是要訓練 HR 的學習發展團隊使用教育訓練系統。但之前我從來沒指導過墨西哥人，因此在教育訓練前我不知道該用什麼樣的訓練方法才好，也很怕她們不喜歡我的指導課程。或許你可能會認為我反應過度，但那的確是我當時真實的感受。

My target of this business trip to Mexico was to train the L&D team to use the training system. However, I haven't

dealt with Mexicans before. I didn't know which training way was perfect. Also, I was afraid that they don't like my training. Maybe you would think that I was overreacting, but that was truly how I felt at that time.

參與這次訓練課程的學員共有 3 位，Fatima、Gaby 和 Rosa。她們在上課時聽講十分認真，無時無刻地做筆記。在課程中，她們的互動協調與合作精神也讓我不那麼緊張，逐漸增加了我的自信心。由於我使用英文，而她們的母語是西班牙文，有時候她們會對我說的話感到疑惑。即使如此，她們仍不想錯過任何課程細節，希望我提供更多範例來幫助她們瞭解整個教育訓練系統。這讓我十分感動，我知道她們有心想要學習，讓自己在工作中有更佳的表現。

There were three trainees, Fatima, Gaby and Rosa. They listened to me very carefully and made notes all the time. During the training, their interaction and cooperation made me not nervous and get more confidence. Due to I used English, while their mother language is Spanish, sometimes they felt confused. Even so, they didn't want to miss any details and tried to understand everything about the system by asking me for more examples. I felt touched. I knew they were willing to learn and tried to do better at work.



課程結束後，她們非常感謝，也告訴我她們學到很多東西。我感到很高興，同時也很有成就感。接下來，她們必須實際練習操作系統。Rosa 覺得自己不夠機敏，對她而言，將指導手冊印下來參考，一步一步照著步驟練習會比較好。Fatima 和 Gaby 在實際操作的過程中，總是會擔心出現錯誤，因此她們希望我在旁邊協助確認，經過幾次練習，她們已經對這個系統非常熟練了。

After the training, they thanked me and told me that they really learnt a lot. I felt happy and got the sense of achievement. Next, they needed to do some practice with the system. Rosa thought that she was not smart enough, so she thought that it was better for her to print the manual out and did it with the manual step by step. Fatima and Gaby always worried that they would make mistakes when using the system, so they hoped me to sit aside and help check again. After several exercises, they already could use the system very well.

幾天下來，我們逐漸熟悉彼此。我跟她們說了一些中國民間故事，也一起享用了我買的零食。Fatima 向我展示了她家人的照片，Rosa 教我該如何使用西班牙語說「你好嗎？」和「早安」。有時候我們也聊到一些關於語言的問題，像是為什麼在不同時態下中文的動詞不必變化，這真是個好問題，我還真不知道該怎麼回答。

In the following days, we became familiar with each other gradually. I told them some Chinese traditional stories and shared snacks I brought. Fatima shared some pictures about her lovely family. Rosa taught me how to say "How are you" and "Good morning" in Spanish. Sometimes we also discussed about languages. For example, why are the verbs unnecessary to be changed in different tense in Chinese? It was a good question. I even didn't know how to answer.

在這裡最難忘的經驗則是某天 Rosa、Fatima 和 Gaby 邀請了我和另外兩位中文翻譯，Celeste 和 Antonia，一起享用了墨西哥特有的美食。我在中國從來沒吃過這類食物，墨西哥菜令我非常驚豔！另外我也很喜歡加有果汁和龍舌蘭的雞尾酒。我們度過一段非常愉快的時光。

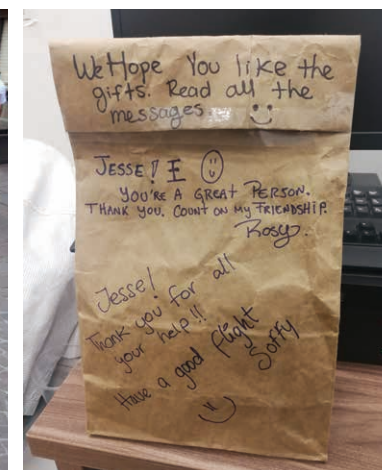
The most unforgettable experience was that one day, Rosa, Fatima and Gaby invited me and two Chinese translators, Celeste and Antonia, to enjoy some typical Mexican food. I haven't had this kind of food in China. The Mexican food was amazing! I also loved the cocktail which is mixed the juice and Tequila. We had a great time together.

時光飛逝，在我待在墨西哥廠的最後一天，她們送了我一個禮物，包裝紙上面寫著她們的祝福，Rosa 甚至在上面寫了我的中文姓氏！這不僅僅是一個禮物，更是一段友誼的紀念。

Time files. They gave me a gift with their blessings written on the wrap on the last day I stayed in USI(MX). Rosa even wrote down my Chinese last name! This was not just a gift; it was a memory of our friendship.

我們之後創了一個微信群組，這樣回國後我們還可以繼續分享彼此的生活、食物、旅行經驗、快樂，甚至是悲傷的心情。她們讓我知道我的墨西哥 HR 同仁們都非常聰明、認真、可靠。除此之外，最重要的是，她們都是熱心的好人。謝謝妳們給我一個這麼棒的經驗！

We created a WeChat group afterward so that we could still share our lives, food, travel experiences, happiness or even sorrow. They let me know that my USI(MX) HR colleagues are smart, hard working and responsible. Besides, I think the most important is that they are good people with warm hearts. Thank you for giving me this fabulous experience!



績效管理新轉變

績效對話

作者：臺灣廠 / ADM / 企業服務總處 / 童婉怡



過往年度績效考核著重在員工為自己前一年做的事情負責，卻有可能忽略改善現在與未來績效的機會。因此，績效管理的新轉變期望主管與部屬針對個人發展定期對話。換句話說，績效管理的重心，正從問責轉向學習。

傳統的績效管理只關注「績效考核」

考核作業的目的是讓工作績效好的員工能夠獲得更多的獎勵。然而，大部分的主管只讓員工知道考核結果及在部門中的排名，就結束了年度績效考核管理流程。

績效考核的陷阱

● 只看數字

制度完善的公司，在績效考核制度面會有一套完整量化的評分標準，不管是員工或是主管都在這個量化的標準裡排序。每當主管與員工做年度績效面談時，往往只注重評分標準，大家在意的也只剩下數字，在面談中並無包含績效發展。

● 只回顧過去

只回顧過去主管對員工的評估和訂定的目標，也就是往往只把重點放在前一年的表現，有的時候甚至只記得打考績前三個月的表現，卻忽略了員工未來的發展方向。

利用績效對話 從關注過去轉變成關注未來

「績效對話」可以讓主管和部屬之間對於工作情況的認

知，進行雙向溝通和確認，針對部屬階段工作成果進行回饋，幫助部屬總結成果，對於表現不錯的部分給予肯定，鼓勵部屬繼續保持，至於不理想或未達目標的部分可以一同檢討及討論改進的方向，並一起確定下一個階段的績效目標，進而激發部屬潛力，協助部屬持續改善精進。

