

USI No.96 Newsletter

3月 Mar 2024

領導者擔當：
分享成功的榮譽，
承擔失敗的責任

Essential Leadership Quality:
Sharing the Credit and
Taking the Blame

USI願景與使命

USI's Vision and Mission

Andy Galley: 工作應要愉快、
享受工作、創造積極氛圍感染
周圍的人並帶來成功

Andy Galley: Work Has to Be Enjoyable.
Being Happy, Have Fun and Create
Positivity That Will Infect Those Around
You and Bring Success.



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Newsletter

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領導者擔當： 分享成功的榮譽，承擔失敗的責任

作者：董事長 / 陳昌益



在時代的風浪中，我們度過了充滿挑戰的 2023 年。環旭的同仁展現出強大的韌性和團結，積極克服各種困難，取得了一次又一次的勝利，這充分展現我們企業內部高度的適應能力。我相信這些勝利都是推動環旭永續經營的里程碑，使我們變得更加堅強。

一直以來，環旭雖然毅力前行，但我們必須認識到前方蘊藏的機遇和挑戰。我們周圍的世界正在以前所未有的速度演變，我們必須持續擁抱變革，抓住新興趨勢。我們需要時刻警惕，保持創新的前沿，預見客戶的需求，不斷樹立新的行業標杆。在如今這個充滿不確定性的時代，「不要用昨天的方法去打明天的仗」。作為環旭的管理層，如何挖掘成員的長處，促進團隊的協同合作，更好地激活組織，帶領員工實現經營成果，塑造出一支優秀的團隊，是管理層共同的責任與使命。

一位優秀的團隊領導者，未必是全能的，但他必須具備極強的領隊意識。在成功時，他不僅要善於分享成功的榮譽，將勝利的果實與所有成員一同品味；在失敗和困難時，他更要勇於承擔失敗的責任，堅定地肩負起領導責任。這才是團隊領導者的風範。

分享成功的榮譽：激勵團隊的關鍵

分享榮譽，會讓榮譽更多。在一個團隊中，成功往往是眾多成員通力合作的結果。一位卓越的領導者應當懂得賞識團隊成員的貢獻，將成功看作是整個團隊的勝利，而不僅僅是個人的成就。

承擔失敗的責任：塑造領導者的品格

成功與失敗時常相伴，團隊領導者應當對組織的目標和成果負責。這意味著公司的核心團隊需要肩負更多責任，在面對挫折和失敗時，優秀的領導者應當展現出堅韌不拔的品質，勇於承擔責任。

承擔責任並不意味著單方面的受指責或被懲罰。相反，我認為它是一種建設性的態度，是團隊領導者成熟度的展現。通過分析失敗的原因，汲取經驗教訓，不斷改進，最終與團隊共同尋求解決問題的方法。當領導者能夠坦然面對失敗，我認為這是領導者成熟的標誌，更有助於塑造優秀領導者的品格，讓下屬信服他、擁護他。

環旭管理層是公司人才培育的第一責任人

管理層在保障環旭永續經營的道路上，扮演著至關重要的角色。為了確保公司的經營和文化能夠永續傳承，管理層有責任為公司培育人才。包括：鼓勵我們的年輕夥伴參與各種崗位的工作，開展論調制度，讓他們能夠全面瞭解公司的運營機制；為年輕人提供廣泛的培訓和發展機會，為公司培養具備多方面能力

的人才；為年輕人提供有針對性的指導，幫助他們更好地適應工作環境。另外，管理層還需要注重溝通和資訊的透明度，及時與年輕一代分享資訊，讓團隊成員瞭解企業的發展狀況，建立開放的溝通管道，使團隊成員能夠表達意見和建議，激發他們的創新潛能。

環旭的管理層應是具備全球視野的高端管理人才，能夠幫助公司在國際舞臺上可持續發展。我希望與諸位攜手並進，致力於培養環旭的全球化人才隊伍，使團隊具備跨文化溝通能力和國際視野，從而應對不同時空、不同市場的挑戰。

此外，公司會在內部進一步完善人事制度，支持年輕一代的職業發展，目標是培育一群富有活力的團隊，共同創造公司和個人的雙向成功。

結語：縮小公司績效落差 (Performance Gap) 靠各個團隊的合力

在前幾期簡報中，我提到「績效落差 (Performance Gap)」和「機會落差 (Opportunity Gap)」的概念。在今年的策略會議上我宣佈成立了「數位轉型中心 (Digital Transformation Center, DTC)」，希望透過這種檢視目前營運流程的方式，在公司運營的層面縮小績效落差 (Performance Gap)，提升企業的敏捷及活力，優化市場競爭力。

而這期的分享，希望能夠拋磚引玉，讓我們的管理層開啟更多思考，縮小公司內部的績效落差 (Performance Gap)，增進團隊凝聚力、向心力，提升企業韌性。管理層只有讓各自的小團隊，心向一個方向想，勁往一個方向使，公司才能獲得各個團隊的合力，才能有底氣迎接各種未知的挑戰，並最終走得更穩健、更長遠。讓我們共同努力！

Essential Leadership Quality: Sharing the Credit and Taking the Blame

Author: Chairman / Jeffrey Chen

Amidst the turbulent times, we've navigated through a challenging year of 2023. USI's colleagues have demonstrated remarkable resilience and unity, overcoming various difficulties and achieving victory one after another. This is a testament to the adaptability that exists within our organization. I believe these triumphs serve as milestones, propelling USI towards sustainable growth and making us stronger than ever.



Throughout our journey, USI keeps moving forward, yet we must also acknowledge the opportunities and challenges that lie ahead. The world around us is evolving at an unprecedented pace, and we must continue to embrace change and capitalize on emerging trends. It is our duty to stay at the forefront of innovation, to anticipate our customers' needs, and continue setting new industry benchmarks. In this era of uncertainty, it's crucial to remember: "DON'T use yesterday's strategies to fight tomorrow's war." As the management of USI, it's our responsibility and mission to uncover the strengths of our team members, promote collaborative teamwork, activate our organization, lead employees to achieve operational excellence and foster an outstanding team.

A great team leader may not be all-knowing but must have a strong sense of leadership. In times of success, the leader should be good at sharing the credit with the whole team; in times of failure and setbacks, the leader should bravely take the blame and steadfastly bear responsibilities. Then, we can see the hallmark trait of an esteemed leader.

Sharing the Credit: The Key to Motivate the Team

Sharing honor multiplies honor. In a team, success is often the result of collective efforts. A good team leader should appreciate the contributions of team members, viewing success as a victory for the entire

team, rather than merely an individual achievement.

A leader who places his interests last and generously shares the credit with the team does not incur personal losses but sparks enthusiasm and creativity among members. This helps foster stronger cohesion, encourage the team to expand achievements and thereby create more success. In turn, the leader earns the admiration and support of the team.

Taking the Blame: Molding the Character of a Leader

Success coexists with failure. A leader should be accountable for goals and outcomes. This means that USI's core team needs to shoulder more responsibilities. When facing setbacks or failure, esteemed leaders demonstrate resilience and accountability.

Taking responsibility doesn't mean being unilaterally blamed or punished. Instead, I consider it a constructive attitude and a demonstration of maturity. By analyzing reasons, learning from experiences and continuously improving, leaders can ultimately seek solutions with the team. When a leader can calmly confront failure, I believe it's a sign of maturity. All these experiences contribute to shaping the character of an outstanding leader and earning the leader's trust and support from the team.

USI's Management Team Takes the Lead in Talent Development

The management plays a crucial role in securing the sustainable growth of USI. The management is responsible for nurturing talents to ensure the ongoing success and preservation of USI's values and culture. This involves encouraging young colleagues to engage in various job roles and implementing rotation programs that allow them to gain a comprehensive understanding of USI's operational mechanisms. Additionally, providing extensive training and development opportunities for young people can cultivate them with multi-faceted capabilities for the company's benefit. Offering targeted guidance can help them adapt better to the work environment. Moreover, the management

should prioritize communication and transparency and share information with the younger generation to enhance team members' understanding of our development status. Building open communication channels where team members can freely express opinions and suggestions, helps to stimulate more innovative ideas.

The management team should possess top-tier professionals with an international perspective, contributing to USI's sustainable development on the global stage. I anticipate collaborating with the core team and focusing on fostering a global talent pool. We aim to develop cross-cultural communication skills within the team, empowering us to tackle challenges across diverse regions and markets.

Furthermore, USI will continue to improve our personnel system to facilitate the career development of the younger generation. The objective is to nurture a vibrant team capable of achieving mutual success for the company and its individuals.

Conclusion: Closing the Performance Gap Requires Collective Efforts of Every Team

In the previous article, I mentioned the concepts of "Performance Gap" and "Opportunity Gap." During this year's strategy meeting, I announced the establishment of the Digital Transformation Center (DTC) to review our current operational processes. Through this approach, I aim to narrow the "Performance Gap" at the operational level, enhance USI's agility and vitality, and optimize our market competitiveness.

In today's sharing, I hope to provoke more profound thoughts among our management to close the "Performance Gap" within USI. Through effort, we can enhance our team's cohesion and unity, and ultimately elevate the resilience of our enterprise. Only when each of our team aligns thoughts and efforts in the same direction can the company harness the collective power of various teams. Such unity gives us the confidence to face the unknown challenges ahead and advance with greater stability over the long term. Let us work together towards the goal!

USI 願景與使命

作者：總經理暨營運長 / 魏鎮炎



USI 自 1976 年創立以來，在世界大潮流演變中，求生存、成長、茁壯，歷經了多次顯著的轉型和變革。由一開始的厚膜混合 IC (Thick Film Hybrid IC)，到今天，成為全球領先的 SiP 技術與 D(MS)² 服務提供者，因為有大家的努力和付出，一同肩負企業的使命，一步步邁向嚮往的願景，才讓 USI 變成一家很棒的企業！

公司成立之初，進展並不順利，連年虧錢！幸好於 1982 年與 Corning Electronics (Corning Glass 的子公司) 進行市場和技術合作，生產厚膜排電阻 (Thick Film Resistor Network)，隔年才得以轉虧為盈。加上另外兩個產品專線：Voltage Regulator 和 Crystal Control Oscillator，公司獲利甚豐。賺錢之後開始想到多角化經營，投資遙控汽車、隱形眼鏡、硬碟機，甚至飲料，結局是多角化全面失敗！

公司於 1988 年大膽跨入資訊產品並且主打自我品牌，但是才三年就導致嚴重虧損！1991 年被迫全面改組，公司分成零件和成品兩個事業處，獨立經營，自負盈虧。

零件事業處以厚膜混合 IC 為核心，穩定獲利。其中將厚膜混合 IC 的陶瓷基板，改採 Organic Substrate，並稱之為 EPS(Electronic Packaging Service)，這是一種早期的微小化技術，第一個應用的產品是藍芽模組。

成品事業群以資訊電腦產品為主，處在虧損狀態，不得已放棄品牌，專心服務好當時的第一大客戶 IBM，提供 PC 主機板和 Level10 整機的 ODM/EMS 服務。應 IBM 的要求，進行在地供應，除了臺灣，我們陸續到墨西哥、中國大陸、蘇格蘭，以及日本設廠，全球五地同時供貨，技術售後服務網也在這個期間建立起來。同時抓住 Wi-Fi 無線網路崛起的契機，成為當時 Notebook Wi-Fi PC Card 市占率最高的 AT&T/Lucent 的獨家供應商。隨後運用微小化的技術，發展成 Wi-Fi Module，成功應用於 Wireless PDA。

公司於 1996 年在臺灣上市，1999 年成為日月光的子公司。2000 年網路泡沫發生，同時第一大客戶 IBM 放棄硬體生意，轉型為 Service 公司，我們的業績頓時受挫，2001 年出現虧損！我們再次調整策略，產品方面，將 PC 為主的業務型態，拓展成 4C+1i 豐富而平衡的五個領域。製造方面，縮小臺灣廠規模，大規模西進大陸，關閉蘇格蘭廠和日本廠，僅保留墨西哥廠服務北美的汽車客戶。

2008 年金融海嘯發生，2009 年營業額年對年衰退 24%，但我們的稅後淨利和自由現金流則大幅增長。

2010 年從臺灣下市，2012 年轉到上海 A 股上市，隨後我們善用資本市場的資金，投入穿戴電子產品的製造，成為世界上最頂級客戶的第一家供應商；並將 Wi-Fi Module 擴大發展成多種 Wireless Connectivity SiP，廣泛用於智慧型手機以及各種穿戴電子產品。時至今日各種 SiP Module 累計出貨量已經突破 50 億顆。

2015/2016 年左右，歐洲的客戶開始希望在地供貨，因此我們於 2018 年併購波蘭廠，重回歐洲製造。緊接著於 2020 年併購歐洲第二大 EMS 公司 AFG。適逢美中關係丕變、地緣政治興起，還好我們的全球在地化製造布局已經及時完成，只缺東南亞一塊。於是我們克服萬難，在新冠疫情肆虐期間，建立越南廠，並於 2022 年加入生產行列。至此，除了局部性的擴廠之外，我們的製造據點基本上符合時代趨勢，滿足客戶的需求。下一步的專注點就是促成及建立各地區的在地供應鏈。

除了製造之外，我們也加強垂直整合，以提升競爭優勢，增加對客戶的附加價值。比如，我們於 2018 年投資 Memtech，改善機構解決方案的能力，於 2023 年併購 HCC，增加了汽車無線通訊的能力。

目前我們鎖定 Power Module/Power Electronics 和微小化解決方案，為兩個主要的成長動能。但是在 Smart Retail、AI、Logistics/Warehousing 等領域，也是充滿了成長機會。而其中有一個共同點，那就是客戶對於軟體能力的殷切需求。

綜合以上，才說我們提供的是 D(MS)² DMS (Design, Manufacturing, Service) x MS (Miniaturization, Software)

每一次的轉型或變革，我們都不忘記檢視 USI 想成為什麼樣的企業，以及我們存在的目的。目標方向清楚了，就有前進的動力。所以在企業的發展過程中，逐漸形塑了 USI 的願景「**成為最可靠的全球合作夥伴，透過我們的能力和技術為所有利害關係人和地球提供優質的服務**」。

追求企業長青及永續發展的前提是要先確保生存，我們要以傑出的運營技能和流程、先進製造實力，以及對產品和服務品質的堅定

承諾，積極主動為客戶提供卓越價值。加上全球在地化供應鏈布局，以與合作方共創價值為核心，朝向成為服務全球化、運營在地化和人才國際化的世界級企業。這些能力不僅能讓產品和服務順利交付，還會將我們定位為一站式解決方案的戰略合作夥伴。當客戶與 USI 攜手，獲得的不只是一個供應商，而是一個具有深度和廣度能支持他們成功的可靠的全球合作夥伴。

當然 USI 提供價值的對象不是只有客戶，還有我們的員工和員工家屬、股東、投資者、供應商、社群團體、政府等利害關係人，以及人類賴以維生的地球。

員工是企業發展的重要資源，透過招募和培養來自不同背景（如種族、性別、年齡和經驗）的個人，來建立一支更加多元化的團隊，藉由擴大團隊的組成，能促進更廣泛的觀點和技能。同時打造職場的包容性，讓所有員工感受到被重視與尊重，以及被賦予充分貢獻的權力，不必擔心被歧視或偏見，並能積極參與決策和創新。我們期望為員工提供豐富多元、具包容性和富挑戰性的工作環境，來吸引和留住優秀人才，一同在這多變動的時代和未來，為全球布置安全且能靈活應對不同需求的解決方案。

同時大家要深刻意識到地球只有一個，資源並非取之不盡、用之不竭的，沒有人是局外人，在我們所依循的「低碳使命、循環再生、社會共融、價值共創」四大永續策略主軸下，一起落實節能減碳，保護自然環境，推動循環經濟，支持社會責任項目，與合作方協作創造價值，為利害關係人帶來好的報酬。

總歸來說，我們存在所被賦予的使命是**運用創新的技術和世界級的製造服務，為客戶增添價值**

- 為員工提供多元的、包容的和富挑戰性的工作環境
- 在全球部署安全以及能應對不同需求的解決方案
- 為利害關係人創造優渥的報酬
- 為優質永續的環境做出貢獻

2024 年新春，我想藉這個機會，傳達 USI 對客戶、員工、全球社會和環境所承諾的價值觀和行動，讓我們為成為更優秀的企業一起努力！

USI's *Vision and Mission*

Author: President & COO / CY Wei

Since its inception in 1976, USI has experienced numerous substantial transformations and adaptations to not only endure, but also prosper amidst the global evolution of major trends. Originally specializing in Thick Film Hybrid IC, the company has evolved into a leading provider of SiP technology and D(MS)² services. This achievement is the result of everyone's joint efforts and unwavering dedication, as we collectively carry out the enterprise's mission and steadily progress towards the envisioned future, ultimately establishing USI as a remarkable corporation.

In the initial years of our company, it faced difficulties and experienced yearly financial losses. Fortunately, a significant turning point occurred in 1982 when a strategic partnership with Corning Electronics (a subsidiary of Corning Glass) facilitated the production of Thick Film Resistor Network, ultimately leading to profitability the following year. Combined with another two product lines, Voltage Regulator and Crystal Control Oscillator, the company became quite profitable. Then USI started to diversify into new businesses including Remote Control Cars, Contact Lenses, Hard Disk Drives, and even Beverages. Unfortunately, all were ended with failure!

In 1988, the company boldly stepped into information products and focused on its own brand, but it only took three years to lead to serious losses! In 1991, it was forced to be completely restructured, and the company was restructured into two business units, Component and SPCM (System Product & Contract Manufacturing), which operated independently and were responsible for their own profits and losses.

The Component Business focuses on thick-film hybrid ICs and delivered stable profits. Within this field, the ceramic substrate in thick-film mixed ICs was replaced with an organic substrate, known as EPS (Electronic Packaging Service). This technological innovation was an early step towards miniaturization, with its first application being in the Bluetooth module.

The SPCM Business specialized in information and computer related products but faced losses. Consequently, it had to give up its brand and shifted to providing ODM/EMS services of PC motherboards and Level10 complete systems to IBM, its biggest customer at the time. It also established factories in Taiwan, Mexico, Mainland China, Scotland, and Japan, allowing for local supply globally, and built a technical after-sales service network. Taking advantage of the increasing popularity of Wi-Fi wireless networks, the SPCM secured an exclusive supplier position for AT&T/Lucent, which held the largest market share of notebook Wi-Fi PC Cards at that time. The miniaturization technology was later developed into a Wi-Fi module, successfully deployed in wireless PDAs.



The company was went public in Taiwan in 1996, and in 1999 became a subsidiary of ASE Group. In 2000, when the dot-com bubble burst, and at the same time, IBM, the largest customer, transitioned from its hardware business and transformed into a service company, our performance was suddenly impacted, resulting in a loss in 2001! We adjusted our strategy again. In terms of products, we expanded the PC-based business model into five diversified and balanced areas of 4C+1i. In terms of manufacturing, we downsized the factory in Taiwan, and migrated westward to mainland China on a large scale, shut down the factories in Scotland and Japan, while retained only the factory in Mexico to serve automotive customers in North American.

The financial crisis occurred in 2008, and our revenue was down 24% year-on-year in 2009, but our net profit after tax and free cash flow increased significantly.

In 2010, USI was delisted from Taiwan stock exchange market and went IPO in Shanghai in 2012. Later, we effectively utilized capital market funds to invest on wearable electronics and became the first supplier of the brand customer. Also, we expanded the Wi-Fi module into a variety of Wireless Connectivity SiPs that are widely used in smartphones and all kinds of wearable electronic products. Today, the cumulative shipment of various SiP modules has exceeded 5 billion units.

Around 2015 and 2016, European customers began to request local supply, so in 2018 we re-started manufacturing operation in Europe by acquiring the factory in Poland. This was followed by the acquisition of AFG, the second largest EMS company in Europe, in 2020. It's fortunate for us that our global-local manufacturing footprints has been

completed in time when, coincidentally, the relationship between US and China was changed and the geopolitics was risen. The only piece missed was in Southeast Asia. Therefore, we overcame all the obstacles to establishing the factory in Vietnam during the coronavirus pandemic and had it as one of major manufacturing bases since 2022. So far, except for partial expansion, our manufacturing base is basically in line with the trend of the market and meets the needs of customers. The next step would be to facilitate and build local supply chains in each region.

