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08 Value Creation

Innovation is the most important core foundation for ASUS to evolve to a more competitive and sustainable future. We are always people-oriented and user-friendly to create the best user experience, and innovate with a design thinking. ASUS synergies our inner power of innovation with cooperation with external business partners to create value-added innovation and build a sustainable future.

Actions

Establish Corporate Vertical Accelerator

Work with Taidah Entrepreneurship Center (TEC) to establish a corporate vertical accelerator

Expand into Emerging Markets

Strategically invest in developing emerging businesses or expanding into emerging markets

Adventurer Star

Initiate the ASUS Adventurer Star Intern Program

Performance

CES Innovation Awards

Received 20 innovation awards from CES Innovation Awards

Most Valuable Taiwanese Brand

Named Most Valuable Taiwanese Brand by Interbrand for the 9th year

AI-enabled Smart Factory

Built the first ASUS AI-enabled smart factory

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Innovation Strategy : Innovation Development Office

By leveraging an internal entrepreneurial platform, innovative activities, and innovative businesses, we can unleash the power of an innovative mind from our employees. We will also utilize external resources from the industry, government, and academia to expand our R&D capability, carry out innovative research, make strategic investments, and nurture more innovative technology talent.

Innovative Human Resources : Human Resources Department

We address the human resource needs of different departments for the development of the company by establishing multiple recruitment channels. We organize campus recruitment programs, intern programs, and international talent recruitment programs to cultivate young talent with an international perspective and innovative spirit through the integration of theory and practice.

Strategy

The ASUS "Business Continuity Management Committee" Taskforce Unit (TU) will identify risk trends in all dimensions and establish risk prevention management measures. Each team is required to establish quantitative key risk Indicators and various risk prevention programs.

In order to properly manage the impact of sustainability issues on operations, we identify major risk issues including industry talent competition and headhunting, and externally disruptive innovation, according to the severity and frequency of risk.

Major risk issues and potential operational impacts are explained as follows :

Risk	Risk Description	Potential Operational Impact
Industry talent competition/ headhunting	Facing the challenges from a declining birthrate in Taiwan and global talent competition, we must continue to optimize the internal talent cultivation mechanism to prevent the risk and impact of brain drain	The shortage and loss of talent will significantly affect the operation of the organization, thereby diminishing our competitive advantage
Externally disruptive innovation	Keep up to date with the development of innovative technologies, prevent market disruption caused by technological innovations, and assist all departments in identifying potential threats in advance	Be responsive to consumers behavior changes that occur after market breakthroughs

Risk Management

Risk Identification

- Include industrial talent and innovative development as part of the key issues to be addressed repeatedly
- Identify the impact level of risk events

Risk Control/Mitigation

- Identify potential operational impacts from prioritized risks
- Develop risk prevention plans for high-risk issues

Risk Monitoring/Reporting

- Business Continuity Management Committee (BCM) will continue to monitor risks related to industry talent and innovative development.
- Quarterly review risk management performance

Prevention plan for major risk issues :

Industry talent competition/headhunting :

- Address the needs for talent in the organization and develop talent rotation plans and career development paths
- Examine talent and salary competition in the market, review and evaluate salaries by developing a rank-based compensation plan

Externally disruptive innovation :

- Conduct quarterly analysis and evaluation reports on emerging technologies and explore potential innovations that may affect ASUS operations

Metrics and Targets

2025 Sustainability Goals

- Intensify digital transformation and innovation efforts with the goal of a 100% increase in sustainable value creation
- Strengthen industry/academia cooperative projects to cultivate more than 1,000 talents

Please refer to CH04 2025 Sustainability Goals for the target progress

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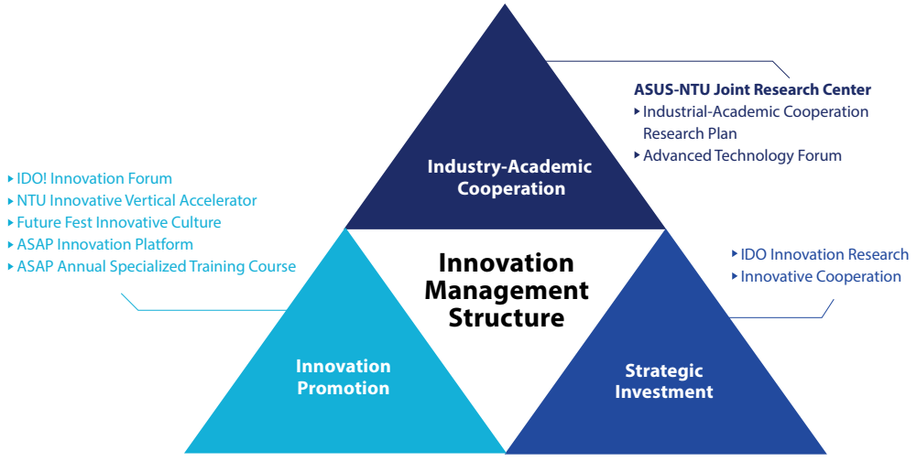
Innovation Management