回饋 (Feedback) 是開啟績效對話的一個重要關鍵，對於員工的發展更是至關重要，但要提供「績效改善的回饋」，並不是那麼容易做到。

麥肯錫「回饋模式」

麥肯錫「回饋模式」(McKinsey's Feedback Model) 可以幫助主管有技巧地給予回饋。

麥肯錫的回饋模式包含三個部分：

第一部分：希望對方可以更改的特定行為或事件

第二部分：這個行為所產生的影響

第三部分：提供採取不同做法或行動的建議

例如：我觀察到你今天早上的會議遲到 10 分鐘 (第一部分)，整個團隊的成員因為你的遲到，必須延後其他的工作行程 (第二部分)，我建議你在下次的會議要提早到達，

讓會議準時開始準時結束 (第三部分)。

麥肯錫「回饋模式」最大的優勢就是透過事實的陳述，而使對方無法否認對於你所說的績效改善事件，而達到回饋的目的及效果。

透過定期績效對話 聚焦於績效發展

● 定期績效對話應落實於日常雙向對話

績效評估並不是一年一度的年底大清算，更不是填寫了績效考核就沒事了，績效評估應該是一個平日持續進行的流程，每季、每月、每週，主管都要能掌握員工的工作狀況，並經常讓員工瞭解他哪裡做得好，哪裡需要改善，員工無論表現好壞，主管若沒有即時給予回饋，而要等到年底才做檢討或提供回饋，不僅表現不理想的員工可能會錯失改善的機會，表現好的員工亦因沒有獲得即時的肯定，而損失了幫助員工持續提升績效的好機會。主管與員工透過績效對話，共同討論出未來幾個月或一年的目標，以及具體的行動計畫，最重要的是讓員工表達他對自己的期許、未來想要發展的方向、主管及公司可以提供哪些資源，協助他達成目標。

● 鼓勵員工參與對話

成功的績效面談是互動式雙向面談，主管應避免填鴨式的說服，即使對員工的表現有不滿意的地方，仍須耐心地傾聽其內心真正的想法。每個人的特質不同，有些人

能滔滔不絕的表達意見，有些人則不輕易發表意見，回答問題亦相當精簡。若員工是一個非常善於表達的人，就儘量允許他把問題充分呈現出來。若員工不愛說話，主管除了與員工建立彼此信任的關係外，還要能技巧性地給予對方鼓勵，以具體的問題引導員工表達自己的想法，讓績效對話能夠雙向，並透過討論而達到共識。

績效對話的最終目的是幫助員工成長與發展、改善績效。透過定期的績效對話，協助部屬激發潛能提高戰鬥力，轉化成對組織有實質幫助的高績效！

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New Changes on Performance Management Performance Conversations

Author: Taiwan Site / ADM / Corp. Service / Sandy Tong

In the past, the performance evaluation focuses on requiring the employees to take responsibility for what they did throughout the year, but it could cause them to lose the chance of improving current or future performance. Therefore, the changes of performance management expect supervisors and employees to regularly have conversations on personal development. In other words, the focus of performance management is shifting from accountability to learning.

Traditional Performance Management Focuses Only on "Performance Evaluation"

The purpose of the performance evaluation is to allow employees with good performance to get more rewards. However, most supervisors ended the annual performance evaluation and management process only by letting employees know the assessment results and ranking in the department.

Traps of Performance Evaluation

• Numbers Only

Companies with complete systems will have a complete set of quantified scoring standards in the performance evaluation system. Both employees and supervisors will be

ranked according to this quantified standard. Whenever the supervisors and employees do annual performance interviews, they usually only pay attention to the scoring standards, and everyone only cares about the numbers in the end. The interviews do not include performance development.

• Only Review the Past

Reviewing only the past evaluations and goals set by the supervisors means they tend to focus only on the performance of the previous year and sometimes even just remember the performance of the latest three months before the performance evaluation, but ignore the directions of future development of employees.

Use the Performance Conversations from Focusing on the Past to the Future

The "performance conversations" allows supervisors and subordinates to recognize the work situation, conduct two-way communication and confirmation, give feedbacks on the work results of the subordinates in each stage, help the subordinates to review the results, give affirmations to the good performance and encourage the subordinates to proceed. The unsatisfactory or underachieved parts can be reviewed and discussed together, and the performance goals for the next stage can be determined together to stimulate the potential of the subordinates and assist the subordinates to continuously improve.

Feedback is an important key to starting a performance conversation and crucial to development of the employee. However, it is not easy to give feedbacks of performance improvement.

McKinsey's Feedback Model

McKinsey's Feedback Model can help supervisors give feedbacks skillfully.

McKinsey's Feedback Model includes three parts:

Part 1 is the specific action, event or behavior you'd like someone to change.

Part 2 is the impact of that behavior.

Part 3 is a suggestion for what the person could do differently next time.

Example: I noticed that you were 10 minutes late for the meeting this morning (Part 1), and other members of the team must delay their work schedules because of your late arrival (Part 2); I suggest that you arrive early in the next meeting and let the meeting start and end on time (Part 3).

The biggest advantage of McKinsey's Feedback Model is that through the statement of facts, the other party can't deny the performance improvement activity which you said and achieve the purpose and effect of feedback.

Focus on Performance Development through Regular Performance Conversations

• Implement Regular Performance Conversations in Daily Two-way Dialogues

Performance evaluation is not the annual clearing at the end of the year. It is not done after the evaluation form is filled in. Performance evaluation should be an ongoing process. Every quarter, every month and every week, the supervisor must be able to grasp the working conditions of employees and often let employees know what she/he is doing well and what she/he needs to improve. No matter the performance is good or bad, if the supervisor does not give feedbacks on-time, but wait until the end of year to give criticism or feedbacks, not only employees who are not performing well miss out on opportunities for improvement, but employees who perform well may not receive immediate approval and miss a good opportunity to help them continually enhance the performance. Supervisors and employees use performance conversations to discuss goals

for the next few months or year and specific action plans. The most important thing is for the employee to express her/his expectations for her/himself, the direction she/he wants to develop in the future and what resources the supervisor and company can provide to help her/him achieve her/his goal.

• Encourage Employees to Join the Conversations

A successful performance conversation should be a two-way dialogue. The supervisor should avoid spoon-feeding style of convincing; even when the supervisor is not pleased with parts of the employee's performance, she/he should still listen to the employee's true thoughts patiently. Everyone has different characteristics. Some people can express their opinions eloquently, while others do not easily express their opinions and answers questions shortly and simply. If the employee is a very expressive person, try to allow her/him to fully present the question. If employees do not like to talk, in addition to building trust relationships with them, supervisors must give encouragement skillfully, guide them to express themselves with specific questions, allow the performance conversations to be two-way and achieve a consensus through discussion.

The ultimate goal of performance conversations is to help employees grow and develop, and improve performance. Through regular performance conversations, subordinates are assisted to stimulate their potential to increase their effectiveness and turn that power into high performance that can actually help the organization!

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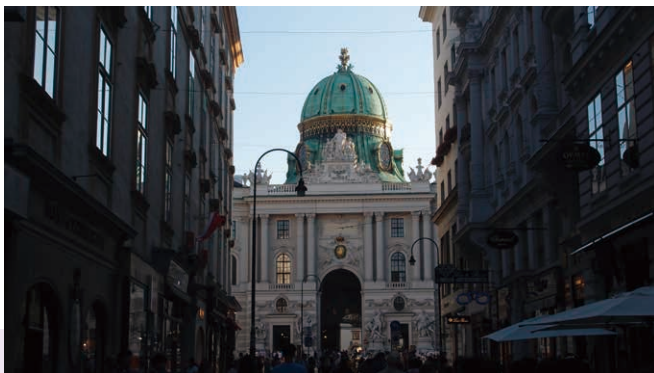
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藝術建築

Artistic Architecture

“ 臺灣廠 / CE / 工業設計部 / 林皓芸
Taiwan Site / CE / MD-ID / Melissa Lin



奧地利維也納市中心
City Centre, Vienna, Austria

傍晚時分的陽光斜射維也納，背向陽光的街道陰暗冷澀，卻像是為了更襯出浸沐在斜陽中的霍夫堡。■ The evening sunlight obliquely hits Vienna and the streets facing away from the sun are dark and cold, but they are more like to set off Hofburg immersed in the setting sun.