Apart from manufacturing, we further strengthened vertical integration with the goal of boosting our competitive edge and delivering added value to our customers. This was illustrated by our investment in Memtech in 2018 for improving our mechanical solutions, and our acquisition of HCC in 2023 to enhance our automotive wireless communication capabilities.

At present, we are targeting Power Module/Power Electronics and miniaturization solutions as the two main growth drivers. However, there are also opportunities for growth in areas such as Smart Retail, AI, and Logistics/Warehousing. And one thing in common is the strong demand for software capabilities.

Based on the details given, it can be affirmed that we offer D(MS)² services.

DMS (Design, Manufacturing, Service) x
MS (Miniaturization, Software)

Every time we made a transformation or change, we did not forget to examine what kind of company USI wanted to be and the reason of our existence. As the direction of the goal is clear, there is the motivation to move forward. Therefore, in the process of

enterprise development, USI's vision has been gradually shaped as **"Be the Most Reliable Global Partner, leveraging our capabilities and technologies to serve all stakeholders and the planet better."**

The pathway to pursuing long-term and sustainable development is to ensure survival first, and we must proactively add excellent value to customers with outstanding operational skills and processes, advanced manufacturing capabilities, and a strong commitment to product and service quality. Coupled with the global localized supply chain layout, with the core of creating value with partners, it aims to become a world-class enterprise with global services, localized operations, and international talents. These capabilities not only enable the smooth delivery of our products and services, but also position us as a strategic partner for one-stop solutions. When customers work with USI, they get not just a supplier, but a reliable global partner with the depth and breadth to support their success.

Certainly, USI delivers benefits not solely to its customers, but also, to its employees and their families, shareholders, investors, suppliers, community groups, governments, and other stakeholders, alongside the planet on which humans rely for their sustenance.

Employees are an important resource for business development. By recruiting and developing individuals from different backgrounds (e.g., race, gender, age, and experience) to build a more diverse team, we can promote a wider range of perspectives and skills by expanding the composition of the team. Simultaneously, we can create an inclusive workplace where all employees feel valued and respected, empowered to contribute without fear of discrimination

or prejudice, and actively participate in decision-making and innovation. We look forward to providing our employees with a rich, diverse, inclusive, and challenging work environment that attracts and retains talented people, and together we will serve the world with solutions that are secure and flexible enough to respond to different needs in these changing times and in the future.

At the same time, we should be deeply aware that there is only one Earth, and resources are not inexhaustible. No one is an outsider, and under the four main axes of our sustainability strategy, namely, "Low Carbon, Circular, Inclusive, and Collaborative", we will work together to implement energy conservation and carbon reduction, protect the natural environment, promote a recycling economy, and support socially responsible projects, to collaborate with our partners to create value and bring good rewards for our stakeholders.

In short, the mission given to our existence is

Turn innovative technologies and world-class manufacturing into value for our customers

- **Providing a diversified, inclusive, and challenging working environment for employees**
- **Deploying safe and adaptable solutions across our global footprints**
- **Generating exceptional rewards for stakeholders**
- **Contributing to building a better place to live**

In the new year of 2024, I would like to take this opportunity to convey the values and actions that USI is committed to customers, employees, global society, and the environment. Let's work together to become the best!

Andy Galley:

工作應要愉快，享受工作、創造積極氛圍感染周圍的人並帶來成功

採訪編輯：總經理室 / 行銷企劃部

談起 Andy 的職涯旅程，就像一部精采的公路電影。16 歲那年，成為英國福特汽車公司的模具製造學徒後，他就跟汽車產業結下不解之緣，這個起跑點也為他日後的職涯奠定了堅實的基礎。Andy 從英國起步，從德國、巴西、再到中國，穿越多個國家與文化，途中也歷經各式各樣的工作領域，2023 年他選擇加入 USI，成為 Powertrain 事業處的副總。

回想起當學徒的階段，在各個部門輪崗學習後，Andy 成為一位製程工程師，並在工業工程、模具、設備等領域輪調，27 歲踏上國外工作的旅程，一路上的職涯都跟汽車相關，中途他轉向車間管理，後來成為福特英國工廠的營運主管，離開福特後，他也在 Magna 跟 Getrag 擔任不同的管理職務。2020 年，Andy 被邀請加入吉利汽車，負責 Powertrain Transmission 業務。看到一家 100% 的中國企業如何經營業務，以及感受到同仁的積極進取和成功，對 Andy 而言是件非常有趣的事情。「我認為東西方的主要區別在於積極進取的性格和對成功的渴望，再加上各級同仁的職業道德和積極性，這是中國汽車業不僅充滿競爭，而且成為行業標竿的原因。」最後，Andy 加入 USI，在這裡他能夠再次分享在汽車產業的成功經驗，為 USI 的成功出一份力，創造下一個精彩。



汽車行業瞬息萬變，Andy 覺得「需求會不斷改變」是這一行業最大的挑戰，每年的任務都似乎沒有盡頭，即使自身認為成長到頂，但週遭的環境會不斷迫使你做出改變，加上近年運營及製造數位化的趨勢，取代了許多重複性高且無價值的任務及傳統流程，所以需要不斷地尋找及創造機會，「毫無疑問地，隨著我的工作職涯，所處環境已經發生了巨大變化，但對持續改進和產品創新的需求卻始終如一。」

在世界多國工作時常進行跨文化管理，難免遇到文化衝突，Andy 舉了第一次到中國工作為例，有次要在短時間內完成一個專案，他認為應按照西方模式來做，但因當地團隊有自己的信念，這導致他與當地團隊發生無數次衝突。但在協調的過程中，Andy 逐漸發現到擁有開放的心態、接受變化，去聆聽，學習對方的作法並加以融合、做出改變，是最有效的結果。

他幽默地告訴我們，現在已經跟當初吵架的副總裁變成很好的朋友，還能笑談當年往事了。

對於領導心法，Andy 認為在任何組織中，人才是成功的關鍵。作為領導者，培育人才、觀察、傾聽並帶領團隊至關重要，重要的是，領導者需要贏得下屬的尊重，如果缺乏尊重，就很難達到中長期的目標。在溝通技巧方面，Andy 表示自身性格是所謂「我不喜歡也不想成為焦點」型。因此在某些會議上，比起公開發表觀點，他更喜歡會後去找個別相關人士分享觀察，這反而更能讓對方理解。與下屬的互動上，他認為直接與透明是最好的策略，對人們接受回饋的方式保持高敏感度也非常重要。「我會嘗試將決定權交給下屬，讓他們提出想法，並讓他們對自己的行為負責，並不只是分享遇到的問題給我，還要試圖分享解決方案。通常領導者並不擁有所有答案，應當交給團隊擁有，這樣可以促使員工成長。」



組織中的年輕人是未來的領導者，Andy 深信這一點，他認為年輕人將更聰明、表現更出色、擁有更好的領導素質，也更精通技術，主管也須有此意識，要鼓勵年輕人成為自身的接班人；他也不想與年輕同仁分享，除了勇敢努力提問，也要從錯誤中學習，並挑戰現狀，最後，工作態度上，Andy 也強調要常對人微笑，不要情緒別人。工作可能會很辛苦，也會有挑戰，但不該把它當苦差事，應該要視為有趣的事。「如果和我一起工作，希望你會看到我微笑，我喜歡積極的工作環境，相信積極的人會帶來成功。」

工作之餘，Andy 可是英式足球愛好者，現在還在台中的一支當地球隊踢球，能夠跟年輕球員競爭，燃起

他的熱情，是一大樂事。他也喜歡打高爾夫——即使這不是強項，但出外呼吸新鮮空氣能夠使他放鬆，還能享受偶爾擊出一個好球的感覺。在公司目標方面，他表示：「我們正處於轉型期，需要在汽車市場中定位自己，提供更高附加價值的產品。」未來的重點會是在電動車動力系統領域，如電池管理系統、整合性電力電子、OBC(車載充電機)、熱組件系統以及功率模組等等，這是市場需求的真正技術。與此同時，Andy 也期許未來能夠持續改進部門的營運優化，將強大的製造能力及正確的戰略結合作夥伴，共同努力克服弱點，讓 APE BU 在 USI 大家庭中做出更大的貢獻。

Andy Galley: *Work Has to Be Enjoyable. Being Happy, Have Fun and Create Positivity That Will Infect Those Around You and Bring Success.*

Interviewed by: President Office / Marketing Communication

Andy's career journey is like an exciting road movie. At the age of 16, after becoming an apprentice toolmaker at Ford Motor Company in the UK, he formed an inseparable bond with the automotive industry, laying a solid foundation for his career. Starting from the UK, Andy traversed through multiple countries and cultures, from Germany to Brazil, and eventually to China. Along the way, he experienced various fields of work. In 2023, he joined USI, becoming the Vice President of Powertrain Business Unit.



Looking back on his apprenticeship days, Andy became a process engineer after rotating through various departments such as industrial engineering, tooling, and equipment. At the age of 27, he embarked on his foreign work journey. Along the way, his career has been all about automotive industry. Midway through his career, he transitioned into workshop management, he eventually became the operational leader at Ford's UK Site. After leaving Ford, he held different management positions at Magna and Getrag. In 2020, Andy was invited to join Geely to lead the Powertrain Transmission business. Witnessing how a Chinese enterprise operates its business and the enthusiasm and success of his colleagues was a fascinating experience for Andy. "I would say that the key differences between the East and West is the aggressive nature and desire to be the best, and this combined with all-levels employees' work ethics and motivation. This is the reason why Chinese automotive industry not only competes, but also becomes the benchmark in the industry." Finally, Andy joined USI where he can once again share his success in the automotive industry and contribute to USI's success in creating the next brilliance.



In the ever-changing automotive industry, Andy sees "constantly changing needs" as the biggest challenge. The tasks seem endless, and even when one thinks they've reached their peak, the surrounding environment continuously forces change. Coupled with the trend of digitalization in operations and manufacturing in recent years, which replaces lots of human repetitive non-value add tasks and processes, there is a constant need to seek and create opportunities. "For sure, the products and environment has changed dramatically over my working history, the requirements for continuous improvement and product innovation have remained."

During his work in multiple countries around the world, Andy often encountered cross-cultural management challenges. He shared an example of his first assignment in China, where he had to complete a project within a short timeframe. Initially, he believed in following Western approaches, but conflicts arose with the local team, who had their own beliefs. However, through the process of negotiation, Andy gradually realized that having an open mind, accepting change, listening and learning from the other party's practices, and integrating

them to make adjustments yielded the most effective results. He humorously mentioned that he is now good friends with the vice president he once argued with, and they can laugh about the past stories.

In Andy's opinion, he believes that people are the key to success in any organization. As a leader, it's essential to nurture talent, observe, listen, and guide the team. Importantly, leaders need to earn the respect of their subordinates, as achieving goals becomes challenging in mid / long term without it. Regarding communication skills, Andy describes himself as "someone who doesn't like and doesn't want to be the center of attention." Therefore, in certain meetings, he prefers to share observations with individuals afterward rather than publicly expressing his views, as he finds it more effective in helping them understand. In terms of interacting with subordinates, he believes that being direct and transparent always is the best policy, being sensitive to how people receive feedback is also key, public feedback needs to be sensibly managed. "I try to empower my subordinates by delegating decision-making authority to them, asking them for their ideas and making them accountable for their actions. Don't just share problems with me, but also try to

share the solutions. Typically, leaders don't have all the answers; they should be handed over to the team, which makes employees grow."

Andy firmly believes that the young people in the organization are the future leaders. He thinks that they will be smarter, perform better, have better leadership qualities, and be more technologically savvy. Supervisors must be aware of this and encourage young people to become their successors and mentor them accordingly. He also wants to share with young colleagues that besides working hard and asking questions, they should also learn from mistakes and challenge the status quo. Lastly, regarding work attitude, Andy emphasizes the importance of smiling and not emotionally affecting others. While work can be tough and challenging, it shouldn't be seen as a chore but rather as something enjoyable. "If you work with me, hopefully you will see me smile. I like a positive work environment and believe that motivated people will bring success."

Outside of work, Andy's passion is football (English). He still plays with a local team in Taichung, where he can compete with younger players and ignite his passion for the sport. He also enjoys playing golf, even though it's not his strength. For Andy, hitting



the golf course allows him to relax, enjoy the fresh air, and occasionally experience the satisfaction of hitting a good shot. In terms of company goals, Andy stated, "We are in a period of transition and need to position ourselves in the auto market with higher value-added products." The future focus will be on the EV powertrain areas, such as battery management systems, integrated power electronics, OBC (on-board chargers), thermal component systems and power modules, which are the real technologies the market demands. At the same time, Andy also expects to continue enhancing operational optimization within the department, combining strong manufacturing capabilities with the right strategies and partners to overcome weaknesses, allowing APE BU to make a greater contribution within the global USI family.

冬季來臨 請留「心」

作者：台灣草屯廠 / QA&CSR / 永續發展暨企業職安處 / 安衛管理部 / 張智涵



「立冬」節氣的到來，代表著冬季自此開始，冬季受東北季風影響，各地氣溫隨著逐漸下降，低溫或早晚溫差大均會導致血管收縮，使血壓上升，進而增加心血管疾病促發的風險，尤其是心血管疾病者，注意三高（高血糖、高血壓、高血脂）控制並適時增減衣服，搭配帽子、手套、圍巾及襪子等保暖衣物，做好保暖措施，防止因低溫或早晚溫差大促發心血管疾病發生。

8 個低溫保健要點

保暖

室內（如：居家臥室、衛浴及客廳等）要做好防寒與安全措施。外出時，應注意氣溫變化，尤其是早晚溫差大，應做好完整的保暖，尤其注意頭頸部及四肢末端，可搭配帽子、圍巾、手套、襪子等保暖衣物，並搭配多層式穿搭法，可方便氣溫變化適時增減衣物。

暖身

夜間或清晨溫度較低，晚上睡覺前要先備妥保暖衣物在床邊隨手可拿的地方，不管半夜起床上厕所或早上起床時可增添衣物保暖；剛起床時的活動勿過於急促，身體活動以溫和漸進方式慢慢增加。

多喝水、均衡飲食，避免情緒起伏太大

適量喝溫開水，避免血液過度黏稠引起心血管疾病的發生；多攝取蔬果等高纖食物，以預防便秘；節制飲酒，同時也要避免情緒起伏太大，如：緊張、興奮以及突然的激烈運動等。

避免飯後或喝酒立即泡澡

如有心臟血管疾病者不宜泡湯或泡澡，如經醫師囑咐為高危險群，要避免單獨去爬山或從事離開人群的運動，亦不宜單獨泡湯。泡湯溫度勿超過攝氏 40 度，泡湯時間每次以不超過 15 分鐘為原則，同時也要多注意水溫並緩慢入池，且多補充水份；建議至少飯後 2 小時後再進行為宜。

避免高風險時段運動

規律運動可改善體能、促進健康、預防慢性病的發生等好處，但應避開酷寒與早晚的高風險時段運動，例如：避免在寒冬大清早外出運動，晚餐後不要立即運動，應至少隔一個小時待食物消化後再進行為宜，或可調整為室內運動；運動前須充分暖身，至少 10 至 15 分鐘，運動前、中、後需適當補充水分，運動的強度應視自身狀況量力而為。

妥善控制病情與規律服藥

有三高（高血糖、高血壓、高血脂）者要規律服藥且定期回診；定期量測並記錄自己的血糖、血壓（722 原則：「7」連續七天量測、「2」早上起床後、晚上睡覺前各量一次、「2」每次量 2 次）、血脂數值。

隨身攜帶健保卡與緊急用藥

外出時應隨身攜帶有註記平時就醫之院所、診斷、藥物過敏史等資訊；如醫師有開立緊急備用藥品應隨身攜帶。

有症狀立即就醫

若發生疑似中風（臉部表情不對稱、單側或雙側肢體無力、說話口齒不清等症狀）或心肌梗塞（胸悶、胸痛、冒冷汗、呼吸困難或急促、後背疼痛等症狀）急性發作之緊急狀況時，須牢記保命兩要訣：(1) 搶時間、(2) 立即就醫，時間是最重要的關鍵，把握黃金治療時間，減少死亡及嚴重失能等狀況。

Care Your "Heart" when Winter Comes

Author: Taiwan Tsautuen Stie / QA&CSR / S&HS / HS / Cindy Chang

The arrival of the "Beginning of Winter" in the solar term marks the start of winter. During this season, influenced by the northeast monsoon, temperatures gradually drop across regions. The lower temperatures and significant temperature differences between day and night can lead to vasoconstriction, causing an increase in blood pressure. This elevation in blood pressure may raise the risk of triggering cardiovascular diseases. Individuals with cardiovascular conditions should pay attention to managing conditions such as high blood sugar, high blood pressure, and high blood lipids. They should also adjust clothing appropriately by wearing hats, gloves, scarves, and socks to keep warm and prevent the onset of cardiovascular diseases due to the cold or significant temperature fluctuations.

8 Key Points for Cold Weather Health Care

Keep Warm

Remember to take preventive measures indoors (such as in bedrooms, bathrooms, and living rooms) to ward off cold and ensure safety. When going outside, be mindful of temperature changes, especially significant differences in the morning and evening. Ensure thorough warmth and pay particular attention to the head, neck, and extremities. Use items like hats, scarves, gloves, and socks for warmth and adopt a layered dressing approach, allowing for easy adjustment of clothing according to temperature changes.

Warming Up

At night or in the early morning when temperatures are lower, it's recommended to prepare warm clothing near the bedside before going to sleep for easy access. Whether getting up in the middle of the night to use the restroom or waking up in the morning, adding extra layers of clothing helps maintain warmth. Moreover, after getting up, it's advised not to engage in overly brisk activities immediately. Instead, gradually increase physical activity in a gentle and gradual manner.

Drink Plenty of water, Maintain a Balanced Diet, and Avoid Extreme Emotional Fluctuations

It's advisable to consume moderate amounts of warm water to prevent blood from becoming overly viscous, which can lead to cardiovascular issues. Increasing intake of high-fiber foods like vegetables and fruits helps prevent constipation. Moderating alcohol consumption is also recommended. Additionally, avoiding extreme emotional fluctuations such as stress, excitement, or sudden intense physical activity is important for maintaining health.

Avoid Taking a Bath Immediately After Meals or Consuming Alcohol

Those with cardiovascular issues should refrain from soaking in hot baths. If advised by a physician due to being at high risk, it's essential to avoid activities like hiking alone or engaging in activities far from others and also avoid solitary bathing. When taking a bath, ensure the water temperature does not exceed 40 degrees Celsius and limit bathing time to no more than 15 minutes per session. Enter the water slowly, paying attention to the temperature, and ensure hydration. It's advisable to wait at least 2 hours after a meal before bathing.

Avoid Exercising During High-risk Periods

Regular physical activity has numerous benefits such as improving fitness, promoting health, and preventing chronic diseases. However, it's important to avoid exercising during extremely cold weather or during high-risk periods such as early mornings and

late evenings. For instance, avoid outdoor workouts in the cold early mornings of winter. Additionally, refrain from exercising immediately after dinner; it's advisable to wait at least an hour after a meal before exercising or consider indoor workouts. Prior to exercising, ensure a proper warm-up for at least 10 to 15 minutes. Also, it's essential to stay adequately hydrated before, during, and after exercise. Adjust the intensity of your workout based on your individual condition and capability.

Properly Managing Your Condition and Adhering to Medication Routines

If you have conditions like diabetes, hypertension, or high cholesterol, it's important to regularly take prescribed medications and follow up with scheduled medical appointments. Additionally, for monitoring, it's recommended to measure and record your blood sugar, blood pressure (using the 7-2-2 principle: "7" for seven consecutive days, "2" measuring in the morning after waking up and in the evening before going to bed, and "2" for taking measurements each time), and blood lipid levels consistently.