Innovation is the most important core foundation for ASUS to evolve to a more competitive and sustainable future. ASUS is committed to creating solid and sophisticated technologies without compromising quality and excellence. With a design thinking, we can transform users' desires and experiences into our first step of innovation to build a truly user-friendly and smart life. The management framework for our strategic innovation is built on the three cornerstones of “industry-academic cooperation", "innovation promotion", and "strategic investment".



Innovation Actions

Industrial-Academic Cooperation

Research Project Collaboration

ASUS and the College of Electrical Engineering and Computer Science (EECS) of National Taiwan University (NTU) jointly established the "ASUS-NTU Joint Research Center" in 2021 with a team of professors from the EECS, College of Engineering, and College of Medicine. In 2022, we had 13 research projects in cooperation with the center. Among them, there are 6 individual research projects funded by the Academia Industry Research Center (AIR Center) of the Ministry of Science and Technology for 3 years, and a "Key Technologies and Applications for the Next Generation Smart Internet of Things" project consisting of 7 sub projects. These R&D efforts will produce multiple transferable technologies and patented intellectual property, promote the development of ASUS products and technologies, enhance industrial competitiveness, and provide internships and employment opportunities for master's and doctoral students at NTU. We also encourage our employees to pursue further studies to cultivate high-tech talent and deepen industry-academic exchanges.

Advanced Technology Forum

In addition, we also held forward-looking technology forums with academic experts at home and abroad to discuss future technological trends. By gaining new knowledge from outside sources, we can develop an innovative mind. In 2022, we held the on-line "Quantum Computing Forum" and "Seminar on Ethics and Law of AI: Information, Healthcare, and Smart City Governance" which attracted over a hundred ASUS executives and employees.

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Driving Innovation

IDO! Innovation Forum

"IDO! Innovation Series Forum" We held regular keynote forums on strategic growth issues that the company is concerned about. By introducing cutting-edge technologies, products, and business ideas from outside, we can seek solutions and drive innovation within the organization. In 2022, we jointly held the "ESG Enterprise Sustainable Development Forum" on the subject of sustainability to explore a new sustainable economy and action plans from the perspective of digital driven, industrial safety, and energy management. We also extended two projects with startups. One is a SaaS solution for operational management, and the other is a digital management tool for smart factories. We joined hands to pursue our sustainability goals by taking these actions. Besides, we also held the "AI Technology Exchange Conference" with the Institute for Information Industry in the second half of 2022 to discuss how AI is being developed in real smart medical situations and how it is full-fledged in smart driving perception technology.

	2021 Cooperation Results	2022 Cooperation Results
Subject	Advanced Smart Manufacturing Forum	ESG Enterprise Sustainable Development Forum
Number of Matched Startups	5	3
Number of derivative startup projects	2	2

ASUS x Taitah Entrepreneurship Center Vertical Accelerator

ASUS is working with Taidah Entrepreneurship Center to build a corporate vertical accelerator with the focus on three major areas: "electric vehicle applications", "green technology", and “gamification experience”. We are also looking for startups to work with our business units on pilot projects. Through this cooperation, we can use this external innovation momentum to accelerate our internal innovation development and new business opportunities. In turn, we can lead the startups into the market to create a win-win situation. As of September 2022, there were 29 proposals submitted for our program. 12 of them have entered the second stage of review.

	Electric vehicle	Green technology	Gamification experience	Others
Number of startup proposals	2	9	11	7
Total number of startups to be interviewed	12			

Startup Projects Recruiting Video

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ASUS Star Acceleration Program (ASAP) Innovation Platform

Launched in 2021, the ASUS Star Acceleration Program (ASAP) innovation platform aims to collect great proposals from our employees as our inspiration for innovation. These proposals are screened, selected, and supported by the platform and provided with necessary resources by the Company to move towards commercialization. With the spirit of "transform and evolve, trust in radical truth and transparency, and embrace idea meritocracy and foster collective wisdom", we are always exploring new possibilities.