法國巴黎蒙馬特
Montmartre, Paris, France

由於蒙馬特區山坡的地形和散射的街道，因此在許多街口都能夠發現這種有趣的構圖，彷彿使用魚眼鏡頭一樣。■ Thanks to the terrain and scattered streets of Montmartre, this interesting composition can be found at many intersections, as if using a fisheye lens.

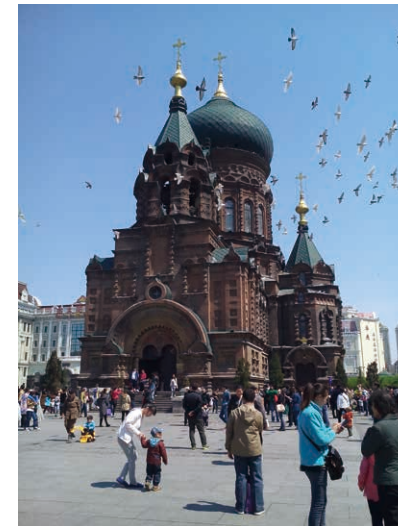


法國巴黎羅浮宮地下商場
Carrousel du Louvre, Paris, France

熾烈的陽光透過一層一層的折射，替羅浮宮金字塔的地下空間增添了柔和的光線。■ The blazing sunlight through the refracting layer adds soft light to the underground space of the Pyramid of the Louvre.

01

“ 深圳廠 / SZ/KS&GRM / SZ OPS / 黃佳慧
Shenzhen Site / SZ/KS&GRM / SZ OPS / Camille Huang

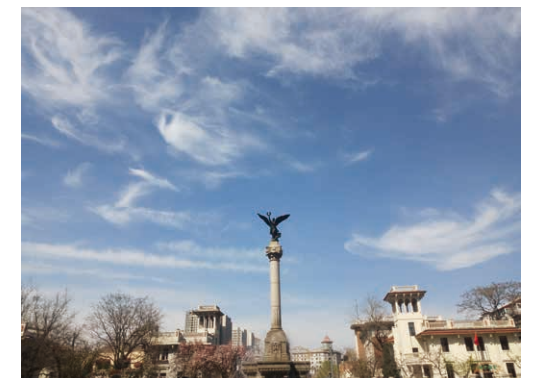


哈爾濱 聖索菲亞教堂
Saint Sophia Cathedral, Harbin, China

聖索菲亞教堂富麗堂皇、典雅超俗、宏偉壯觀，它不僅構成了哈爾濱獨具異國情調的人文景觀和城市風情，也是沙俄入侵東北的歷史見證和研究哈爾濱市歷史的重要珍跡。■ Saint Sophia Cathedral is magnificent, elegant and spectacular. It not only constitutes exotic human landscape and urban style of Harbin but also is a historical witness of the invasion of Northeast China by Tsarist Russia and an important treasure for studying the history of Harbin.

天津義式風情街 和平女神雕塑
The Statue of Peace Goddess, Tianjin Italian Style Street

和平女神雕塑是為紀念第一次世界大戰勝利而設置，以暖色調為主，明暗搭配，錯落有致，給人一種含蓄、溫馨、休閒、安靜、舒適的感覺。■ The Statue of the Peace Goddess is built to commemorate the victory of the World War I. It has a warm tone, mixed with light and dark shade, and irregular arrangement with charming effect, giving a sense of implied, warm, casual, quiet and comfortable.



“ 張江廠 / ALCMM / NPI 工程處 / 王杰
Zhangjiang Site / ALCMM / NPI
Engineering Division / Clayson Wang



上海張江生活區
Living area of Zhangjiang, Shanghai

晚上 11 點才下班回到宿舍，或許對面的大樓也有人跟我一樣吧。■ I returned to the dormitory after work at 11 p.m. and maybe someone in the opposite building is the same as me.

03

02

“ 臺灣廠 / QA&CSR / 設計品質保證處 / 郭立泮
Taiwan Site / QA&CSR / DQA / Lipan Kuo



新加坡濱海灣
Marina Bay, Singapore

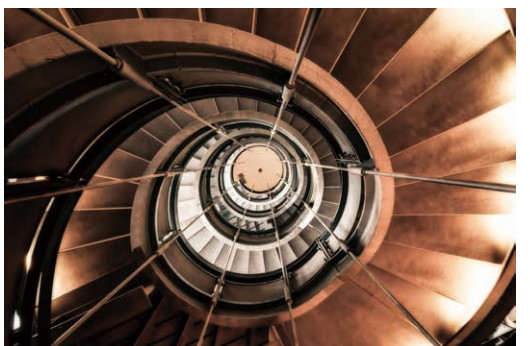
金沙酒店的三棟塔樓頂端，像是托著船隻外型的懸臂平台，而擁有巨型蓮花造型的藝術科學博物館，這是全世界第一座藝術科學博物館，晚上還有精彩燈光秀可以欣賞。■ The top of the three towers of Marina Bay Sands looks like a cantilevered platform propping the ship. The giant lotus-shaped ArtScience Museum is the first ArtScience museum in the world. At night, you can also enjoy the wonderful light show.



新加坡樟宜機場
Changi Airport, Singapore

新加坡樟宜機場的新地標「星耀樟宜」，外觀以玻璃穹頂與鋼材打造，室內造景更是令人嘆為觀止。全球最高的室內瀑布「雨漩渦」被森林谷包圍環繞，讓來往的旅客彷彿置身於天堂。■ The exterior of the new landmark "Jewel" is made by a glass dome and steel, and the interior landscaping is much more amazing. The world's tallest indoor waterfall "HSBC Rain Vortex" surrounding by Shiseido Forest Valley makes the visitors seem to be in heaven.

“ 臺灣廠 / GS&Service / 歐美業務開發暨技術服務總處 / 張東哲
Taiwan Site / GS&Service / Global Sales-US/EU&TSC / Morris Chang



國立臺灣美術館
National Taiwan Museum of Fine Arts

旋轉。■ The spiral.



臺中國家歌劇院
National Taichung Theater

獨影。■ Stand alone.

04

05

“ 臺灣廠 / QA&CSR / TW 品質管理處 / 林宜蓁
Taiwan Site / QA&CSR / TW QMD / Rose Lin



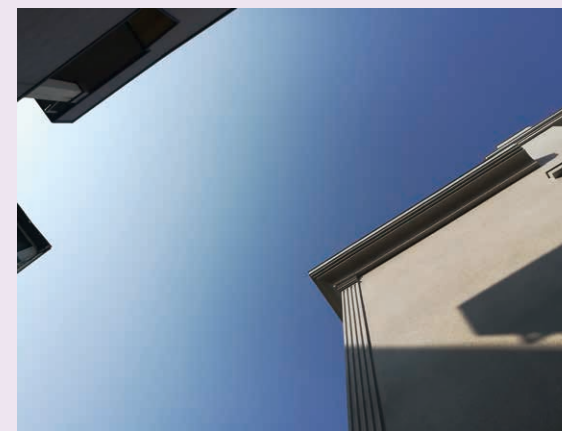
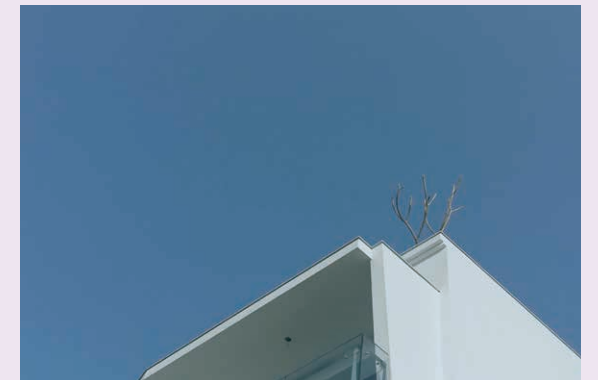
南投草屯雷藏寺
Leitsang Temple, Tsautuen, Nantou

這座莊嚴、肅穆的雷藏寺坐落山林間，仰望著它，人心也沉靜。■ The solemn Leitsang Temple is located in the mountain. When you look up at it, your mind will be peaceful and calm.

