

USI[®] No.81 Newsletter

| 6月 June 2020 |



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Work from Home Be Self-Disciplined

人物特寫 FEATURE CLOSE-UP

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從做中學 持續成長

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The Culture of Mexican Tortilla

心靈安身之處
My Little Hideaway

京都櫻之巡禮
Cherry Blossom Tour in Kyoto

希加容・細拉
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本期刊採用FSC認證紙張與大豆油墨印刷

摒棄歧視 宣導尊重與包容的 工作氛圍

作者：董事長 / 陳昌益



在過去的近半年裡，我們共同經歷了 COVID-19 的疫情爆發。在此過程中我深知環旭的每一位同仁為了工廠的復工復產，為環旭的穩定發展做了很多的努力，大家辛苦了！感謝大家的堅守與不離不棄。

環旭作為在上海 A 股主板上市的全球企業，於第一時間做出反應，在 1 月 28 日向上海紅十字會捐助人民幣一百萬元，專項用於 COVID-19 的防疫防治工作，為儘快戰勝疫情貢獻一份愛心與力量。

大家都知道在 2019 年底我們與法國的 AFG 公司簽署了《股份收購協議》，本次收購會讓環旭電子的全球布局更趨健全，將有更多的員工分布在歐洲及美國。針對這個併購過程中會有不同元素的結合，我當時提出：希望大家能秉承共同的目標而一起努力，不分彼此，堅持「尊重多元、包容接納、融和共進」的理念。從而因應企業版圖擴大時企業文化所面臨的整合與改變。

然而 COVID-19 的發生，讓全人類都遇到了一個更大「敵人」。一時間世界各國都遭遇了巨大的挑戰，民眾都陷入了不同程度的恐慌。我非常遺憾地看到，在不安與恐懼的情緒下，各種「歧視」性的事件不斷出現，包含了對於病毒的稱呼、對於特定地區的人員、對於不同職業的人群，甚至對於不同的種族等等。這一連串現象的發生讓我深感痛心。我要在此呼籲：「病毒不分國界，比病毒更可怕的是帶著有色眼鏡看待他人。」

因此，我更要倡議我們所有的員工：摒棄歧視，相互尊重，相互包容，營造一個融洽和諧的工作環境。尤其是環旭從臺灣出發，跨過海峽，又從亞洲到歐洲，越過太平洋，乃至美洲，已成為一家「客戶國際化、製造全球化」的全球性跨國企業。

面對跨越四大洲、十一個國家和地區的上萬名員工，我們更要宣導尊重與包容。在不同國家、不同種族、多元文化的環境中，堅持「尊重多元、包容接納、融和共進」，摒棄歧視與差別待遇。從而使得每一位員工都能獲得歸屬感與認同感。

今年，可能是全球經濟發展異常艱難的一年。我希望大家在尊重與包容的氛圍中，和諧相處。每一位在環旭努力工作、共同為環旭打拚的員工都是我們的家人。

最後，再次感謝大家的付出與努力！祝願全球的環旭同仁安康！

Abandon Discrimination Advocate a Respectful and Compassionate Working Atmosphere

Author: Chairman / Jeffrey Chen

In the past six months, we have experienced the outbreak of COVID-19. In these days, every colleague has made a lot of efforts to resume the factory and stable the business of USI. I am grateful for your allegiance and standing up for USI.

As a global company, A-share listed in Shanghai, USI acted immediately to reveal our love and strength by donating RMB 1 million to the Shanghai Red Cross on January 28th. The donation is for the exclusive use of the control COVID-19 to overcome the epidemic.

In the end of 2019, we entered into an Equity Acquisition Agreement with AFG in France. The acquisition will make the global footprint of USI more complete, and USI will have more employees in Europe and the USA. There will be an integration of different elements during the process of acquisition. At that time, I expected that every colleague of USI would keep the common goal, work hard together and adhere to the idea of "respect for diversity, compassionate and acceptance, integration and progress" in response to the integration and change of the corporate culture while expanding our business territory.

However, the occurrence of COVID-19 has caused all mankind to encounter a bigger "enemy". Suddenly, all countries around the world have confronted tremendous challenges, and the people have fallen into panic of varying degrees. I am very sorry to see that in the mood of anxiety and fear, various "discriminatory" incidents continue to happen, including the name for the virus, for people in specific areas, for people of different occupations and even for different races. I am deeply saddened by this series of phenomena. I would like to appeal "Virus knows no borders. What is more terrible than the virus is to take a distorted view of others."

Therefore, I would like to advocate of creating a harmonious working environment for all of our employees to abandon discrimination, respect and compassionate each other. In particular, USI started from Taiwan, crossed the

strait, went from Asia to Europe, crossed the Pacific and even reached the Americas; it has become a global multinational enterprise with "customer internationalization and manufacturing globalization."

Facing tens of thousands of employees across four continents and eleven countries and regions, we must advocate respect and compassionate. In an environment with diverse countries, races and cultures, we should adhere to "respect for diversity, compassionate and acceptance, integration and progress", and abandon discrimination and differential treatment so that each employee can get a sense of belongingness.

This year may be an extremely difficult year for global economic development. I expect that everyone will live in harmony with one another in an atmosphere of respect and compassionate. Every employee who works hard for USI is our family.

Finally, thank you again for your dedication and efforts! Wish all the colleagues in USI around the world safe and sound!



在家工作 給誰看？給誰聽？

作者：總經理暨營運長 / 魏鎮炎



2019 年底爆發的新型冠狀病毒，迅速擴散成為全球性流行病，從經濟、社會、人群活動、日常作息等等各個層面衝擊整個世界，我們公司在一月下旬農曆新年休假期間就成立戰情室，每天透過電話會議，提前相關部署，同時訂立三項原則：

- (一) 遵行法令法規
- (二) 關懷員工健康安全
- (三) 以前兩項為前提，盡一切努力來滿足對客戶的承諾

為了預防疫情擴散，各國政府以及大小企業，很多員工或主動或被迫「在家工作」。

「在家工作」並不是一種全新的工作型態，但是以往只出現在少數個案，從沒有如此大規模地被採用過，因此如何確保員工在家能有效工作，對企業來說，也成為一個不小的挑戰。

長久以來，到公司上下班時間有記錄，上司、下屬或左右同事之間彼此看得到，無形中自然會產生約束力。目前雖然有各種視訊會議解決方案可以選擇，但是受限於網路速率頻寬等問題，效果和實體會議仍然有差距。另外對雇主或管理者來說，最大的疑慮是沒有視訊會議的時候，員工在做什麼？是否也專注在工作上？或是轉做私人的事情？為此，我們公司已經擬定了一份在家工作的臨時規範，以便同仁有所遵行。

不過，仔細想想，身為一個現代的知識工作者，我們的一言一行到底是要給誰看？給誰聽呢？其實最根本的是給自己看，給自己聽（內心良知）。

無論進到辦公室、出差在外或是在家工作，只要秉持自我要求的態度，為自己負責，工作效率不打折，那麼不管在哪裡，都能讓人信賴。如果只是為了雇主或主管，沒有人監督就偷懶佔公司便宜，遲早還是會被發覺。何況家裡有小孩的話，也會帶來不良的示範。

目前雖然是迫於情勢，但或許整個事件過後，在家工作會發展成為一種企業必備的新能力，一個可被接受的工作模式，為企業及員工雙方都帶來效益。

總經理暨營運長專訪專欄

開放讓全體員工參與提問！

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

Work from Home Be Self-Disciplined

Author: President & COO / CY Wei

The coronavirus broke out at the end of 2019 has become a global pandemic, disrupting the world on all aspects, including economy, society, social activities, daily routines, and more. USI set up an emergency response war room meeting immediately after hearing the news even though it was during the Lunar New Year holidays. Through daily teleconferences, we have initiated and implemented a series of preventive actions based on these three principles:

- (1) Comply with the laws and regulations.
- (2) Care for employees' health and safety.
- (3) Make every effort to meet the commitment to our customers on the above two premises.

To prevent further transmission, many of the employees have been forced (or on their initiatives) to work from home by their governments or companies.

"Work from home" is not a new way of working, however, there were only a few cases in the past. It has never been adopted on such a large scale. Therefore, how to ensure employees work productively and efficiently at home has become a big challenge for enterprises.

Traditionally, there are records of on/off duty time at companies, and the supervisors, subordinates or colleagues around can see each other. This creates a binding effect naturally. Although many options for video conferencing systems are available, there are still shortages when compared to physical meetings due to network speed and bandwidth. Also, the greatest concern employers or managers have is what employees are doing when there are no video conference calls. Are they heading down on work or dealing with their private matters? Accordingly, USI has drawn up a temporary work from home guideline for colleagues to follow.

Nevertheless, come to think of it, as knowledge workers, have our spoken words or behavior been bounded only when monitored by others? At the end of the day, we are our own audience, and our conscience will be the judge.



Whether being in the office, going on a business trip, or working from home, the work efficiency is all the same as long as we have a self-disciplined attitude and take responsibility for ourselves. That is how we can be trusted no matter where we are. If we only work hard in the presence of the employers or the supervisors but slack off without oversight, the behaviors will be seen through one day. Moreover, if there were kids at home, this would be a bad demonstration.

Although working from home is currently impelled by the pandemic, perhaps when the crisis is over, it may develop into a new essential capability and acceptable working mode for companies, which will bring benefits to both employers and employees.

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

臺灣廠・南崗 駐廠職業健康護理師 從做中學 持續成長

採訪編輯：CSO / 行銷企劃部

作為守護公司員工健康的第一線人員，職業健康護理師的重要性不言而喻，Newsletter 本次專訪臺灣廠的南崗駐廠職業健康護理師，讓大家對她們有更深一層的認識。



謝蹕鸞（2018.07 入職）

「助人為快樂之本，工作莫忘初衷，幫助他人是一件很快樂的事情。」這是蹕鸞秉持的工作哲學，來到 USI 一年半，她不減工作熱情，致力於讓 USI 成為一個友善員工的工作環境。

除了員工健康管理外，蹕鸞同時負責高階主管健檢的規劃，提供主管一套完整的健檢方案，並安排合適的檢查時間。隨著醫學科技進步以及成本考量，她必須想出適宜的專案應對需求。健檢合作醫院的選擇也是一門學問。蹕鸞對於醫療品質與安全非常注重，由於健檢有麻醉與使用顯影劑的風險，因此必須挑選醫學中心等級的專業醫院來做檢查。「不能因為貪圖其他醫院有更多的健檢項目，卻有檢查品質不好的疑慮。」在這些條件下做出最好的決定，同時準確地分配工作時間，對她而言是最大的考驗。

她提到，身為一位職業健康護理師，必須具備同理心，熱心幫助他人，處理事情時要有清晰的思維。此外，護理師要更努力培養人際關係，說話要多方思考，理性感性兼具，這樣才能使對方卸下心防，願意與護理師互動。

喜歡運動的蹕鸞，時常和小孩到家附近的國小操場快走，促進健康。假日則喜歡踏青，臺灣花東地區空氣好，是她的首選。她對飲食也非常講究，斟酌油鹽的用量。她建議下廚時，盡量少油少鹽少糖，以天然食材為主，避免使用加工再製品，若喜歡較重的口味，則可用蔥、蒜、天然香料調味，讓味道更豐富。

為了更充實自己，蹕鸞希望未來往安全衛生管理的領域多加學習，增進環安衛相關知識，將其融入到工作中，她現在和職業安全衛生管理師配合，進入產線評估環境是否會對員工造成不良影響。另外，她期許同仁能多注意自己的健康，並將學習到的保健觀念推廣給親朋好友，「健康是一切的根本，如果你是家庭的經濟支柱，更應該要把健康放在心上，不然即使擁有再多的財富，沒有健康就只是徒勞。」



秦瑩澄（2019.07 入職）

Tessa 去年七月加入 USI，這之前曾在中部科學園區的科技公司擔任職業健康護理師九年，也曾在醫院負責內科與急診。工作時能與形形色色的人互動，是她最大的樂趣。

對 Tessa 而言，職業健康護理師要擁有開放的心胸，接納各種意見，並冷靜解決問題。遇到突發事故時，周遭的人時常比當事人還緊張，這時就要安撫他們的情緒。在之前的工作場所，她甚至還遇過員工直接在產線上突然失去呼吸心跳的案例！當天是除夕夜，只有少數人出勤，Tessa 得在極短時間穩定現場狀況、聯絡醫護人員、指導同事輪流做 CPR(心肺復甦術)及使用 AED(自動體外心臟去顫器)，最後才順利地將員工救回。

「從醫院轉換到企業工作有個很大的挑戰，那就是文書作業！」Tessa 表示，過去的她只需處理傷病及照顧病患，不必用到太繁雜的電腦程序，但現在要從大量員工資訊數據中，做出統計並提出報告。為了讓工作步上軌道，她時常從網路學習如何運用 Excel 函數及如何呈現報表。對她來說，不知道的事情就要弄懂，保持學習的熱情，工作才不會倦怠。

除了在工作上汲取知識，平時她也喜歡學習各式各樣的事物，像是指甲彩繪、插花或化妝，考取執照，讓自己成長。在國外旅行時，會觀察當地的公共衛生設施，像吸菸室的位置或密閉空間的安全性，是否有值得 USI 仿效的優點。日常生活中，也都能發現值得學習的事物。

「做正確的事情就是要堅持，不管當下有沒有被人看見，還是要告訴自己堅持下去。」近日隨著新型冠狀病毒的疫情影響，作為防疫前線的 Tessa 有時會遇到各種挫折，但她與工作夥伴仍以員工的福祉為先，盡自己的本分守護大家的健康。她希望 USI 的同仁在這次疫情中，能更關心自身健康。除了參考護理師與疫情指揮中心的建議，也盡量避免不必要的差旅，能更有同理心，各退一步為彼此著想，一起平安度過這段日子。

Taiwan Site ▪ Nankang

Corporate Occupational Health Nurses

Learn by Doing to Continue Growing

Interviewed by: CSO / Marketing Communication

As the frontline personnel to protect the health of USI members, the importance of occupational health nurses is self-evident. Newsletter interviewed the Nankang corporate occupational health nurses at Taiwan Site to give everyone a deeper understanding of them.



Luan Hsieh (Be employed in July, 2018)

"Happiness lies in rendering help to others. Never forget your original intentions when you work. Assisting others is very pleasant." This is the work philosophy of Luan. She came to USI for one and a half years. She keeps the passion fresh and commits

to making USI an employee-friendly workplace.

In addition to employee health management, Luan is also responsible for the planning of health examinations for senior executives, providing them with a complete plan and arranging appropriate examination time. With the development of medical technology and cost considerations, she must come up with suitable plans to meet their needs. Selecting the cooperative hospitals for the health examination is also a knowledge. Luan pays great attention to medical quality and safety. Because there would be risks while applying anesthesia and contrast agents in health examinations, she must consider a professional hospital at the medical center level for the examinations. "You can't choose a hospital solely because it offers more examination categories, otherwise it will bring about the doubt of low-quality examination." Making a good decision fitting the requirements meanwhile allocating her work time accurately is her biggest challenge.

Luan mentioned that an occupational health nurse must have empathy, be enthusiastic in helping others and have a clear mind when dealing with things. In addition, the occupational health nurses have to work harder to cultivate interpersonal relationships, think as you speak, and have both sense and sensibility. In this way, people would like to let his/her guard down and be willing to interact with you.

Luan, who likes exercises, often goes to the playground of the elementary school near home to do brisk walking with her child for keeping healthy. On holidays, she likes to go for an outing. The Taiwan Hualien and Taitung Area with fresh air is her first choice. She is also particular about her diet and well-weighed the oil and salt. She suggests that when cooking, try to use less oil, salt and sugar as possible, mainly use natural ingredients and avoid processed foods. If you prefer a strong taste, you can use green onions, garlic and natural spices to enrich it.

To enhance herself, Luan expects to study more in the field of safety and health management in the future, gain the knowledge of environment, health and safety, and apply it in her work. She is now cooperating with the occupational safety and health managers to evaluate influences on the employees in the production line. Furthermore, she expects that USI members can pay more attention to their health and promote the concepts of health care they have learned to their friends and relatives. "Health is the foundation of everything. If you are the breadwinner of your family, you should take your health to heart. Otherwise, with so much wealth, it is futile without health."