Bring Your Health ID Card Always

When going out, it is advisable to carry with your information regarding your usual healthcare provider, medical history, diagnoses, medication allergies, and other pertinent details. Additionally, if your doctor has prescribed emergency medications, it's essential to have them with you at all times.

Seek Immediate Medical Attention when Experiencing Symptoms

If you experience symptoms resembling a stroke (facial asymmetry, weakness in one or both arms, slurred speech, etc.) or a heart attack (chest pain, cold sweats, difficulty breathing, back pain, etc.) during an acute episode, remember the two essential tips for saving lives: (1) Act quickly and (2) Seek immediate medical attention. Time is crucial; seize the golden treatment window to reduce the risk of fatalities and severe disabilities.

英文社交小撇步： 尷尬的情況不失禮貌的表達

Expressions for Dealing with Awkward Situations

作者：巨匠美語 / 陳穎蓓
Author: Gjun Inc. / Sunnie Chen



學英文不只是背單字學文法，而是把英文這個語言活用在日常對話中。對有些人來說，生活中有些話用中文說都很困難，更何況是英文，我們來看看以下這些情境該如何用英文來表達吧！

English is not only about memorizing vocabulary and learning grammar. It is how to apply this language to the conversation in your daily life. Here are some situations where some people find it hard to express in Chinese, let alone in English. Let's take a look at these expressions.

Asking for a Favor Politely 禮貌地尋求幫助

For many of us, asking for a favor is not something we enjoy doing it. It can give us a feeling of obligation- like we are indebted to the person who has helped us. Now, how can we go about asking someone for help? Here are the phrases to use to make the situations easier and less daunting.

很多人都不怎麼喜歡開口請別人幫忙，請人幫忙會讓我們覺得欠了別人人情。那麼，我們該如何開口才好？以下句型可以讓開口變得不那麼可怕。

- **You'd be really helping out if you can water the plants in my house when we are on vacation.**
我們出遠門時，如果你能來我家幫盆栽澆水，將會幫我一個大忙。
- **I hate to be asking you this, but I really need 10 copies of the handouts for the meeting in the afternoon. Can you help me?**
我的很不想開這個口，但我真的很需要印10份下午會議要用的簡報，你可以幫我嗎？
- **I know you are swamped, but do you think you could take a look at my computer?**
It freezes whenever I try to multitask.
我知道你現在很忙，但你可以幫我看一下我的電腦嗎？我只要同時做超過一件事它就會當機。

Rejecting a Request Nicely 好好地拒絕請託

As much as we would love to offer help, but there are times we have to turn people down. Here are some useful phrases with different intentions in most common situations.

我們當然都很樂意幫助別人，但總是會有不得不拒絕的時候。根據不同的目的，我們可以用不同的方式拒絕。

When you are busy or unavailable:

當你很忙或分身乏術時：

- **I am sorry. I have other plans. Things haven been so hectic recently.**
我很抱歉，我有別的安排了，最近真的比較忙。

- **I would really appreciate it if you can help me out booking a table for 8 for the luncheon next Monday.**

下週一午餐會議需要訂8個人的座位，如果你能幫忙的話我會很感激你！

When someone gives you a hand, these are what you can say to sound more thankful and genuine.

別人幫忙的時候，你可以這樣回應讓你聽起來更加感激跟誠懇。

- **I really own you for this one.**
我欠你一次。
- **You can't imagine how much this means to me.**
你不知道這對我多重要。
- **You are a lifesaver.**
你真的救了我一命。

- **Sorry, I don't think I will be able to, at least not this week. I have a lot going on.**
抱歉，我真的沒辦法，這週都不行。最近事情比較多。

When you are unable or unwilling to:

當你做不到或是不願意的時候：

- **Maybe it would be better to ask someone else to help you with this.**
你要不要問問其他人能不能幫你處理？
- **I am not sure I am the best person to do this.**
我覺得我不是最適合做這件事。

When you are willing to do it next time:
想幫忙但幫不上忙的時候：

- **I wish I could, but I can't.** I am going away for a family camping this weekend. I can't cancel it. We can plan another weekend for that.

我希望我可以幫你，但我真的沒辦法，這週末我們有家族旅行要去露營，沒辦法取消。我們可以找其他週末再安排。

- **I would love to, but I've got my hands full** having the annual budget completed.

我真的很想幫你，但我要完成年度預算，真的分身乏術。

- **Believe me. I would if I could.** Maybe another time?

相信我，我可以的話早就做了。也許下次好嗎？

There are ways you can say to your friends in

Breaking Bad or Unwelcome News 告知壞消息

Delivering bad news is a complex and sensitive task that needs practice and tactful approach. Here are some expressions to start the conversation with.

告訴別人壞消息是一件複雜且敏感的工作，需要練習以及圓滑的技巧。以下這些表達方式經常用來作為對話的開頭。

- **There is no easy way to say this, but I am sorry to tell you that** we only hire people who have at least three years experience working as overseas sales representatives.

the informal conversations.

朋友之間也有些比較輕鬆或是直接的表達方法。

- **I am all set, thank you.**

I am all set.就跟I am good 意思差不多，當是有禮貌委婉拒絕。

A: Do you want more soup?

B: I'm all set. Thanks.

- **No way, Jose.**

Jose的發音接近(hoe-say)，是一個人名，但跟Jose這個人沒有關係。

A: Let me use the car tonight. I have to drive her to the party.

B: No way, Jose.

- **Not in a million years./ Fat chance./Not likely.**

和No way, Jose.一樣是直接表達句的用法。

A: Will you marry me?

B: Not in a million years.

要告訴你這件事真的不容易，但是我很抱歉要告訴你，我們只雇用有三年以上相關經驗的人選作為海外業務代表。

- **That used to be possible/allowed/permitted, but** the policy has been changed, which makes you unqualified to apply for the subsidy.

以前是可以的，但政策改變後，你就不再符合申請補助的資格。

- **After consulting with** the director of the board, **I regret to tell you that** you are removed from your current position as CEO since the board lost confidence in your leadership abilities.

跟董事會主席諮詢後，我很遺憾你已不再是公司的執行長，因為董事會對於你的領導能力已失去信心。

Showing Disagreements 表示反對不贊成

Instead of saying "I don't agree with you." or "I disagree," you can always be more diplomatic with the expressions below.

除了直接說我不同意或是我反對之外，表示反對意見時還有更圓融得體的方式如下。

- A: We can't force her to leave him. It's her decision.

B: **I see what you are saying, but** we've got to do something. We can't let him take advantage of her like that.

A: 我們不能強迫她離開他。這是她的決定。

B: 我懂你說的，但我們得做點什麼。我們不能讓他就這樣佔她便宜。

- A: If they pay them higher wages, that means we'll be charged more.

B: **I understand where you are coming from, but** shouldn't they at least pay them enough to have a decent life?

A: 如果他們付他們更高的工資，那表示我們會被收取多的費用。

Here are also some expressions commonly used when you give unwelcome news to other people:

還有一些經常在告知壞消息時一起使用的表達：

- **I apologize for any inconvenience** caused. 我很抱歉造成任何不便。
- **Thank you in advance for your understanding.** 先謝謝你的諒解。
- **I am afraid there is nothing I can do.** 我怕是沒有辦法幫忙。

B: 我明白你的出發點，但是至少要給他們能溫飽安居的工資吧？

- A: We should let some people go since the business is not going well.
B: **That's a valid point, but have you considered** how they are going to pay for the food and rent without income?

A: 現在生意不好，我們得解僱一些人。

B: 這的確是不容置喙，但你考慮要是失去了收入，他們要如何生活嗎？

There are moments in our lives when we try to be honest, but we don't want to sound bossy or rude. You can try these expressions to help you tune your English social skills next time when you face an awkward situation.

生活中總有些時刻我們想要誠實的表達，但又不想聽起來頤指氣使或是蠻橫無理。下次當你遇到這些尷尬的狀況時，不妨試試這些方式來讓你的英文社交技巧更加分。

USB-C DisplayPort 無線影像傳輸技術

作者：台灣草屯廠 / GS&S/COD/NA OPS/SAGE / SAGE / 研發暨專案管理處 / 李亦笙

USB Type-C 結合了 Display Port、Power Delivery、高速傳輸的功能，本技術藉由 USB-C 實現無線影像傳輸系統，該系統 DisplayPort To MIPI CSI Video Bridge IC 結合 MediaTek Genio SOC 實現無線影像傳輸的功能。

無線投影設備使用情境與技術瓶頸

傳統的會議室進行簡報時，簡報者筆電需透過一條 HDMI 線連接到投影機或螢幕進行投放。此做法透過 Cable 連接線在筆電端會被視為第二螢幕的裝置，所以使用上較沒有軟體相容性的問題。(如圖一不過建置上需要一條 HDMI Cable，相對簡報者就會被 Cable 給限制住。

而後衍伸出無線投影設備，主要使用 WiFi 無線傳輸的技術取代 HDMI Cable。(如圖一)，主要使用者的筆電端需要安裝軟體將螢幕畫面影像壓縮成一個資料量較小的 Video streaming 後，透過 USB 將 Video streaming 資料傳到 TX 裝置後藉由 WiFi 傳送到 RX 端設備。RX 端設備主要是視訊盒加上 WiFi AP 的功能，RX 接收到 TX 端的 Video Streaming 後，透過視訊盒的解壓縮單元將畫面進行還原後，藉由 HDMI 進行畫面的投放。但是上述無線投影設備有一些缺點：

1. 無法相容現行筆電 / 行動裝置標準 DisplayPort 輸出
2. 筆電需安裝影像壓縮軟體，軟體會隨著作業系統不同，會有相容性的風險



圖一 HDMI 有線投影

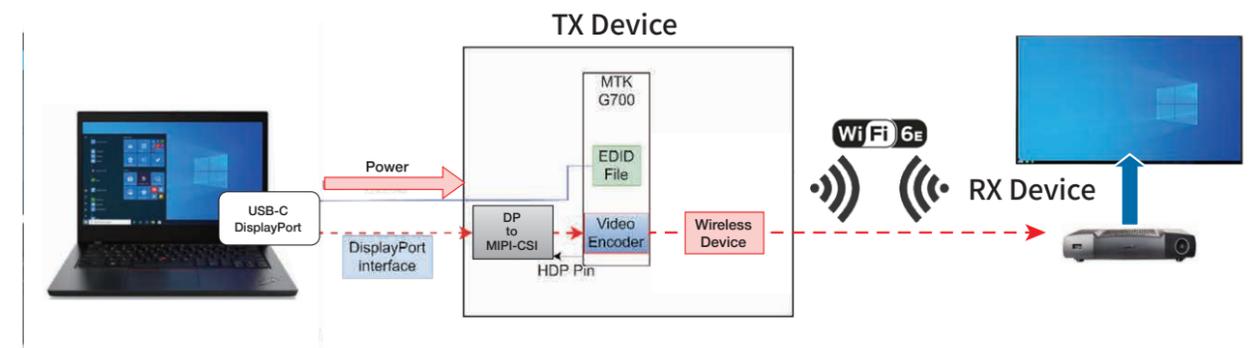
支援 USB-C 無線影像傳輸系統

本技術關鍵在可以透過 USB-C 中的 ALT Mode 影像輸出。當此 TX 裝置 USB-C 連接到筆電 / 行動裝置，裝置端會透過 USB PD(Power Delivery) 供電給 TX 裝置，此時 TX 裝置 SOC 會將 RX 端的螢幕顯示能力 EDID 資訊傳送給 DP to MIPI CSI Video Bridge 進行設定，設定完畢後 Video Bridge 將 HPD Pin Trigger 傳送給筆電 / 行動裝置，此時筆電 / 行動裝置就會進行 DP 的 Training。當完畢後，筆電 / 行動裝置端就會如同連接第二螢幕一樣進行畫面 DP 輸出到 Video Bridge，轉成 MIPI CSI 訊號給 SOC 接收，後透過 SOC 的 Video Codec 進行影像壓縮透過 WiFi 傳輸到 RX 端進行影像輸出 (圖二)。



圖二 無線投影設備使用情境介紹

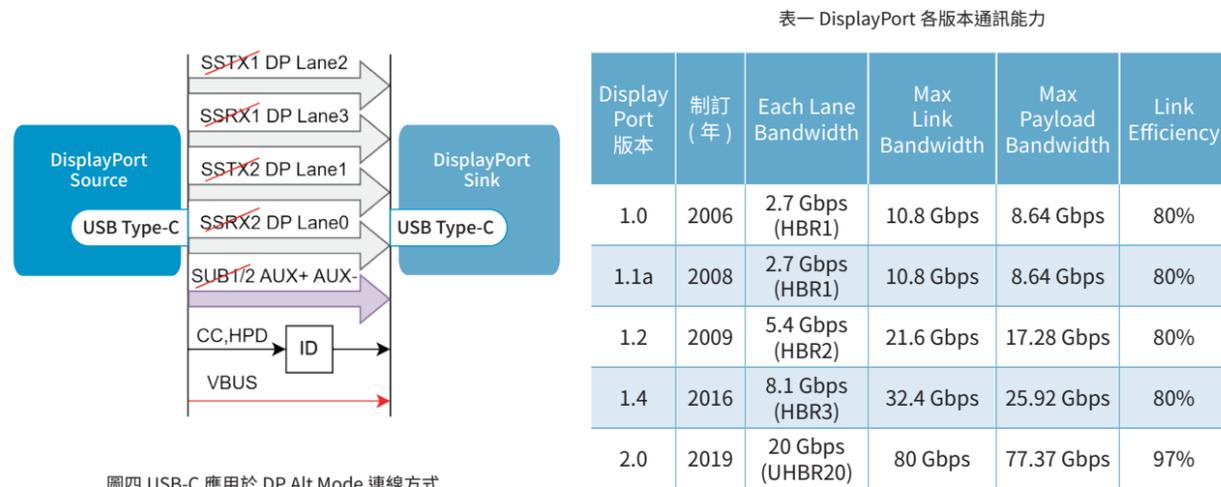
此設計較巧妙的是使用 SOC 主流 MIPI CSI 功能進行視訊畫面的輸入，MIPI CSI 是主要給一般的 Camera Sensor 使用，此運用將 Camera Sensor 換成 DP to MIPI CSI 的 Video Bridge，就可以應用目前 USB-C 的 Alt Mode 將畫面透過無線傳輸出去。



圖三 無線影像傳輸系統方塊架構

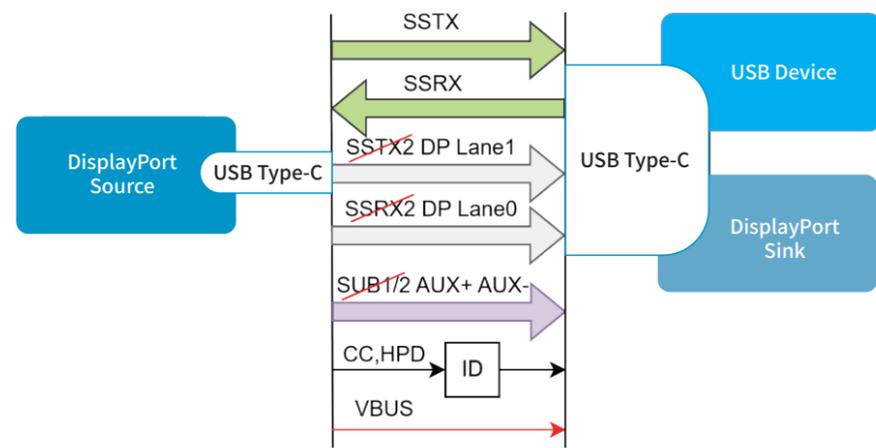
USB-C USB 3.0 功能實現 TX 端高速資料接收

USB-C 主要有 2 對 SSTX/SSRX，若是完全相容 DP Alt Mode，其主要將 SSTX1/2 切換為 DP 4 Lane，以 4 Lane 進行影像傳輸 (圖四)，針對 4 Lane 的物理傳輸特性 (表一)，目前此產品須滿足 DP 1.2 規範。產品定義相容最大解析度 4K(3840x2160)/30fps，以實際 YUV420 16 bit 4K/30fps 須滿足一秒資料量約為 4G 資料量需求 (HBR2)。



圖四 USB-C 應用於 DP Alt Mode 連線方式

此技術在 USB-C 中使用 2 個 Lane1-0 進行 DP 輸出外，另外 SSTX、SSRX 保留 USB 3.0 的功能 (圖五)，可以藉由 USB 3.0 在 TX 端實現高速資料接收，本技術主要實現高速 UVC 的功能，UVC 為一般 USB Camera 的標準介面，在 SOC 中嵌入 UVC Driver 即可實現將 RX 端的影像傳送到 TX 端，讓 TX 端也可以接收影像，裝置上再透過 WiFi 接收到 Video Streaming 進行資料轉換成 UVC 影像資料傳送到筆電 / 行動裝置進行播放，達成影像接收。



圖五 USB-C 應用於 DP Alt Mode 與 USB 3.0 連線方式

軟體技術突破

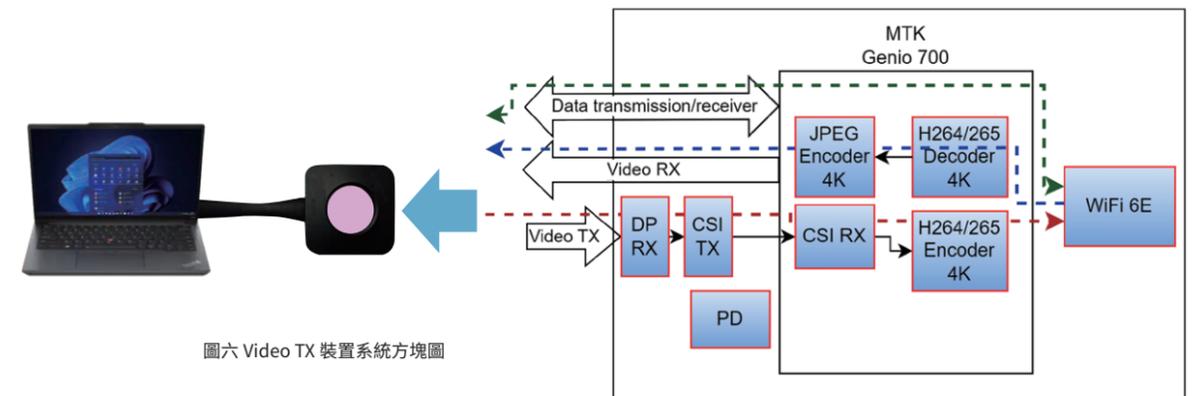
Video TX

MIPI CSI 主要應用於 Camera Sensor 上，但此產品應用需要藉由 DP to MIPI Bridge IC 進行影像訊號轉換給 SOC，所以需要在 MTK Genio SOC 平台上開發 Linux Video Bridge IC Driver，並且可以相容最大解析度 4K(3840x2160)/30fps (如圖六)。

USB 3.0

USB 3.0 在此產品主要是 Build-in Video RX 的功能，透過 WiFi 接收遠端的影像資料經過 H264/265 Decoder 經過 JPED Encoder 成 M-jpeg streaming 後，筆電 / 行動裝置透過 USB UVC 將資料接收後即可再裝置進行影像播放。

此產品需要進行 DP to MIPI Video bridge、WiFi、USB Linux Yocto Driver Porting，另外需要克服 Linux kernel 開機時間的需求，客戶要求的開機時間須要盡量降低，目前此產品 Linux Booting time 約為 2.4sec。



圖六 Video TX 裝置系統方塊圖

實際整合測試

目前該技術使用 (圖六) 測試情境進行實測，無線影像傳送 / 接收能力可以達到 4K(3840x2160)/30fps，使用 WiFi 6 測試條件，。另外硬體設計維持上一代的 PCB 尺寸將上一代 ARM Cortex-M MCU 架構提升到 ARM Cortex-A78 SOC 架構。系統的 Booting time 從上一代的 7 秒縮短至 2.4 秒，並且新增硬體 Video Codec 能力。

本技術延續上一代的產品導入 USB-C 提升了無線視訊會議使用上便利性外，也提升了視訊會議的顯示品質，目前持續導入接收端裝置的產品研發，實現下一代無線投影視訊會議系統產品技術建置。

	Existing Design	New Generation
SOC	ARM Cortex-M4 (MCU)	ARM Cortex-A78 x 2 ARM Cortex-A55 x 6
WiFi	802.11ac	802.11ax 6e
USB 2.0	Y	Y
USB 3.0	-	Y
H264/265 codec	-	Y
JPEG codec	-	Y
DisplayPort	-	Y
Video TX	1080p	4k/30fps
Video RX	-	4K/30fps
Booting time	7 Sec	2.4 Sec

USB-C DisplayPort Wireless Image Transmission Technology

Author: Taiwan Tsao-tuen Site / GS&S/COD/NA OPS/SAGE / SAGE / RD & PM Div. / Ethan Lee

USB Type-C combines the functions of Display Port, Power Delivery, and high-speed transmission. This technology utilizes USB-C to realize a wireless image transmission system. The system DisplayPort To MIPI CSI Video Bridge IC combines with MediaTek Genio SOC to realize the function of wireless image transmission.