南投草屯民生路
Minsheng Road, Tasotuen, Nantou

一棵了無生機的樹立於天臺，看似孤獨，但或許它在悄悄醞釀，等待明年春天迸發枝芽呢！■

An inanimate tree stands on the roof, seemingly lonely. Maybe it is quietly incubating and waiting for germination in next spring!



南投草屯正氣街
Zhengqi Street, Tasotuen, Nantou

陽光將一棟房子的影子投射到另一棟的白牆壁上，天空和街道兩旁的房子線條完美地配合，儼然成了一幅時尚藝術作品。■ The sunlight projects the shadow of the house on the white wall of the other one. The sky line and the outline of the houses on both sides of the street match perfectly, just like a fashionable artwork.

2019 明華園公演 和 USI 作伙逛市集看戲

編輯整理：CSO / 行銷企劃部



今年是 USI 贊助南投草屯稻草工藝文化節—明華園戲劇總團公演的第 18 年，延續「和 USI 作伙逛市集看戲」主題，與好約作伙工作室合作，在草屯中山公園舉辦轆轤散步市集限定場，為草屯這個人文薈萃之地帶來新活力。



11 月 30 日中午由轆轤散步市集拉開活動序幕，除了有年輕朋友和情侶之外，也有許多家庭親子一同來逛市集，現場氣氛熱鬧。琳瑯滿目的商品，例如：古玩小物、木製餐具、多肉植物、手作錢包，多樣且充滿繽紛色彩，令人目不暇給。這裡同時也是精緻美食的盛會，年輕人喜愛的咖啡、貝果、烤布蕾，也有傳統碗粿、杏仁茶、滷味。轆轤散步市集除了擁有舊市集的古早味，更在這傳統氛圍發展出近代慢活優雅的風格。

好約作伙工作室的工作人員談到，在資源較少的情况下，轆轤散步市集提供在地的青年學子一個自由發揮的創業平台，強調手工製作，在審核商品時會特別嚴格，並不會在市集看見現成或批發的貨物，這讓轆轤市集充滿獨創與巧思。近年來除了南投以外，臺中、彰化等地的攤販也紛紛加入，轆轤市集逐漸成為中臺灣的文創嘉年華會。

當日的壓軸活動是明華園戲劇總團的歌仔戲演出。從之前的民間故事到去年的懸疑劇《貓神》，以歷史故事為背景，加上現代感十足的聲光效果與嶄新的情節，明華園劇團每一次都帶給大家不同的驚喜。關於這次的劇碼《何

仙姑上蓬萊》，明華園劇團的粉絲說到，由於明華園之前較少演出此劇作，這次能在草屯演出，可說是一個難能可貴的機會。

入夜後，觀眾們紛紛入席，大家莫不露出興奮的神色，迎接大戲開演。《何仙姑上蓬萊》中的男主角張四郎，被處死 60 年後化身何仙人，但心中依然罣礙有情緣的武則天，甚至誤以為楊貴妃即武則天所轉世，透過三度梳妝的試煉，他跳脫女人不如男人的傳統桎梏，自願拋棄男性形體，最終成為做天下人的母親、解蒼天女性苦與憂的何仙姑。觀眾們隨著劇情的流轉時而歡呼，時而驚嘆，在精彩的劇情中，也有許多寓意值得我們去深思。明華園戲劇總團的演出不僅讓草屯的觀眾享受一場視覺饗宴，更為臺灣的傳統民俗文化帶來新氣象。

從贊助雲門舞集到主辦明華園草屯公演，USI 不遺餘力地扮演推廣藝文的角色，使在地的居民的身心都能得到休憩，藝術與文創融入日常生活，豐富心靈。感謝政府對於藝文的重視及民眾對藝文的支持。看見會場座無虛席，以及觀眾們心滿意足的笑容，無非是給我們的最大鼓勵。

2019 Ming Hwa Yuan Performance

Visit the Market and See the Play with USI

Consolidated by: CSO / Marketing Communication



This is the 18th year of USI sponsoring the Nantou Tsaotuen Straw and Craft Festival - the Performance of Ming Hwa Yuan Arts & Cultural Group. Aligned with the theme of "Visit the Market and See the Play with USI" with the cooperation of Good York & Friends' Studio, the Ruru Stroll Market is held in Tsaotuen Zhongshan Park to bring new dynamics to Tsaotuen, the town that gathers talents around.

The event started with the Ruru Stroll Market at noon on November 30th. Other than young people and couples, many families with children also came to take a walk in the market and increased the lively atmosphere. All sorts of items, such as antique objects or toys, wooden tableware, succulents and hand-made purses, are diverse and colorful, and fascinating to look at. It is also an exquisite gourmet event of coffee, bagels and creme brulee that young people like, as well as traditional savory rice pudding (Wa Gui), almond tea and braised dishes. The Ruru Stroll Market not only demonstrates the retro vibe of old market but further develops the elegant contemporary downshifting lifestyle.

The staff of Good York & Friends' Studio mentioned that under the circumstance with limited resources, the Ruru Stroll Market provides young people a start-up platform on which they can work freely. This platform emphasizes on handcrafts, meaning that merchandises are strictly screened through, and no ready-made or whole-sale product would be seen in the market. This method allows the Ruru Stroll Market to be creative and unique. In addition to the local vendors in Nantou, in recent years, booths from Taichung, Changhua and other places have also joined, turning the Ruru Stroll Market into a cultural and creative carnival in middle Taiwan.

The final activity of the day was surely the performance of the Taiwanese opera of the Ming Hwa Yuan Arts & Cultural Group. From previous folk tales to last year's suspense drama "The Cat God", with historical stories as the

background, coupled with modern sound and light effects, and brand new plots, the Ming Hwa Yuan Arts & Cultural Group brings the audience different surprises every time. According to fans of the Ming Hwa Yuan Arts & Cultural Group, the play "Lotus Fairy Lady - He Xian Gu" was rarely performed before. Consequently, this performance in Tsaotuen is a precious opportunity for them to see it.

After the night falls, the audience sat down one after another, and everyone was excited for the start of the play. The leading male character Zhang Si Lang of "Lotus Fairy Lady - He Xian Gu" was executed and turned into an immortal 60 years after his death. However, he still longed for Empress Wu Ze Tian, whom he was destined to fall for. He even thought that Yang Gui Fei was Wu in reincarnation. After three times of make-up tests, he broke away from the traditional shackles of women being less valued than men, voluntarily abandoning the male figure and eventually became the mother of the world, He Xian Gu who relieved women from their sufferings and miseries. The audience cheered and marveled as the plot flowed. In the wonderful plot, there are also moral lessons worthy of our reflection. The performance of the Ming Hwa Yuan Arts & Cultural Group not only allowed the audience in Tsaotuen to enjoy a visual feast but also brought new life to Taiwan's traditional folk culture.