Tessa Chin (Be employed in July, 2019)

Tessa joined USI last July. Prior to this, she worked as an occupational health nurse for nine years at a technology company in the Central Taiwan Science Park. She had also been responsible for the division of internal medicine and emergency department at hospital. It is her greatest pleasure to be involved with interactions with various kinds of people at work.

For Tessa, occupational health nurses need to be open-minded, accept opinions and solve problems calmly. In case of emergency, the people around are often more nervous than the people involved. Meanwhile, they have to be reassured. At the previous workplace, she even encountered a case that an employee suddenly lost his breathing and heartbeat when he worked on the production line! That day was New Year's Eve and only a few employees were on duty. Tessa had to keep the situation under control at such short notice, contact the hospital and guide employees around to do CPR (cardiopulmonary resuscitation) and use AED (automated external defibrillator) in turn. Finally, the employee was rescued successfully.

"There is a big challenge in switching working from a hospital to a company. That is paperwork!" Tessa said that in the past, she only needed to deal with injuries and care for patients without complicated computer process. Now she has to collect the information from a large amount of employee data to do statistics and reports. In order to keep her work on track, she often learns how to use Excel functions and how to present reports from the Internet. For her, learning things what she did not know and keeping a passion help her escape from job burn out.

In addition to gaining knowledge at work, Tessa also likes to learn all kinds of things, such as nail painting, flower arrangement or makeup, and get the certificates to enhance herself. When traveling abroad, she would observe whether there are some advantages in the local public health facilities, such as the location of smoking rooms or the safety of confined spaces, which are worth for USI to emulate. In daily life, we can also find things worth learning.

"You must persist in doing the right thing. Whether you are being seen or not, you must tell yourself to stick with it." Recently, with the epidemic impact of COVID-19, as the frontline of epidemic prevention, Tessa sometimes encounters various setbacks, but she and her colleagues still put USI members' well-being first and do the best to protect everyone's health. She hopes that USI members will be more concerned about their health in this outbreak. In addition to referring to the suggestions of the nurses and the Central Epidemic Command Center, everyone should avoid unnecessary travel, be more empathetic and take a step back, and let's go through this period together safely.



新冠肺炎 企業全面防疫大作戰

作者：臺灣廠 / QA&CSR / S&HS / HS / 張瑞靜



新冠肺炎又名新型冠狀病毒疾病 (COVID-19)，是一種呼吸道疾病，主要是感染到嚴重急性呼吸系統綜合症冠狀病毒 2 型 (SARS-CoV-2)，此疾病在不同感染者身上會產生不同程度的反應，從輕到嚴重，甚至於死亡的案例皆有。感染者的典型症狀包含發燒、咳嗽以及呼吸急促，但有部分患者則無呼吸道症狀，甚至無任何明顯症狀。病毒傳播方式主要為人傳人，目前所知為飛沫及接觸傳染，感染者出現症狀的時間通常會在接觸病毒後 2 至 14 天，但有可能更久，這也造成此病毒的不確定性，加上一開始全世界因為訊息不全面而過於輕忽，進而導致繼 2009 年 H1N1 之後，爆發全球性大流行 COVID-19。

平時準備 戰時出擊

之前的 SARS 事件是由嚴重急性呼吸道症候群冠狀病毒 (SARS-CoV) 所引發，當時雖未被定調為全球性流行病，卻造成 2002 年 11 月至 2003 年 9 月間，有 29 個國家和全球超過 8,000 人被感染，包括醫務人員在內共 774 例死亡。自此之後，面臨接踵而來的 H5N1、H1N1、MERS-CoV、H7N9 等病毒侵襲，政府、醫院及企業皆整備相關防疫措施，在面對病毒的無情進攻時，以最快最完整的戰力應戰。

營造健康安全的工作環境

早在世界衛生組織 (WHO) 提升警示前，許多企業的高層主管已提前啟動指揮及討論策略。WHO 以及各國政府衛生部門針對 COVID-19 也陸續公布企業防疫指引，提供給各企業參照執行，以期降低健康風險危害。員工的健康安全是企業生產之本，而企業的健康安全是國家之本，倘若企業防疫不力，勢必對國家及社會帶來嚴重影響。

營造健康安全的工作環境，降低員工暴露於病毒危害是企業防疫主要目標，以下為防疫主要措施：

● 制定傳染病預防策略計劃

因應疫情變化修改對應策略，達到降低員工健康風險以及企業營運衝擊。

● 設置並執行基本預防感染措施

基本預防感染措施是保護員工最重要的方法之一，可透過落實良好的個人衛生習慣來達到目的。

1. 提醒員工、客戶以及訪客勤洗手，並設置洗手設備，強調濕式洗手的重要性及正確洗手的方法，在無法提供濕式洗手設備的地方設置濃度 60% 至 75% 的酒精乾洗手。
2. 宣導咳嗽與打噴嚏時務必以衛生紙、手帕或衣袖擋住。
3. 盡量不要使用他人物品，如電話、筆；避免近距離面對面交談。

4. 使用正確的消毒溶劑定期進行環境消毒，特別是餐廳、會議室、教育訓練室、電梯、門把、按鈕等。
5. 藉由調整彈性工時與利用線上會議或視訊交班方式，減少人員接觸機會，避免暴露於風險。

● 針對健康異常者制定通報及處置程序

1. 發現確診或疑似確診個案、接觸者及高風險個案時，依照相關通報及處置流程進行適當防疫管控。
2. 教育員工倘若處在可能接觸或暴露之環境，發生哪些症狀時應當要趕緊進行通報，並詳細交代 TOCC 資訊 (旅遊史 (Travel)、職業別 (Occupation)、接觸史 (Contact history) 及是否群聚 (Cluster))。
3. 避免員工與健康異常者近距離接觸，隔離高風險員工、要求有呼吸道症狀者戴上口罩、保持防疫安全距離 1 至 2 公尺。

● 研擬並執行彈性且具防護性的員工防疫措施

1. 鼓勵員工生病看診，並在家休養。
2. 確認員工瞭解請假相關配套措施。
3. 提供健康照護假予家庭成員有照護需求者之員工。
4. 讓配合防疫休假的員工不用擔心因為請假所帶來後續薪資給付問題。
5. 瞭解員工的需求，並提供安全無虞的工作環境。

● 實施工作場所控制

1. 提供良好通風過濾設備以增加內部工作環境之換氣率，或設置透明防護設備，如餐廳的隔板。
2. 遵循安全工作守則。
3. 置備個人防護用具。

由於世界各國交流頻繁，以致近年來病毒變異及傳播速度加速，企業防疫指引有可能無法完全適用，但相信在汲取種種經驗後，企業會制訂更加完善的防疫策略，堅強面對未來的考驗。

Businesses Comprehensively Fight Against COVID-19

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

Coronavirus pneumonia, also known as the new coronavirus disease (COVID-19), is a respiratory disease. Patients are mainly infected with severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The disease will occur in different patients with different degrees of reaction range from mild to severe and even deaths. The patients' typical symptoms include fever, cough and shortness of breath, but some cases have no respiratory symptoms or even any obvious symptoms. The method of virus transmission is mainly human-to-human transmission and known as droplets and contagious infections. The time of the appearance of symptoms is usually from 2 to 14 days after exposure to the virus. However, it may be longer, which also causes uncertainty of this virus. Besides, the world was too negligent in the beginning because of the incomplete information and led to the outbreak of the pandemic COVID-19 following H1N1 in 2009.

Prepare for Wartime

The previous SARS epidemic was caused by severe acute respiratory syndrome coronavirus (SARS-CoV). Although it was not considered as a pandemic at that time, it made 29 countries and more than 8,000 people in the world be infected, and caused a total of 774 deaths, including medical staff. Since then, facing H5N1, H1N1, MERS-CoV, H7N9 and other viruses, the government, hospitals and enterprises have prepared relevant epidemic prevention measures to challenge the relentless attack of the virus in fastest and strongest power.

Create a Healthy and Safe Working Environment

Before the World Health Organization (WHO) raised the warning, executives of many businesses had initiated the command and developed strategies in advance. WHO and the official health agencies of various countries have also announced guidelines on enterprise epidemic prevention for COVID-19. The guidelines are provided to enterprises for reference and implementation to reduce health risks and hazards. The health and safety of employees is the basis of enterprise production and the health and safety of enterprises is the basis of the country. If the company's epidemic prevention is weak, it will inevitably have a serious impact on the country and society.

Creating a healthy and safe working environment and reducing employees' exposure to viruses are the main objectives of the company's epidemic prevention. The followings are the main epidemic prevention measures.

• Develop the Strategies of Epidemic Prevention

Corporates should modify the strategies to reduce employee health risks and business impact in response to changes in the epidemic.



• Set up and Implement Basic Infection Prevention Measures

Basic infection prevention measures are one of the most important ways to protect employees. They can be achieved by implementing good personal hygiene practices.

1. Remind employees, customers and visitors to wash their hands frequently. Set up hand-washing equipment, emphasize the importance of wet hand-washing and correct methods of hand washing. Also, set up the alcohol hand sanitizer with an alcohol concentration between 60% to 75% when the hand-washing equipment is not available for cleaning hands.
2. Be sure to cover it with toilet paper, handkerchiefs or sleeves when coughing and sneezing.
3. Try not to use other people's belongings, such as telephones and pens. Avoid face-to-face conversations at close range.
4. Use the correct disinfectants for regular environmental disinfection, especially canteens, conference rooms, training rooms, elevators, door handles and buttons, etc.
5. Reduce personnel exposure by adjusting flexible working hours and using online meetings or video handoffs.

• Develop Notification and Disposal Procedures for Employees with Abnormal Health

1. When found confirmed/suspected cases, contacts and high-risk cases, appropriate prevention control shall be executed under the notification and disposal procedures.
2. Educate employees what symptoms should be reported as soon as possible and provide detailed information on TOCC (Travel, Occupation, Contact history and Cluster).
3. Avoid close contact among employees and staff with abnormal health, isolate high-risk cases, and require employees with

respiratory symptoms to wear masks and practice the social distancing of 1 to 2 meters.

• Formulate and Implement Flexible and Protective Staff Epidemic Precautions

1. Encourage employees to see a doctor when they are ill and rest at home.
2. Make sure that employees understand the related complementary measures for leave.
3. Provide family care leave to employees who have family members that need care.
4. Let employees who take leave for epidemic prevention have no worries about the subsequent payroll issues caused by taking leave.
5. Understand employees' needs and provide them with a safe and secure working environment.

• Implement Workplace Control

1. Provide good ventilation and filtering equipment to increase the ventilation rate of the indoor working environment, or set up transparent protective equipment, such as a canteen partition.
2. Follow safe work practices.
3. Prepare personal protective equipment.

Due to the frequent international contacts around the world, the speed of virus mutation and transmission has accelerated in recent years, and the guidelines on enterprise epidemic prevention may not be fully applicable. However, we believe that after learning all kinds of experience, businesses will formulate more comprehensive epidemic prevention strategies and firmly face the challenges in the future.

折磨人但有趣的商務合約協商

作者：臺灣廠 / ADM / 法務智權處 / 吳宗明

法學院的課程有很多情境模擬練習，其中有一題合約協商題目非常簡單，三個人組一隊，對手也是一隊三人，讓兩隊（造）自己去協商分數，期限一小時，可以選擇分數組合是 A vs. C 或 B vs. B，如果沒有在期限內達成合意，那兩邊的分數都會被打成 D。我當時覺得題目很荒謬，但沒想到居然是玩真的！在這樣的情況下，B vs. B 就成了普遍的協議，但是出乎意料地，有些隊伍卻達成了 A vs. C 的協議。為什麼有人會接受 C 呢？當對方可以，而你不能接受 D 的時候，你就會降低底線，從 B 變成 C 了。

格局決定一切

現實的世界何嘗不是如此？我們都希望合約可約定對我們有利的條款，如果不可得，退而求其次，公平對等的合約也不錯。然而，最後我們常常不得不接受有利於對造的合約。公司為什麼會降低底線呢？降低底線一定是壞事嗎？不要拘泥於合約文字，從宏觀的角度來看問題，找一個可靠的對象，是不是應該比合約文字更重要呢？當你都找各行業的翹楚合作時，妥協是很自然的事，畢竟是你比較需要對方的合作，而對方並不一定需要你。譬如 USI 有些合約文字並不理想，但是與我們合作的對象都是一流廠商，最終保護我們的不是合約條文，而是自身的審慎行事。

具備基礎知識

法律是人類社會的經驗結晶，各國商法大同小異。比起其他法律，商法可能是差異最小的。商法規範著買賣雙方權利與責任，在雙方之間取得平衡，走中庸之道，既然如此，為什麼又要有合約呢？合約條款可變更商法的預設規定，將模糊之處明確化，創設劃分權責，規定交易細節，避免不必要爭議。不管其目的或性質，要有效率處理合約，必須具備商法的基本常識，熟悉業界的運作與慣例，依據商法預設規定以及商業慣例行事，如果要偏離預設規定，必須準備充分的理由。

理解對造的困難

具有規模的公司，都有其標準化合約，隱藏在背後的是該公司政策，如果要他們偏離公司政策，可以想見難度不低，必須連過三關：負責窗口、法務、高管。合約是零和遊戲，如果負責窗口回去無法交代，對方自然不可能同意我們的提議，我們是在製造麻煩還是在解決問題，其實都在負責窗口的一念之間，第一步是與對方打好關係，讓他們放下心防。打動人心必須說之以理，做足功課、充分理解對造公司政策，釐清我司個案與一般通案之差異，建立特案處理之基礎，提出折衷解決方案，讓負責窗口回去溝通時，言之有物，我們才有機會突圍而出。

以日後修正，問題可以解決，只是要切合時機，太過拘泥於合約文字，耽誤了商機，風險降得再低，沒有生意也毫無用處。

分進合擊 先行者優先

不同行業有不同的特性，USI 有這麼多產品線，合約條件自然會因產品而異，為求效率，默契是不應妨礙其他單位先行訂立合約。行業別、產品態樣、營業額、時機等因素，都會影響簽約決策。偶爾有人質疑為何先前簽下不公平的合約，那是因為時空背景不同，當時是依照當下情況來做成最佳決定，公司實力點滴累積，生意逐漸壯大，後進單位談判地位大幅提升，此時來評斷舊合約，自然覺得不滿意，也無法體會前人的筆路藍縷。無論如何，後進單位有很多方式來解決問題，可以針對新產品及新生意進行差異化處理，簽訂差異化補充協議，強者甚至可以全面修改，刪除舊的不平等條文，增補公平的條件，一併解決舊有問題。

合約解釋與運作彈性

執行單位的份內工作是掌握合約並據以執行，然而，有時會出現過度擔心的狀況，此時應該向法務諮詢。事實上，合約文字的解釋會綜合考量各種情況。情勢的變更會讓一些條文不合時宜，不被執行也是很自然的事，有的條文

識時務者為俊傑

商法為保護消費者，預設規定偏向買方，但很多客戶公司的規模很大，根本不需要保護，或者問題根本就是客戶帶來的，而客戶挾其優勢、利用商法特性，讓賣方不得不吃悶虧，幾番堅持之後，通常都是賣方讓步，常常有人擔心會有後遺症，事實上有那麼恐怖嗎？

有一些合作默契與業界潛規則，並不會白紙黑字寫出來，但是實際發生時，客戶會知道自制，不會去執行不合理的合約條款，一旦買方違反默契，賣方會加以反制，畢竟羊毛出在羊身上，虧本生意可以敬謝不敏。說到底，能保護公司的不是合約，而是公司的綜合實力，不公平的條款可

需要百分之百準確地達成，有的條文其實只需要實質成就即可，視情況而定。總之，誠信執行在法律上就會比較站得住腳，不會有後遺症，但是不需要生硬刻板，導致自縛手腳。

結語

合約協商需要耐性，如果處於優勢位置，協商是相當愉快；如果處於對等位置，要花費很多時間你來我往，但是勢均力敵，會很有意思；如果處於劣勢位置，合約協商就變成無奈痛苦的讓步，名為談判，實則是訓話，只能眼巴巴的看著桌上的咖啡。不過，越是痛苦的折磨越是讓人成長，這些挑戰日後都會是職場生涯最美好的回憶。



The Tormenting But Interesting Business Contract Negotiation

Author: Taiwan Site / ADM / Legal & IP Division / Aaron Wu



There are many situations simulation exercises in the courses of the College of Law. One of the exercises of contract negotiation is very simple. Three people form a team, and the opponent is also a team of three. The two teams can negotiate their grades by themselves with a deadline of one hour. The combination of grades can be A vs. C or B vs. B. The both sides will be graded as D if no agreement reaches within the deadline. I thought the exercise was ridiculous, but I didn't expect it is to be real! B vs. B will become a universal agreement under such circumstances. To my surprise, some teams have reached an agreement with A vs. C. Why would anyone accept C? The reality is that when the opponent can accept D, and you cannot, you will lower the bottom line from B to C.