Wireless Projection Equipment Usage Scenarios and Technical Bottlenecks

When giving a presentation in a conventional conference room, the presenter's laptop has to be connected to a projector or screen through an HDMI cable for projection. This method will be regarded as a second screen device on the laptop through the Cable connection line, so there is less software compatibility issue when using this method. (As shown in Figure 1, however, the configuration requires an HDMI Cable, so the presenter will be limited by the Cable.

Wireless projection equipment was evolved that mainly uses WiFi wireless transmission technology to replace HDMI Cable. (Figure 1). The presenter's laptop has to install software to compress the screen image into a Video streaming with a smaller data size, then transfer the Video streaming data to the TX device via USB and then send it to the RX device via WiFi. The RX device mainly functions as a video box with a WiFi AP. After receiving the Video Streaming from the TX, the RX restores the image through the decompression unit of the video box and then displays the image through HDMI. But the wireless projection devices mentioned above have some disadvantages:

1. Incompatible with the standard DisplayPort output of current laptop/mobile device
2. The laptop needs to install image compression software. The software will vary depending on the operating system, and there will be compatibility risks.



Figure 1 HDMI Cable Projection

Supports USB-C Wireless Image Transmission System

The key to this technology is that it can output images through ALT Mode in USB-C. When the TX device USB-C is connected to the laptop/mobile device, the device will provide power to the TX device through USB PD (Power Delivery). At this time, the TX device SOC will send the EDID information of the RX's screen display capability to DP to MIPI CSI Video Bridge for configuration. After the setting is completed, the Video Bridge sends the HPD Pin Trigger to the laptop/mobile device, and the laptop/mobile device will perform DP Training. When completed, the laptop/mobile device will output the display DP to the Video Bridge as if it were connected to a second screen, and the data is converted into a MIPI CSI signal for the SOC to receive, and the image is compressed through the Video Codec of the SOC and is transmitted via WiFi to the RX to perform image output (Figure 2).



Figure 2 Introduction to Usage Scenarios of Wireless Projection Equipment

What's clever about this design is that it uses the SOC's mainstream MIPI CSI function for video screen input. MIPI CSI is mainly used by general Camera Sensors. In this application, the Camera Sensor is replaced by the Video Bridge of DP to MIPI CSI, and the current USB-C's Alt Mode can be utilized to transmit the image wirelessly.

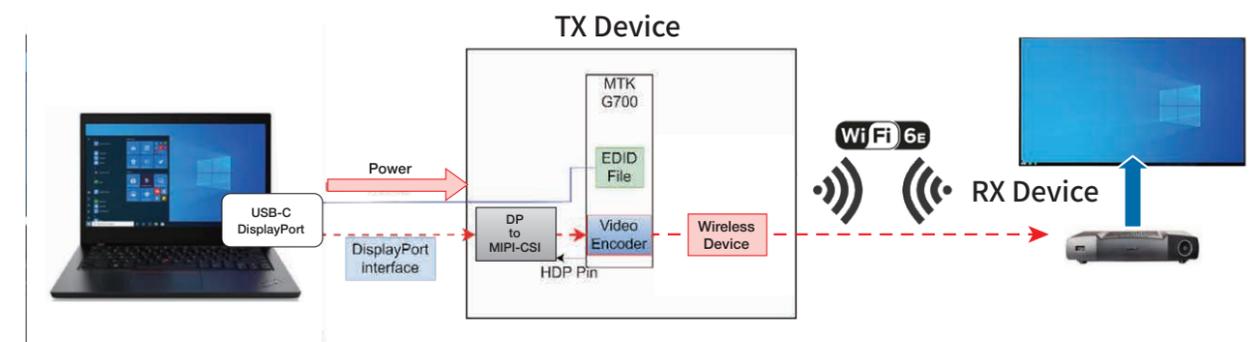


Figure 3 Wireless Image Transmission System Block Architecture

USB-C USB 3.0 Function Enables High-Speed Data Reception at the TX

USB-C mainly has 2 pairs of SSTX/SSRX. If it is fully compatible with DP Alt Mode, it mainly switches SSTX1/2 to DP 4 Lane and uses 4 Lane for image transmission (Figure 4). Based on the physical transmission characteristics of 4 Lane (Table 1), currently this product must meet the DP 1.2 standards. The product definition is compatible with the maximum resolution of 4K (3840x2160)/30fps. The actual YUV4.20 16 bit 4K/30fps must meet the data volume requirement of approximately 4G per second (HBR2).

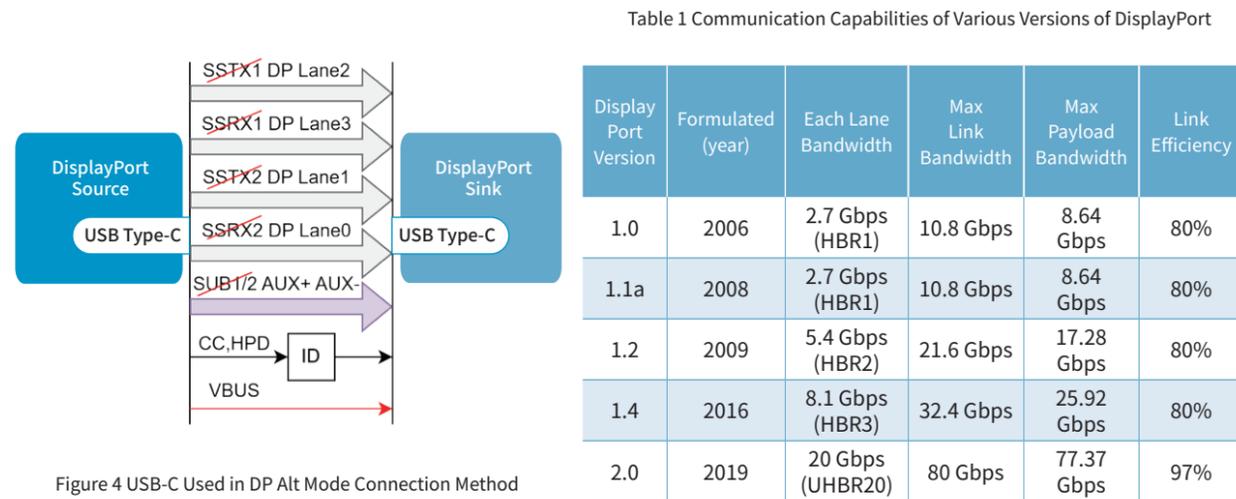


Figure 4 USB-C Used in DP Alt Mode Connection Method

This technology uses two Lane1-0 in USB-C for DP output. In addition, SSTX and SSRX retain the functions of USB 3.0 (Figure 5). High-speed data reception can be achieved at the TX through USB 3.0. This technology mainly achieves high-speed UVC function, and UVC is the standard interface of general USB Camera. Embedding the UVC Driver in the SOC can transmit the image from the RX to the TX, so that the TX can also receive the image, and the device can then receive Video Streaming through WiFi to convert the data into UVC image data and send it to laptop/mobile device for display to achieve image reception.

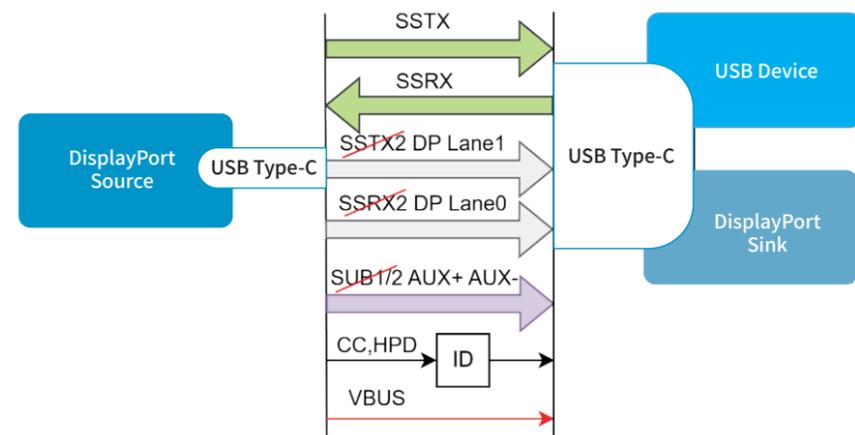


Figure 5 USB-C is Used in DP Alt Mode and USB 3.0 Connection Methods

Software Technology Breakthrough

Video TX

MIPI CSI is mainly used on Camera Sensor, but this product application requires the DP to MIPI Bridge IC to convert the video signal to the SOC, so the Linux Video Bridge IC Driver needs to be developed on the MTK Genio SOC platform and it can be compatible with the maximum resolution 4K(3840x2160)/30fps (Figure 6).

USB 3.0

USB 3.0 in this product is mainly a Build-in Video RX function. After receiving the remote image data through WiFi, the data goes through H264/265 Decoder and JPED Encoder and is converted into M-jpeg streaming, the laptop/mobile device can stream the data through USB UVC. After receiving, users can then use the device to display image.

This product requires DP to MIPI Video bridge, WiFi, and USB Linux Yocto Driver Porting. In addition, it needs to overcome the Linux kernel booting time requirement. The booting time required by customers must be reduced as much as possible. Currently, the Linux Booting time of this product is about 2.4sec.

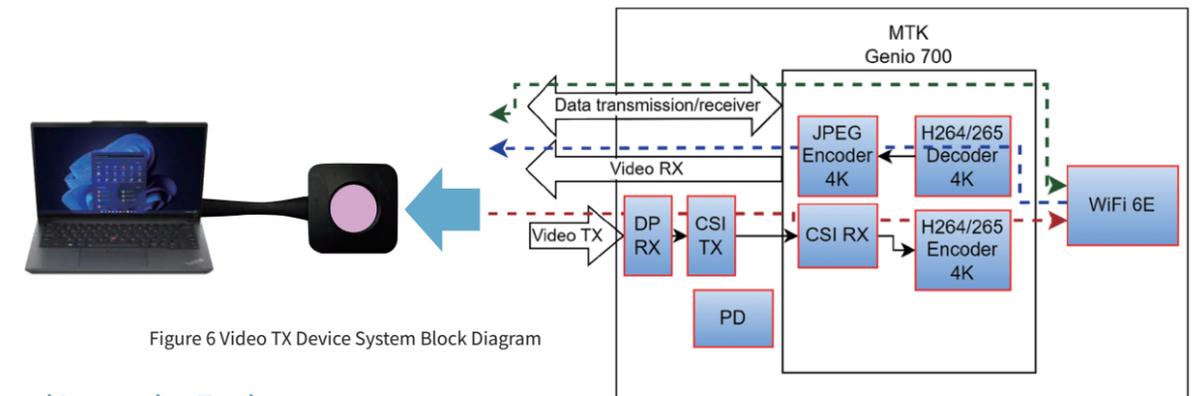


Figure 6 Video TX Device System Block Diagram

Actual Integration Testing

Currently, this technology conducts actual tests using the test scenario (Figure 6). The wireless image transmission/reception capability can reach 4K (3840x2160)/30fps, using WiFi 6 test conditions. In addition, the hardware design maintains the PCB size of the previous generation and upgrades the previous generation ARM Cortex-M MCU architecture to the ARM Cortex-A78 SOC architecture. The system's booting time has been shortened from 7 seconds of the previous generation to 2.4 seconds, and the hardware Video Codec capability has been added.

This technology continues the previous generation of products and introduces USB-C, which not only improves the convenience of wireless video conferencing, but also improves the display quality of video conferencing. Currently, we continue to introduce product research and development of receiving devices to realize the technology of the next generation of wireless projection video conferencing system products.

	Existing Design	New Generation
SOC	ARM Cortex-M4 (MCU)	ARM Cortex-A78 x2 ARM Cortex-A55 x6
WiFi	802.11ac	802.11ax 6e
USB 2.0	Y	Y
USB 3.0	-	Y
H264/265 codec	-	Y
JPEG codec	-	Y
DisplayPort	-	Y
Video TX	1080p	4k/30fps
Video RX	-	4K/30fps
Booting time	7 Sec	2.4 Sec

環旭電子新聞集錦

USI News

環旭電子助力客戶推出 IP66 防護等級的強固型工規平板電腦 滿足現場工作高效需求
USI Collaborates with Customer to Launch IP66-Rated Rugged Industrial Tablet, Meeting High Efficiency Demands for On-Site Work



(2023-12-11 上海) USI 環旭電子 (上海證券交易所證券代碼: 601231) 協助客戶推出 IP66 防護等級的強固型工規平板電腦, 為現場服務技術人員和生產線工人提供可靠的移動解決方案。這款平板電腦配備 10 吋觸控螢幕與掃條碼功能, 擁有堅固耐用的強固級工業設計, 使其能夠在嚴苛的環境中發揮卓越性能。同時, 內建 WLAN 和 WWAN/5G 無線通訊功能, 確保在任何場景中都能保持無線連接。

這項產品背後得益於環旭電子提供的卓越產品開發服務。環旭電子在機構設計領域已累積超過 20 年的工業規格產品機構設計經驗, 包括 3D 繪圖建模、材料選擇, 以及根據客戶需求提供最佳化設計和生產。公司的研發團隊擁有各種相關工業規格測試設備, 如防水防塵、滾動及落下等, 並擁有設計模擬 / 電腦輔助工程 (Computer Aided Engineering, CAE) 及熟悉熱流 (Thermal) 的專業團隊, 確保產品在設計初期就能通過相關測試, 並準時上市。



(2023-12-11 Shanghai) USI (SSE: 601231) collaborates with a customer to launch a rugged industrial tablet with an IP66 rating, providing a reliable mobile solution for on-site professionals and line workers. This tablet has a 10-inch touch screen and barcode scanning functionality, featuring a robust and durable industrial design that enables exceptional performance in harsh working conditions. Additionally, the tablet incorporates WLAN and WWAN/5G wireless communication features, ensuring seamless connectivity in any scenario.

The development of this product benefited significantly from the outstanding product development services provided by USI. With over 20 years of experience in industrial specification product mechanical design, the company's expertise spans 3D modelling, material selection, and customized design optimization tailored to customer specifications. The R&D team possesses various testing equipment for industrial specifications, including waterproofing, dust resistance, and impact durability assessments. Moreover, its dedicated team is familiar with Computer Aided Engineering (CAE) and Thermal analysis, ensuring that the product passes relevant tests early in the design phase and is brought to market on time.

USI 環旭電子智能製造關燈工廠
升級至全新規模
USI Upgraded its Intelligent Manufacturing
Lights-Off Factory To A New Scale



(2024-01-03 上海) 全球電子設計和製造領域的領導者, 環旭電子 (上海證券交易所代碼: 601231) 宣布公司上海地區的關燈工廠升級至全新規模, 展現在發展智能製造能力方面的卓越增長。此次升級提升了供應鏈效率, 並推動製造業技術的進步, 為客戶提供最先進的智能製造解決方案。



(2024-01-03 Shanghai) USI (SSE: 601231), a global leader in electronic design and manufacturing, has announced the new scale of a lights-off factory in Shanghai, showcasing remarkable growth in advancing smart manufacturing capabilities. This upgrade, completed at the end of last year, signifies a significant leap in enhancing supply chain efficiency and driving technological advancements in manufacturing, delivering cutting-edge intelligent manufacturing solutions to clients.

環旭電子連續三年入選
S&P Global 永續年鑑
USI Distinguished as the EEIC Industry
Top 1% in the S&P Global Sustainability
Yearbook 2024



(2024-02-08 上海) 國際評比機構標普全球 (S&P Global) 於 2 月 7 日發表 2024 年永續年鑑 (The Sustainability Yearbook 2024) 評鑑結果, 環旭電子的永續績效在電子設備、儀器與零組件產業類組 (Electronic Equipment, Instruments & Components) 參加評比的 451 家企業當中, 以總分 90 分, 榮獲全球最高分, 且連續三年入選為 S&P Global 永續年鑑成員。



(2024-02-08 Shanghai) As of February 7, USI is honored to announce that with a total score of 90 in the 2023 S&P Global Corporate Sustainability Assessment (CSA), the company achieved the highest CSA score out of 451 companies assessed in the Electronic Equipment, Instruments & Components Industry and was recognized in the S&P Global Sustainability Yearbook for the third consecutive year.

飛旭電子新聞集錦

Asteelflash News

突尼西亞廠為保育蜜蜂持續貢獻

Tunisia Site Continues to Contribute to the Preservation of Bees



在 Asteelflash，企業社會責任不僅是一項倡議，也是一種企業文化的體現。在此背景下，以 Mounira Bouzouita、Anis Kharrat 和 Rym Almia 為代表的 Asteelflash 突尼西亞團隊接待了財務部門的同仁。我們利用這次機會一起共同關注保育蜜蜂這個環境議題。

At Asteelflash, Corporate Social Responsibility (CSR) is not just an initiative but a corporate culture for us. In this context, the Asteelflash Tunisia team, represented by Mounira Bouzouita, Anis Kharrat, and Rym Almia, was honored to host a visit from Financial group members. We took advantage of this opportunity to gather around and focus on the environmental issue close to our hearts: the preservation of bees.

這次活動集宣傳、培訓和團隊凝聚力於一體，提供機會讓我們與彼此分享蜜蜂對生態系統的重要性，我們同時也體驗了幾個小時的養蜂人生活（包括一同學習如何準備蜂巢框、維護蜂巢、提取蜂蜜），最重要的是，探索公司能如何為保育蜜蜂做出貢獻。讓我們持續為永續的未來一起努力！

This event was a significant moment, combining awareness, training, and team cohesion. It provided an opportunity to share knowledge about the importance of bees to our ecosystem, experience being beekeepers for a few hours (including learning together how to prepare frames, maintain hives, extract honey, etc.), and, most importantly, explore how our company can contribute to bee protection. Together, let's continue this commitment for a more sustainable future!

創造一個綠色的未來 年末植樹活動

Make a Greener Future: Year End Tree Planting Event



在 Asteelflash 突尼西亞廠人力資源總監 Mounira Bouzouita 女士和 Asteelflash 全球進出口運輸總監 Veronique Danciu 女士的策劃下，我們的運輸團隊放下了日常的工作，懷著感恩和團結的精神集結成隊進行植樹活動。

Under the orchestration of Asteelflash Tunisia HR Director, Mrs. Mounira Bouzouita, and Asteelflash WW Import/Export Transportation Director, Mrs. Veronique Danciu; our transport team set aside the daily professional routine to come together in a spirit of gratitude and solidarity.

2023 年末，我們決定進一步植樹造林，而不是裝飾聖誕樹。這一象徵性的舉動超越了年末慶祝活動，體現了我們對環保的承諾。事實上，我們並沒有用花環和彩燈來裝飾聖誕樹，而是將這份禮物送給了大自然，把樹苗種在了它應該種的地方，為地球的永續發展做出貢獻。我們不斷創新，積極發揮創造更永續的未來。

Instead of decorating a tree for Christmas, this year we decided to go further by planting trees. A symbolic gesture that transcends year-end festivities, embodying our commitment to environmental

engagement. In fact, rather than adorning our tree with garlands and lights, we offered this gift to nature by planting it in its place, where it will contribute to the durability of our planet. Continually innovating in our approach, we take pride in playing a proactive role in creating a more sustainable future.