From sponsoring the Cloud Gate Dance Theater to hosting the Ming Hwa Yuan performance in Tsaotuen, USI strives hard to promote arts and literature, in order to allow local citizens to relax physically and emotionally, and integrate arts and creative works into daily life to enrich our minds. Thanks to the government for its great attention to arts and literature, and the public's support. It was the greatest encouragement for us when seeing the seats fully taken and the satisfying smiles of the audience.



金橋

齊心共創 閃耀環維

2019 趣味運動會

作者：金橋廠 / 總務部 / 張嘉瑩

Jinqiao

Achieve Greatness Together to Shine USI (JQ)

2019 Fun Sports Day

Author: Jinqiao Site / General Affairs / Abby Zhang

金秋時節，丹桂飄香，令人期待的 2019 環維趣味運動會，在同人的矚目下盛大開幕。由金橋廠的實力唱將們以優美的歌聲為入場同仁們暖場。

8 支各部門代表的方陣隊伍氣宇軒昂，「卓爾不凡」、「青春記憶」、「乘風破浪」，一個個響亮的名字體現了環維人披荊斬棘、砥礪前行、朝氣蓬勃、奮發圖強的精神。各個隊伍口號嘹亮，風格迥異，贏得了陣陣驚歎和喝彩。在同仁們的歡呼聲中，金橋廠總經理 Clement 強而有力地推動啟動儀，瞬間閃耀繽紛的禮炮漫天，氣球飄揚，承載著環維人的希望以及扶搖直上的精神，同仁們歡聲雀躍，一同分享這一份喜悅。

今年的啦啦操表演十分引人注目，他們活力充沛，積極向上，詮釋了環維人的「自信熱情，青春洋溢」。一段蘊含中華傳統文化精髓的太極拳九式，提醒員工要強身健體，

同時弘揚國粹。

運動會上頒發了環維年度模範員工與年度 5S 和 CI 獲獎部門，他們在日常工作中以積極主動的創意與精益求精的態度，為公司成本節約做出了突出的貢獻，體現了環維人愛崗敬業、無私奉獻的精神，為公司發展貢獻了不可忽視的力量。

在美女老師帶領全場做完暖場熱身操後，「瘋狂打地鼠」、「足球九宮格」、「奮力向前」、「海浪滔滔」、「眾人接力跑」和「協力獨木橋」共六大活動相繼登場。同仁們在跑道上和草坪區盡情奔跑。平時拘謹的主管們也紛紛參與各項遊戲，和團隊拼搏歡笑，鬧成一團。喊聲傳來，那是冠軍的呼喊；加油聲不斷，是後來者趕超的期許。在中獎同仁和獲獎團隊的歡聲笑語中，「齊心共創 閃耀環維」2019 環維趣味運動會圓滿落幕。

In the golden autumn with the fragrance of Osmanthus, the exciting 2019 USI(JQ) Fun Sports Day was grandly opened amid the attention of colleagues. The talented singers from USI(JQ) warmed up the event for the colleagues entering the field with their beautiful singing.

Eight teams in phalanx representing various departments all have an imposing appearance. "Excellence", "Youth Memory", "Ride Along the Wind and Waves", the grand team names reflect the spirit of the USI(JQ) members to overcome obstacles, move forward, be energetic and vigorous. The slogans of each team were brilliant and their styles were very diverse, winning a lot of gasps and applause. Among the cheers of colleagues, Clement, the Site GM of USI(JQ), pushed the starter with power, and the colorful salutes flickered in the sky. The balloons flew, carrying USI(JQ) members' hope and spirit of moving upward. All colleagues cheered joyfully and shared the happiness together.

The cheerleading performances this year are very eye-catching. They are full of energy and positive, demonstrating the confidence, enthusiasm and youthfulness of USI(JQ) members. A section of the nine styles of Taichi, which contains the essence

of Chinese traditional culture, was also performed to remind USI(JQ) members to keep fit and promote the national essence.

The 2019 USI(JQ) Model Employees and annual 5S and CI award-winning units were awarded at the ceremony. They took a proactive and creative attitude in their work and made outstanding contributions to achieve cost savings. The USI(JQ) spirit of selfless dedication and contribution was demonstrated by these colleagues, providing a power that cannot be ignored for the development of USI(JQ).

After the beautiful instructor led everyone to complete the warm-up exercises, there were six major activities: "Crazy Whack-a-Mole", "Football Magic Square", "Strive Forward", "Surging Waves", "Relay Run" and "Cooperation on the Single-Plank Bridge". All colleagues run freely on the track and field. The rigorous supervisors also participated in various games, fighting and laughing with their teams as a group. The shouting came which was the shout of the champion; the sound of cheering constantly carries the expectation of the latecomers to catch up. Among the cheers and joys of the winning colleagues and teams, "Achieve Greatness Together to Shine USI(JQ)" 2019 Fun Sports Day successfully rounded off.



張江 2020 再創輝煌

作者：張江廠 / 總務課 / 陳曉露

1月8日，張江廠2019年會盛典於禮德國際商務中心舉行，年會在動感的音樂中正式開場。

廠總經理 Jim 表示，張江廠2019年的營業利潤超過4,400萬美元，成就歸功於每一位員工同心協力的努力，他以感恩的心向大家致謝，希望在新的一年里，大家能夠一起面對新的挑戰，創造新的輝煌。董事長 Jeffrey 也寄予厚望，希望大家繼續打拼，在併購後集團的整合中扮演更重要的角色，讓公司再邁入另一個新時代。

在董事長和廠總經理激勵人心的致辭之後，員工們準備了非常精彩的表演節目：大器優美的古風舞《華夏》、重溫

經典的復古舞蹈、爆笑小品《射雕英雄傳》、熱情的現代舞《Love Whisper》、略帶憂傷的戲劇《我曾牽過你的手》、感慨離別的歌曲《別知己》，還有時下最洗腦的《野狼 Disco》，大家一起左邊右邊搖搖頭。Jim 和主管們今年更準備了一支爆笑舞蹈《朱碧石，你幹嘛》，贏得大家的掌聲和笑聲。

今年的獎項不僅有 iPhone 11，有獎金¥6,666、¥7,777、¥8,888、¥9,999，還有上千個微信紅包，以及實用的電子秤、電動牙刷、智慧音箱，更有董事長加碼的萬元獎金！

2019年，環旭很好；2020年，環旭必將更好！



Zhangjiang 2020 Create Brilliant

Author: Zhangjiang Site / General Affairs / Ice Chen

2019 Year End Party of Zhangjiang Site was held at Li-de International Business Center on January 8th. The party officially started with the dynamic music.

Site GM Jim stated that the operating profit of Zhangjiang Site in 2019 exceeded USD 44 million. The achievement is attributed to the concerted efforts of each member. He thanked everyone gratefully and expected that in the coming year, everyone face new challenges and create brilliant together. The Chairman Jeffrey also has high expectation that everyone continue to work hard, play a more important role in the integration of the group after the acquisition and lead USI into a new era.