Standpoint Determines Everything

That's the way that the real world goes! We all expect that the contract can stipulate terms that are beneficial to us. If not available, the second best, fair and equivalent contracts are also good. However, we often have to accept contracts that are beneficial to the counterparty in the end. Why would the company lower its bottom line? Must lowering the bottom line be bad? You should not be bound with the contract text and look at the problem from a macro perspective. Should a reliable partner be more important than the contract text? When you are looking for leading cooperation in various industries, compromise is common. After all, you need the cooperation of the other party, and the other party may not necessarily need you. For example, some contract texts of USI are not ideal, but the objects of cooperation with us are first-class manufacturers. It is not the contract provisions that protect us ultimately, but our prudent actions.

Have Basic Knowledge

The law is the embodiment of the experience of human society, and the commercial laws of different countries are similar. Compared with other laws, commercial law may have the smallest difference. Commercial law regulates the rights and responsibilities of buyers and sellers, and strikes a balance between the two parties. If so, why should there be a contract? The contract terms can change the presupposition provisions of the commercial law, clarify the ambiguities, create a division of responsibilities, specify transaction details and avoid unnecessary disputes. Regardless of its purpose or nature, you must have basic knowledge of commercial law, be familiar with the operations and practices of the industry, and act under the provisions of commercial law and

business practices to effectively handle contracts,. Besides, you must prepare sufficient reasons if you want to deviate from the presupposition provisions.

Realize Counterparty's Difficulties

Large enterprises all have their standardized contracts. Hidden behind their contracts are the companies' policies. If you want them to deviate from their companies' policies, you can imagine that the difficulty is not low. You must pass three levels: the contact person, legal affairs and executives. The contract is a zero-sum game. If the contact person cannot explain back, the other party will naturally not agree to our proposal. Whether we are creating trouble or solving the problem, it depends on the thoughts of the contact person. The first step is to have a good relationship with the contact person and let their guard down. It's important to let them understand by reasoning, prepare well and fully understand the company policies. Furthermore, we must clarify the difference between our case and the general case, establish the basis for special cases and propose compromise solutions. Only if the contact person can explain the case concerning our proposal, we have a chance to stand out from the competitors.

Recognize the Facts of a Situation

The commercial law presupposes that the buyer's preference to protect consumers, but many clients whose companies are very large do not need protection at all. Moreover, the problem is caused by the customers, and they take the advantages and the characteristics of the commercial law to make the seller be shortchanged. After the argument, the sellers usually make concessions. Some people often worry that there will be some negative effects. However, is it that scary?

There are some tacit rules of cooperation and unspoken rules in the industry, which will not be written in black and white. When it happens, customers will know that they will not perform unreasonable contract terms. Once the buyer violates the tacit agreement, the seller will counter it. After all, we don't do the loss-making business. In the final analysis, it is not the contract that protects the company, but the comprehensive strength of the company. Unfair terms can be revised in the future, and the problem can be solved under the opportune time. Too obsessed with the contract text will delay business opportunities. No matter how low the risk is, it's useless without business.

Attack Concertedly by Converging Columns and Take First-mover Advantage

Different industries have different characteristics. USI has so many product lines and the contract conditions will naturally vary from product to product. To increase efficiency, the tacit agreement should not prevent other units from entering into contracts first. Factors such as industry type, product, turnover and timing all affect the signing decision. Occasionally, some people questioned that why we signed the unfair contract before. It was because of the different time and space background. At that time, the best decision was made according to the current situation. As the strength of the company accumulates, business gradually grows and the negotiating position of the latter unit also improves greatly. They would feel dissatisfied and unable to realize great hardships in the pioneer work of the predecessors naturally when judging the old contract. Regardless, there are many ways for the latter units to solve the problem. They can differentiate the new products and new businesses and sign differentiated supplemental agreements. Besides, the strongest one can even modify comprehensively, abolish the old unequal provisions and add fair conditions for solving old problems.

Interpret Contracts and Let Operation Be Flexible

The job of the execution unit is to master the contract and carry it out accordingly. However, sometimes there is a situation of excessive worry, so you should consult with legal affairs. We will consider various situations comprehensively when interpreting the contract text. Changes in the situation will make some provisions out of date, and it is natural to not enforced. Some provisions need to reach with completely accuracy, and some provisions only require substantial achievements, as the case may be. In short, integrity enforcement will more legally valid and will not have negative effects. We don't need to be rigid to make ourselves be restricted.

Conclusion

Contract negotiation requires patience. If you are in an advantageous position, negotiation is quite pleasant. If you are in a peer position, it takes a lot of time to negotiate, but being evenly matched is interesting. If you are in a disadvantaged position, contract negotiation becomes a helpless and painful concession. It seems like a negotiation but is actually an admonishment. You can only stare at the coffee on the table. However, the more painful the torture is, the more you learn. These challenges will be the best memories of the career in the future.

Learning English With News

從新聞時事學英文

作者：英代外語國際認證機構 / 趙秀蓮 Tiffany S. Chew

學習英文其中一個好方法就是閱讀英文新聞。英文新聞簡短且訊息貼近生活，適合大眾閱讀。請先閱讀以下新聞後，著手下列三個部分的練習。本期新聞標題為：新型冠狀病毒使五千萬個旅遊業工作面臨風險。現在就讓我們來看看，疫情對全球的旅遊業造成什麼衝擊。



Coronavirus Puts 50 Million Tourism Jobs at Risk 新型冠狀病毒使五千萬個旅遊業工作面臨風險

The coronavirus pandemic could cut up to 50 million jobs worldwide in the travel and tourism industry. This is according to the World Travel and Tourism Council (WTTC). The tourism industry could shrink by up to 25 percent. Many people are staying at home and not traveling. Many people cannot travel as more and more countries are taking action to fight COVID-19. This action includes closing borders, requiring people self-quarantine for 14 days after arriving in a country, and banning flights from other countries. The head of the WTTC said the pandemic, "clearly presents a significant threat to the industry as a whole, to those employed within it, and those wishing to continue traveling".

The tourism industry makes up 10 percent of the world's GDP and jobs. It is one of the industries hardest hit by the COVID-19 virus. Airlines, cruise ships, and hotels have suffered big losses. Korean Air has warned that the coronavirus could threaten its survival. Australia's Qantas has reduced its international flights by nearly 25 percent because of the outbreak. World-famous sites are deserted. This could cause restaurants and cafes to go out of business as tourists stay away from crowded places. Tourism is a key industry in Hawaii. Experts there predict that over half of Hawaii's hotel rooms will be empty over the next few months. The WTTC said that tourism would take 10 months to recover after the virus.

Sources:

<https://www.ibtimes.com/coronavirus-could-wipe-out-50-million-tourism-jobs-across-world-2939909>

<https://www.arabnews.com/node/1641211/business-economy>

<https://www.bbc.com/news/business-51852505>

• Comprehension Quiz: True / False

文意理解：讀完文章後，請判斷下列敘述是否正確。(T 正確 / F 錯誤)

1. Over 50 million jobs have been lost in the tourism industry. T / F
2. A tourism organization said the tourism industry could shrink by 25%. T / F
3. Countries are asking people to self-quarantine for 14 weeks. T / F
4. The head of a tourist organization said the virus won't threaten tourism. T / F
5. 10% of the world's GDP comes from tourism. T / F
6. Korean Airlines is confident it will survive the coronavirus crisis. T / F
7. Qantas Airlines is only putting on 25% of its international flights. T / F
8. An organization said tourism would need 10 months to recover. T / F

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

詞彙配對：左欄為本文中出現的英文字彙，請從右欄為它們找到意義相近的解釋。

1	pandemic	a	The line between two countries or areas.
2	industry	b	This is what someone said or wrote.
3	according to	c	A particular area of business. (e.g. tourism, IT, healthcare, farming, education, etc.)
4	shrink	d	A person or thing likely to cause damage or danger.
5	border	e	A disease or virus spreading all around the world or a country.
6	flight	f	Become smaller.
7	threat	g	The action or an airplane flying through the air.
8	hit	h	Really full of people.
9	losses	i	Say or guess that something will happen in the future.
10	deserted	j	Very important.
11	crowded	k	The amount of money lost by a business.
12	key	l	Get back to normal after something bad happening.
13	predict	m	Affected badly by something.
14	recover	n	Totally empty of people.

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

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

1	cut	a	chief	6	hit	f	big
2	closing	b	vacant	7	warned	g	pick up
3	head	c	go on	8	crowded	h	reduce
4	significant	d	cautioned	9	empty	i	packed
5	continue	e	shutting	10	recover	j	impacted

Answers

- **Comprehension Quiz**
文意理解

1	2	3	4	5	6	7	8
F	T	F	F	T	F	F	T

1. Over 50 million jobs have been lost in the tourism industry. 旅遊業已經失去了超過五千萬個工作崗位。時態不對，「have been lost」表示「已經失去了」，但文章只表示「could」(可能)。
3. Countries are asking people to self-quarantine for 14 weeks. 各國要求人們自我檢疫 14 週。時間不對，應為 14 days，不是 14 weeks。
4. The head of a tourist organization said the virus won't threaten tourism. 旅遊組織的負責人說，這種病毒不會威脅旅遊業。意思相反，應為「threatens」或「will threaten」，文章提到「presents (構成) a significant threat...」。
6. Korean Airlines is confident that it will survive the coronavirus crisis. 大韓航空有信心將在冠狀病毒危機中倖存。意思相反，應為「not confident」，文章提到「could threaten its survival...」。
7. Qantas Airlines is only putting on 25% of its international flights. 澳洲航空僅增加了 25% 的國際航班。關鍵詞不對，應為「reducing」，文章提到「reduced its international flights by nearly 25 percent...」。

- **Vocabulary Match**
詞彙配對

1	2	3	4	5	6	7	8	9	10	11	12	13	14
e	c	b	f	a	g	d	m	k	n	h	j	i	l

- **Synonym Match**
同義詞配對

1	2	3	4	5	6	7	8	9	10
h	e	a	f	c	j	d	i	b	g

支付終端認證介紹

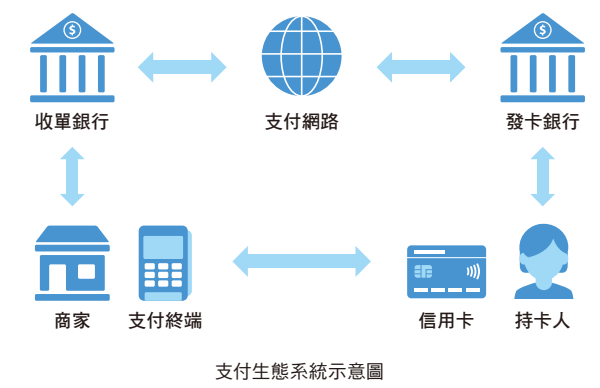
作者：臺灣廠 / ICS / WCS / ANS & mPOS 研發處 / 黃堯彬

現今大多數的人都有過使用信用卡支付的經驗，而且可能會注意到那一台讓我們插入或感應信用卡的機器，那台機器稱為支付終端。支付終端必須有能力正確且安全地與卡片溝通，而有兩個認證就是為了確保這件事而產生，那就是 EMV 認證與 PCI-PTS 認證。



支付生態系統

在支付生態系統中，通常我們扮演的角色為持卡人，我們向銀行申請信用卡，這個銀行我們稱為發卡銀行。我們拿信用卡去商家支付我們買的東西，商家所使用的支付終端可能是由另一間銀行提供，這間銀行我們稱為收單銀行。當我們付款時，支付終端會先把交易記錄傳給收單銀行，然後收單銀行再透過支付網路傳給發卡銀行，在發卡銀行驗證這筆交易記錄後，它會把錢交給商家，並從持卡人的帳戶扣款，這就是信用卡支付運作的原理。



支付技術

現今大多數的信用卡都支援三種支付技術。第一種是在卡片側面的磁條，將磁條刷過支付終端上的磁條讀取器，支付終端就可以讀取到卡片上的資料來進行支付。第二種

是接觸式支付，支付終端上有 IC 晶片讀卡器，當卡片插入時它可以從卡片上的 IC 晶片讀取資料。第三種為非接觸式支付，卡片放在支付終端的 NFC 圖示上方，支付終端透過近距離無線通訊 (NFC) 讀取卡片的資料。

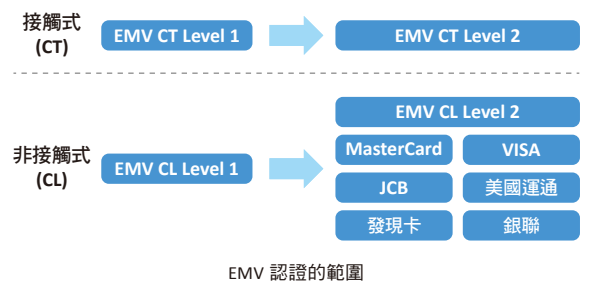


EMV 認證

卡片上的接觸與非接觸式支付技術是根據 EMV 標準。EMV 標準最早是由三個發卡組織所制定，分別為 Europay、MasterCard 及 VISA，而 EMV 即是這三個發卡組織首字母的縮寫。現今 Europay 已經被 MasterCard 併購，而更多的發卡組織開始遵從這個標準，包括 JCB、美國運通、發現卡及銀聯。EMV 認證的目的就是為了確保支付終端能正確地用接觸或非接觸的方式與上面六種品牌的信用卡溝通。

EMV 認證可以分成兩個獨立的部分：EMV 接觸式與 EMV 非接觸式。如果支付終端支援接觸式支付，它就需要通過 EMV 接觸式認證；如果支付終端支援非接觸式支付，它就需要通過 EMV 非接觸式認證。每項認證又分成兩個

階段：Level 1 與 Level 2。Level 1 比較偏向測試硬體，而且必須在 Level 2 之前通過；Level 2 則比較偏向測試軟體。值得注意的是 EMV 非接觸式 Level 2 認證的測試範圍取決於支付終端支援多少品牌的卡片，支付終端可能只支援部分品牌的卡片，在這樣的情況下支付終端只需要通過相對應的認證。



PCI-PTS 認證

PCI-PTS 是另一個針對支付終端重要的認證。PCI-PTS 代表的意思是支付卡產業一個人識別碼交易安全，它主要驗證支付終端如何保護持卡人的個人識別碼。個人識別碼是一個 4 到 12 位數的號碼，當持卡人去銀行申請金融卡或是信用卡時都需要設定這個號碼。之後當持卡人要去自動櫃員機 (ATM) 提款或是在歐美地區刷信用卡時，都會被要求要輸入這個號碼以確認是真正的持卡人。因此支付終端絕對不能以任何形式洩露這個號碼，而這也是 PCI-PTS 認證主要測試的內容。

PCI-PTS 的測試人員會針對支付終端上的不同目標進行不同種類的攻擊以讀取或修改它們，目標包括鍵盤、加密個人識別碼的密鑰、卡片資料、顯示器及韌體。每種攻擊可以分成兩個階段：識別階段及實作階段。在識別階段，測試人員會檢查你的文件、樣品及原始碼以瞭解這個支付終端的安全設計，並試著找出弱點。在實作階段，測試人員會真正進行攻擊。測試人員會根據這次攻擊在這兩個階段所需的時間、專業技能、知識、取得費用、設備需求及特殊零件來計算出攻擊成本，並利用這個攻擊成本來判斷是否通過測試。

針對鍵盤攻擊的攻擊成本範例		
	識別階段	實作階段
攻擊時間	5 (113 小時)	5 (90.5 小時)
專業技能	4 (專家)	4 (專家)
知識	0 (大眾)	0 (大眾)
取得費用	2 (機構樣品)	4 (鍵盤樣品)
設備需求	1 (標準)	1 (標準)
特殊零件	0 (無)	1 (前外殼, PIN 竊聽器)
加總	12	15 (>13 通過)
全部加總	27 (>26 通過)	