除了實踐生態行動之外，這天也是增強我們團隊凝聚力的絕佳機會。在遠離壓力和喧囂的環境中，我們加強彼此的聯繫，並創造永恆的回憶，朝著建設一個團結、有韌性的團隊的目標又邁進了一步。

Beyond the ecological action, this day was the perfect opportunity to strengthen our cohesion. Away from stress and noise, we strengthened our bonds and created lasting memories, taking another step towards building a united and resilient team.



法國飛旭集團 Asteelflash Développement 總監

Zied Miri

別害怕犯錯，只有不嘗試的人才不會犯錯

採訪編輯：總經理室 / 行銷企劃部

USI 在全球有 6 個設計中心，提供強大的技術能力。位於法國格勒諾布爾的 Asteelflash Développement 便是其中的佼佼者。我們這次很榮幸邀請 Asteelflash 設計與開發部門總監 Zied Miri 先生，來與我們聊聊他的團隊與工作心得。



Q1. 請簡單介紹您自己。

我是 Zied Miri，自 2022 年起在 Asteelflash 擔任設計與開發部門總監。我擁有格勒諾布爾理工學院的電子工程學學位，同時在格勒諾布爾工商管理學院獲得雙重管理專業知識，取得管理和創新管理碩士。

起初，我從航太領域的電子工程師做起，在賽峰和卓達宇航獲得了寶貴的經驗。不過，我很快意識到我需要對專案有更全面的瞭解，並積極希望能夠為公司的發展做出貢獻，因此我透過各種角色取得進步，先從專案經理開始發展，進而擔任大型專案經理、硬體開發主管，最終成為電子工程部門總監。

就我個人而言，我已婚，有兩個兒子。除了專業領域之外，我從十幾歲開始就對武術感興趣，嘗試過幾種不同的武術流派，包括空手道、緬甸拳，目前正在學習「LAI MUAI」，這是一項寮國（老撾）的運動。

Q2. 請簡要介紹一下 Asteelflash Développement 團隊。

首先，Asteelflash Développement 在 Asteelflash 內的主要目標是在电路板的工業化及製造過程中協助客戶。眾所周知，產品項目的轉移或開始一個新產品可能會很複雜，我們的角色是協助 Asteelflash 促進這些轉移和引入新的电路板或產品。

不僅如此，我們還提供完整的設計服務；無論是從一個想法、一個需求還是一個規範，我們擁有完成客戶專案從設計到工業化全面所需的技能、經驗和知識。我們提供五大主要專業領域：硬體、軟體、機構、測試台開發和全方位產品設計 (DFx)。我們的優勢在於所有的開發工程師都瞭解工業領域的相關知識，將自身的工業經驗和知識應用到持續改進我們的設計，換句話說，在專案的早期階段我們就考慮了產品的工業化。

最近，我們越來越常與 USI 的同事聯絡，為協助應對客戶的需求。目前，公司正在與客戶 Kalray 合作，近來收到了對方非常積極的回饋。這是一次值得重溫和進一步豐富的經驗，不僅是與該客戶而已，更要擴展到未來的其他客戶。



Q3. 您的團隊如何關注新興技術和行業趨勢，保持市場競爭力？

如前所述，我們在多個領域開展業務。團隊中的設計工程師可能同時參與兩個甚至三個不同的專案，涉及醫療、物聯網和能源等領域。客戶和領域的多樣性要求我們在各方面都具有精湛的能力，並致力於保持技術的前沿，以滿足客戶日益增長的技術需求。

在 Asteelflash Développement，我們擁有一支由專家和技術參考專家組成的團隊。他們有一部份時間投入在技術警覺，積極關注最新趨勢，理解並做出嘗試，旨在將這些創新融入我們未來的解決方案中。這種積極主動的態度使我們能夠為現有客戶和潛在客戶提供最先進的方案，從而在競爭中脫穎而出。

此外，我們還積極與供應商建立密切聯繫。定期舉辦會議以確保團隊緊跟最新的市場趨勢。與合作夥伴的持續合作有助於維持對新興趨勢的瞭解，增強我們保持技術先進和提供獨特解決方案的能力。

Q4. 請分享您的領導風格，且您如何在團隊中營造鼓勵創新和成長的環境？

有一句話一直激勵著我：「成為領導者就是為你的團隊賦予權力。」這一理念與我自己對 Asteelflash Development 領導力的觀點完全一致。我的主要目標是讓每個團隊成員脫穎而出，幫助他們認識到自己是公司整體成功的重要貢獻者。我的方法是讓行動與價值觀保持一致，堅定不移地將言語轉化為行動。

「友好」是我的方法。透過營造出一種相互尊重、相互支持的氛圍，我的目標是在團隊中創造積極的動力。相互信任是重要的價值觀，它為每位成員提供了充分發展所需的空間。

在我看來，不要把公司看成一個金字塔（頂端是老闆），而要把它看成一個連接網路。這個網路越密集、越和諧，就越有效益。在這個網路中，每個人都屬於自己的位置，都能為集體的成功做出充分貢獻。

Q5. 您經歷過最難忘的時刻是什麼？

在職涯中，最美好的時刻莫過於我們嘗試答覆新客戶的設計要求。見證我們對問題不斷增加理解，以及客戶對我們能力的信任增強，確實是一件非常有意義的事情。當客戶認可我們技術方案，對我們充滿信心，緊接著開始實踐專案時，就是最有成就感的時刻。每一次成功都有自己的故事，讓人難以忘懷。

Q6. 根據您自己的經驗和見解，您對希望進入電子製造業的有志之士有何建議？

我的建議是要對電子產業充滿熱情。熱情是我們行業的關鍵要素。它讓我們不斷進步，那些對這一領域充滿熱情的人之所以會成功，是因為他們能夠不斷學習。

我在工程招聘面試中總是會問這個問題：「你家車庫中現在正在進行的最新工程項目是什麼？」通常，充滿熱情的人傾向於滿懷新奇地討論他們的成就，這樣我便明白這些人有很高的潛力。

Q7. 您如何看待近年來人工智慧的快速發展及其在 EMS 行業的應用？

首先，新技術的出現引發了社會的爭論和關切，值得認真考慮，這在數位化轉型期間顯而易見。但先前的轉型與當前人工智慧轉型之間的主要區別在於，整個社會，尤其是 EMS 產業，沒有足夠的時間來適應和理解這項技術，並提出有關可靠性、安全性、效率和道德的問題。

能夠區分合理的擔憂與幻想或誤解是重點，關於自動化和人工智慧導致工作崗位流失的爭論的確普遍存在。在我看來，一些低價值和重複性的工作將在未來幾年內消失，但新的工作和崗位將會產生。最重要的是要有適應能力，再進行培訓，不要錯過現有的機遇。

各國在應對這個轉變時也存在著不平等。中國等國家處於領先地位，而其他國家則落後。在 Astelflash Développement，我們密切關注這一演變，主要是開發軟體和平台方面，AI 可以協助或加快某些開發和產品設計的任務。我們目前正在進行內部測試和評估一些平台和軟體。而在客戶方面，我們看到越來越多的要求涉及人工智慧 /MIL 處理器。我們正在與幾家供應商聯繫，以便為客戶提供量身訂做的解決方案。

Q8. 到目前為止，您的座右銘是什麼？

「若要得到從未擁有過的東西，就必須去做從未嘗試過的事情。」不要害怕犯錯，只有不嘗試的人才不會犯錯。



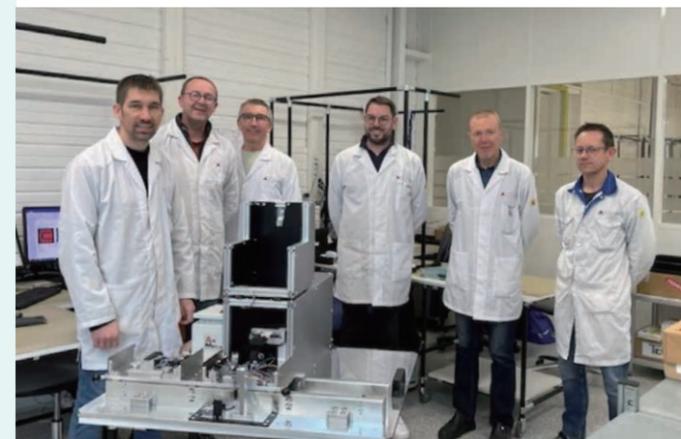
Zied Miri

Director of Astelflash Développement

Don't Be Afraid of Making Mistakes, Only Those Who Don't Try Never Make Mistakes

Interviewed by: President Office / Marketing Communication

U SI has 6 design centers worldwide, providing strong technical capabilities. Astelflash Développement in Grenoble, France, is one of the top performers among them. We are honored to have Mr. Zied Miri, Director of Astelflash Développement, to share his team and work experience with us.



Q1. Please briefly introduce yourself.

I'm Zied Miri, Director of the Design and Development Department at Astelflash since 2022. I hold a degree in Electronic Engineering from the National Polytechnic Institute of Grenoble, along with a dual managerial expertise acquired at the Institute of Business Administration in Grenoble, where I earned a master's degree in Management and Innovation Management.

I began my career as an electronic engineer in the aerospace sector, gaining valuable experiences at Safran and Zodiac Electronics. Quickly realizing that I need a more comprehensive view of projects, desiring to actively contribute to my company's development, I progressed through various roles, starting as a project manager, advancing to program manager, Head of hardware development, and eventually becoming the Director of the Electronic Engineering Department.

On a personal note, I am married and a father of two boys. Beyond the professional realm, I've been into martial arts since my teenage years, trying out several discipline; Karate, Burmese boxing and currently, I am involved in "LAI MUAI," a Laotian sport.

Q2. Please briefly introduce Asteelflash Développement to us.

First of all, the main objective of Asteelflash Développement is to assist Asteelflash's customers during the industrialization and manufacturing process of electronic boards. As we all know, the transfer or the initiation of a new product can be complicated, and the role of us is to assist Asteelflash manufacturing plants and to facilitate these transfers and the introduction of a new electronic board or product.

But not just that, we also provide a complete design service; can it be from an idea, a need or a specification, we have the necessary combination of skill, experience and knowledge to complete the customer project from design to industrialization. We provide 5 main areas of expertise: Hardware, Software, Mechanical, test bench development and DfX. Our strength that all development engineers are aware about industrial topic, and we apply our industrial experience and knowledge to improve continually our design. In other words, we take into account the product's industrialization at the very early stages of the project.

Recently, we have been increasingly reaching out to our colleagues from USI to assist us in addressing client requests. Currently, we're working on a project with the client Kalray, and we recently received very positive feedback from the client. It's an experience worth repeating and further enriching, not only with this client but also with others in the future.

Q3. How does your team stay abreast of emerging technologies and industry trends to remain competitive in the market?

We operate, as previously mentioned, across various sectors. A design engineer within our team might concurrently engage in two or even three distinct projects, spanning domains such as medical, IoT and energy, for example. This diversity in clients and fields necessitates our proficiency across the board and our commitment to staying at the forefront of

technology to meet the growing technical demands of our clients.

At Asteelflash Développement, we have a team of experts and technical reference specialists who allocate a portion of their time to technological vigilance. They actively monitor the latest trends, comprehend them, and experiment with them, aiming to incorporate these innovations into our future solutions. This proactive approach enables us to offer cutting-edge propositions to both our current and prospective clients, setting us apart from competitors.

Moreover, we actively nurture close ties with our suppliers. Regular meetings ensure that we stay abreast of the latest market trends. This ongoing collaboration with our partners helps us maintain awareness of emerging trends, reinforcing our capability to stay technologically advanced and deliver distinctive solutions

Q4. What leadership style do you personally embrace, and how do you foster an environment that encourages innovation and growth within your teams?

I've always been inspired by the saying, "Being a leader is giving power to your teams." This philosophy aligns perfectly with my view of leadership at Asteelflash Développement. My main goal is to highlight each team member, helping them recognize themselves as essential contributors to the overall success of the company. My approach involves aligning my actions with my values, acting with determination to turn words into deeds.

Kindness is a central aspect of my approach. By fostering an atmosphere of respect and mutual support, I aim to create a positive dynamic within our teams. Mutual trust is a crucial value, providing each member with the space needed to fully thrive.

From my perspective, it's essential to see the company not as a pyramid (with bosses at the top) but as a network of connections. The denser and more

harmonious this network, the more effective it becomes. It's a network that allows everyone to have their place and contribute fully to our collective success.

Q5. What was the most unforgettable thing or occasion you have experienced?

The best moments in our profession are when we try to reply to a new client's design request. Witnessing our understanding of the matter grow, along with the client's trust in our ability, is truly rewarding. The most fulfilling moment arrives when the client approves our technical proposal, placing confidence in us, and we start the project. Every success has its own story and remains unforgettable.

Q6. What advice would you give to aspiring individuals looking to enter the electronics manufacturing field, based on your own experiences and insights?

My advice is to be passionate about electronics. Passion is a crucial element in our profession. It enables us to make progress, as those who are passionate about this field succeed because they are capable of continuous learning.

I always ask this question during my engineering recruitment interviews: "What is your latest project in your garage?" Typically, passionate individuals tend to discuss their achievements with a sense of wonder, and I understand that these individuals have high potential.

Q7. What is your idea about the rapid development of AI in recent years and its applications in the EMS industry?

Firstly, the emergence of new technologies sparks societal debate and concerns that deserve serious consideration. This was evident during the digital transformation. The key difference between previous transformations and the current one with AI is that society as a whole, and EMS in particular, have less



time to adapt and comprehend this technology, and ask questions regarding reliability, security, efficiency, and ethics.

It's crucial to differentiate between legitimate concerns and fantasies or misconceptions. The debate over job loss due to automation and AI is widespread indeed. In my opinion, some low-value and repetitive jobs will disappear in the coming years, but new jobs and positions will be created. The essential aspect is to be adaptable and undergo retraining to not miss the train that is already in motion.

There is also inequality among countries in dealing with this transformation. Countries like China are leading, while others are lagging behind. At Asteelflash Développement, we closely monitor this evolution, primarily in the development of software and platforms to assist or expedite certain development and product design tasks. Several platforms and software are currently undergoing internal testing and evaluation. On the client side, we increasingly witness requests involving AI/MIL processors. We are in contact with several suppliers to provide tailored responses to our clients.

Q8. What is your motto for life so far?

"If you want something never had, you have to do something you never did." Don't be afraid to make mistakes. Only those who don't try never make mistakes.

一群人，一段旅程 A Group of People, A Journey Together

作者：上海張江廠 / ALCMM / 微小化模組製造工程中心 / 上海區測試工程處 / 桂冬梅
Author: Shanghai Zhangjiang Site / ALCMM / SiP Manufacturing Engineering Center /
Shanghai Test Engineering Division / Dongmei Guei



我想旅行的意義不僅在於沿途的風景，更在於一群志同道合的人。

The meaning of travel lies not only in the scenery along the way but also in the company of like-minded companions.

入職 USI 已經快 15 年了，很開心參加過公司各類組織的旅遊，特別是疫情過後，大家更珍惜出門的不易，2023 年 12 月 2 號，難得的好天氣，我們微小化模組製造工程中心迎來了第一次大團建。

I've been with USI for nearly 15 years, and it brings me great joy to have participated in various company-

organized trips. Particularly after the pandemic, we've come to appreciate the rarity of going out. On December 2, 2023, under the splendid weather, SiP Manufacturing Engineering Center had its first team-building event. It was a rare and special occasion for all of us.

首發目的地—春秋淹城，俗話說：「明清看北京，隋唐看西安，春秋看淹城。」它不但是國家 5A 旅遊景區，更是千年歷史的縮寫。讓我印象最深的是儒家，在儒家的廣場上屹立著一座孔子雕像，旁邊篆刻著論語，彷彿穿過歷史河流，大家席地而坐，當了一回孔子門生，在西施迷宮，我們觀看了兩千多年前的樂器

「編鐘」表演，演奏者們用最古老的樂器彙集著舞蹈，帶遊客領略春秋的盛世。之後我們坐上孫武點將台，巨大的機械手臂托舉我們升至 55 米高空，在平臺的旋轉下春秋淹城美景盡收眼底。晚上回到酒店又迎來了此行的「重頭戲」—滿蒙八旗相會，超大的蒙古包，特色的烤全羊，讓我們彷彿也豪氣加身，大碗喝酒大口吃肉，酣暢淋漓。

Our first destination is Yancheng ChunQiu Amusement Land. As the saying goes: "Admire Beijing during the Ming and Qing dynasties, Xi'an during the Sui and Tang dynasties, and Yancheng during the Chunqiu Period." It is not only a national 5A tourist attraction but also a story of a millennium of history. What impressed me the most was Confucianism. Standing in the Confucianism Square was a statue of Confucius, and beside it was inscribed with the Analects, as if crossing the river of history. We all sat on the ground and became students of Confucius. In the Xishi Labyrinth, we watched a performance of the ancient instrument "Bianzhong" dating back more than two thousand years. The performers used the oldest instruments to gather dance, allowing visitors to experience the prosperity of the Chunqiu Period. Later, we sat on the amusement ride. The massive mechanical arm lifted us to a height of 55 meters, and under the rotation of the platform, we enjoyed the panoramic view of Chunqiu Yancheng. In the evening, we returned to the hotel and welcomed the "highlight" of this trip—Manchu and Mongolian Feast. With the giant Mongolian yurts and the distinctive roasted whole lamb, we felt as if we were also bold and unconstrained, drinking and eating heartily.



第二天我們來到了茅山國家森林公園，這裡不僅有美麗的景色，還有刺激的遊樂項目，像是網紅極限滑草、天空步道、遊園小火車等，讓大家重返天真爛漫的時光。這邊一定要推薦的一個步行區域必然是「林深見鹿」，不必置身草原，也可以近距離接觸小鹿，悠悠森林中小鹿們自由自在，不期而遇的剎那彷彿置身漫畫世界，讓習慣都市快節奏的我們也難得靜心漫步。

On the second day, we visited Maoshan Forest Park. This place not only offers beautiful scenery but also exciting recreational activities, such as the popular extreme grass sliding, skywalk, and a small amusement train. These attractions allowed everyone to relive carefree moments of their youth. One highly recommended walking area here is the "Deep Forest Encounter with Deer." Without venturing into the grasslands, you can get up close to small deer. The serene forest setting with freely roaming deer creates a magical moment, almost like stepping into a comic book world, providing a rare opportunity for those accustomed to the fast-paced urban life to take a peaceful stroll.

旅行總是短暫，但也讓我們明白生活不止當下，還有遠方更美的風景，最重要還有一群更優秀的人同行。

Travel is always short, but it helps us understand that life is not just about the present; there are more beautiful landscapes in the distance. Most importantly, there are exceptional people to accompany us on the journey.