After the inspiring speech by the Chairman and Site GM, USI(ZJ) members showed many very exciting performances: the grand and beautiful ancient style dance "Hua Xia", the classic retro

dance, the hilarious comedy "The Legend of The Condor Heroes", the passionate modern dance "Love Whisper", the slightly sad drama "I once held your hand", the regretted leaving song "Parting with my Soul Mate" and the most catchy "Disco Alaskan Wolves". Everyone shook head left and right with the song. Jim and other supervisors further showed a comedy dance with the song "Beauty Lo, What's Wrong" generated the applause and laughter.

The awards included the iPhone 11, bonuses of ¥6,666, ¥7,777, ¥8,888 and ¥9,999, thousands of WeChat red packets, as well as practical electronic scales, electric toothbrushes and smart speakers. Furthermore, there is extra RMB 10,000 bonus from the Chairman!

In 2019, USI performed well; in 2020, USI will achieve even greater!



深圳 兩岸情 中國夢

作者：深圳廠 / SZ 人力資源管理部 / 曾倩



深圳廠於 1 月 8 日以「兩岸情 中國夢」為主題舉行 2019 年尾牙晚會。公司主管、合作企業代表、員工及員工家屬歡聚一堂，其樂融融地度過一個愉快的夜晚。

晚會開始前播放了兩個暖場影片。第一個影片回顧了 2019 年度的樂活系列活動，一幀幀充滿回憶的畫面，記錄了員工們這一整年的歡聲笑語。第二個影片《我要上環勝電子尾牙晚會》，將 2019 年度熱門的影視劇片段、員工精妙絕倫的配音以及主管們的潮流舞蹈剪輯而成，獲得了全場的關注。

象徵著年輕、拼搏、奮力、向上的舞蹈《我們都是追夢人》正式拉開晚會的序幕，接著深圳廠大家長林岳明為 25 位模範員工頒獎，表彰先進，他們用汗水、奉獻詮釋了奮鬥的意義！

USI 資深副總林大毅與副總林岳明先後致辭，指出 2019 在中美貿易關係的影響下，USI 仍依策略方向進行全球擴張業務，越南、波蘭、新加坡，深圳廠的惠州項目也在穩步進行中，這是火力全開的一年。希望在 2020 年繼續努力，融合兩岸情，共圓中國夢。

節目精彩紛呈。主管的歌舞《中年陣線聯盟》、《黃種人》緊跟熱潮；原創相聲《鸚鵡傳奇》緊扣主題，將深圳同仁盡善盡美的風格體現得淋漓盡致；小品《環勝電子尾牙選秀》贏得了現場如雷的掌聲；歌曲《飛雲之下》的背景影片中是在全球奮鬥的深圳廠同仁所帶來的新年祝福，與大家遠距共度這歡樂的時刻。

新的一年裡，讓我們用雙腳去丈量新時代，用責任去傳遞正能量，用青春去書寫新篇章，用奮鬥去實現我們的中國夢！

Shenzhen Cross-Strait Love Chinese Dream

Author: Shenzhen Site / SZ Human Resource Department / Qian Zeng



On January 8th, the 2019 Year End Party of Shenzhen Site was held under the theme of "Cross-Strait Love Chinese Dream". All executives, representatives of cooperative companies, employees and their families, gathered together and had a pleasant evening.

Two warm-up videos were shown before the party. The first film reviewed the 2019 LOHAS series activities, frame by frame full of memories, recording the laughter of USI(SZ) members throughout the year. The second film "I want to be in the USI(SZ) Year End Party" was a compilation of the most popular movie and TV dramas of 2019, the superb voice over of the USI(SZ) members and the trendy dance of the executives, which successfully won the attention of everyone.

The dance "We are all dreamers", a symbol of youth, fighting spirit, hard work and motivation, officially kicked off the party. Then the Shenzhen Site leader Vincent Lin presented awards to 25 recipients of 2019 USI(SZ) Model Employees to honor their hard work. Their sweat and dedication showcased the meaning of hard work!

USI SVP David Lin and VP Vincent Lin presented speeches to

point out that in 2019, despite the influence of China-US trade frictions, USI is still expanding its business globally like Vietnam, Poland and Singapore in accordance with its strategic direction. The Huizhou Project of Shenzhen Site is also under steady progress. It was a year of full force. We expect to continue our efforts to integrate cross-strait sentiments and realize the Chinese dream together in 2020.

The performances were wonderful. The executives' song and dance "Middle-aged Alliance" and "Yellow People" kept up with trends; the original crosstalk "Legend of Parrot" is closely linked to the theme and reflects the perfect style of USI(SZ) members completely. The sketch "USI(SZ) Year End Party Got Talents" won thunderous applause; the background film of the song "Under the Clouds" is a New Year blessing brought by USI(SZ) members who are working hard around the world to share this happy moment with everyone across the distance.

In the new year, let us step out to measure the new era, take responsibility to spread out positive energy, write new chapters with our youth and strive to realize our Chinese dream!

昆山 兩岸情 中國夢

作者：昆山廠 / 行政管理部 / 金玲

豪情歡歌辭舊歲，喜氣開篇迎新年，昆山廠尾牙盛會於1月9日在中央餐廳正式拉開帷幕。伴隨著主持人熱情洋溢的開場白，晚會正式開始，廠總經理 David、卓廠長、公司主管、遠道而來的嘉賓和政府代表與全體三千多位同仁歡聚一堂，共度盛會。

首先進行模範員工頒獎，輝煌的成績離不開員工們共同的努力和勤勞付出。緊接著，廠長卓志祐的致辭振奮人心，他表示，在2019年中美貿易戰這個不利的大環境下，昆山廠還是保持穩健的發展，並取得良好的成績。他也勉勵大家在新的一年創造更輝煌的成就。廠總經理 David 表示公司在不斷地成長，不斷地擴展業務，「只爭朝夕，不負韶華」，希望大家在新的一年團結一致，擡起袖子加油幹。

員工們不但在工作中表現卓越，在才藝表演上也體現專業，歌曲《再回首》以及昆劇院的演員共同演繹的《海的

兩邊都是家》，贏得各位觀眾的陣陣喝彩。舞蹈《軍中姐妹》讓人深深感受到家的溫暖。生產二部帶來的活力走秀，讓觀眾感受到公司豐富多彩的生活。

雜技演員的表演精彩刺激；一幅幅唯美的沙畫畫卷，向大家訴說公司一步一步的發展，從創廠之初到如今的壯大，再到參與公益事業，展現公司不斷成長的足跡。由廠總經理 David 帶領環鴻合唱團及兩岸合唱團，兩者同時也是昆山市拍攝快閃 MV《我和我的祖國》的主力成員，和所有同仁一同齊唱，整個會場充滿了激情與力量。

為了感謝各位同仁的辛苦付出，昆山廠今年共準備了750份禮品，隨著獎項的送出，現場掌聲雷動，笑聲連連。昆山廠尾牙盛會在歡聲笑語中圓滿結束，舊歲已展千重錦，新年再進百尺竿，我們期待和堅信2020年全體員工一定能再戰輝煌，再創佳績。

Kunshan Cross-strait Love Chinese Dream

Author: Kunshan Site / General Affairs / Ling Jin

Rejoice and sing farewells to the past year, and being beaming to welcome the new year. The 2019 Year End Party of Kunshan Site was held in the staff canteen on January 9th. With the host's enthusiastic opening remarks, the party officially started. The Site GM David, Factory Director Cho, the management team, guests, government representatives and over 3,000 USI(KS) members gathered to enjoy the grand event.