In 2022, our goal was to expand the input of our education resources as part of the Company's investment in innovation. We provided suggestions and evaluation on design thinking, technical feasibility, and commercial market development during the preliminary selection, second selection and commercialization selection stages. We also provide mentor support, annual specialized training courses, prototype development resources as well as a professional consulting team and other resources to help our employees start their own project.

STEP1.	STEP2.	STEP3.	STEP4.	STEP5.
Preliminary Selection	**Second Selection**	**Commercialization Selection**	**Incubation Review**	**Business Review**
▸ Whether creative ideas meet user needs	▸ Convince judges that the creative idea is executable/quantifiable ▸ Technology & business model is feasible	▸ Report on commercialization possibilities and how to implementfeasible	▸ BP ▸ Incubation develop plan	▸ Final Pitch

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Future Fest Innovative Culture

To adhere to the spirit of "unleashing the collected wisdom for the best of creativity, we established a brand "Future Fest" in 2020 to create a platform for different business units to share their technologies through cross-unit observations and exchanges. There were two major projects, Tech Talk and BU/FU Roadshow, in the 2022 Future Fest event.

- Tech Talk : We invited 5 business groups to share their R&D achievements and experiences in their respective field. We also invited our subsidiary Taiwan Web Service Corporation and two professors from ASUS-NTU Joint Research Center as keynote speakers to share their views on future trends of AI technology applications, 5G and blockchain, and light field display technology.
- BU/FU Roadshow : This event was divided into three categories: efficient systems and wireless communication, AI/AIOT and software services, and innovative technology and design techniques. Our BU/FU showcased their innovative product technology and R&D directions that demonstrate their user-centered design thinking. There were 8 units exhibiting 32 projects alongside with digital judges who provided professional feedbacks in this event.

ASAP Annual Specialized Training Course

With open innovation in mind, we organized the "ASAP Innovation and Entrepreneurship Professional Training" supported by a national accelerator to assist our employees in constructing customer development oriented entrepreneurship theories, and applying them to their proposals as a complete business model. We also provided consulting to more than 50 employees and 14 teams in 2022 on the proposals already submitted on ASAP platform and new proposals. Their proposals were judged by mentors from the industry. This will turn each innovative mind into more business opportunities and development possibilities.

Since the establishment of the ASAP platform, we have 19 internal proposals on a wide range of topics such as smart healthcare, AI technology and edge computing applications, gaming industry, and the application of technology in life and culture.

	2021	2022
Number of proposals submitted	7	19
Pass preliminary review	7	9
Pass second review	4	4
Pass commercial review	1	1

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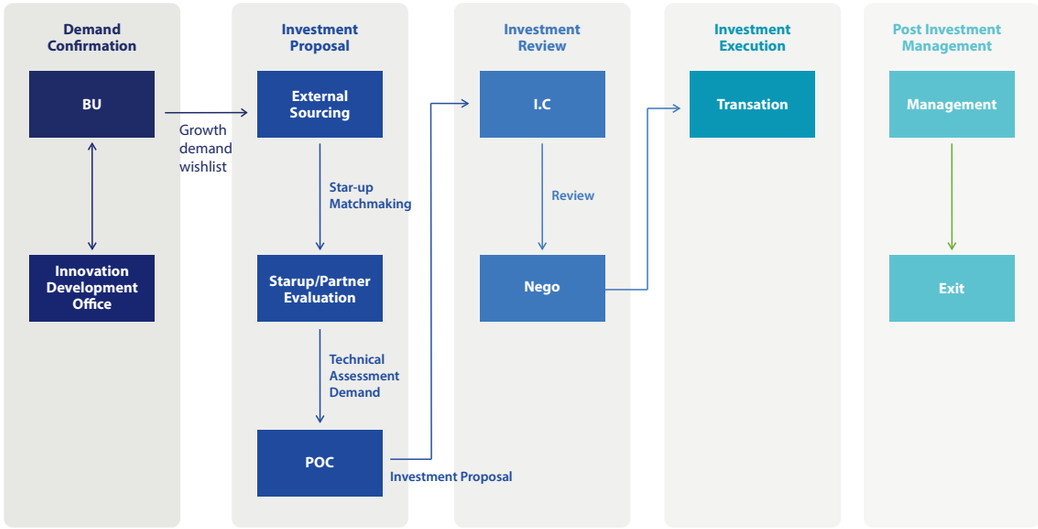
Strategic Investment

In order to strengthen the core business competitive advantage for all business units and fill the development gap, we make strategic investments in external resources to develop new businesses or expand into emerging markets, so that the overall revenue of the Group will grow by keeping up to date with industrial development trends for more development opportunities. To do this, the Innovation Development Office developed a strategic investment proposal process in five stages: demand confirmation, investment proposal, investment review, investment execution, and post investment management. The Office is working with the Investment Department and the Accounting Department to strive for maximum benefits.