願景團隊之領導決策與執行

作者：台灣台北辦公室 / ADM / 人力資源總處 / 童婉怡
講師：東吳大學政治系 / 劉必榮教授

領導者一定要會做決策，但是做決策卻不是一件容易的事，2023 年第四季管理論壇，我們很榮幸再次邀請到東吳大學政治系劉必榮教授來分享「願景團隊之領導決策與執行」第二部，帶領我們從簡單到複雜，從淺到深一步一步來看領導者如何做好決策。



劉教授提到領導在做決策時必須考慮的三個因素：**事實、價值、後果**。如果是一般的決策，通常根據下面三個步驟做出我們的選擇。

首先，確定我們共同的目標，其次盤點我們有多少資源，能做多少事，最後再用消去法，刪去不合用的方案，做出最佳的選擇。可是高階主管的決策沒有那麼簡單，尤其難在我們對事實無法掌握，那應該怎麼辦？

第一是從不同的來源汲取資訊。跳出自身決策的小圈子，以避免團體思考的陷阱。有些領導太依賴內部的參考消息、密件，其實公開的報導有時有更多的真實。第二，是以開放的態度，根據新的資訊修正原先

的看法。不要用自己的期待去處理接收到的資訊。沒證據不等於不存在，但也不等於是它存在的證據。

所以在現實世界，一般人的決策並不是理性抉擇，去尋求利益極大化，而是一步一步因應情勢的變化，尋求較好的結果。因此決策必須集體而為，用集體的智慧 (Wisdom of Crowds)，一起創造出結述。劉教授說，我們需要即時做出決策，而不是花很多時間做決策。我們需要委員會成員帶來他們的知識，而不是意見。吵了半天，但沒有人做出決策，還是沒用。

了解決策考慮的因素後，劉教授接著談到「團隊管理」，一位領導要如何組織自己的團隊？要找什麼樣的人？他引用了諸葛亮兵法第二十章《腹心》，對一個領導要找什麼樣的人進入團隊，有深刻的描述如下：

身為將領，應該有自己的左右親信可以諮商事情，有給自己偵察消息通風報信的耳目，有堅決貫徹自己的命令輔佐自己的羽翼。沒有心腹之人，就好比人在黑夜中走路，手腳不知該邁向何處；沒有耳目之人，就好比盲人安靜地生活在黑暗中，不能做自己想做的事，更不能為達到某種個人目的進行鑽營活動；沒有爪牙之人，就好像一個人饑不擇食，吃了有毒的食物，中毒身亡。



所以，明智的將帥，一定要選用學識淵博、足智多謀的人做自己的心腹，要選用機智聰明、謹慎保密、有很強的判斷力的人做自己的耳目，還要選擇勇敢、彪悍的士兵做自己的爪牙。

劉教授強調身為領導一定要有耳目跟心腹來幫他看，幫他聽。但為什麼別人會願意當我的心腹？我能給他什麼？他又為什麼會被我吸引？這都回歸到你的團隊要什麼，身為領導你能給團隊願景、一個能夠改變世界的期待，團隊成員才會願意跟隨，成為心腹。

團隊管理很多時候是跨國團隊，這時必須了解不同文化的不同思維方式，這樣才能減少溝通的障礙。他指出中國人、日本人的思路是圓形的，西方是線性的，像是從 A 點到 B 點，然後再到 C 點，這個就是屬於線性思考。另外，中國人講究整體方向思考，西方人講究以個體為主。

在文化的複雜度上，低情境文化是指思維方式直線發展，溝通方式直接，資訊和角色非常清楚。在低情境文化的國家，你所受教育愈高，就愈能以清楚直接的方式溝通。但高情境文化通常是認為很多事是理所當然，而對方理當知道的，強調潛規則。重視非語言的訊息傳遞。在高情境文化的國家，你所受教育愈高，講話就愈是點到為止。像中國人溝通就是處於高情境，所以很多話只講半句，點到為止。

最後劉教授特別點出，如果我們是在一個多文化的團隊工作，用低情境文化的溝通方式，也就是講得清楚一點，可以避免誤會。讓團隊中的溝通可以更透明更有效率。

感謝劉教授精彩的演講，透過每個故事與案例的分享，讓同仁們從淺到深共同學習領導者如何做好決策與執行。

Cultivate a Visionary Team: How to Lead Decision-Making and Execution

Author: Taiwan Taipei Office / ADM / Human Resource / Sandy Tong

Lecturer: Soochow University Department of Political Science / Professor Bihrong Liu

Leaders must be adept decision-makers, but decision-making is not always easy. In the fourth-quarter management forum of 2023, we are honored to once again invite Professor Bihrong Liu from the Department of Political Science at Soochow University to share the second part of "Leadership Decision-Making and Execution of the Visionary Team." Join us as we delve step by step, from the simple to the complex, from the shallow to the profound, into how leaders can make effective decisions.



Professor Liu mentioned three factors that leaders must consider when making decisions: **facts, values, and consequences**. For general decision-making, choices are typically made based on the following three steps.

First, establish our common goals; second, take stock of the resources we have and what we can accomplish; and finally, use the process of elimination to discard unsuitable options and make the best choice. However, decision-making for senior executives is not as simple, especially when we cannot fully grasp the facts. What should be done in such situations?

The first step is to gather information from different sources, breaking out of the confines of individual decision-making to avoid the pitfalls of groupthink. Some leaders may rely too heavily on internal

references and confidential information, whereas publicly available reports sometimes offer a more accurate picture. The second step is to maintain an open-minded attitude and adjust initial perspectives based on new information. Do not handle received information based on your own expectations. The absence of evidence does not mean non-existence, but it also does not imply evidence of existence.

Therefore, in the real world, the decision-making of ordinary individuals is not necessarily a rational process seeking to maximize benefits. Instead, it is a step-by-step response to changing circumstances, aiming for better outcomes. Consequently, decision-making needs to be a collective effort, utilizing the wisdom of crowds to collectively create a comprehensive solution. Professor Liu emphasized the need for making decisions promptly rather than spending an

excessive amount of time on the decision-making process. We need committee members contributing their knowledge rather than just expressing opinions. Engaging in lengthy arguments without reaching a decision is ultimately ineffective.

After discussing the factors to consider in decision-making, Professor Liu then delved into "Team Management," addressing how a leader should organize their team and what kind of individuals to look for. He referenced Chapter 20, "Trusted Advisors," from Zhuge Liang's Art of War, offering profound insights into the qualities a leader should seek in team members. The description is as follows:

As a military commander, one should have trusted confidants for consulting on matters, individuals to gather intelligence and provide timely information, and steadfast followers to wholeheartedly execute orders, serving as supporters. Without the trusted advisors, it is like a person walking in the dark, his hands and feet do not know where to go; without the informants, it is like a blind person living quietly in the darkness, unable to do what he wants to do, let alone engage in studying activities to achieve a certain personal purpose; without supporters, it's akin to a person being forced to eat indiscriminately when hungry, risking the consumption of poisoned food and succumbing to toxicity.

Therefore, wise commanders must choose knowledgeable and resourceful individuals as their trusted confidants, opt for clever and discreet individuals with strong judgment as their informants, and select brave and capable soldiers as their supporters.

Professor Liu emphasizes that as a leader, it is essential to have trusted confidants and reliable sources to observe and listen. However, why would others be willing to be my confidant? What can I offer them? What attracts them to me? It all comes back to what your team needs. As a leader, you can provide the team with a vision, an expectation that has the potential to change the world. Team members will be willing to follow and become confidants when

inspired by such a vision.

In team management, especially within multinational teams, it is crucial to understand the diverse ways of thinking in different cultures to minimize communication barriers. Professor Liu points out that the thought process of Chinese and Japanese individuals is more circular, while in the Western context, it tends to be linear—progressing from point A to point B, and then to point C. Additionally, Chinese culture emphasizes holistic directional thinking, whereas Western culture places a greater emphasis on the individual perspective.

In the culture complexity, low-context cultures refer to linear thought development, direct communication, and clear information and roles. In countries with low-context cultures, higher education is often associated with clear and direct communication. On the other hand, high-context cultures typically assume that many things are taken for granted and that the other party should be aware of them, emphasizing implicit rules. Non-verbal communication is highly valued. In countries with high-context cultures, higher education often leads to more succinct speech, where communication is more implicit. For example, Chinese communication is considered high-context, and many expressions stop at half-sentences.

Professor Liu concludes by emphasizing that when working in a multicultural team, using the communication style of low-context cultures, which is clearer and more explicit, can help avoid misunderstandings. This approach promotes transparency and enhances the efficiency of communication within the team.

Thank you for Professor Liu's insightful lecture. Through the sharing of each story and case study, colleagues have collectively learned how leaders make effective decisions and execute them, progressing from basics to deeper insights.



2024 IWD #InspireInclusion 【USI 兼容並蓄】全球婦女節響應活動

採訪編輯：總經理室 / 行銷企劃部

近年來女權議題越來越被國際所關注，USI 希望也能透過參與該活動共同響應此議題，同時，從參與過程中喚起各位員工對於此項活動的認識，在職場上更加包容彼此、兼容並蓄。為呼應 2024 年國際婦女節主題 Inspire Inclusion (兼容並蓄)，我們邀請全球多位高階主管以及招募團隊受訪，針對今年度主題表達想法。



聽聽高階主管怎麼說？



雷云天 / 亞洲二區事業處暨行政管理 業務處長

透過 2024 年國際婦女節的響應，我們會更積極思考如何在職場上實現兼容並蓄。女性工作者往往更富有同理心，更細緻及能更好地理解他人，思考如何更充分地發揮女性的優勢，並幫助她們更好地平衡工作和家庭，互相分享更多實用的經驗和方法，這不僅有助於提高職場的多元性，還能營造一個更加溫馨和諧的工作環境。讓我們攜手參與這個有意義的活動，為實現工作和生活的完美平衡共同努力！

史金鵬 / 集團戰略投資 資深副總

女性在職場上所展現的優勢越來越突出，因此打造一個兼容並蓄的企業文化更顯重要。不僅有助於保持工作和生活的平衡，更能鍛造出更具韌性和競爭力的團隊。擁有包括女性在內的多元化員工隊伍，可為團隊帶來不同的視角。這種多元性有助於培養創造和創新能力，提高任務和項目的正確性、精準度和效率。因此，我們應該積極促進多元性，創造互相支持的工作環境，不僅有益於個人成長，也有助於整個企業的成功。





謝妙兒 / 垂直應用產品方案事業處 處長

在談到 USI 國際婦女節活動時，我深感參與社會和職場中的兼容並蓄格外重要。利他而行的態度不僅有助於改造一個更美好的世界，同時也能促使個人的成長。在職場上，理解同事的需求並給予支持，創造一個互相尊重和協作的環境尤其重要，我們可以共同努力實現職場和生活的平衡。因此，我認為關心他人、參與社會、並保持利他的心態，不僅有助於改善職場氛圍，也將在個人層面為成就自我成長帶來豐富的回報。

Andy Galley / Powertrain 事業處 副總

任何成功的組織都會在「兼容並蓄」的基礎上，建立多元化價值觀，積極鼓勵並在日常生活中實踐平等，發揮女性在工作場所的優勢。我們應該重視的特點是，女性不僅有能力完成非常細緻、甚至是重複性的複雜工作，而且還能勝過男性。此外，女性更加體貼、關心和富有同情心，表現出較高的情緒智商，能夠協調員工關係，使組織不斷發展壯大。因此，讓「兼容並蓄」與我們 USI 同在，我們共同努力，將其發展成為我們的企業文化。



孔令易 / 金橋暨盛夏營運暨供應鏈管理中心 副總

我相信女性所擁有的核心優勢是不可忽視的。她們具有強大的韌性，面對困境能被激發出更多力量，戰勝困難。為實現這樣的兼容，我們可以從以下幾點著手：

- 自信：保持向前一步的勇氣，敢於展現觀點和想法
 - 溝通：清晰表達，聆聽意見，有助增加影響力和人際關係
 - 細緻：注重細節，獨特的細緻更容易發現問題的關鍵所在
- 透過這些方式，我們可以共同促進一個充滿包容和平衡的職場環境，讓每位女性都能充分發揮自身優勢。



2024 IWD #InspireInclusion

USI x International Women's Day

Consolidated by: President Office / Marketing Communication

In recent years, the issue of women's rights has gained more and more attention. USI hopes to respond to this issue by participating in this global event. At the same time, through participation, we expect to raise awareness of this event among our worldwide employees to inspire more inclusion of each other in the workplace. To echo the theme of International Women's Day 2024 "Inspire Inclusion", we have invited the recruitment team from different sites, as well as several senior executives to be interviewed for their thoughts on this year's theme "How will you inspire inclusion".



Listen to the USI Executives



Grace Lei / Director of Asia2 Business Div. & ADM

Women workers tend to be more empathetic, more meticulous, and better able to understand others. We should consider more about how to make the most use of women's strengths, help them better balance work and family, and share more practical experiences and methods, which not only help to increase diversity in the workplace but also create a more welcoming and harmonious work environment. Let's join hands in this meaningful event and work together to achieve the perfect work-life balance!

JinPeng Shi / Corp. SVP of Strategic Investment

As women become more prominent in job careers, creating an inclusive company culture is even more essential. Not only does it help maintain work-life balance, but it also creates a more resilient and competitive team. Having a diverse workforce, including women, brings different perspectives to the team. This diversity fosters creativity and innovation and improves the accuracy, precision, and efficiency of tasks and projects. Therefore, we should actively promote diversity and create a supportive work environment that contributes not only to individual growth but also to the success of the organization.



Susan Shieh / Director of Vertical Product Solutions BU

Being altruistic not only helps to change the world for the better but also fosters personal growth. It is especially crucial to understand and support the needs of our colleagues, creating an environment of mutual respect and collaboration where we can work together to achieve work-life balance. Therefore, I believe that being altruistic will not only help improve the atmosphere in the workplace but will also bring rich rewards for self-growth on a personal level.



Andy Galley / GM of Powertrain BU

Any successful organization will have diversity values built within "inclusion", actively encouraging and living equality in our daily lives and leveraging the advantages of women in the workplace. Characteristics we should value are the hard-working nature, ability to perform very detailed, sometimes repetitive, and complex work that often women can not only complete but can outperform men. Additionally, women are known to be more considerate, caring, and compassionate, displaying high emotional intelligence and harmonizing with the employees. So, let "inspire inclusion" stay with us in USI, and we shall work together and grow it into our company culture.



Carol Kong / AVP of JQ&SX BM & SCM Center

I believe that women have a core strength that cannot be ignored. They are detail-oriented, resilient, and inspired to overcome difficult situations. To achieve the inclusion, we can start with the following:

- Confidence: Always maintain the courage to take a step forward and dare to express own opinions and ideas.
- Communication: Express oneself clearly and listen to others' opinions will help increase influence and interpersonal relationships.
- Meticulousness: Pay attention to details, with unique meticulousness and sensitivity, making it easier to identify the key issues.

In these ways, we can work together to promote an inclusive and balanced environment where every woman can realize full potential.



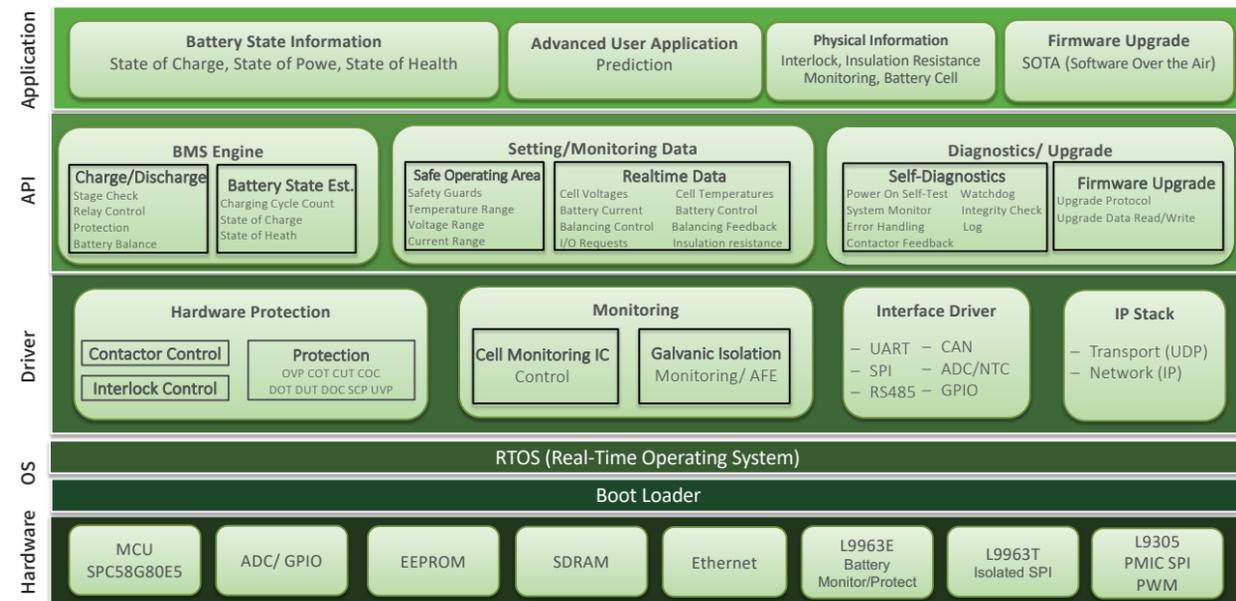
電動車革命關鍵之 電池管理系統(下)

作者:台灣草屯廠 / APE & Telematics Powertrain BU / R&D Div. / 廖銘政
永續委員會 綠色產品與創新小組 / 總幹事 / 謝世南

上期介紹了電池管理系統 (Battery Management System, BMS) 的硬體架構，接著介紹其軟體架構。

BMS 的軟體架構如圖一所示，整個系統首先透過電池監測模組 (Battery Monitoring Unit, BMU) 從電池組獲取關鍵數據，包括電壓、電流和溫度，這些數據透電池建模和預測模塊被用來預測電池的性能和剩餘壽命，進而最大程度地優化電池的使用。

電池控制單元 (Battery Control Unit, BCU) 在充放電控制上確保這些操作在最佳範圍內進行，以提高能源轉換效率。為了維持電池芯之間的均衡，電壓均衡模塊監控和維護電壓均衡，防止單體電池芯充放電不平衡；溫度管理模塊則負責監測並控制電池的溫度，以防止過熱或過冷對電池的影響。故障診斷模塊持續監控電池的工作狀態，及時檢測並診斷異常情況。在發現問題時，該模塊會觸發保護機制，例如切斷電池電源，以防止損壞或安全風險。通訊模塊使 BMS 能夠與其他車輛系統協同作業，確保整個車輛系統的協調操作。



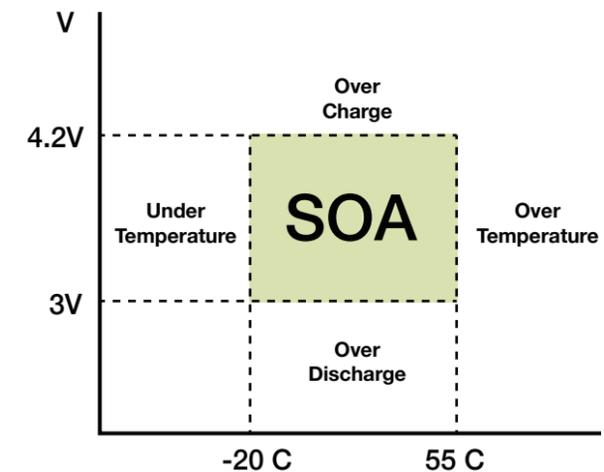
圖一 BMS 軟體架構圖

電池芯監測與電壓平衡，透過 Analog Front End (AFE) 晶片量測電池芯的電壓與溫度，所量測到的數據通常運作於：

1. 檢查電池芯是否始終在其安全操作範圍 (Safe Operating Area, SOA) 內運作，並在達到 SOA 限制時進行報告。
2. 測量電池芯的電壓以確定充電狀態。
3. 報告電池芯的溫度，以進行電池組的熱管理。

安全操作區域

BMS 確保電池的溫度和電壓始終操作在安全操作區域內，如圖二所示，應遵循電池製造商的數據，避免電池在充放電過程中，操作在不正確的溫度和電壓範圍，而危害到電池的使用安全。



(Source: <https://www.engineersgarage.com/understanding-battery-management-systems/>)

圖二 電池組的安全操作範圍 (SOA)

電量狀態

SoC 的值通常以百分比表示，從 0% 完全放電到 100% 完全充電，能讓我們瞭解電池中還剩下多少能量，或者電池已經使用了多少能量。知道電池的 SoC 對於有效地管理電池，防止過度放電或充電，以及最大程度地延長電池的壽命都至關重要。

常用 SoC 的計算方式，如開路電壓查表法 (Open-Circuit Voltage Estimation)、卡爾曼濾波器法 (Kalman Filter) 與庫侖計量法 (Coulomb Counting) 等。這邊就庫侖計量法進行介紹，庫侖計量是透過電池電流讀數對使用時間的積分計算 SoC 值。

$$SoC(t) = SoC(t-1) + \frac{I(t)}{Q_n} \Delta t$$

其中：

SoC(t) = 在時間 t 所估計的 SoC

SoC(t-1) = 在時間 t-1 的初始 SoC

I(t) = 在時間 t 的充電或放電電流

Qn = 電池單元的額定容量

Δt = t-1 和 t 之間的時間差

為了求得較精確的 SoC，則需要知道電池單元的起始 SoC，即方程式中的 SoC(t-1)，可以作為將電池充分充電到最大電池電壓的參考點。

電池健康狀態

這是另一個 BMS 中重要的模塊，它指的是電池的健康狀態，SoH 提供了有關電池當前狀態和其原始性能之間差異的訊息，通過監測電池的充放電效率、內阻、容量減少等指標來評估。

BMS 的 SoH 功能包括：

1. 電池容量估算：通過追蹤電池的實際充放電行為，BMS 可以估算電池的實際容量。這有助於確定電池相對於其初始容量的健康程度。
2. 電池內阻量測：內阻是電池中的重要參數，它直接影響充放電效率。
3. 電池溫度效應：高溫和低溫都可能對電池的性能產生負面影響。BMS 需監測並評估電池在不同溫度下的表現，以評估其 SoH。

SoH 的評估對於確定電池的壽命和效能至關重要，當電池的 SoH 下降時，BMS 可以提供相應的警告，協助使用者進行維護或替換操作，從而延長整個電動車系統的使用壽命。

總結

BMS 在電動車領域扮演著至關重要的角色，作為實現電動車革命的核心技術之一。透過對電池的全面監測和保護，BMS 有效降低了火災、爆炸和其他危險事件的風險，同時延長了電池的壽命，增加了電池的續航力，進一步減少了使用者對於里程的擔憂。如內容所介紹，BMS 的硬體和軟體架構涵蓋了多個關鍵功能，包括電池監測、充放電控制、電池平衡、故障檢測和保護等。其精密的設計與控制，確保電池操作在最佳狀態，同時提供安全、高效、可靠的動力系統。透過 BMS 的複雜功能模塊，我們能夠實現電池的最佳使用，確保其在安全範圍內作業，充分發揮電池的性能。因此，BMS 的發展不僅推動了電動車的發展，更在確保電動車安全性和可靠性方面扮演了不可或缺的角色。隨著技術的不斷進步，BMS 將繼續演進，以滿足日益增長的電動車市場需求，這將有助於降低碳足跡，減少對環境的衝擊。

Battery Management System The Key to Electric Vehicle Revolution Episode II

Author: Taiwan Tsao-tuen Site/ APE & Telematics Powertrain BU / R&D Div. / Alvin Liao
Sustainability Committee Green Products and Innovation Taskforce / Coordinator/ Pack Hsieh

Last time we talked about the hardware architecture of Battery Management System (BMS). This time, we are going to look at the software architecture.