從以上的介紹，我們可以知道市面上的支付終端都有經過嚴格的功能性及安全性測試。因此下次我們去商店買東西時，儘管放心的用信用卡支付吧，它是非常安全的。

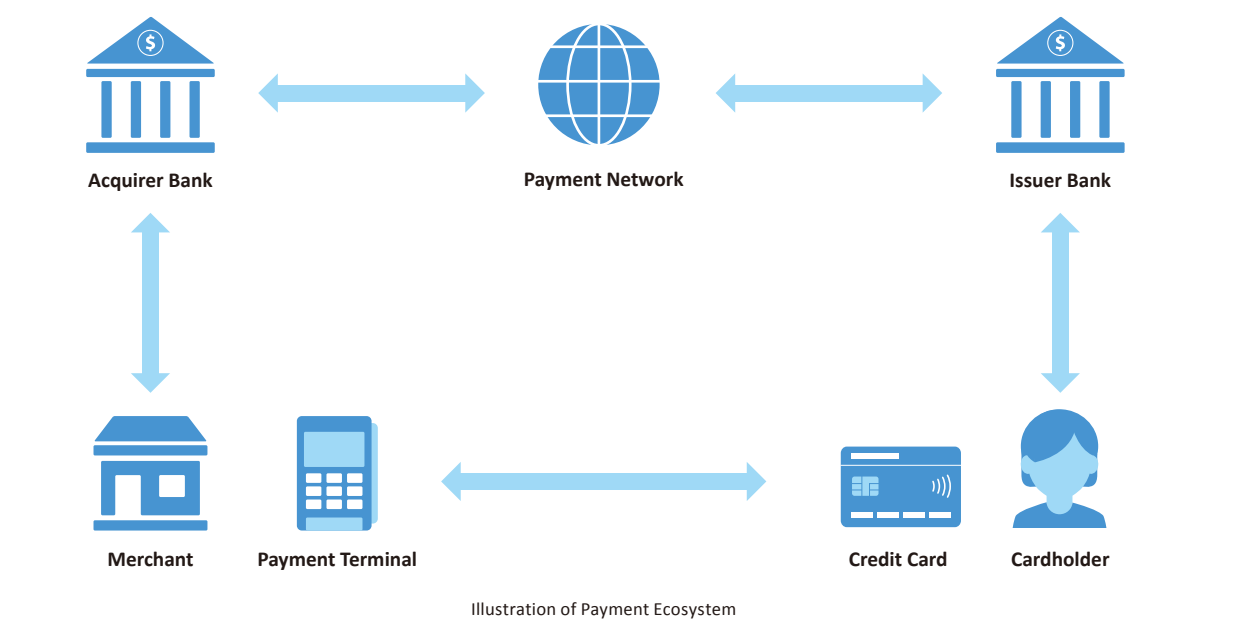
Introduction of Payment Terminal Certification

Author: Taiwan Site / ICS / WCS / ANS & mPOS Research Division / Carst Huang

Nowadays, most people have the experience of paying with credit cards and may notice there is a machine to insert or tap their credit cards. The machine is called payment terminal. The payment terminal must be able to access the credit cards correctly and securely, and that is ensured by two certifications: the EMV certification and the PCI-PTS certification.

Payment Ecosystem

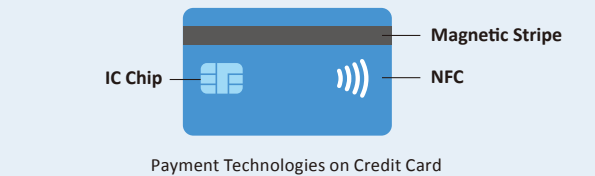
The role we usually play in the payment ecosystem is the cardholder. We apply for a credit card at a bank which is called issuer bank. We take the credit card to pay for the things we buy in the merchant. The merchant's payment terminal is likely provided by another bank which is called acquirer bank. When we pay, the payment terminal sends the transaction record to the acquirer bank first, then the acquirer bank sends it to the issuer bank through the payment network. After verifying the transaction record, the issuer bank gives the money to the merchant and charges from the cardholder's account. That's how the payment with credit card works.



Payment Technologies

Most of the credit cards nowadays support three payment technologies. The first one is the magnetic stripe at the side of the card. By swiping the magnetic stripe through the magnetic stripe reader (MSR) of the payment terminal, the payment terminal is able to read the card data and make the payment. The second one is the contact payment. The payment terminal has IC card

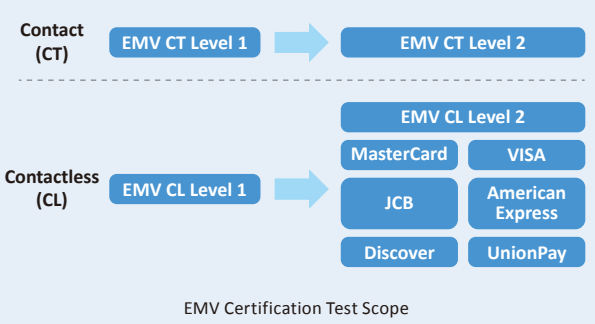
reader to read the data from the IC chip when the card is inserted. The third one is the contactless payment. The card is placed on top of the NFC icon of the payment terminal, and the payment terminal reads card data via near-field communication (NFC).



EMV Certification

The contact and contactless payment technologies are following the EMV standard. The EMV standard was originally established by three card organizations: Europay, MasterCard and VISA. EMV is the acronym of the three card organizations. Now, Europay has been merged by MasterCard, and more card organizations are following the standard including JCB, American Express, Discover and UnionPay. The purpose of the EMV certification is to ensure the payment terminal can communicate with the above six brands of credit card in contact or contactless way.

The EMV certification can be divided into two independent parts: EMV contact and EMV contactless. If the payment terminal supports contact payment, it has to pass EMV contact certification. If the payment terminal supports contactless payment, it has to pass EMV contactless certification. Each certification can be divided into two stages, Level 1 and Level 2. Level 1 certification is more related to hardware and has to be passed before Level 2. Level 2 certification is more related to software. One thing to be noted is that the scope of the EMV contactless Level 2 depends on how many credit card brands the payment terminal supports. The payment terminal may only support some credit card brands. In this case, it will only have to pass the corresponding certifications.



PCI-PTS Certification

PCI-PTS is the other important certification for payment terminal. PCI-PTS stands for payment card industry - PIN transaction security. It verifies how the payment terminal protects the cardholder's personal identification number (PIN). PIN is a 4 to 12 digits number set by the cardholder when the cardholder applies for a debit card or credit card from the bank. Afterwards, when a cardholder withdraws money from a automatic teller machine (ATM) or pays by a credit card, especially in Europe or America, the person will be asked to enter PIN to prove that the person is the real cardholder. Therefore, the payment terminal should never leak the cardholder's PIN by any means. That's what the PCI-PTS mainly tests for.

The PCI-PTS tester will do different types of attacks on different targets of the payment terminal to read or modify them. The targets include keypad, PIN encryption key, card data, display and firmware. Each attack can be divided into two stages, the identification phase and the exploitation phase. In the identification phase, the tester will review your documents, samples, as well as source codes to understand the security design and try to find the weak point of the payment terminal. In the exploitation phase, the tester will implement the attacks. The tester will calculate the attack costs of the two phases based on the required attack time, expertise, knowledge, access costs, equipment and specific parts, and judge whether the test is pass according to the attack costs.

Attack Costs Example for Attacking Keypad		
	Identification Phase	Exploitation Phase
Attack Time	5 (113 hours)	5 (90.5 hours)
Expertise	4 (Expert)	4 (Expert)
Knowledge	0 (Public)	0 (Public)
Access Costs	2 (Mechanical)	4 (keyed sample)
Equipment	1 (Standard)	1 (Standard)
Specific Parts	0 (None)	1 (front casing, PIN bug)
Total	12	15 (>13 Pass)
Grand Total	27 (>26 Pass)	

From the above introduction, we can know that the payment terminals on the market have all been strictly tested to ensure its functionality and security. Next time, when we buy things from the merchant, just pay with the credit card without worry. It is very safe.

環旭電子新聞集錦

USI News

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

環旭擬收購歐洲第二大 EMS 公司 推進模組化、多元化、全球化奠定未來 20 年發展



(2019-12-31 上海) 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) 12 月 13 日正式發布公告,

與歐洲第二大 EMS 公司 Asteelflash 的股東簽署《股份收購協議》, 擬以約 4.5 億美元的價格收購後者 100% 股權。對於此項收購, 環旭電子董事長陳昌益表示, Asteelflash 和環旭電子在生產據點、市場和客戶布局、業務模式、技術能力方面具有明顯的互補性。兩者的緊密合作將使環旭電子成為一個更大的平臺, 進一步增強製造知識, 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。



USI Intends to Acquire Europe's Second Largest EMS Company to Exercise Modularization, Diversification and Globalization and Establish the Foundation for the Company's development in the next 20 years



(2019-12-31 Shanghai) Universal Scientific Industrial (Shanghai) Co., Ltd. (hereinafter referred to as "USI") (SSE:601231), a leading electronics designer and manufacturer, announced its intention to enter into an Equity Acquisition Agreement with the shareholders of Asteelflash, the second largest EMS company in Europe on 13th, December. It is planned to acquire 100% equity of Asteelflash with 450 million US dollars. About the acquisition, Jeffery Chen, Chairman of USI, said that Asteelflash and USI will indisputably complement each other in terms of manufacturing locations, targeted markets and customers, business models and technological capabilities. The close cooperation will make USI a larger platform, further enhance the knowledge of manufacturing, expand the global influence and have more resources for R&S in cutting edge technologies. Moreover, it can make USI more easily enter the high-growth end market of automobile, medical and industrial.

環旭電子 2020 年新建第三座天線暗室量測系統 將加快 3 倍測試時間



(2020-01-14 上海) 全球電子設計製造領導廠商環旭電子 (上海證券交易所代碼: 601231) 宣布, 其第三座天線暗室量測系統目前正在建設中, 預計將在 2020 年第一季度建成, 屆時將可為客戶提供更為完善且高效率的一站式天線設計整合與測試服務。



USI Builds Its Third Antenna Chamber Measurement System that will Speed Up Test Time Threefold in 2020



(2020-01-14 Shanghai) USI (SSE: 601231), a leading electronics designer and manufacturer in the world, announced that it is currently building its third antenna chamber measurement system with a targeted completion date in the first quarter of 2020. This development will enable USI to expand its service offerings and provide clients a highly efficient one-stop solution in antenna design, integration and testing services.

環旭電子捐百萬 助力申城抗疫情



(2020-01-28 上海) 環旭電子 (SSE: 601231) 向上海市紅十字會捐助人民幣 100 萬元, 專項用於上海市醫療系統新型冠狀病毒防疫防治工作, 為上海醫療系統第一線醫護人員採購專用防護服、口罩、護目鏡、呼吸機、消毒液等醫療物資, 保護醫護人員能在安全環境下救助病患, 抵抗疫情。



USI Donated RMB 1 million to Confront the New Coronavirus Epidemic



(2020-01-28 Shanghai) USI (SSE: 601231) donated RMB 1 million to the Shanghai Red Cross. The donation is specifically for the prevention and control of new coronavirus in the Shanghai medical system and will be used to purchase medical supplies such as special protective clothing, surgical masks, goggles, ventilator, disinfectant etc., protect medical personnel to be able to rescue patients in a safe environment and resist epidemics.

環旭電子提出子系統模組整合概念並進行技術開發



(2020-02-04 上海) 近日，全球電子設計製造大廠環旭電子 (SSE: 601231) 研發團隊提出全新的製程概念—子系統模組整合 (Sub-module integration)，即通過整合系統內高度互補的元器件來生成子系統模組，再通過塑封的形式將其鑲嵌於主要的系統模組內。環旭電子表示，該技術開發完成後，可整合環旭電子其他的先進製程技術，應用於音訊系統層級封裝 (Audio SiP) 或光學感測器系統層級封裝 (Optical Sensor SiP) 製程中。



USI Develops "Sub-module Integration" Manufacturing Concept and Embarks on Research and Development for the New Process



(2020-02-04 Shanghai) USI (SSE: 601231), a leading electronics designer and manufacturer in the world, has recently put forward a brand-new "sub-module integration" manufacturing concept, a process which involves the integration of highly interdependent components in a system to generate sub-modules that are then embedded in system modules through molding. According to USI, the technology, once developed, can be integrated into its other advanced process technologies and be applied to audio system-in-package (SiP) or optical sensor SiP manufacturing.

環旭電子被納入富時中國 A150 和 A200 指數股



(2020-03-06 上海) 北京時間 3 月 4 日，指數編制公司富時羅素宣佈對富時中國系列指數的季度審核變更，該變更將於 3 月 20 日星期五交易日收盤後生效。其中，富時中國 A150 指數將新納入包括環旭電子 (SSE:601231) 在內的 18 支個股；富時中國 A200 指數將新納入包括環旭電子在內的 14 支個股。



USI Is Included in the FTSE China A150 Index and China A200 Index

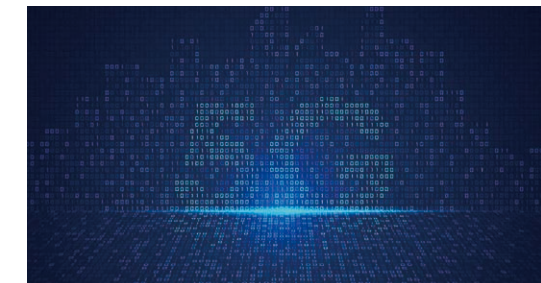


(2020-03-06 Shanghai) On March 4th (Beijing Time), FTSE Russell, the global index provider, announced that it would make changes to quarterly review of the FTSE China Index Series, which will take effect after the close of business on Friday, March 20th. Eighteen individual stocks including USI (SSE: 601231) would be added to the FTSE China A150 Index, while fourteen individual stocks including USI would be added to the FTSE China A200 Index.

環旭電子首座 5G 毫米波實驗室落成 推進 5G 天線模組測試服務



(2020-03-11 上海) 全球電子設計製造領導廠商環旭電子 (上海證券交易所代碼: 601231) 近日宣布，於 2020 年 2 月初建成第一座 5G 毫米波實驗室。其中，天線量測暗室可支援探針式毫米波天線近、遠場量測；小型緊縮場暗室則可支援主動式 3D 天線場型測量及波束成形 (Beam forming)、波束跟蹤量測 (Beam tracking) 等。



USI's First 5G mmWave Laboratory Completed and Fully Operational for 5G Antenna Module Testing Services



(2020-03-11 Shanghai) USI (SSE: 601231), a leading electronics designer and manufacturer in the world, recently announced the construction of the first 5G mmWave laboratory in early February, 2020. In particular, the antenna measurement chamber can support probe-type mmWave near-field and far-field antenna measurement, while the compact antenna test range (CATR) chamber can support active 3D field antenna measurement, beam forming and beam tracking.

環旭電子併購重組專案 獲得中國證監會重組委無條件審核通過



(2020-03-27 上海) 環旭電子 (上海證券交易所股票代碼: 601231) 發佈公告稱，2020 年 3 月 26 日，中國證券監督管理委員會上市公司併購重組審核委員會召開 2020 年第 10 次工作會議，對環旭電子發行股份購買資產事項進行了審核。根據會議審核結果，公司發行股份購買資產事項獲得無條件通過。



The Merger and Reorganization Project of USI Was Unconditionally Approved By The Reorganization Committee of CSRC



(2020-03-27 Shanghai) USI (SSE: 601231) yesterday announced that on Mar. 26th, 2020, The China securities regulatory commission (CSRC) review committee on mergers and acquisitions of listed companies held its 10th working meeting in 2020, reviewed the issue of shares to purchase assets of USI. According to the audit results of the meeting, the issue of shares to purchase assets of the company was passed unconditionally.