In 2022, the Innovation Development Office learned from Case 1,472 in the domestic and foreign startup database to select nearly a hundred startups in three categories: smart manufacturing, sustainable issues, and future development for further analysis and review. As of the end of 2022, we have selected 10 proposals for subsequent development.

Category	Total number of startups	Further planning
Smart Manufacturing	49	Apply to smart factories to improve their efficiency, and develop more innovative processes and business models.
Sustainable issues	32	Introduce and commercialize new technologies, and continuously promote technological development and innovation to be in line with ASUS spirit of combining design thinking and technological advantages in sustainability.
Future development	13	We will continue to push for product innovation and technological development by developing new products that will bring considerable benefits to ASUS in the years to come.

Strategic Investment Proposal Process



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Industrial Talent Cultivation

ASUS recruitment follows the principles of public recruitment, fair selection, and hiring the best from all over the world. Information on vacancies, conditions for employment, and related procedures are also transparent. There is a huge demand for future talents of technology. In the case of global competition for talents, ASUS cultivates talents in the new era through industry-academia cooperation and through the implementation of practical technology in the industry. We cultivate the fields of AI artificial intelligence and AIoT as well as managing ASUS as an international employer brand.

Industry-academia Cooperation and Collaborative Training Programs

With the expansion of the existing product lines and business maps, ASUS firmly believes that it is necessary to cultivate new generations of high-level talents and enhance the R&D capacity of key technologies. We form alliances with external strategic partners, and we combine industry dynamics and international trends to connect resources in various fields for the purpose of Taiwan's technological development to build a more innovative and sound model.

ASUS-NTU Joint R&D Center : Cultivating R&D Talents in the New Era

In December 2021, we established a joint R&D center with National Taiwan University. We did not only introduce the forward-looking technology industry-academia cooperation plan of the Ministry of Science and Technology, but also focus on various fields, including advanced electromagnetics, next-generation quantum computers, Internet of Things, artificial intelligence, etc. In this way, industry-academia resources are linked together to provide corporate internship opportunities and enhance the development of Taiwan's technology industry.In 2022, we continued to engage in industry-academic exchanges and intern program with 8 departments at NTU.

Cooperation with National Yang-Ming Chiao Tung University “Huayang Project” : Establishment of the Smart Healthcare Industry-Academia Cooperation Platform

The development of medical artificial intelligence is changing rapidly, and ASUS Intelligent Cloud Services Center (AICS) and National Yang Ming Chiao Tung University jointly established the "Huayang Project" for industry-academia cooperation. Through the program, AICS' leading professionals with profound background in industry-academia offered master classes at National Yang Ming Chiao Tung University to cultivate cross-disciplinary expertise from the three stages of core foundation, advanced, and application. AICS will also offer the core positions, such as the big data engineer, product manager, business development manager and others, in the smart healthcare, so that the Huayang Project could train students who might continue their career development in the AI fields.

Collaborating with National Taiwan University of Science and Technology (NTUST) to nurture outstanding foreign talent

Since 2022, ASUS and NTUST have been working hand in hand to take the lead to compete for international talent by providing scholarships for outstanding foreign students to study in Taiwan, organizing summer internship programs, including on-the-job training and workplace coaching care, and even providing full-time job opportunities for graduates to work overseas. Currently, 6 foreign students have received our offer and signed a memorandum of understanding (MOU) in March 2023.

Employer Brand Management

Employer brand refers to the internal culture created by an enterprise based on its branding strategy, and how employees deliver the brand value to both inside and outside the company. As a global technology leader, ASUS is committed to delivering heartful experiences and creating a blueprint for a better digital life.

Campus Recruitment

ASUS Campus CEO

In 2005, we began to invest in the” Campus Executive Offer” (ASUS Campus CEO) internship program. We’ ve also won the Taipei City Government's Award of Excellence for five consecutive years, from 2017 onwards. ASUS has worked with the Taipei City Employment Service Office to ensure that ever more students are able to improve their career experiences and strengthen their skills, through a diverse mix of training and practical work.