First of all, the awards of USI(KS) Model Employees are awarded. The brilliant achievements of USI cannot be separated from the joint efforts and hard work of employees. Immediately afterwards, Factory Director, Eric Cho delivered an encouraging speech. He stated that under the unfavorable environment of the China-US trade war in 2019, Kunshan Site still maintained steady development and achieved good results. He also encouraged everyone to create more brilliant achievements in the new year. The Site GM, David, said that USI is constantly growing and expanding its business. "Seize the day and live it to the full." He expected that everyone roll up their sleeves and work hard together in the new year.

Not only did the employees excel in their work, they also showed their professionalism in talent performances. The song "Looking

Back" and "Home on Both Sides of the Sea" performed with the actors of the Kunqu Opera Theater won the applause. The dance "Sisters in the Army" made people feel the warmth of home deeply. The vibrant catwalk show brought by PD2 gave the audience a sense of USI's colorful culture.

The performances of acrobats were exciting and thrilling; each piece of beautiful sand painting scrolls told everyone the USI's gradual development, from the beginning of the founding of the factory to its current growth and further participation in public welfare, showing USI's growing footprint. The Site GM, David led the USI(KS) Choir and the Cross-strait Choir, both of which are also the main members of the flash mob MV of Kunshan City "My People, My Country", to sing with all the employees. The whole venue was full of members' passion and strength.

In order to thank all the employees for their hard work, Kunshan Site prepared a total of 750 prizes this year. As the prizes were given away, people applauded and laughed. The Year End Party ended successfully in laughter. The past year hit a good start. In the new year, we will make further progress. We look forward to and firmly believe that all employees will fight for glory and achieve great results in 2020.

臺灣 璀璨環電 再攀巔峰

作者：臺灣廠 / CSO / 行銷企劃部

Taiwan The Glorious USI(TW) Win a New Success

Author: Taiwan Site / CSO / Marketing Communication

2019 臺灣廠年會 1 月 16 日於平面停車場盛大舉行，不僅有員工表演，更邀請到偶像藝人愷樂、歌手杜力及亞斯樂團與同仁同樂。員工熱情參與早鳥抽獎與扭蛋遊戲，期許在新的年能夠好運不斷。

「環旭電子正在啟航！」董事長 Jeffrey 上臺即用宏亮的聲音勉勵在場各位同仁。期許大家在鼠年能夠成為數一數二的人才。即使在 2019 年有許多不利經濟的外在環境因素，總經理 CY 鼓勵大家迎向挑戰，成為全球人才，跨界多承擔。日月光投控及 USI Inc. 執行長 Tien、日月光投控副董事長 Richard 及董事長 Jason 分別致辭，感謝同仁這一年共同努力以獲得好成果。大家一同舉杯歡慶迎接 2020 金鼠年。

青春無敵的中信兄弟啦啦隊「Passion Sisters」為年會拉開序幕，她們熱情洋溢的開場表演讓會場充滿活力。在模範

員工、資深員工、獎勵研發競賽、最佳發明團隊暨發明王以及 CIP 卓越貢獻獎的頒獎後，緊接著上場的是充滿創意的員工表演。「控八控控」主打未來科技風，帥氣的演出征服了觀眾。「寶島康樂隊」將時光倒回復古的九零年代，用詼諧且動感的舞蹈，搭配上當時最流行的舞曲，讓臺下響起陣陣歡呼。

唱跳偶像愷樂的表演將會場的氣氛帶上一波高潮，愷樂嫵媚的舞蹈不僅吸睛，本人也親切地與同仁們互動，幸運握到手的同仁更是興奮得尖叫；杜力與亞斯樂團的壓軸歌曲讓大家大飽耳福，更邀請同仁們一同到臺上唱歌跳舞，會場變成盛大的派對，一同享受歡樂的一刻。

除了在節目中穿插的抽獎節目外，最後總經理 CY 更加碼大紅包，感謝同仁們 2019 年對 USI 的努力貢獻。2020 年，讓我們精彩綻放、引領未來、創造巔峰！

The 2019 Year End Party of Taiwan Site was grandly held in the parking lot on January 16th, which not only did the staff perform but also invited the idol singer Linda Chien (Butterfly), the singer Dooley and ARS MUSIC to have fun with USI(TW) members. Employees are enthusiastically participating in the lucky draw for the early bird and capsule toy game, hoping that good luck will continue in the coming New Year.

"USI is setting sail!" the Chairman Jeffrey encouraged USI(TW) members with a loud voice to expect everyone will be count as one of the very best in the Year of the Rat. Even if there are many unfavorable external environmental factors in 2019, the President CY encouraged everyone to face the challenges, become global talents and take more crossover responsibilities. Tien, the CEO of ASE Technology Holding Co., Ltd. and USI Inc., Richard, the Vice Chairman of ASE Technology Holding Co., Ltd. and Jason, the Chairman of ASE Technology Holding Co., Ltd., addressed separately, thanking USI(TW) members for a joint effort to achieve the good result this year. Everyone toasted to celebrate the coming 2020 year of Golden Rat.

The young and relentless CITIC Brothers cheerleaders "Passion Sisters" kicked off the party, and their enthusiastic opening

performance was full of energy. After the awards of 2019 USI(TW) Model Employee, Senior Staff, R&D Competitions, Best Invention Team and CIP Contribution Awards, immediately followed by creative employee performances. The show which the team "0800" performed focused on the future of science and technology, and their outstanding performance enchanted the audience. The team "Formosa Recreation" turned the time back to the retro 90s, using humorous and dynamic dance accompanied by the most popular dance music at the time, let the audience applause.

The performance of the idol Butterfly brought a climax. Her charming dance attracted the audience and she also interacted with USI(TW) members cordially. The lucky colleagues who shook her hands successfully screamed excitedly. The finale songs of Dooley and ARS MUSIC feasted everyone, and Dooley also invited USI(TW) members to sing and dance on the stage together. The venue became a grand party. Everyone enjoyed the moment of joy together.

In addition to the lucky draw interwoven in the performance, in the end, the President CY gave extra big red envelopes to thank members for their contributions to USI in 2019. In 2020, let us blossom wonderfully, lead the future and win a new success!

USI Newsletter 20th 和你一起許個未來 Make a Future with You



編輯整理：CSO / 行銷企劃部 Marketing Communication

2020 年開春前，迎來各廠區同仁夥伴們分享與 Newsletter 溫馨的同框照，以及對 Newsletter 熱切的祝福，每個期許都化成編輯群向上的動力，讓我們懷抱著這些期盼，一起許個未來！

Before the spring of 2020, we received the sweet photos of USI members from sites and ardent blessings to USI Newsletter. Each expectation turned into upward momentum for the editors. Let us hold these expectations together and make a future!

金橋廠 / QA&CSR / 品質管理中心 2 / JQ QMD 處 / 張陽
Jinqiao Site / QA&CSR / QMC2 / JQ QMD / Sid Zhang

轉眼間 USI Newsletter 已經陪我們走過了 20 個年頭。20 年裡 USI Newsletter 見證了公司的蓬勃發展，也記錄了每一個 USI 人員的辛勤付出。宛若良師益友，陪伴著大家一起成長。

In a flash, USI Newsletter has been with us for 20 years. Over the past 20 years, USI Newsletter has witnessed USI's vigorous development and also recorded the hard work of each USI member. It's like a mentor and friend, accompanying everyone to grow together.

值此 20 週年之際，激動的情緒躍然於每一個 USI 人員的臉龐，大家都為能夠見證這個時刻而歡欣鼓舞。在此，我不免對未來產生了無限遐想，一切都變得無比美好燦爛。

On the occasion of the 20th anniversary, every USI member is excited and happy to be able to witness this moment. I can't help imaging our unlimited future, which everything has become extremely great and brilliant.