萬德國際 莊文甫董事長

採訪編輯：CSO / 行銷企劃部

優秀的合作夥伴是 USI 擴張全球事業版圖過程中的堅強後盾。《夥伴焦點》首篇章，將帶您聚焦 USI 的關係企業及合作夥伴——萬德國際 (Memtech International Ltd.) 及焦點人物莊文甫董事長。

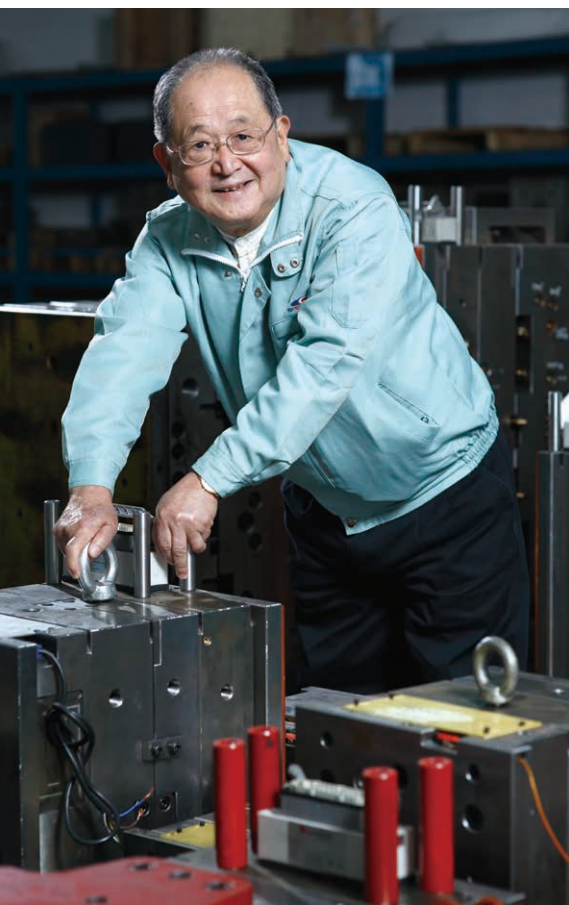
USI 夥伴萬德國際

萬德國際專注於精密模具加工和機構件製造，以生產製造高端技術的矽膠、矽膠與塑膠貼合等按鍵類產品，供應行動電話及汽車工業，並提供高檔按鍵自設計、製模、加工到成品一站式的服務。萬德集團 2004 年於新加坡上市，更名為萬德國際股份有限公司。2019 年其完成私有化退市，USI 投資約 6,000 萬美元取得萬德國際 42.23% 的股權，除了考量供應鏈垂直整合外，期望未來通過與萬德國際的業務和技術合作，增強公司供應鏈的回應能力，以及在機構件方面的競爭力。產品和技術能力強，客戶基礎扎實，企業創始人和核心團隊穩定，經營良好，財務穩健。USI 與萬德國際成為合作夥伴，雙方產業協同帶來價值共贏。

萬德國際莊文甫董事長

夢想實踐家

莊文甫董事長：「年歲漸長是自然定律，但我不能放慢腳步，不能落後時代」，出生成長於臺灣，在家裡四個小孩中排行第二，年幼時父親早逝，生活雖不順遂，但也培養出莊董不畏艱難肯奮鬥的精神。大學畢業後，至今他的職涯歷程可總結為三個階段，第一階段是一位勤奮認真的職員，第二階段成為新加坡三德集團事業的合夥人，第三階段在 56 歲時創立萬德國際，為精密模具與工程橡塑雙料合成注射科技公司。奮鬥是他生命的常態，懷著《左傳》：「居安思危，思則有備，有備無患」的想法，逐步踏實的完成其人生的重要抉擇。他認為最美好的事是在有生之年，不斷將心中的夢想實踐出來，直到現在已過七旬依舊熱血有活力。



退休後再創新事業

1982 年，正值 36 歲的莊董，帶著妻子與一對兒女，離開臺灣到新加坡參與創建三德集團。他帶領團隊快速拓展業務，成就了三德集團 1990 年在新加坡股票交易所上市，1999 年成為全球最大的按鍵專業製造公司。在情勢很好下，公司因多元化投資策略，將大筆資金投入水泥行業，但受 1997 年亞洲金融風暴影響，嚴重虧損，不得已將發展大好的按鍵事業部套現償還銀行。當時已屆天命之年的莊董，順勢退休，但意想不到的是他的另一段職涯旅程悄然而生。

在 2000 年底，莊董事長與三位三德集團的前同事因看好當時手機行業發展趨勢，合資收購在中國東莞的手機鍵盤製造商美泰電子產品有限公司，並創立萬德國際，由莊文甫出任董事長。由於過去就是白手起家，所擁有的都是靠自己胼手胝足得來，當他決定在 56 歲投注自己的所有積累再另創新事業時，也得到家人的理解和全力支持。

按鍵是電子產業不可或缺的輸入工具，應用的領域也越來越廣，正好迎上中國手機產業突破外資壟斷，迅速發展的元年。加上一直以來莊董和按鍵產業供應商及客戶們都維持良好的關係，萬德國際在他帶領下，創立三年多銷售收入就成長 60 倍，達 4,800 萬美元，營收良好及財務透明，2004 年很順利的在新加坡股票交易所上市。隨著營收高度成長，2012 年萬德國際躍升全球前三大專業按鍵製造商。

布局中國及以小對小策略

拓展市場初期，莊董即力主在中國擴展生產基地，陸續在東莞、南通、昆山設廠，但避開當時競爭激烈的手機八大國際品牌戰場，專注服務規模相對較小的中國本土新生手機品牌，除了避開競爭大廠的大象之腳外，採用以快制慢，以小對小，與較小客戶同步成長壯大的策略。當萬德國際站穩了腳步，隨即憑堅強的實力，進入主力戰場，晉升為全球市場的龍頭。

運用優勢轉型升級

看似順遂的發展，萬德國際也曾面臨進行轉型卻陷入困境的難題。隨著 2007 年第一代 iPhone 問世，莊董預測到智能手機時代即將來臨，按鍵型手機將漸漸退出主流市場，當時是相當前瞻的洞見。萬德國際因此開始投資 3,000 萬美元在觸控螢幕業務領域，但不斷燒錢卻難見成效的觸控螢幕業務，讓萬德國際首次出現年度虧損，莊董面臨其創業以來的困頓期。經審慎分析，他思考到按鍵的高精確度和高反應度，仍然勝過觸控螢幕媒介，在安全至上的領域，按鍵依舊是主流的操作方式。因此，他帶領團隊朝原本就擅長的按鍵業務的周邊升級開發，鎖定汽車製造領域，成為汽車零組件供應商，生產內飾件及精密橡塑結合配件，以及銀行領域，因銀行自動提款機和銷售系統都需要精確的鍵盤，與銀行系統很快地達成合作，同時準備進入工業及醫療器材組件領域。

USI 得力的合作夥伴

萬德國際轉型升級成功，致力於為汽車工業、消費電子、移動通信及工業醫療四大領域的製造商提供高科技解決方案。除了在中國東莞、昆山和南通的生產基地，基於供應鏈布局及滿足客戶需求的考量，2019 年進一步在江西吉安和越南建新廠。江西吉安廠在 2019 年第三季投入，第四季即量產，並且在年底就跨越損益平衡點；越南廠也可如期在 2020 年第三季正式投產，再次展現萬德國際的核心能力「以速度創造效率」。

萬德國際約四年前原為 USI 供應商之一，在二個多月極短的時間內憑其應變實力而成為主要供應商。在業務往來中，莊董發覺 USI 成員的人格特質、勤奮守責、篤厚務實，以及敬業純樸的工作態度，是臺灣本土文化的化身，也是華人優良傳統精神的展現，在現代 EMS 產業鏈中，是少見的、可敬的、令人不敢置信的卓越企業文化。經過這些年的交流互動，2019 年萬德國際不僅成為 USI 的關係企業更是得力的合作夥伴，他期望除雙方在經濟上達到綜效，共創價值，也期許能學習到 USI 管理的軟實力。

給年輕人機會

投資年輕人是莊董的樂趣，期望透過教育栽培年輕人促進人類進步發展，更大力支持母校淡江大學，捐贈多項硬體設施及測試儀器，並設立獎學金與捐助，促進兩岸青年教育交流。

充分授權 鼓勵創新

給機會也培養其能力，深耕中國以「雇用本土員工」及「培育優秀本土人才」為方針，訓練團隊成員，先建立良好思想觀念，再以現代化企業的專業技能培訓。除廠內受訓，並提供到新加坡實地考察學習機會，讓成員在習得技能的同時，也接受文化的薰陶。他樹立內部創業的理念，充分授權並鼓勵創新，也樂意分享行業資源給能獨當一面的優秀員工。

保持身心健康與時俱進

即使忙於萬德國際事務及公益事業，莊董樂於透過閱讀吸取知識及思考反省。接受訪談時，他興奮地分享著手上正在閱讀的書籍《崩盤》，恰巧在疫情影響全球各面向的當下，能從閱讀這本書中獲得啟發。依循行業發展趨勢，持續參與事業規劃，不斷學習和奮鬥是他一直以來的堅持。

休閒時，他常藉由參觀畫廊及欣賞藝術品來舒壓，也收藏許多中國水墨畫作。就算生活忙碌，莊董仍然維持規律的運動習慣，因為，從奮鬥中感到幸福的莊文甫董事長還要繼續將他心中無止盡的夢想一一實現。



Memtech International Ltd. Chairman Wen Fu Chuang

Interviewed by: CSO / Marketing Communication

An excellent partner is a strong backing for USI in expanding its global footprint. The first chapter of "Partner Focus" will take you to focus on USI's affiliate and partner, Memtech International Ltd., and the man of the hour, Chairman Wen Fu Chuang.

USI's Partner Memtech International Ltd.

Memtech International Ltd. focuses on precision mold processing and manufacturing of mechanical components to produce high-end silicone, silicone and plastic bonding and other keypad products for mobile phones and automobile, and provides a turnkey service from high-end keypad design, mold making and processing to products. Memtech Group was listed in Singapore in 2004 and changed its name to Memtech International Ltd. In 2019, it completed the privatization and delisting. USI invested about USD 60 million to acquire 42.23% of the equity of Memtech International Ltd. In addition to considering the vertical integration of the supply chain, it is expected that through future business and technical cooperation with Memtech, USI will enhance the supply chain dynamics and raise its competitiveness in the field of mechanical components. Memtech has strong products and technical capabilities, a solid customer base, the stable founder and core management team, and a sound financial position. USI and Memtech International Ltd. being partners will bring a win-win value generated by the industry alignment.

Chairman of Memtech International Ltd. Wen Fu Chuang Dream Doer

Chairman Wen Fu Chuang said, "It's natural to ageing, but I can't slow down behind the times." He was born and raised in Taiwan, and the second child in a family of four children. His father passed away early. Although life was not easy, it cultivated Mr. Chuang's spirit of not being afraid of hardship and being willing to work hard. After graduating from university, his career can be summarized into three stages. At the first stage, he was a diligent and hardworking employee. At the second stage, he became a partner of the San Teh Group in Singapore. At the third stage, he founded Memtech International Ltd. at the age of 56, which is a precision mold and engineering rubber-plastic dual-material synthetic injection technology company. Striving is normality in his life. With the idea of Zuo Zhuan, "In times of peace, think to danger; in your thought, you will be prepared; if you are prepared, then there will be no calamity." he gradually and steadily accomplished the important decisions in his life. He believes that the greatest thing is to continue to realize the dreams during his lifetime. Until now he is in his 70s and still full of energy.

Start a New Career After Retirement

In 1982, the 36-year-old Mr. Chuang left Taiwan to Singapore with his wife and a pair of children to participate in the establishment of the San Teh Group. He led the team to quickly develop and expand business, and achieved the success of San Teh Group going public

in the Singapore Exchange Limited in 1990. The company became the world's largest professional keypad manufacturing company in 1999. In a good situation, the company invested a lot of money in the cement industry according to its diversified investment strategy. However, due to the 1997 Asian financial crisis, the company suffered severe losses and the well-developed keypad business department had to be cashed out to repay the bank. At that time, Mr. Chuang, who was in his 50s, retired, but it was unexpected that another journey of career was born quietly.

At the end of 2000, Mr. Chuang and three former colleagues of San Teh Group were optimistic about the development trend of the mobile phone industry at that time, so they jointly acquired Mae Tay Electronic Co., Ltd., a mobile phone keypad manufacturer in Dongguan, China, and founded Memtech International Ltd. Wen Fu Chuang was appointed to be the chairman. Since he used to start from scratch in the past, all he owned was from his hard work. When he decided to bet on all his fortune at the age of 56 and start a new career, he also received his family's understanding and full support.

The keypad is an indispensable tool for the electronics industry, and its application fields are becoming wider. It happened to be the first year of the rapid development of the Chinese mobile phone industry to break through foreign investment monopoly. In addition, Mr. Chuang has maintained a good relationship with the keypad industry suppliers and customers. Under his leadership, Memtech International Ltd. has grown its sales revenue by 60 times to reach USD 48 million in the third year since its establishment. It has good revenue and financial transparency. In 2004, it was successfully listed on the Singapore Exchange Limited. With the rapid growth of revenue, Memtech International Ltd. became the top three professional keypad manufacturers in the world in 2012.

Layout in China and Small-to-Small Strategy

In the early stage of market expansion, Mr. Chuang mainly focused on expanding production bases in China, setting up sites in Dongguan, Nantong and Kunshan one after another. He avoided the market of the eight international mobile phones

that were fiercely competitive at that time, and concentrated on serving the relatively small Chinese local new mobile phone brands. In addition to avoiding competing with big enterprises, he adopts a strategy of being fast to beat slowness, small to small and grow with smaller customers at the same pace. When Memtech International Ltd. gained the footing, it entered the main market with its strength and was promoted to the leading position in the global market.

Use Advantages to Transform and Upgrade

With seemingly smooth development, Memtech International Ltd. has also faced the difficulties of making a transition but getting into trouble. With the advent of the first generation of iPhones in 2007, Mr. Chuang predicted that the era of smart phones is coming, and that keypad phones will gradually withdraw from the mainstream market, which was a very forward-looking insight at that time. As a result, Memtech International Ltd. began to invest USD 30 million in the touch screen business. However, the ineffective touch screen business which constantly burnt up money and caused Memtech International Ltd. to lose money for the first time. Mr. Chuang faced a difficult period since the establishment of the company. After careful analysis, he thought that the high accuracy and high responsiveness of the keypad still outperform the touch screen. In the field that security is paramount, keypad is still the mainstream. Therefore, he led the team to upgrade and develop the related products of the keypad business that he was good at, aiming at the field of automobile manufacturing, and became a supplier of automobile components, producing interior and precision rubber-plastic accessories. In addition, he also bet on the banking field. Because bank ATMs and sales systems require precise keyboards, he quickly reached a cooperation with the banking system, and was ready to enter the fields of industrial and medical equipment components.

USI's Competent Partner

Memtech International Ltd. has successfully transformed and upgraded, and is committed to providing high-tech solutions for manufacturers in the four major fields, i.e. the automobile, consumer electronics, mobile communications and industrial

medical. In addition to the production bases in Dongguan, Kunshan and Nantong, China, based on the consideration of supply chain layout and meeting customers' needs, new sites were further established in Ji'an, Jiangxi and Vietnam in 2019. The Ji'an Site was put into production in the third quarter of 2019 and reached mass production in the fourth quarter, and it crossed the break-even point at the end of the year. The Vietnam Site can also be officially put into production in the third quarter of 2020 as scheduled, once again demonstrating the core capabilities "Create efficiency at speed" of Memtech International Ltd.

Memtech International Ltd. was one of the suppliers of USI about four years ago and became a major supplier with its resilience in a very short period of more than two months. In the business dealings, Mr. Chuang found that the personality traits and the diligent, disciplined, sincere, practical and dedicated work attitude of USI members are the embodiment of Taiwan's local culture as well as an expression of the excellent traditional spirit of the Chinese people. In the modern EMS industry chain, it is a rare, respectable and incredibly outstanding corporate culture. After years of interactions, Memtech International Ltd. not only became a USI-related enterprise but also a competent partner, in 2019. He expects that in addition to achieving economic synergy and creating value together, he also anticipates to learning the soft power of the management mode of USI.