ASUS Adventurer Star Intern Program

In 2021, we launched the ASUS Adventurer Star Intern Program with a one-year internship program led by ASUS employees as mentors who will guide the students through "course learning", "project participation", and "achievement presentation". Through integration of theory and practice, students can get a glimpse of the technology industry to prepare themselves for job planning and execution in a global company. Since 2021, 30 students have participated in this program, and 4 interns in the Class of 2021 have gone full-time at ASUS in 2022 to contribute what they had learnt to the field of marketing and sales.

Career Seminars, Consultations and Corporate Mentors

In 2022, there were 10 online lectures at Taiwan University, Chengchi University, Tsing Hua University, Yang Ming Chiao Tung University and Cheng Kung University. Meanwhile, ASUS served as exclusive corporate mentors at National Taiwan University of Science and Technology, leading students to understand the workplace in depth on a half-year basis. For experienced job seekers, ASUS also worked with recruitment websites. The online resume and career consulting role with a term of half-year was played by the ASUS recruitment team to provide professional solutions towards workplace-related questions.



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Global Professional Manager Talent - GTP Program

Since 2014, ASUS has recruited international talents with passions in technology and a spirit of innovation through"Global Talent Program". We train global professional managers through on-the-job training for four to eight months. By 2022, there were more than 100 talented people deployed to the Asia Pacific, Europe, Americas and other regions to lead local branches engaging in promotional works, such as sales and market development, or serving as customer service managers in international customer service centers, helping global customer service centers to develop technical support and service standards.

Social Networking Service Management

In addition to recruit talents from headhunters and on-campus recruitment of colleagues and universities, we also cooperate with LinkedIn to continue establishing the employers brand to improve recruitment accuracy. ASUS LinkedIn had a total of more than 620,000 followers worldwide and thus became the most popular Taiwan brand with the most followers.

In 2021, we became the Best Employer Brand on LinkedIn (businesses with over 1,000 people) in the 2021 Talent Awards, an event that was happening around the world for the first time.

2017-2022
Six consecutive years
LinkedIn Best Employer Brand on LinkedIn

Innovative Products and Services

In addition to continuous innovation and growth in existing personal computers (PC) and gaming businesses, the active transformation targets of ASUS also include the accelerated development of the AIoT and 5G ecosystems and the development of the third engine of growth in smart healthcare and smart manufacturing industries. In 2022, ASUS established the "ASUS - AI and Cloud campus" and invest in Taiwan Web Service Corporation (TWS) to use cloud services to develop the AIHPC high-performance computing and big data platform necessary for the development of artificial intelligence. We continue to work with external partners in AI applications in manufacturing, medical services, finance, and smart city.

Smart Manufacturing

ASUS is committed to providing support for factories to transit from automation to digitization to Intelligentization in their manufacturing model.

Case Study

ASUS AI-enabled Smart Factory

In 2022, the ASUS Smart Factory in Shulin was officially opened. ASUS Smart Factory has become a smart, digital, and sustainable new generation factory by integrating Industry 4.0 solutions, the Internet of Things (IOT) and M2M (Machine to Machine), with AI solutions to improve factory production quality and efficiency for less costs. With our advantages in R&D, we not only aims to address the needs for High-Mix Low-Volume and highly customized products, but also provide solutions for smart factories in Taiwan's manufacturing industry to accelerate the transformation of the manufacturing industry towards Industry 4.0.

Key Digital Technologies at ASUS Smart Factory :

1. Central monitoring and management platform : can digitize and visualize equipment operation status to provide operational efficiency
2. Introduced AR smart glasses : to build an action situation room to improve inspection efficiency
3. Developed our own AI defect detection equipment : to detect errors in 15 seconds with an accuracy rate of 98% to 99%, thereby reducing the cost of recalling defective products on the market
4. Autonomous Mobile Robot (AMR) Material Handling Control System : can reduce manual work and improve factory efficiency



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ASUS AI solutions for the manufacturing industry take the form of IoT solutions for Industry 4.0. They help optimize the process and yield and enable develop a wide range of AI environments that can be adapted for different edge computing requirements. They allow users to choose a new version of the framework when building models so that the high flexibility of AI applications to be embedded in the manufacturing industry.

AISVision Artificial Intelligence Machine for Visual Defect Detection

AISVision supports various algorithms such as anomaly detection, object, defect identification, and classification, particularly suitable for High-Mix Low-Volume production situations in the manufacturing industry. At the same time, it is possible to quickly develop No code AI without the need to understand the background of AI modeling.