首先我希望 USI Newsletter 能夠繼續保持當前的蓬勃朝氣，更進一步。繼續提供高品質的鼓舞人心的資訊，繼續關注最新最前沿的市場動態，使得公司一直保持行業領頭羊的位置。

First of all, I expect that USI Newsletter can continue to maintain its current vitality providing high-quality and inspiring information, and keep paying attention to the latest market trends to make USI maintain its industry leading position.

期許 Newsletter 可以適當地在文娛方面給予一定的關注，適當地推出一些更貼近大家生活的訊息。更好地帶動大家的參與性、積極性。同時也可以豐富 USI Newsletter 的結構性。做到百花齊放，百家爭鳴。最後，希望 USI Newsletter 能夠繼續砥礪前行，不忘初心！

I expect that USI Newsletter can give proper attention to the cultural and entertainment aspects, and put out some information that are closer to everyone's life. It would better drive everyone's participation and enthusiasm, as well as enrich the content of USI Newsletter to make it flourishing. In the end, I expect that USI Newsletter can continue to work hard and not forget the initial goal!

金橋廠 / QA&CSR / 品質管理中心 2 / JQ QMD 處 / 宋增邦
Jinqiao Site / QA&CSR / QMC2 / JQ QMD / Zengbang Song

希望公司業績蒸蒸日上！
我希望 USI 所有子公司業績蒸蒸日上，業務遍布全球各地，給更多員工就業機會和發展空間，藉此機會想說，大家平安幸福，祝 USI 20 周歲快樂！

I expect USI's performance is booming!
I expect that all USI subsidiaries will have a prosperous performance and business all over the world, giving more people opportunities and development space. I would like to take this opportunity to wish everyone peace and happiness. Happy 20th anniversary to USI!

張江廠 / ALCMM / 設備工程處 / 來曉青
Zhangjiang Site / ALCMM / Equipment Engineering Division / Joanna Lai

Joanna 祝 USI Newsletter 越辦越好！
Joanna expects that USI Newsletter keeps getting better!

臺灣廠 / ICS / WMS / 莊志信
Taiwan Site / ICS / WMS / Tetsuya Chuang

Wish USI Newsletter Make USI Together And Better In The Next 20 Years!

金橋廠 / M³&S / JQ&SX OPS / 熊夢山
Jinqiao Site / M³&S / JQ&SX OPS / Mengshan Xiong

加入 USI 快 5 年了，一直都持續關注 USI Newsletter，從中瞭解公司領導的相關事蹟、公司戰略目標、各地的風俗文化等等。值此 USI Newsletter 20 週年之際，期許 USI Newsletter 越辦越好，再舉辦 30 週年、50 週年、100 週年，乃至更久的週年慶典！

After joining USI for almost five years, I have been following USI Newsletter continuously to learn about the relevant deeds of USI's leaders, strategic goals, local customs and culture, and so on. On the occasion of the 20th anniversary of USI Newsletter, I expect that USI Newsletter will get better and better, and hold the 30th, 50th, 100th, even longer anniversary celebrations!

昆山廠 / SZ/KS&GRM / KS OPS / 蔣永華
Kunshan Site / SZ/KS&GRM / KS OPS / Andy Jiang

2020 USI Newsletter，期許在新的一年做「你」自己，譜寫更多經典的點滴，給 USI 同事帶來更多歡樂。期待未來

Newsletter 能多報導關於外面大環境變化的資訊、USI 內部推行 I4.0 進展和成果展示專欄。

I expect USI Newsletter to be more "itself" in the New Year, write more classic bits and bring more joy to USI members in 2020. I expect that USI Newsletter can provide more information about the changes in the external environment and the column to display the progress and achievement of USI's internal implementation in I4.0.

臺灣廠 / ADM / 財務總處 / 張文彥
Taiwan Site / ADM / Finance / Ken Chang

許許得來不易 個個精彩可期
未知環電種種 來 USI Newsletter 準沒錯
(備註：許許為眾人共同出力時所發的聲音)

Working together is not easy. Each is in the spotlight. It is assured that reading Newsletter is right to know USI's future.

盛夏廠 / M³&S / SiM / 先進製程研發中心 / 張磊
Shengxia Site / M³&S / SiM / Advanced Process R&D Center / Taoxeng Zhang

在 USI Newsletter 20 週年之際，期許 Newsletter 能有更多精彩紛呈的活動內容展現，有更多優美、專業的文章、新增版塊呈現出來！期許 News letter 能夠更關注於公司發展方向，成為公司政策及發展的指南針與鋪路石，引領我們有更加明確的發展目標。祝福 News letter 越辦越精彩！

On the occasion of the 20th anniversary of USI Newsletter, I expect that USI Newsletter will have more amazing event content, more exquisite and professional articles, and new columns! I expect that USI Newsletter can focus more on USI's development direction, and become a compass and a cornerstone of USI's strategies and development so that we can have a clearer development goal. I expect that USI Newsletter will be more and more impressive!

深圳廠 / V&SA / 產品工程處 / 莫蘇寧
Shenzhen Site / V&SA / Product Engineering Division / Monika Mo

風雨無阻二十載，綠水青山追夢來！
鬥志昂揚創大業，團結協作創佳績！

We have never stopped working for twenty years, rain or shine. We have kept chasing dreams in a place of great beauty. We fight for the great achievement with spirit, and our unity and cooperation will create great achievement!



20th
USI Newsletter
with You



新型冠狀病毒感染肺炎 日常預防

Daily Tips to Prevent COVID-19



勤洗手 Wash Your Hands Frequently

飯前飯後、進出公共場所前後、咳嗽打噴嚏後、如廁後，使用肥皂多加洗手。

Wash your hands with soap before and after meal time; before and after going to public places; after coughing or sneezing; and after going to the bathroom.



戴口罩 Wear the Mask

到公共場所時，佩戴口罩以減少感染風險。使用口罩時，除了檢查口罩是否破損，需檢查佩戴後口罩與臉部內外上下是否密合。

Wear the mask when going to public places to reduce the risk of infection. When using a mask, check the mask if it is damaged and the mask should fits snugly over the face.



避免密切接觸 Avoid Close Contact

平時儘量減少出入人多的公共場所，避免與病患或有疑似症狀者近距離接觸，也避免到爆發肺炎的疫區旅遊。

Avoid visiting crowded places. Avoid close contact with infected patients or people with infection like symptoms. Avoid traveling to areas with pneumonia outbreaks.

資料來源 Source

- 臺灣衛生福利部疾病管制署
Taiwan Centers for Disease Control
- 中华人民共和国国家卫生健康委员会
National Health Commission of the People's Republic of China





Newsletter

CALL FOR PAPERS

徵稿活動

截稿日期 / Closing Date

2020 / 04 / 01

收件郵箱 / E-mail

tw.gp.newsletter@usiglobal.com



影像迴廊

PHOTO GALLERY

歡迎分享您生活中、旅行中、工作中……遇到的瞬間印記。

主題：路

作品規格：

- (1) 統一以JPG數位影像檔投稿，每幅不小於800KB，不超過2MB。
- (2) 每位參加者投稿總件數以3件為限，每張照片需提供50字以內的說明(中英文 皆可)並標示拍攝地點。

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

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

Theme: Road

Image properties:

- (1) Please submit digital images as JPG files. Each image has minimum 800KB size and is limited to 2MB.
- (2) Every participant is allowed to submit a maximum of 3 digital images completed with a short description within 50 words and noted where it was taken for each image.



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