Give Young People Opportunities

Investing in young people is fun for Mr. Chuang. He expects that through education of young people, it can promote progress and development. Moreover, he strongly supports his alma mater, Tamkang University. He donates many hardware facilities and test equipment, and sets up scholarships and donations to promote cross-strait youth education exchanges.

Give Full Authorization and Encourage Innovation

Mr. Chuang gives opportunities and also cultivates the youth's abilities. He deeply focuses on China with the principles of "hiring local employees" and "cultivating outstanding local

talents" to train team members to establish good ideas first, and then educate them with professional skills of modern enterprises. In addition to being trained in the company, he also provides on-the-spot study opportunities in Singapore, so that the members can learn the skills, meanwhile accepting the influence of culture. He established the concept of internal entrepreneurship, fully authorized and encouraged innovation, and was willing to share resources to outstanding employees who can work independently.

Maintain Good Physical and Mental Health Keeping Up with the Times

Even if he is busy with Memtech International Ltd. affairs and public welfare undertakings, Mr. Chuang is happy to learn and reflect upon reading. In the interview, he was excited to share the book *Crashed: How a Decade of Financial Crises Changed the World* that he was reading. It happens that when the epidemic is affecting all aspects of the world, he can get inspiration from reading this book. Following the trends in the industry development, continuously participating in business planning, and constantly learning and striving is his persistence.

In his leisure time, Mr. Chuang often relaxes by visiting galleries and admiring artworks, and he also collects many Chinese ink paintings. Even if he has busy life, he still maintains regular exercise habits, because Chairman Wen Fu Chuang, who feels happiness from his striving, will continue to realize his endless dreams one by one.



墨西哥餅文化

作者：墨西哥廠 / ADM / MX ADM Division / 安德莉亞・巴茲奎斯

即使墨西哥跟亞洲的距離很遠，但聊到食物時，肯定都有些好東西能夠分享。今天，我們要來聊聊墨西哥餅料理——捲餅與夾餅。



東方有春捲 西方有捲餅

當你看見墨西哥捲餅的照片時，你可能當下會想到另一種外型與捲餅相似的亞洲食物——春捲。我想許多亞洲人都吃過春捲。傳統的春捲起源自中國。在古代，人們在每年的春節慶典時吃春捲，這也是為什麼這道菜被叫做「春捲」的緣由。現今亞洲各國也有許多種類的春捲，像是中式、越式、泰式、韓式或日式。大家通常會把潤餅皮油炸或蒸煮，或是用米紙來包裝餡料。

然而，我們在墨西哥通常吃墨西哥捲餅。墨西哥捲餅可能是最容易準備的墨西哥食物之一了。它主要是一張小麥粉薄餅包著少量的烤肉與各式蔬菜。你可以在捲餅中加入牛肉、雞肉、豬肉、米飯、豆子、酪梨、番茄、洋蔥或其他蔬菜，隨你喜歡。我們通常會搭配辣醬（莎莎醬）來吃。辣醬絕對是墨西哥捲餅重要的食材之一。在墨西哥，大家普遍都吃辣。

關於墨西哥捲餅有一個廣為流傳的有趣民間故事。有一位名叫胡安・曼德斯的男子，他在墨西哥革命（1910 年至 1921 年）期間在路邊攤販賣食品，並用一頭驢子（Burrito 在西班牙文的意思是小驢子）當作自己的交通工具和載送食物。為了保持食品的溫暖，曼德斯用大片的麵粉薄餅包覆住這些食物。隨著這種食品越來越受歡迎，「burrito」這個字也成為這類食物的名稱。

墨西哥捲餅和春捲 你都有吃過嗎

ADM / Corp. Service / 蔚藍（外派人員）

我兩種都有吃過。對我來說它們長得一模一樣。然而當你品嚐它的時候，你會發現兩種食物是截然不同的。我個人而言比較喜歡墨西哥捲餅，因為它的內餡有更多的肉！

SCM / 非原物料策略採購處 / 廖員續（外派人員）

在亞洲，我們有兩種春捲，分別是油炸的跟非油炸的。我比較喜歡亞洲春捲，因為我喜歡炸潤餅皮脆脆的口感，而且亞洲春捲的餡料中都會特別多放豆子與蔬菜。

美食文化遺產——墨西哥夾餅

另一方面，墨西哥夾餅也是墨西哥代表性的傳統佳餚。在墨西哥文化中也是個重要的元素。綜觀整個國家，你可以發現各式各樣的夾餅。墨西哥夾餅主要由墨西哥玉米餅、燉菜與各式醬汁所組成。每一種食材都能以不同方式製作，因此你還可以嘗試各種組合。例如，墨西哥人會炸玉米餅，也會用蒸的；製作燉菜時則會使用豬肉、雞肉和牛肉。

捲餅與夾餅有些不同的地方。例如：捲餅通常是由小麥粉薄餅做成，而夾餅則用墨西哥玉米餅做成。做捲餅時可以加入米飯，但夾餅不會。在尺寸方面，捲餅比夾餅還

要大。再者，如果從側邊看去，你會發現到捲餅的形狀像英文字母的 O，夾餅則像一個 U。

作為墨西哥街頭小吃的象徵，你在墨西哥的每個城市都能享用到墨西哥夾餅。接下來將會介紹幾樣墨西哥夾餅的主要口味。

可在墨西哥找到的夾餅口味

- **Carne Asada:** 主要使用已炙烤過且醃泡過的切片牛肉（通常是牛里脊肉或牛肋排）作為夾餅的餡料。
- **Carnitas:** 主要使用已調味的豬上肩肉。通常會把豬油、香草（牛至葉、馬鬱蘭、月桂葉）和大蒜瓣跟豬肉加在一起燉煮，直到肉變得柔軟。接下來會把豬肉弄成絲，放入烤箱烘烤，讓它變得稍微酥脆點。
- **Al pastor:** 主要是醃泡過墨西哥瓜西柳辣椒和胭脂樹紅的豬肉。豬肉經過醃泡後，會被放上垂直的烤肉架上燒烤。燒烤完後會被一片一片刨下來當作夾餅的餡料。製作這種夾餅的時候，普遍會加上鳳梨來減輕豬肉的辣度。
- **Barbacoa:** 傳統的 Barbacoa 是將牛頰肉與牛頭肉蓋上龍舌蘭葉，放入土窯中慢火燉煮。現今它也指已用慢火煮至柔軟的辣味絲狀牛肉。

- **Cabeza:** 指的是蒸煮的牛頭肉。顧客可以自由選擇他們想吃的部位，像是舌頭、耳朵、眼睛、臉頰肉。

為了在墨西哥能夠更容易享用到這些夾餅，有一個 app 叫做「Taco Guru」，它能夠幫你找到離你位置最近的墨西哥夾餅餐館。此外，你也可以使用 app 的「篩選」功能，可依口味、價格、距離、店家規模等不同種類挑選。操作起來很簡單的！

另外，這裡還有個小提醒。對我們來說，直接用雙手把夾餅拿起來吃是非常常見的事情，所以當你下次有機會來到這個「玉米之國」時，別忘了嘗試這種吃法。現在，你已經有了墨西哥夾餅的享用指南了，好好享受吧！

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The Culture of Mexican Tortilla

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Even though Mexico is far from Asia, both the areas definitely have something great to share with each other when speaking of food. Today we are going to talk about the Mexican tortilla cuisine, burrito and taco.

Spring Roll in the East VS. Burrito in the West

When you see the pictures of burrito, you may first come up with another Asian food which the appearance is similar to a burrito, a spring roll. I think many Asians have the experience of eating spring rolls. The traditional spring roll originates in China. In ancient times, people ate spring rolls in the annual spring celebration, and that's the reason why the dish is called "spring rolls". Now there are many kinds of spring rolls in different Asian countries. In Asia, we can find Chinese, Vietnamese, Thai, Korean or Japanese style. People often fry or steam the popiah skin, or use rice paper to wrap the stuffing.

However, we usually eat burrito in Mexico. The burrito may be one of the simplest Mexican dishes to prepare. It is mainly a wheat flour tortilla that contains a small amount of roast meat and various vegetable. As you like, you can add beef, chicken, pork, rice, beans, avocado, tomato, onion or other vegetable into a burrito. We always enjoy it with spicy sauce (Salsa). Spicy sauce is definitely one of the most important ingredients of the burrito. In Mexico, it is common that people eat spicy food.

There is a widely spread interesting folk tale of burrito. A man named Juan Méndez who sold food at a street stand during the period of the Mexican Revolution (1910–1921), while using a donkey (Burrito means "little donkey" in Spanish) as the transportation for himself and his food. To keep the food warm, Mendez wrapped it in large flour tortillas. As the kind of food grew in popularity, "burrito" was eventually adopted as the name.

Have You Ever Tried Both Burrito and Spring Roll?

ADM / Corp. Service / Celeste Wei (Expatriate)

I have been eating both. For me, they look like the same. However, when you try it, you will find that they are so different apparently. Personally speaking, I like Mexican burrito more because it has more meat!

SCM / Non-BOM Strategic Procurement Division / Mariana Liao (Expatriate)

In Asia, we have two kinds of spring rolls, the deep-fried one and the non-fried one. I prefer Asian spring roll more because I like the crispy taste of fried popiah skin, and the stuffing of an Asian spring roll is especially filled with more pea and vegetables.

Gastronomic Culture Heritage – Tacos

In addition, taco is also a representative traditional delicacy in Mexico. It is also a key element in Mexican culture. Throughout the country, you can find various kinds of this food. The taco is made up of corn tortilla, stew and many types of sauce. Each of these ingredients can be prepared in different ways, so you can try different combinations. For instance, Mexican people would fry or steam the corn tortilla, and use pork, chicken or beef to make the stew.

There are some differences between burrito and taco. For example, burrito is usually made by wheat flour tortilla and taco is made with corn tortilla. Rice can be used in making burrito, but it never be used in making tacos. As for the size, burrito is bigger than taco. Furthermore, looking from the side, you will find that the shape of burrito is like an "O", and taco is like a "U".

As a symbol of the Mexican street food, you can enjoy taco in all the cities in Mexico. In the following, we will introduce several main flavors of taco.

Different Flavors of Taco You Can Find in Mexico

- **Carne Asada:** It mainly uses grilled and marinated pieces of sliced beef (usually sirloin or rib) as the filling.

- **Carnitas:** It mainly uses the seasoned shoulder or butt of pork. It usually braises the pork with lard, herbs (for example, oregano, marjoram or bay leaves) and garlic cloves until it become tender. Next, we shred the pork and roast it in the oven to make it slightly crisp.
- **Al pastor:** It is pork marinated with Guajillo chilies and achiote. After the marination, the pork will be put on a vertical spit-roasting. At last, it will be shaved and served as the filling of taco. It is common to make this kind of taco with pineapple to reduce the spiciness of pork.
- **Barbacoa:** Traditionally, Barbacoa is beef cheek and head that's covered in leaves of maguey, then slow cooked over a wood fire in a pit in the ground. Nowadays, it also refers to spicy, shredded and slow-braised beef that has been made tender.
- **Cabeza:** Cabeza is the steamed meat of the head of the cow. There are different parts of body the customer can choose, including parts of tongue, ears, eyes or cheek.

To enjoy all these tacos easier in Mexico, there is an app called "Taco Guru" which can help you find the restaurants selling tacos near the place you stay in Mexico. Besides, you can also use the functions called "filters" to search the different categories like taco flavors, price, distance, store sizes, etc. It is easy to use!

By the way, there is a reminder. It is common for us to take tacos by hands directly. So don't forget to try in this way when you visit "the country of corn". Now you have the guide for the tacos! Enjoy it!

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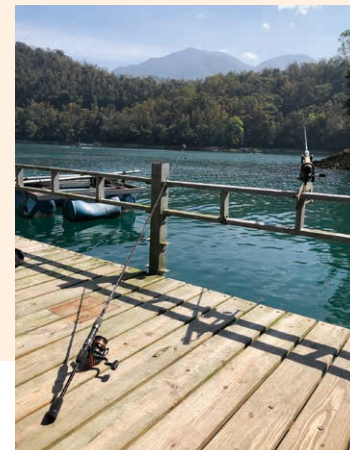
心靈安身之處

My Little Hideaway

作者：臺灣廠 Taiwan Site / ADM / 法務智權處 Legal & IP Division / 謝宗穎 Ginoi Hsieh

自從疫情的出現，人們持續活在未知的恐懼之中。大眾被告知彼此必須要保持社交安全距離。最簡單的方法便是遠離人潮擁擠的地方，享受大自然的風景。像是日月潭，南投最美的自然景點之一，它不但提供了一個遠離塵囂的空間，更擁有格外寧靜優美的景致。

Since the emergence of the epidemic, people have continued to live in fear of the unknown. The public has been asked to practice social distancing. The easiest way is to get away from the crowded places and enjoy the natural scenery. The Sun Moon Lake, for instance, is one of the most beautiful natural spots in Nantou; it offers not only a place to be away from the hubbub, but also an exceptionally tranquil landscape.



在拜訪日月潭前，我通常早上六點會先去傳統市場尋覓當天的午餐。對我而言，最方便同時也是最美味的餐點選擇，是傳統市場裡剛做好的手作飯糰和一壺手沖咖啡。我常帶著釣竿到湖畔或船屋釣魚，有時成功釣到魚，成就感總會替這趟旅行增加樂趣。

Before my visit to the Sun Moon Lake, which is usually around six o'clock in the morning, I would go to a traditional market to seek for my lunch for the day. The most convenient and delicious choices are the freshly made rice ball and a bottle of hand drip coffee in the traditional market. I often bring my fishing rod to the lake to do fishing on the shore or on a boat house. The joy of accomplishment that sometimes comes with successful fishing would spice up my trip.

日月潭的船屋賦予了這個美麗的湖泊截然不同的景色。我最喜歡這裡寧靜的氛圍、微風的吹拂、湖水的味道和極美的山景與湖景。在船屋裡，我擁有自己的時間與空間，藉由舒緩心情來調整自我。擁有平衡的生活方式一直都是我人生中最重要的事物。對我來說，簡樸、快樂與健康構成了我理想的「平衡」。而日月潭提供了所有的元素。

The boat house at Sun Moon Lake gives this beautiful lake a very different view. What I enjoy the most are the tranquil atmosphere, touch of breeze, smell of lake water and magnificent view of the mountains and lake. I have time and space to adjust myself by soothing my mood when staying on the boat house. Having a balanced lifestyle has always been the key to my life. To me, simplicity, happiness and health constitute

my ideal "balance". The Sun Moon Lake provides me with all of these elements.

從我家到日月潭只需一小時車程。而日月潭提供了一個最佳的心靈安身處。它不只是個可供遊憩的安全場所，更給了我機會與空間好好讓我重振與尋找生活中的平衡。約翰·沃爾夫岡·歌德曾所言：「這世界如此奇妙地把每一個人組合起來，無論是時間或空間上，我們與萬物都和諧地共存著。」平衡對每個人的意義或許是不同的，但對我而言，真理就是與一切人事物都能夠保持平衡。

The Sun Moon Lake is only one-hour drive away from my home and it offers the best hideaway. Not only it provides a safe place to hang out, but also gives me the opportunity and space to revitalize and seek balance of life. Johann Wolfgang von Goethe said, "So divinely is the world organized that every one of us, in our place and time, is in balance with everything else." Perhaps the meaning of balance to everyone is different. As for me, the true essence of it is to keep balancing with everything around me.



京都櫻之巡禮

Cherry Blossom Tour in Kyoto

作者：臺灣廠 Taiwan Site / CSO / 行銷企劃部 Marketing Communication / 黃紹恩 Liao Huang



京都蔚為古都，擁有源遠流長的歷史名勝及優美的風景。每當櫻花季到來，賞櫻的遊客絡繹不絕。京都的賞櫻地點不勝枚舉，不僅受到日本人歡迎，國外旅客也年年增加。去年三月底逢京都櫻花滿開之時，安排了一場櫻之巡禮。

Kyoto is an ancient capital with a long history and beautiful scenery. Whenever the cherry blossom season comes, there are always endless streams of tourists who expect to enjoy cherry blossoms. There are so many spots that you can appreciate cherry blossoms in Kyoto. Not only are they popular with Japanese, but foreign tourists are also increasing every year. Last year, when the cherry blossoms in Kyoto were full at the end of March, I arranged a cherry blossom tour.