Figure 1 is showing the BMS software architecture. The entire system gets key data from the battery pack through Battery Monitoring Unit (BMU), including voltage, current and temperature. The battery modeling and prediction module utilizes these data to predict battery performance and remaining capacity for the optimized battery use to the maximum extent possible.

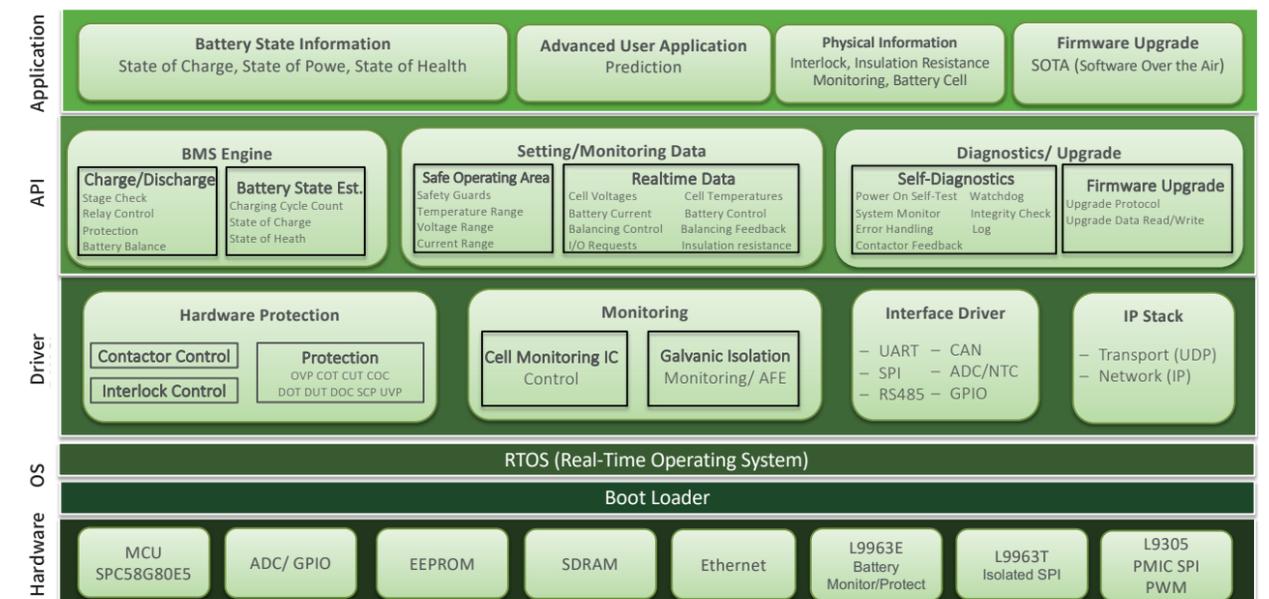


Figure 1 Shows BMS Software Architecture

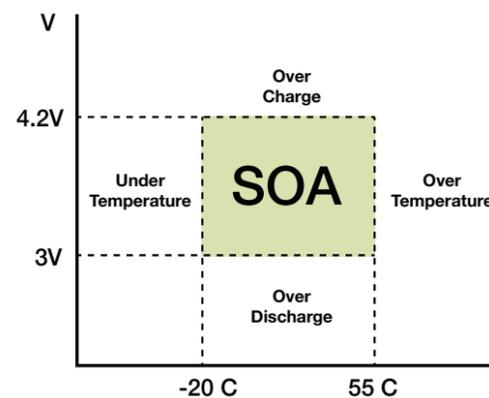
The Battery Control Unit (BCU) ensures that all operations on charge and discharge control are performed within the optimal range to improve energy conversion efficiency. To maintain the balance among battery cells, the voltage balancing module monitors and maintains voltage balance to prevent charging and discharging imbalance among individual battery cells. The temperature management module monitors and controls battery temperature to keep batteries from over- or under-temperature. The diagnosis module monitors batteries' working conditions continuously and detects faults in time. When a problem is detected, the module triggers a protection mechanism, such as disconnecting battery power, to prevent further damage or safety risk. The communication module allows BMS to work with other vehicular systems in coordination and, therefore, ensures the harmonized operations of the entire vehicle as a whole system.

The battery cell monitoring and voltage balancing measure the voltage and temperature of the battery cells through the analog front end (AFE) chip. The measured data are often used to:

1. Check whether the battery cells always working within the safe operating area (SOA) and report when a SOA limit is reached
2. Measure battery cell voltage to ensure its charging state
3. Report battery cell temperature for the thermal management of battery packs

Safe Operating Area, SOA

The BMS ensures that the temperature and voltage of battery are always within SOA, as shown in Figure 2. The specifications of battery manufacturer must be observed to keep battery from operating in the incorrect range of temperature and voltage while charging / discharging, as this will compromise the safety of battery use.



(Source: <https://www.engineersgarage.com/understanding-battery-management-systems/>)
Figure 2 Safe Operating Area (SOA) of Battery Pack

State of Charge, SoC

SoC allows us to see how much energy is left in a battery, or how much energy has been drawn from the battery, usually expressed in %, from 0% for full discharging to 100% for full charging. Knowing the SoC of battery is highly important to effectively manage battery, preventing over-charging or discharging, and extending battery life to the greatest possible extent.

The common methods used to do the SoC calculation are Open-Circuit Voltage Estimation, Kalman Filter, and Coulomb Counting, etc. Here we will introduce Coulomb Counting. Coulomb Counting calculates the shock value by integrating the battery current reading with the usage time.

$$SoC(t) = SoC(t-1) + \frac{I(t)}{Q_n} \Delta t$$

where:

SoC(t) = estimated SoC at time t

SoC(t-1) = initial SoC at time t-1

I(t) = charging or discharging current at time t

Q_n = rated capacity of battery unit

Δt = time difference between t-1 and t

For having a more accurate SoC, it is necessary to know the initial SoC of a battery unit, which is SoC(t-1) in the equation which is the reference point to fully charge the battery to the maximum battery voltage.

State of Health, SoH

This is another important module in BMS, as it provides information on how healthy a battery is. SoH provides information about the current status of a battery and its difference from its original performance. The evaluation is performed by monitoring several indicators of a battery, including charging/discharging efficiency, internal resistance and reduction in capacity.

The SoH functions of BMS include:

1. Battery capacity estimation: by tracking the actual charging and discharging behaviors of battery, BMS can estimate the actual capacity of the battery, which helps determine how healthy the battery is in relation to its initial capacity
2. Battery internal resistance measurement: Internal resistance is an important parameter in the battery, which directly influences on its charging and discharging efficiency
3. Battery temperature effect: both high and low temperatures have negative impacts on battery performance. BMS needs to monitor and evaluate the battery performance at different temperatures to assess its SoH

The SoH assessment is imperative to determine the service life and performance of the battery. When the SoH of the battery drops, the BMS can provide respective warning to help user with maintenance or replacement, thereby extending the service life of the entire electric vehicle (EV) system.

Conclusion

BMS plays a crucial role in the EV field as one of the core technologies for leading to the EV revolution. Thanks to the comprehensive battery monitoring and protection, BMS reduces the risks of fire, explosion and other dangerous events effectively, while prolonging battery life, improving battery durability and minimizing the range anxiety in users. As presented in the article, the hardware and software architectures of BMS cover several key functions, including battery monitoring, charging and discharging control, battery balancing, fault detection and protection. The sophisticated design and control ensure batteries operating in their best conditions and provide a safe, efficient and reliable power system. With the sophisticated functional modules in the BMS, the optimized use of the battery is realized, ensuring that the battery operates to its full extent within the range of safety. Therefore, the development of BMS not only drives the development of EVs, but also secures its indispensable role in EV safety and reliability. With the constant progression of technology, the BMS will keep on evolving to satisfy the continuously growing demands in the EV market. This will be ultimately helpful for reducing carbon footprint and, thus, environmental impacts.

波蘭 Poland

2023 歲末狂歡 USI Poland Christmas Party

作者 Author: 波蘭廠 Wroclaw Site / PL HR&GA Dept. / Katarzyna Jurczyk



12月初，波蘭廠為員工們舉辦了聖誕晚會。同仁們品嚐美味佳餚，並在DJ的音樂下盡情享樂。活動開始，由廠總經理吳書品致辭，他簡要總結過去一年的工作狀況，表達新年的期望和計劃。此外，他也對所有員工的工作、貢獻和承諾表示衷心感謝，祝願所有員工及其家人聖誕快樂，在2024年新年取得成功，並邀請大家在派對中同樂。

大家享用了豐富的平安夜大餐，包括羅宋湯配餃子、包有捲心菜和蘑菇的餃子、炸魚、鮭魚等波蘭傳統佳餚。美味的晚餐過後，人資部經理 Magdalena Hanuszewicz 與書品一起為波蘭廠最有奉獻精神的員工頒獎，獲獎的同仁們毫不掩飾自己的欣喜和激動。

隨著DJ音樂響起，大家紛紛進入舞池。為了增加活動的趣味性，員工們還可以參加趣味競賽，包括瞭解公司歷史、猜測公司生產的產品和部件等。同仁們非常投入，展現出豐富的知識。活動取得了圓滿成功，現場洋溢著歡樂、掌聲和感動。

我們相信，新的一年將好事連連，充滿成功的喜悅。我們已經做好了取得成功的準備，同時也做好了面對和克服困難的準備。這次聖誕派對證明了我們是一個大家庭，隨時準備迎接2024年的所有新挑戰。

At the beginning of December, Wroclaw Site organized a Christmas party for employees. Employees could enjoy delicious food and have fun with great assistance of a DJ. The event began with Site GM Shupin Wu's speech, who briefly summarized the past year and expressed his expectations and plans for the upcoming New Year. He also expressed great gratitude for the work, contribution and commitment of all employees, wishing all employees and their families a Merry Christmas and success in the New Year 2024, and inviting everyone to join the party.

A wide selection of Christmas Eve dishes was provided, including traditional Polish dishes such as red borscht with dumplings, dumplings with cabbage and mushrooms, fried fish, herring and many others. After delicious dinner, HR Department Manager Magdalena Hanuszewicz, together with Site Director



- Shupin Wu, handed awards to the most committed employees of the site. The awarded employees did not hide their surprise and emotions.

As the DJ played the music, the dance floor was filled very quickly. To diversify the fun, employees could take part in competitions, including knowledge about the company's history and guessing hidden products and components manufactured by our Site. The employees were very engaged and showed great knowledge. The event was a success, there was joy, applause and touching moments.

We believe that the New Year will be full of good things and full of success. We are ready to achieve success but also ready to face and overcome difficulties. The Christmas meeting proved we are one big family ready to face all new challenges which New Year 2024 may bring to us.

墨西哥 Mexico

2023 年末派對 2023 USI Guadalajara Christmas Party

作者 Author: 墨西哥廠 Guadalajara Site / HR Div. / Ana Alfaro



12月8日星期五，GDL廠舉辦了最令人期待的活動——聖誕晚會，全體員工迎接聖誕老人的到來。是的，聖誕老人來看望我們了！許多同事利用這個特殊的時刻與他合影留念。歡迎所有員工齊聚一堂後，主管們對充滿成功、挑戰和未來發展的2024年表達自身的期許。

隨後我們進行了一場抽獎活動，由人力資源部的同仁從箱中抽出幸運者的號碼，一共有259位同仁獲獎。

頒獎典禮結束後，緊接著是一場特別的晚宴，前菜是鮮蝦塔可餅，主菜提供雞肉或里脊肉搭配馬鈴薯泥，此外還有小巧的巧克力蛋糕作為甜點。在開始正餐之前，每張桌子上還都先送上了一盤冷盤供大家品嚐。

當同仁們用餐完畢時，燈光熄滅，音樂響起，我們來到了活動的壓軸——跳舞。所有員工隨著《瑪卡蓮娜》和《Achy Breaky Heart》的節奏跳起舞來，模仿這些經典舞蹈的舞步，為這個所有員工滿懷歡樂的盛大活動劃下美好句點。



On Friday, December 8th, the most anticipated event of USI GDL Site was held - the Christmas Party, where all employees welcomed Santa Claus. Yes, Santa Claus came to visit us! Many colleagues took advantage of this special moment to take a photo with him. After welcoming all the employees, the directors gave a few words of gratitude and expectation for a year full of success, challenges, and future growth for 2024.

Following this, a raffle event was held, and members of Human Resources took out a piece of paper with the number of the winning employee. A total of 259 colleagues received awards.

At the awards ceremony, a special dinner was prepared. Shrimp tacos were offered as an appetizer and as a main course, chicken or tenderloin with sweet potato puree and a small chocolate cake for dessert. Before the dinner, a plate with cold meats was left on each table to taste.

After the colleagues finished dinner, the lights went out and the music began to play throughout the place, bringing the most fun moment of the entire night, the dancing! All employees started to dance with the rhythm of the Macarena and Achy Breaky Heart, imitating the choreography of these classic dances, bringing this great and long-awaited event for all employees to a great end.

越南 Vietnam

2023 海防成果豐碩之年 2023 A Flourishing year of USI(HPH)

作者：越南海防廠 / ALCMM / HPH OPS / Emma Vu
Author: Vietnam Haiphong Site / ALCMM / HPH OPS / Emma Vu



2023 年 12 月 16 日，海防廠舉辦年會活動，慶祝一整年工作的圓滿完成。今年，我們很高興邀請到特別來賓——資深副總 Gilbert 與我們一起分享慶祝的喜悅。管理團隊和海防廠的所有員工都參加了此次活動，使這個活動更具有包容性和紀念意義。

活動在一段勾起無數回憶的影片中拉開帷幕，我們彷彿都回到了 2023 年的難忘旅程，經歷了無數的感動。2023 年對海防廠而言是個重要的里程碑，我們不僅成功地管理了 SiP 產品，還有一些新的專案正在進行中，涵蓋了我們多元化的產品範疇。這充分證明了海防廠每位同仁為確保客戶滿意所付出的奉獻和努力。

董事長 Jeffrey、總經理暨營運長 CY 以及資深副總 Jim 在影片致辭中對海防廠在 2023 年取得的成就表示祝賀。此外，他們也希望全體員工做好準備，迎接充滿挑戰的新一年，為在 2024 年取得傲人成績一起努力。

隨後，廠總經理劉惠民先生上台演講，對這一年的業務進展進行評價，並向所有員工送上了新年的祝福，希望各位新年快樂、萬事如意。為了感謝員工的寶貴貢獻，惠民向 17 位表現優異的員工頒發了獎項，其中包括 6 位最佳教師獎和 5 個 2023 年度 5S/CI 冠軍證書。

晚會上，來自不同部門的六支隊伍帶來了精彩的表演。這些表演不僅精彩絕倫，而且蘊含著寓意深刻的傳統故事，深深觸動觀眾。舞蹈表演更是火力全開，點燃了整個舞台。大家都翹首以盼的「幸運大抽獎」活動也如期而至。

在迎接 2024 年到來之際，我們堅信海防廠將繼續蓬勃發展，在未來的歲月裡，我們的公司將更加成功！



On December 16th, 2023, HPH Site organized a Year-End Party to celebrate the successful completion of a full year of operations. This year, we were pleased to have a special guest – SVP Gilbert – join us to share the joy in our celebration. The event was attended by the entire Management team and all employees at HPH Site, making it an inclusive and memorable program to celebrate our achievements.

The event began with a video that brought back countless memories. We were all transported back to the unforgettable journey of 2023, experiencing a multitude of emotions. Y2023 marks an important achievement for USI HPH as we have not only successfully managed SiP products, but also have some new projects in the pipeline for our diverse range of products. This serves as proof of the dedication and hard work put in by each member of the HPH team to ensure customer satisfaction.

The Chairman, Jeffrey Chen, President & COO CY Wei, and Corp. SVP Jim Cao conveyed their congratulations to the HPH site for its accomplishments in 2023 in a video message. Additionally, they expressed their expectation that all employees should prepare for a

new challenging year and collaborate towards achieving remarkable results in 2024.

Following that, Site GM Huimin Liu delivered a speech to assess the business progress over the past year and extended well wishes for a joyful and prosperous new year to all the staff. As a token of appreciation for their valuable contributions GM conferred awards upon 17 employees who demonstrated outstanding performance, six awards for the best teachers and five 5S/CI Champion Certificates in 2023.

The party was a spectacle, with six teams from different departments delivering fantastic performances. These performances were not only astonishing but also carried meaningful and traditional stories that truly resonated with the audience's emotions. The dance performance was so electrifying that it set the stage on fire. Moreover, the event everyone was eagerly waiting for was the "Lucky Draw".

As we bid farewell to 2023 and welcome the arrival of 2024, we have great confidence that USI HPH will continue to thrive, and our organization will become even more successful in the years ahead.