與櫻花為鄰

Be Neighbor with Cherry Blossoms

搭乘阪急電鐵在京都河原町站下車，出站後映入眼簾的是櫻花盛開的木屋町通①。河川旁的櫻花樹搭成粉色隧道，偶爾微風拂過，數千數百片花瓣飄落，妝點清澈的河水，行人如沐浴在櫻花雨中。河原町是京都繁華熱鬧區域，處處可見身穿和服的遊客，和風與櫻花交融的美，是古都經典純粹的美。

We took the Hankyu Railway and got off at Kyoto-Kawaramachi Station. After exiting the station, we saw the cherry blossoms on Kiyamachi Street. ① The cherry trees beside the rivers formed a

pink tunnel. Occasionally, the breeze blew, thousands of petals fell, decorated the clear river water and made pedestrians bathed in cherry blossom rain. Kawaramachi is the bustling and lively area of Kyoto, where you can see tourists wearing kimonos everywhere. The harmony of Japanese style and cherry blossoms is the pure beauty of the ancient capital.

They could calm down to appreciate the beauty of cherry blossoms here compared to be in crowded Kawaramachi. Young women were sitting on the embankment and eating snacks, elderly couples stopped to admire from time to time, and mother and children were standing in the courtyard and watching the cherry blossoms falling lightly. Perhaps that was the private sightseeing spot for them.

在逛完錦市場後，隨意轉了一個彎，原本市集熱鬧的氣氛逐漸消失，隨之而來的是寧靜的住宅區，民宅前的人行道上也盛開著櫻花②，不必特別跑到觀光景點，與櫻花當鄰居，京都人似乎已習以為常，比起人潮眾多的河原町，這裡更能靜下心來欣賞櫻花的美。坐在堤岸邊吃點心的年輕女子們、不時停下駐足欣賞的年邁夫妻、站在庭院中看著櫻花飄落的母子，或許對他們而言，這裡正是他們的私房景點。

We randomly turned a corner after visiting the Nishiki Market. The lively atmosphere of the market gradually disappeared, and a quiet residential area followed. The sidewalk in front of the house was also full of cherry blossoms. ② For the residents in Kyoto, there was no need to go to sightseeing spots intentionally. They seem to have become accustomed to neighboring with cherry blossoms.

寺院巡禮

Temple Tour

從河原町走到知恩院只需幾十分鐘，知恩院壯闊的三門令人震撼，兩側襯托的櫻花，似乎溫潤了這景色，達到兩者平衡的美感③。要到達知恩院本殿，需爬上又長又陡的石階，為了保留體力，我與友人只好在門口止步④。下一站是蹴上傾斜鐵道遺跡，是過去為了輔助運送琵琶湖疏水的物資所建，櫻花與古舊鐵道的相遇是難得一見的景象，因此吸引許多遊客來訪⑤。再繼續往前走，附近有以「春季賞櫻，秋季賞楓」及「三門絕景」聞名的南禪寺⑥，外帶一杯藍瓶的紐奧良咖啡，坐在三門下休息，望著熙來攘往的旅客及搖曳的櫻花，別有一番風味。

It took only a few tens of minutes to walk from Kawaramachi to Chion-in. The magnificent Sanmon Gate of Chion-in was





astonishing. The cherry blossoms on both sides seemed to gentle the scenery and achieved a balanced beauty. ③ To reach the main hall of Chion-in, it had to climb long and steep stone steps. To preserve our strength, my friends and I decided to stop at the gate. ④ The next destination was the Keage Incline, which was built to assist in the transportation of the materials of Lake Biwa Canal. The encounter between the cherry blossoms and the old train track is a rare sight, so it attracts many tourists. ⑤ We continued to move forward and arrived Nanzen-ji ⑥, which is famous for "cherry blossom viewing in spring and maple viewing in autumn," and "the marvelous view of Sanmon Gate". We sat under the Sanmon Gate and rested with a cup of New Orleans-style iced coffee of Blue Bottle Coffee, looking at the hustling and bustling travelers and swaying cherry blossoms. It gave us a special enjoyment.

平安神宮周邊櫻花遍布，載滿遊客的十石舟悠然駛過琵琶湖疏水⑦，一進入神苑，八重紅枝垂櫻如浪濤般襲來，櫻樹參天，櫻花在格子柵欄上燦然綻放，垂下的枝桠形成櫻色帷幕，讓觀客彷彿陷入迷幻的仙境般⑧。神苑中的池水清澈，若是天氣晴朗，還能見到櫻花與樓閣輝映在水面上的美麗倒影。

There were many cherry blossoms around Heian Jingu Shrine, and the Jikkokubune Boat full of tourists slowly sailed



through Lake Biwa Canal. ⑦ When entering the garden, the Yae-beni-shidare hit us like waves. The cherry trees towered, the cherry blossoms bloomed on the lattice fence, and the drooping branches became a cherry curtain that made the visitors seem to be in a fascinating fairyland. ⑧ The pond water in the garden was clear. If the weather was fine, you could also see the beautiful reflection of cherry blossoms and pavilion shining on the water.

夜櫻的雅致

The Elegance of Cherry Blossoms at Night

入夜，圓山公園點燈後，夜櫻逐漸展露它的風采。從八坂神社前往公園的途中，賞櫻客興奮地談笑，步道的兩旁設置了許多屋台，賣著章魚燒、起司熱狗、冰啤酒，攤販熱情的叫賣聲此起彼落，有種回到臺灣夜市的熟悉感，日本人三五成群坐在櫻花樹下自在地喝酒聊天。白天賞櫻是「雅」，夜晚賞櫻是「酣」，不知是熱鬧氣氛的渲染，還是我們喝了太多啤酒的關係，眼前的櫻花似乎都變成朦朧的光影。⑨

Cherry blossoms in Maruyama Park gradually revealed its charm after illuminated at night. On the way from Yasaka Shrine to the park, the visitors chatted in excitement. There were many food



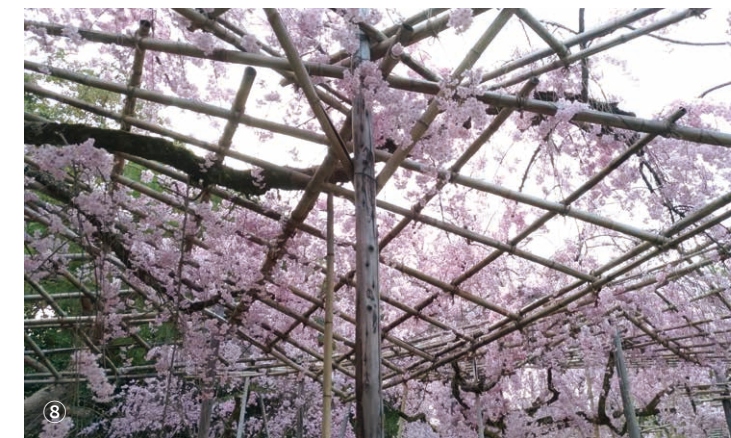
stalls on both sides of the walkway, selling takoyaki, cheese dogs and cold beer. The enthusiastic sales pitches rose and fell one after another, making us have a sense of familiarity with returning to Taiwan's night market. The Japanese were sitting in groups, drinking and chatting freely under the cherry trees. Cherry blossom viewing during the day was "elegance," and cherry blossom viewing at night was "intoxication". I did not know whether it was the rendering of the lively atmosphere, or we drank too much beer. The cherry blossoms in front of us seemed to be dim lights and shadows. ⑨

在日本，櫻花是生活中重要的元素，不論是為了陶冶身心或是與朋友社交，都是賞櫻的樂趣。京都傳統文化與自然



景致的交融，創造了「和」的氛圍。在這個三步一神社，五步一寺觀的城市裡，漫步在櫻花紛飛的街道上，更能體會獨特的生活美學。

Cherry blossom is an important element in life in Japan. Whether it is to cultivate the mind or socialize with friends, they are the fun of cherry blossom viewing. The fusion of traditional culture and natural scenery in Kyoto creates an atmosphere of "harmony". In this city where you can see shrines and temples everywhere, strolling through the streets of cherry blossoms will make you experience the unique life aesthetics.



希加容・細拉

藝術家：馮君藍、郎靜山、蔣瓊耳、潘曦、馬路、吳鼎、季勇
資料來源：M 藝術空間

「細拉」是希伯來文，在唱誦《詩篇》中出現七十次，它有分段、轉調、強聲、插樂、延長之意，作為本次展覽主題的第一層用意。「希加容」則有默想、安靜無聲之意，在演奏《詩篇》中時有出現，代表一種休止符，唱到希加容之處要休息幾拍，全場鴉雀無聲、屏息凝神，這是本次展覽的深層用意。在強調重現過往展覽的部分作品中，意在反思、停頓片刻、放緩步伐走向未來。二十世紀最偉大的導師盧雲（Henri Nouwen）說過：「沒有沉默，說話也失去其意義；沒有聆聽，說話再不能醫治；沒有距離，親密再不能救助。」

人如此，藝術如此，展覽亦如此。



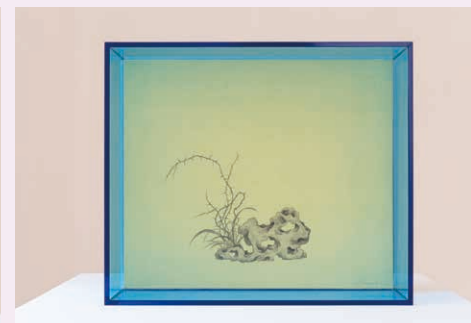
A. 吳鼎《關於圓的歷史#13》
藝術微噴 / 125×100 cm / 2019

B. 季勇《更新風景-29》
藝術微噴 / 110×95 cm / 2017

C. 季勇《綠島岩石-13》
藝術微噴 / 110×95 cm / 2016

D. 馬路《那瀾》
亞麻布、綜合材料 / 280×210 cm / 2010

潘曦《復照青苔上3》《復照青苔上8》《復照青苔上9》
水墨、礦物顏料、絹、彩色有機板 / 23.2×27.2×8 cm / 2019



Higgaion. Selah.

Artist: Stanley Fung, Chin-San Long, Qionger Jiang, Xi Pan, Lu Ma, Ding Wu, Guillaume Hebert
Source: M Art Center



Qionger Jiang City Landscapes-1
Silver Salt / 61.8×76 cm / 2005

"Selah" is Hebrew and appears 70 times in the recitation of the Psalm. It carries the meaning of segmentation, transposition, acoustic intensity, interlude, and extension; as intended for the theme of the exhibition. "Higgaion" also conveys the idea of meditation and silence. It appears in the performance of Psalms, which represents "rest". It takes a few breaks to sing to the "Higgaion" and in the mean time, the audience is silent and breathless; which is the deeper intention of this exhibition. In some of the works that emphasized the reproduction of past exhibitions, the intention was to reflect, pause for a moment, and slow down for the future. Henri Nouwen, the greatest priest of the 20th century, said, "Somewhere we know that without silence words lost their meaning, that without listening speaking no longer heals, that without distance closeness cannot cure."

So are people, art and exhibition.



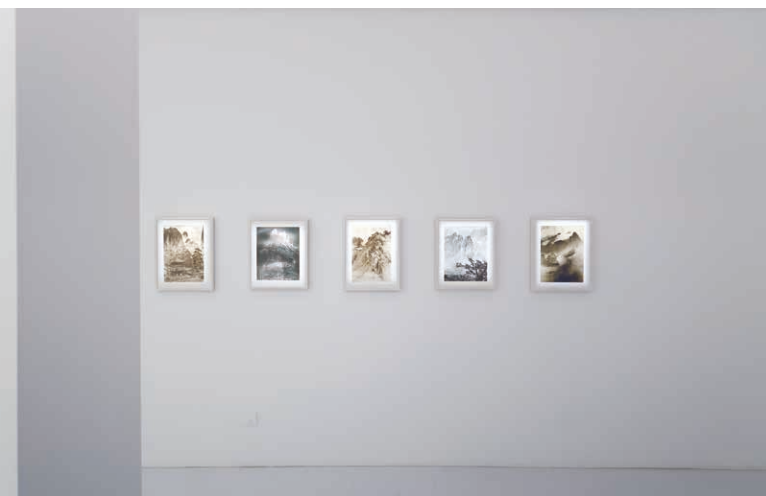
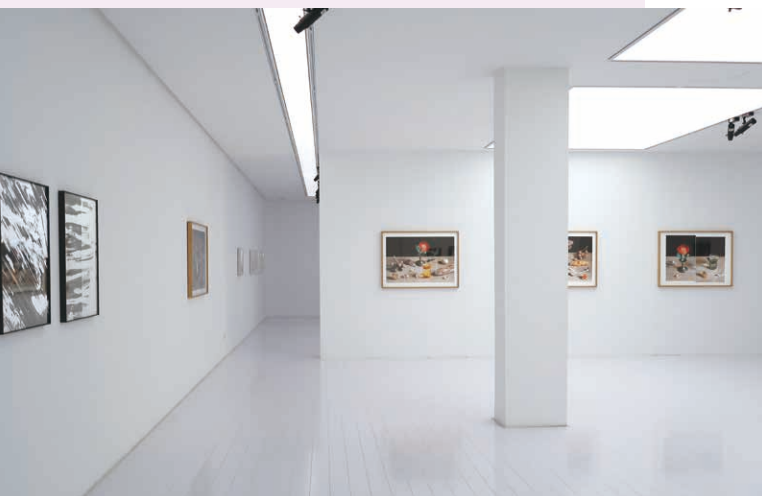
Chin-San Long Pavilion in Fairyland
Hahnemühle FineArt Baryta /
30.5×40.2 cm / 2019



Chin-San Long Snowing
Hahnemühle FineArt Baryta /
30.5×38 cm / 1965



Stanley Fung Shine upon
Hahnemühle Paper, Digital Fine Art Print /
87.5×65 cm / 2019



海外旅遊及差旅 風險意識

作者：陳雅琦 / 現任職美世保險經紀人股份有限公司協理



每個國家法律、人文風俗、宗教文化及飲食各方面不盡相同，一般人在出國時，往往僅著重在觀光景點資訊的蒐集，而卻忽略了旅遊地的基本資訊，導致讓健康及人身安全暴露在風險中。例如，習慣左駕的遊客來到右駕國家，若仍依照國內習慣，先確認左側來車時，很有可能就會與右側來車發生碰撞意外，造成傷亡。以下分享在旅遊出發前、旅遊中及事故發生時大家需要注意的事項。

旅遊出發前準備

• 瞭解當地的飲水及飲食狀況

有些國家的自來水系統不夠完善，或者當地水質不佳，需要加入大量的消毒藥劑，當前往這些國家時，建議還是飲用礦泉水比較安全，但也需要注意所購買礦泉水的來源可靠性，避免購入當地商家自行裝瓶的瓶裝水；而飲食部分，若本身是過敏體質，則應先確認當地飲食文化，避免食用含致敏物的食物，過敏輕則皮膚發疹搔癢，嚴重時會造成血壓下降，甚至休克危及性命。

• 瞭解當地的人文風俗、宗教文化及商業禮儀

每個國家有不同的風俗與宗教禮儀，建議行前先瞭解，以避免觸犯當地禁忌，例如前往信奉伊斯蘭教的國家旅遊時，請務必尊重伊斯蘭教習俗，在清真寺等重要場所不要有不莊重的行為，減少招惹麻煩。

• 瞭解當地傳染病疫情

目前除新型冠狀病毒於全球肆虐外，其實在其他國家仍存在著不同的傳染疾病，例如：伊波拉病毒、李斯特菌、霍亂、登革熱、季節性流感、肺炎鏈球菌等，因此在出發前建議先接種相關疫苗，針對尚無疫苗的傳染疾病則做好防範的措施，而本身有相關既往疾病的人，應事前諮詢相關專業醫生，藉由周全的防範，降低海外發病風險。

• 備用藥物

海外就醫環境不像臺灣有健保又隨時可以就醫，因此建議先備齊各症狀之備用藥物（感冒藥、發燒止痛藥、腸胃藥等），針對自身慢性疾病之藥物，為確保可合法攜帶及利於需要時可與當地相關單位溝通，建議同時備妥處方箋，並將藥物置於原

包裝裡。最好準備一星期以上之藥量，並分裝在不同行李箱中，以備不時之需。另外，若要前往有時差的地區，請先與醫生溝通於出國前提早開始調整用藥時間，以確保海外用藥時間差不會影響藥效，導致慢性病發作。

• 購買完善的海外醫療及不便險

部分國家醫療費用相當昂貴，且回國能健保補助的金額亦有限，因此建議針對旅遊地醫療水準，評估投保足夠之醫療險，另外為避免因各類狀況導致旅程發生不便或其他損失，可同時投保產險公司的旅遊不便險（一般包含旅程取消、更改、班機延誤或改降、行李延誤或受損與第三責任險等），降低風險損失，讓旅程更加有保障。

旅遊期間注意事項

• 住宿安全

飯店的地理位置盡量選擇在市區大道且低樓層的房間，避免選擇在偏僻巷弄，當辦理入住及進出房間時請注意四周是否有可疑人士，確保住宿安全。

• 交通安全

請搭乘有明確合格標誌的計程車，也可透過當地叫車APP或飯店協助叫車，上車後不要展示貴重物品或討論私人行程，且持續透過路標或導航系統確認行車路線，若感到任何異樣，當下請保持冷靜，在安全且人多的地方下車，並設法求救。

緊急事故發生時因應

事先查詢旅遊當地警方及醫療求救單位的聯繫資訊，並隨身攜帶飯店及當地友人或同事的聯絡資訊，以利發生緊急事故時求援，此外，一般旅行平安保險或個人保險都有提供保戶急難救助的服務，可聯繫急難救助機構取得協助。急難救助機構除了有一般旅遊行程協助（護照、行李遺失協助等）外，亦包含電話醫療諮詢、當地就醫協助及緊急醫療轉送等醫療協助。

以上所提到的相關資訊，除藉由旅遊書或旅遊網站查閱外，可至各國外交機關官網查詢，同時外交機關的官網上也提供旅外國人急難救助專線以求援。若出國行程為公司商務行程，臺灣與大陸的同仁則建議下載公司配合的差旅保險公司—安達產物提供之 App「Chubb Travel Smart」，該 App 除了提供各國詳盡的旅遊風險說明及建議外，亦依據即時定位提供旅遊地 24 小時的警示，包含當地重大災害事件及傳染病疫情等重要警示，並提供一鍵求援的功能，將可更助益旅程順利安全。

資料來源

- Chubb Travel Smart eLearning
- 外交部領事事務局出國旅行安全實用手冊

Overseas Tourism and Travel Risk Awareness

Author: Maggie Chen / The Associate of Mercer Broking Ltd.

Every country has different laws, customs, religious culture and diets. When travelling overseas, many people only focus on collecting the information on tourist attractions. However, they often ignore the basic information of the tourist destination, resulting in exposing their health and personal safety in the risks. For example, if a tourist who is used to driving on the left comes to right-driving countries, and he still follows the domestic habits, e.g. checking the car on the left side first, he would collide with the car on the right side, which may cause accidents. The following is the things you need to pay attention to before departure, during the trip and when an accident occurs.

Preparation Before Departure

- **Understand the Situation of Local Drinking Water and Diet**

In some countries, the tap water system is not complete, or the local water quality is not so good that it needs to add a large amount of disinfectant. When traveling to these countries, it is recommended drinking mineral water to be safe but also pay attention to the reliability of the source of the mineral water you purchased. Bottled water filled by local merchants should be avoided. As for the diet, if you have allergic conditions, you should understand the local food culture and avoid consuming food containing allergens. If the allergy is mild, the skin will have rash and itch. In severe cases, it may cause blood pressured drops and even shock or threatens your life.

- **Understand the Local Customs, Religious Culture and Business Etiquette**

Each country has different customs and religious etiquettes. It is recommended that do some preparation before you travel to avoid violating local taboos. For example, when traveling to an Islamic country, please be sure to respect Islamic customs and do not act rudely in important places such as mosques to stay away from trouble.

- **Understand the Local Epidemic Situation of Infectious Diseases**

In addition to the new coronavirus that is raging around the world, in fact, there are still different infectious diseases in other countries, such as Ebola virus, Listeria monocytogenes, Cholera, Dengue fever, seasonal influenza, Streptococcus pneumoniae, etc., As a result, it is recommended that receive a vaccination shot before departure in advance. In addition, preventive measures should be taken against infectious diseases which do not yet have vaccines. People who have been to catch the diseases should consult professional doctors in advance to reduce the risk of relapse when staying overseas through comprehensive prevention.

- **Reserve Medicines in Advance**

The overseas medical treatment environment is not comparable to Taiwan where there is health insurance and you can get medical treatment at any time, so it is recommended that prepare spare medicines for all symptoms,

e.g. cold medicines, fever painkillers and gastrointestinal medicines. As for the medicines for your own chronic diseases, in order to ensure that the medicines can be legally carried and facilitate communication with local authorities when necessary, it is recommended that prepare the prescription and place the medicines in the original packaging. It is best to prepare more than one week's dosage and pack them in different suitcases in case of unexpected needs. In addition, if you are traveling to an area where there is a time difference, please communicate with the doctor before going abroad and start adjusting the medication time as early as possible to ensure that the difference in medication time will not affect the efficacy of the medicine and cause the attack of chronic diseases.

- **Purchase Complete Overseas Health and Inconvenience Insurance**

In some countries, medical service is quite expensive, and the amount of health insurance subsidies is also limited. Therefore, it is recommended that assess and take out an adequate medical insurance based on the medical standard of the destination. In addition, in order to avoid inconvenience or other losses caused by various conditions, you can also insure the travel inconvenience insurance of the property insurance company, which generally includes trip cancellation or modification, flight delay or change, luggage delay or damage and third-party liability insurance, to reduce risks and losses, and make the journey more assured.

Things to Pay Attention to During the Trip

- **Accommodation Safety**

Please choose a room on a main street and on a lower floor when booking the hotel, and avoid choosing the ones in an alley. When checking in and out of the room, please pay attention to whether there are suspicious people around to ensure the safety of the accommodation.

- **Traffic Safety**

Please take a taxi with a clear certification mark. You also can use the local taxi service app or ask the hotel to assist in taxi calling. Don't show valuables or discuss private itineraries after you get on the taxi, and continue to confirm

the routes through road signs or navigation systems. If you feel anything unusual, please keep calm, get off the car to a safe and crowded place, and seek help.

Response in Case of Emergency

Check the contact information of the local police and medical rescue unit in advance, and carry the contact information of the hotel and local friends or colleagues with you, so that you can seek help in case of an emergency. In addition, general travel insurance or personal insurance all provide insurers with emergency assistance services, so you can contact emergency assistance agencies for help. Along with general itinerary assistance (e.g. assistance for passports or luggage loss, etc.), emergency assistance agencies also provide medical assistance, including telephone medical consultation, local medical assistance and emergency medical transfer.

The relevant information mentioned above can be found on the official websites of diplomatic agencies of countries, in addition to travel books or travel websites. At the same time, the official website of the diplomatic agencies also provides a special help line for foreigners in need of emergency assistance. If it is a business trip, USI members in Taiwan and Mainland China are recommended to download the app "Chubb Travel Smart" provided by USI's partner, the travel insurance company Chubb. In addition to providing detailed travel risk descriptions and recommendations for different countries, the app also provides 24-hour warnings for tourist destinations based on real-time positioning, including important warnings for major local disasters and epidemics of infectious diseases. It also provides a function of one-click help, which will be beneficial to a smooth and safe journey.

Sources

- Chubb Travel Smart eLearning
- Practical Manual for Travel Safety Abroad by the Bureau of Consular Affairs, Ministry of Foreign Affairs

路 Road

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

新疆白哈巴村
Baihaba Village, Xinjiang

一條 200 多公里的瀝青路，從新疆布林津縣城經喀納斯湖通往白哈巴村。這個村位於阿爾泰山的深山峽谷之中，四周森林密布，與哈薩克只是一溝相隔，被稱為「西北第一村」。

■ A 200-kilometer asphalt road starts from Burqin County, Xinjiang to Baihaba Village via Kanas Lake. This village locates in the deep canyon of the Altai Mountains, surrounded by dense forests. It is just a ditch apart away from Kazakhstan and is called "The First Village in the Northwest."



02



“ 臺灣廠 / QA&CSR /
永續發展暨企業職安處 / 施明哲
Taiwan Site / QA&CSR / S&HS /
Craig Shih

北稜角
Beilengjiao

走在自北稜角下翠池的碎石路上，大夥們途中沒有多做交談，只將注意力放在每一步；靜靜地走在山林，與自己對話的時光，就是最珍貴的戶外日常！

■ Walking on the gravel road from Beilengjiao to Cuichi Lake, we did not have much conversation along the way, focusing only on our step. Rambling quietly in the mountains and enjoying our self talk time were the most precious elements in the open air!

01

“ 臺灣廠 / ICS / 研發二處 / 林宗興
Taiwan Site / ICS / Research & Development Division II / Hugo Lin



臺中鳶嘴山
Yuanzui Mountain, Taichung

登山口開始就是石頭坡，需要攀繩的地方不少，必須克服岩壁，才能到達天梯。

■ The starting point of the hiking entrance was the crag slope. There were many places that we needed to climb with rope. We had to climb up the cliff to reach the sky ladder.

天梯之後，是更為陡峭的斷崖，專注地抓緊繩子踩穩步伐，到達鳶嘴山頂（海拔 2,180m），山頂很美。

■ After reaching the sky ladder, the steeper cliffs followed. We focused on the rope and stepped firmly to reach the summit (2,180 m). It was very beautiful.



下山過程相當費時，峭壁上看不到下一步要踩哪，伴隨高處向下的恐懼，每一步都需要勇氣才能踏出。

■ However, the process of going down the mountain was quite time-consuming. We couldn't see where to step next on the cliff. With the fear of descending from the height, we took courage to step out.

03

04

“ 臺灣廠 / SCM / 策略採購管理部 / 吳宣蓉
Taiwan Site / SCM / SPM / Syuanie Wu



臺中麗寶 Outlet 摩天輪
The Ferris wheel "Sky Dream" of Lihpao Outlet, Taichung

第一次在臺中乘坐摩天輪，至高處往下看，所有的馬路、車子、建築都變得迷你可愛。藉由往上的這段路途，會感受到自己的渺小，感覺很多生活上不如意的事，都沒有必要陷入糾結了。■ It's my first time to take a Ferris wheel in Taichung. When I looked down from the high place, all the roads, cars and buildings looked mini and cute. I was aware of my smallness when the Ferris wheel was rising up. It seemed that it's unnecessary to feel entangled in many unpleasant things in life.

05

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

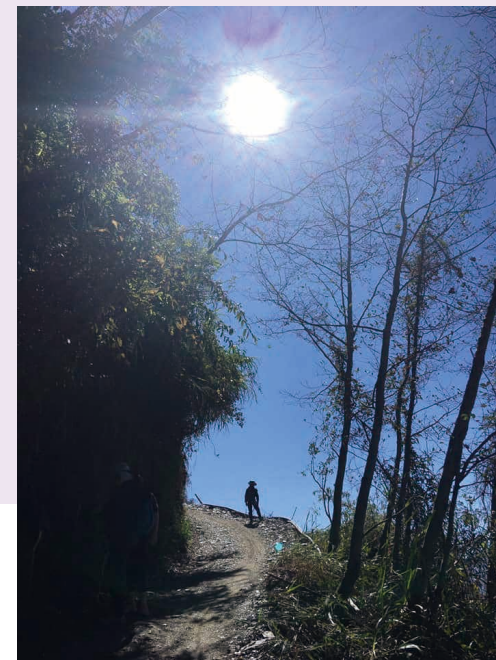
臺中大坑四號步道
Dakeng Trail No.4, Taichung

「這條路好像走一走，就能摸到天。」山下的人們羨慕道。■ "It seems that you can touch the sky when walking on the trail." People at the foot of hill said enviously.



06

“ 臺灣廠 / ICS / WMS / 林農益
Taiwan Site / ICS / WMS / N.Y. Lin



花蓮能高越嶺古道
Nenggao Cross-Ridge Historical Trail, Hualien

蜿蜒的古道像是人生的旅途，每個轉彎處都是一個令人期待的驚喜，每踏出一步，就往目的地又近了一步。■ The winding historical trail is like a journey of life. Every turn is a expectant surprise. Whenever you take a step, you will get closer to your destination.

07

“ 深圳廠 / SZ/KS&GRM / SZ OPS / 劉亞梅
Shenzhen Site/ SZ/KS&GRM / SZ OPS / Yamei Liu

湖北省武漢市黃陂區涂大村
Tuda Viliage, Huangpi District, Wuhan City, Hubei Province

農民伯伯肩挑扁擔，走起路來帶有搖曳的咯吱聲，日出而作，日落而息，鑿井而飲，耕田而食，帝力於我何有哉。■ The old farmer shouldered the carrying pole and walked with a creak of swaying. He goes out to work after sunrise and back home after sunset. He digs wells to get water and cultivates to get food by himself. What is the strength of the emperor to him?



“ 臺灣廠 / CSO / 行銷企劃部 / 王裕懷
Taiwan Site / CSO / Marketing Communication / Ticky Wang



合歡山台 14 線
Provincial Highway 14, Hehuan Mountain

喜歡騎乘重機，享受身心與山道最近的接觸距離。越過合歡山看著夕陽落下，映入眼簾的是平安回家的路！

■ I like to ride a heavy motorcycle to enjoy the closest contact with mountain roads. I crossed the Hehuan Mountain, watching the sunset. A safe road home in my sight.

08

“ 臺灣廠 / ICS / WMS / 田軒豪
Taiwan Site / ICS / WMS / Bruce Tian



沖繩海中道路
The Sea Road, Okinawa

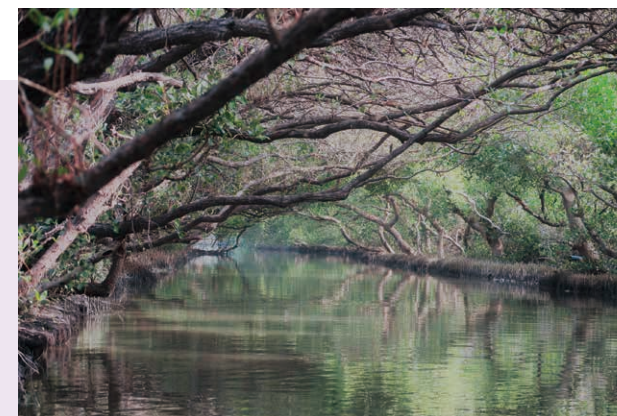
當生活遇到瓶頸，你知道該怎麼辦嗎？繼續向前就對了！■ When life gets you down, do you know what you are going to do next? Just keep going!



東京銀座步行者天堂
The Pedestrian Precinct, Ginza, Tokyo

一個人總要走陌生的路，看陌生的風景，遇見陌生的人事；然後在某個瞬間，你會發現，原本費盡心機想要忘記的事情真的就那麼忘記了。■ One always has to walk on strange roads, see unfamiliar landscapes, and meet strange people and things. Then one day, you will find that the things you try hard to forget are already gone.

“ 臺灣廠 / ADM / 資訊服務總處 / 劉信宏
Taiwan Site / ADM / Information Technology / Sean Liu



臺南四草綠色隧道
Sicao Green Tunnel, Tainan

陸上有陸路，水上有水路。四草綠色隧道有著臺灣袖珍版亞馬遜河的美名，遊客彷彿置身於異國當中。■ There are roads on the land and waterways on the water. Sicao Green Tunnel has been given a good nickname "Little Amazon River in Taiwan". It seems that the visitors are in an exotic place.

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“ 臺灣廠 / QA&CSR / 永續發展暨企業職安處 / 劉秋蓉
Taiwan Site / QA&CSR / S&HS / Chiu Jung Liu



京都茶碗坂
Chawanzaka, Kyoto

有別於遠方高樓林立，在狹窄街道裡，人們愜意的行走。古樸小鎮滿溢著溫暖更令人著迷。■ Different from the distant high-rises, people walk comfortably in the narrow roads. The quaint town is full of warmth and is even more fascinating.



京都伏見稻荷大社
Fushimi Inari Taisha, Kyoto

看不到盡頭的千本鳥居，像是歷史的河流，刻畫著時間的痕跡。■ The endless Senbon Torii is like a river of history, depicting the road of time.



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