惠州 Huizhou

駿業乘風起 奮進展龍威 Ride the Wind Upwards to Achieve in the Year of Dragon



作者：惠州廠 / SZ&HZ&KS OPS &VP / 行政管理部 / 文海威
Author: Huizhou Site / SZ&HZ&KS OPS &VP / ADM / Victor Wen

1月17日，惠州廠年會正式開始，首先由 David、Vincent 兩位高管登台，為 2024 年畫龍點睛注入能量。兩位大家長為年會致辭，2023 年我們取得了許多優異的成績，展望未來，堅信在所有同仁的努力下會越來越好！祝福各位人生出彩，夢想成真！

開場節目，要的就是創意感和氛圍感，《大鬍子鐮射舞》震撼出場！接下來各部門帶來的節目精彩紛呈：USI 男團《卡拉永遠 OK》、勁爆街舞《IMMA GETIT》、快樂燃脂《Handclap》、原創相聲《我愛大亞灣》、甜蜜串燒《愛你》、歌舞表演《一路生花》、光影劇《榮光啟航》、藝術敦煌《飛天》、港風懷舊《恰恰恰》、人屏互動《連結未來》，在資

深副總 David 的指揮下，公司專業的合唱團成員們，為我們帶來歌曲《這世界那麼多人》，主管們集體演唱的《再回首》更是再次讓我們體會到了合唱的和諧之美。

在這激動人心的時刻公司更是為年度模範員工們準備了頒獎儀式以及全員參與的抽獎環節，歡慶新年的到來。讓我們共同向模範員工及中獎同仁表示衷心的祝賀。

站在歲末，我們回望過去，過去的一年，有太多的感動與故事；站在歲首，我們期盼未來。未來的一年，我們有更多的期望與夢想，明年再見！

On January 17th, the Year End Party of Huizhou Site officially began. It started with speeches from David and Vincent, injecting energy into 2024. The two executives highlighted the achievements of 2023 and expressed confidence in a brighter future with the efforts of all colleagues. They wished everyone a successful life and dreams come true!

The opening program aimed to create a sense of creativity and atmosphere, with the spectacular performance of "The Great Beard Laser Dance"! Following that, various departments presented a variety of exciting performances: the USI Boy Band "Cara Forever OK", the energetic street dance "IMMA GETIT", a lively dance "Handclap", an original comedy sketch "I Love Daya Bay", a sweet medley "Love You", a song and dance performance "Blossom All the Way", a light and shadow play "Setting Sail in Glory", an Dunhuang dance of "Flying", a nostalgic Hong Kong-style dance "Cha Cha Cha", and an



interaction dance "Connecting the Future". Under the direction of SVP David, the professional choir members presented the song "Empty World," while the chorus of "Looking Back Again" by the supervisors allowed us to experience the beauty of harmony in singing.

At this exciting moment, we also prepared an award ceremony for the outstanding employees of the year and a raffle involving all employees to celebrate the arrival of the new year. Let us extend our heartfelt congratulations to the model employees and the lucky winners together.

As we stand at the end of the year, we look back on the past, where there have been many emotions and stories. Standing at the beginning of the year, we look forward to the future. In the coming year, we have more hopes and dreams. See you next year!

昆山 Kunshan



作者：昆山廠 / SZ&HZ&KS OPS & VP / 行政管理部 / 金玲
Author: Kunshan Site / SZ&HZ&KS OPS & VP / ADM / Ling Jin

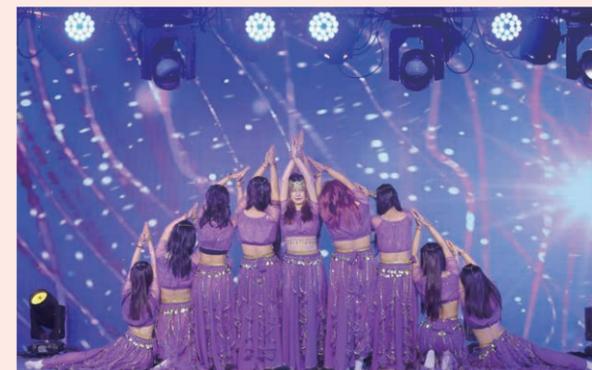
1月18日，昆山廠旺年會在廠區 S03 號樓拉開帷幕。David、Andrew、Eric 三位長官以及政府、客戶等嘉賓與全體員工歡聚一堂！這次盛會既是對過去一年成就的回顧與總結，也是對新一年的展望與規劃。

三位長官肯定了全體同仁在 2023 年為公司發展做出的努力，指出在這不平凡的一年，我們做出不凡的成績，榮獲江蘇省綠色工廠、江蘇省優秀勞動關係和諧企業等省市各級榮譽，上交優秀的答卷。並強調 2024 年機遇與挑戰並存，我們要以「闖」的勁頭、「幹」的作風，助力公司蓄力向前，永續發展。

隨後由昆山廠總經理 Eric 為本年度優秀員工進行表彰，他們用耐心與毅力展示對崗位的熱愛和忠誠，收穫了到場同仁的掌聲！

公司同仁積極參與此次年會，精心編排了歌舞、樂器演奏、小品等節目，帶來一場獨具特色的視覺盛宴。現場歡聲笑語、高潮迭起，將溫馨的大家庭文化展現得淋漓盡致。晚會的又一高潮時刻，就是抽獎環節，每一輪抽獎都充滿了緊張和期待，同仁們大聲呼喊自己的名字，期待抽到自己，將現場氛圍推向高潮，給整個晚會增添了一抹歡樂的濃彩。

歲月不居，時節如流，攢下運氣，帶上福氣，拼出積極，搏出努力，告別 2023，迎接 2024，願在新的一年里繼續揚帆起航，再創佳績。



On January 18th, the Year End Party was held at Building S03 in Kunshan Site. David, Andrew, Eric, and other guests from the government, customers, and all employees gathered together! This grand event served as both a review and summary of the achievements of the past year and an outlook and planning for the new year.

The three executives praised all colleagues for their efforts in the company's development in 2023, pointing out that in this extraordinary year, we achieved remarkable results and were honored with various awards by the government such as Jiangsu Province Green Factory and the Jiangsu Province Excellent Labor Relations Harmony Enterprise, demonstrating our outstanding performance. They emphasized that in 2024, opportunities and challenges coexist, and we must approach the year with a spirit of initiative and a proactive attitude to propel the company forward and ensure sustainable development.

Subsequently, Site GM Eric recognized the outstanding employees of the year. They demonstrated their love and loyalty to their positions with patience and perseverance, earning applause from their colleagues present at the event!

The colleagues actively participated in this party, meticulously arranging programs such as singing, dancing, musical performances, and sketches, bringing a visually stunning feast. Laughter and applause filled the venue, creating a heartwarming atmosphere that showcased the warmth of our big family. Another highlight of the evening was the lottery session, with each round filled with tension and anticipation as colleagues eagerly shouted their names, hoping to win. This added a touch of joy to the entire event, continuously enhancing the exciting atmosphere.

We accumulate luck, carry blessings, strive positively, exert effort, farewell to 2023 and welcome 2024. May we continue to achieve in the coming year, creating more successes.

上海 Shanghai

旭日聚龍 乘風而上 Gathering Dragons under the Sun, USI(SH) Riding the Wind Upwards

作者：上海金橋廠 / ALCMM / 總務部 / 王雨珠
Author: Shanghai Jinqiao Site / ALCMM / General Affairs / Clover Wang



USI 上海區線上嘉年華在 2024 年 1 月 19 日盛大開幕，主管們蒞臨嘉年華現場，紛紛在許願牆上掛上了新年的祝願。董事長陳昌益先生和總經理暨營運長魏鎮炎先生送來新年祝福，勉勵大家「疾風知勁草」，面對未來不同的挑戰，齊心協力茁壯成長。

資深副總曹憬先生在致辭中表示在 2023 年，隨著全球經濟的不景氣，我們遇到了不同以往的挑戰，但團隊逆勢而上，進一步降低成本，大家萬眾一心，為公司創造了可觀的利潤。他對員工的奉獻和努力表達衷心的感謝，希望大家在新的一年里克服新的挑戰，創造佳績，誠摯祝願同仁們身體健康，幸福安康！

緊接著，主管們為大家獻上充滿愛的 MV，一首《愛》傳遞給所有人滿滿的力量。現場對獲獎的員工和團隊

進行了表彰，這是大家實力與努力的證明。未來我們將再接再厲，用持之以恆的勤勞和不斷創造的智慧，更上一個臺階。

現場特別邀請幾位主管進行互動遊戲 PK，主管們鬥智鬥勇，為自己的團隊贏取驚喜福利。由員工們帶來的節目：舞蹈《雪龍吟》、歌曲《奢香夫人》和《光輝歲月》燃爆全場。晚會精彩紛呈，更有不同等級的現金紅包、董事長以及總經理的加碼現金獎，還有豐富的蘋果系列產品。小夥伴們也都紛紛獻上部門祝福視頻，驚喜不斷，熱力四射。

讓我們共同期待新的一年，願美好的祝願伴隨著我們的笑容，溫暖每一個角落。USI 乘風而上，願每個人幸福安康常伴，來年一起再創輝煌！

The USI Shanghai Sites Year End Party grandly opened on January 19th. Supervisors attended the party and hung their New Year wishes on the wish wall. Chairman Jeffrey and President & COO CY sent New Year blessings, encouraging everyone that "Adversity reveals genius." and to face different challenges in the future, grow together with unity.

In SVP Jim Cao's speech, he expressed that in 2023, amid the global economic downturn, we faced unprecedented challenges. However, the team rose to the occasion, further reducing costs, and with everyone united, generated considerable profits for the company. He sincerely thanked the employees for their dedication and efforts, expecting that everyone will overcome new challenges and achieve great success in the new year. He earnestly wishes all colleagues good health and happiness!

Following that, the supervisors presented a heartfelt MV, conveying the power of "Love" to everyone. Recognition was given to the awarded employees and teams, a testament to their strength and effort. In the



future, we will redouble our efforts, reach even greater heights with perseverance and continuous creativity.

Several supervisors were specially invited to participate in an interactive game, where they competed with wit and courage to win surprise benefits for their teams. The programs presented by employees, including the dance "The Snow Dragon's Chant," and the songs "Excessive Sweet Lady" and "Glorious Years," touched the audience. The evening was filled with excitement, featuring cash red envelopes, additional cash prizes from the chairman and Site GM, as well as a variety of Apple products. Colleagues also enthusiastically contributed departmental blessing videos, adding to the continuous surprises and vibrant atmosphere.

Let's look forward to the new year together, may the beautiful wishes accompany our smiles and warm every corner. USI is riding the wind upwards, wishing everyone happiness and health always by their side, let's create brilliance together again!

台灣 Taiwan

環電無限 贏領未來 USI(TW) Creates Infinity, Leading the Future

作者：總經理室 / 行銷企劃部
Author: President Office / Marketing Communication



睽違已久，台灣廠年會 1 月 25 日於平面停車場盛大舉行，上千同仁齊聚一堂，員工們熱烈參加早鳥小遊戲，臉上難掩興奮期待之神情。

年會伊始，總經理暨營運長 CY 向大家致上新年祝福，在疫情期間，我們作為一間高韌性的公司被大家所稱道。從產品技術、人才到製造據點，我們同時也積極投資未來！董事長 Jeffrey 向同仁們致謝，能有這樣的成就，是大家的功勞，期待數位轉型中心讓環旭電子更有效率，成為更有競爭力的企業。這次也邀請到日月光投控執行長 Tian 上台致詞，他感謝大家一路走過來不懈的努力。大家一同舉杯歡慶龍年行大運。

活力四射的歐嗨嘞美女團帶來氣勢磅礴的水鼓秀，

拉開活動的序幕。在模範員工、資深員工、公司內部競賽的頒獎後，多才多藝的同仁帶來精彩的表演——Kpop 熱舞、環電美聲、抖音串燒，台灣廠的同仁各個深藏不露，台下的歡呼聲此起彼落。

新生代風雲歌手陳華以一首《想和你看五月的晚霞》讓聽眾如癡如醉，本人也親切地幫粉絲簽名，一連四首讓大家大飽耳福。金曲樂團糜先生把現場的氣氛帶到顛峰，除了獻唱主打歌曲，更邀請粉絲上台與他們對唱《都是浪漫害的》，聽眾莫不希望時間停下來，沉浸在這難忘的一刻。

節目中不時穿插令人興奮的抽獎節目，大家引頸企盼，希望新的一年能夠增添喜氣，討個吉利。新的一年，USI 將繼續贏領未來，璀璨環電，再創巔峰！



The Year End Party of Taiwan Site was held grandly in the parking lot on January 25th. Thousands of colleagues gathered together, eagerly participating in games for the early bird. Their faces filled with excitement and anticipation.

At the beginning of the party, President & COO CY extended New Year wishes to everyone. During the pandemic, our resilience has been praised by everyone. From product technology to talent and manufacturing bases, we have been actively investing in the future. Chairman Jeffrey thanked everyone for the contributions to the achievements and looked forward to the Digital Transformation Center making USI more efficient and competitive. We also invited Tian, CEO of ASE Holdings, to give a speech. He thanked everyone for their tireless efforts. Everyone toasted to celebrate the Year of the Dragon and wish for good luck ahead.

The event kicked off with a spectacular water drum performance by the energetic OhHiYo Girls. After the awards ceremony honoring model employees and

senior employees, as well as winners of internal competitions, talented colleagues delivered exciting performances including K-pop dances, beautiful songs, and TikTok medleys. Each member of Taiwan Site showcased their talents, letting the audience cheered and applauded.

The rising star Hua Chen captivated the audience with her performance of "Sunset in May", leaving listeners fascinated. Her graciously signed autographs for fans and treated them to with four beautiful songs. The renowned band Mixer brought the atmosphere to a climax. In addition to performing their hit songs, they even invited a lucky fan onstage to sing along to "What a Romance". Every attendee wished for time to stand still, savoring the unforgettable moment.

Throughout the program, there were exciting lucky draws, and everyone eagerly awaited, hoping to bring some luck and joy to the new year. In the coming year, USI will continue to lead the future, blossom brightly, and win a new success!

蘇州
Suzhou

凝心聚力 智領未來 *Unite Together* to Lead the Future Intelligently

作者：Asteelflash 蘇州廠 / 行政管理部 / 崔梅雪
Asteelflash 蘇州廠 / 總經理室 / 王金燕
Author: Asteelflash Suzhou Site / ADM / Michelle Cui
Asteelflash Suzhou Site / General Management / Mia Wang



以「凝心聚力 智領未來」為主題的蘇州廠 2024 年會於 2024 年 1 月 27 日在東恒盛國際大酒店順利舉辦。我們也邀請到環旭電子資深副總 David，昆山廠總經理 Eric 一同參加本次年會盛典。這是「口罩時代」結束 1 年後，大家首次齊聚一堂，享用美食、共話期許。

與往年不同的是，今年的年會在形式上做了調整，晚宴正式開場前，總經理 Andrew Wu 先生帶著大家一起回顧蘇州廠過去幾年的變化歷程，以及分享新的一年策略重點。為了使大家充分認識蘇州廠當下的具體情況以及在 2024 年的工作重點，年會上我們還邀請了汽車電子事業部總監 Sean、全球財務共享中心 Simon、以及運作部總監 Andy 等人分別對各自負責的工作規劃作了詳細的分享。在分享環節的最後，吳總親自為 2023 年度優秀團隊頒發榮譽證書，

正是他們在過去的三年中不斷打磨自己、精益求精，才成就蘇州廠在 2023 年榮獲「國家級高新技術企業」的榮譽。

年會現場，才子佳人的精彩表演贏得現場同仁的掌聲、尖叫聲不斷。由資訊技術部總監 Vincent 及人力資源部主管 Lily 兩人合作動聽的歌聲以及優美舞姿掀起了年會的再一波高潮，也將年會氣氛拉至最高點，伴隨蘇州廠蒸蒸日上的祝福，年會落下了帷幕。

新的一年，如吳總所講，作為員工，我們應承擔自己的責任，在各自崗位上充分發揮主人翁精神，勇於面對不斷變化的環境，把公司變成同事們為之驕傲的公司，讓自己變成更加優秀的自己！

Suzhou Site's Year End Party with the theme "Unite Together to Lead the Future Intelligently" was successfully held at the Dyna Sun International Hotel on January 27, 2024. We also invited USI SVP David and Kunshan Site GM Eric to enjoy the party with us. This gathering marked the first time everyone came together after the end of the "mask era", enjoying food and sharing aspirations.

Unlike previous years, this year's party underwent some adjustments. Before the official start of the luncheon, General Manager Mr. Andrew Wu, took everyone on a journey through Suzhou Site's transformation over the past few years and shared the strategic focus for the new year. To ensure everyone fully understood the current situation of Suzhou Site and the work priorities for 2024, we invited Sean, Director of the Automotive Electronics Division, Simon, Director of the Global Shared Services Center, and Andy, Director of Operations, to share detailed insights into their respective areas of responsibility. At the end of the sharing session, Andrew personally presented the honorary



certificates to the outstanding teams of 2023. It is their continuous enhancement and pursuit of excellence over the past three years that led to Suzhou Site being honored as a "National High-Tech Enterprise" in 2023.

At the party, the splendid performances by talented colleagues received continuous applause and cheers from the audience. The collaboration between Vincent, Director of Information Technology Department, and Lily, Manager of Human Resources Department, featuring beautiful singing and graceful dancing, brought another wave of excitement to the event and elevated the atmosphere to its peak. With the blessings for Suzhou Site's prosperity, the annual meeting came to a close.

In the new year, as mentioned by Andrew, as employees, we should take on our responsibilities, fully demonstrate ownership spirit in our respective positions, courageously face the ever-changing environment, turn the company into one that colleagues can be proud of, and make ourselves into even better versions of ourselves!



我的療癒辦公小物 My Comforting Office Decors

01

上海金橋廠 / ALCMM /
金橋暨盛夏營運暨供應鏈管理中心 / 溫俊盈
Shanghai Jinqiao Site / ALCMM /
JQ&SX BM & SCM Center / Junjing Wen

這是我辦公桌上的小玩意兒—剪紙擺台。
剪紙在中國具有廣泛的群眾基礎，是中國民間藝術瑰寶。我辦公桌上的小老鼠生肖擺台是出自家鄉的一份紀念品。
This is a Chinese paper cut display. Paper cut has a widespread grassroots foundation in China and is considered a cultural gem in Chinese folk art. The small mouse zodiac display stand on my office desk is a souvenir from my hometown.



02

台灣草屯廠 / ICS & TW OPS / 研發中心 / 黃品強
Taiwan Tsao-tuen Site / ICS & TW OPS / R&D Center / Thunder Huang

這是我的桌上療癒小物變形金剛— Q 版密卡登大頭娃娃，還可以變成外星飛船喔！
This is my office accessory – a cute figure of Megatron from the movie "Transformers." It can also be transformed into an alien spaceship!

03

惠州廠 / SZ&HZ&KS OPS & VP /
製造服務第二中心 / 盧姪聰
Huizhou Site / SZ&HZ&KS OPS & VP / MSC II / Straight Lu

原本打算丟掉的綠蘿小根莖，在我的培養下，也是茁壯成長，一天天長大，跟旁邊長出了「心」的番薯在一起，是我桌面的一道亮麗風景線。
The small green golden pothos that I initially intended to discard has flourished under my care. It grows stronger day by day, and alongside it, there's a sweet potato sprout that has grown into the shape of a "heart." Together, they create a beautiful and vibrant scenery on my desktop.



04

台灣南崗廠 / ADM / 財務總處 / 集團財會中心 / 劉加恩
Taiwan Nankang Site / ADM / Finance / Group Reporting Center / Lillian Liu

岩石人可以捏出不同的表情，這樣能換個心情看看岩石人搞笑的臉；三色叉燒包可以直接在手上揉捏來釋放壓力。
The rock man can be molded to display various expressions, and I can modify my mood when seeing its funny expression. Besides, the three-colored barbecue buns can be kneaded directly in the hands to release my stress.



05

台灣南崗廠 / ADM /
Global Corporate IT Application Center / 陳惠美
Taiwan Nankang Site / ADM /
Global Corporate IT Application Center / Regina Chen

媽祖保佑，天天聖杯，心想事成，奉旨發財！
Mazu bless you, may your wishes come true and make you wealth!



06

台灣南崗廠 / ICS & TW OPS / VPS / 張雅芳
Taiwan Nankang Site / ICS & TW OPW / VPS / Avon Chang

辦公桌上的小宇宙！
A miniature universe on my desk!





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