AISDetector Abnormal Waveform Analysis Application Software

When inspecting the assembly quality in the production line of moving parts such as fans or motors, we will use AI to learn the vibration or sound waveform generated by machine operation, so that we can quickly determine whether the quality meets the standard, thereby preventing human errors in hearing and touch to increase product yield.

More ASUS Smart Manufacturing Solutions

Smart Healthcare

In response to the trend of "smart healthcare", ASUS have been integrating software and hardware, IoT, 5G communication, and artificial intelligence with cloud deployment in developing our smart healthcare solutions.

Big Data Medical Research Platform : Lumos Real World Data Platform

Developed in collaboration with Roche Group in Switzerland Through AI technology, we can structurize heterogeneous medical data that was originally scattered and not interconnected to build a research-oriented database that can be searched and analyzed The two major functions, EMR Search and Cohort Study, can assist in quickly setting operational definitions and conducting real-time big data analysis, so that medical units can effectively improve their medical quality and clinical research quality.

Handheld Ultrasound Healthcare Solution

The ASUS handheld ultrasound device is only 2% the size of traditional ground mounted ultrasound devices. It has the ability to extend the advantages of ultrasound examination from the ultrasound room to consulting rooms, emergency rooms, ambulances, remote medical care, or home care locations. Its value is not to replace traditional floor mounted ultrasound devices, but to increase the operational mobility for clinical physicians. They can scan the patient at any time to provide rapid diagnosis on the go.

ASUS AI Endoscopy Lesion Detection System (EndoAim)

It can perform real time polyp detection through endoscopic imaging, with sensitivity of 97% and specificity of 98%, significantly reducing the omission rate. Its real-time polyp classification function has an AUC of up to 98%, which can display AI analysis results during the examination to provide a second opinion for physicians to help improve the detection rate of colorectal polyps and adenomas. EndoAim was selected as a project supported by the Ministry of Health and Welfare in 2021.

ASUS VivoWatch 5 AERO

ASUS Smart Health Wearing Solution is committed to deepening the value of personal health management and breaking through the limitations of software and hardware integration. We have successfully developed the world's first health wristband with a fingertip pulse index measurement function. In addition to recording correct physiological signs, you can also use your index finger to tap the detector to instantly get your pulse index, electrocardiogram, blood oxygen reference value and other data.

ASUS VivoWatch approved by TFDA of the Ministry of Health and Welfare for its Medical Device Software

ASUS VivoWatch, part of the ASUS Smart Health Watch series, supports the "ECG Application Software (ASUS HealthConnect)" that has been approved by the Taiwan Food and Drug Administration (TFDA) of the Ministry of Health and Welfare and obtained medical device software certification as the first health wearable ECG application software developed in Taiwan.

More ASUS smart healthcare solutions

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Smart Retail

The development trend of online and offline integration(Online merge offline, OMO) towards Retail 4.0. ASUS Smart Retail focuses on developing lightweight AI services for retail scenarios, and SaaS services for retail membership data platforms. Based on the four retail elements of people, goods, venues, and vehicles, we provided a one-stop retail software and hardware service solution for the retail and catering industry in 2022. This solution can provide identification of unlabeled fresh products, inventory management of shelf display products, intelligent license plate Edge AI identification, and membership management.

Smart Retail Solution - Realizing Cyber-Physical Integration and Digital Transformation

ASUS IoT has the technical resources of AIoT software and hardware across the whole ecosystem to provide personalized one-stop services in a brand new world of smart retail.Through the integration of new retail software and hardware, rapid integration and iterative upgrading of POS and membership systems, stores can operate digitally for optimized resource management.

Online integration	Offline applications
By combining membership and sales data, customers are automatically classified into appropriate groups through customer segmentation models, so that marketing activities can be promoted based on different groups to increase sales and customer loyalty.	Integrate various IoT operational applications such as POS hardware and cold chain temperature control management in the store to ensure the store can run smoothly and unnecessary costs can be reduced consistently.

More ASUS Smart Retail Solutions

Management of Intellectual Property Rights

The Company is committed to innovation and R&D. Intellectual property rights is one of the key results for R&D and we have steadily increased the number of patent applications filed worldwide every year. As of the end of 2022, we have obtained 5,978 worldwide. In 2022, ASUS obtained 658 patents worldwide, which was a 8% increase from 2021. They included 192 patents in Taiwan, 164 patents in other regions in Asia, and 302 patents in Europe and The United States.

ASUS also made substantial investments in the development of high-end communications market, and has filed 404 patents in the communications field as of the end of 2022. ASUS regularly announces standard essential patents (SEPs) in line with the European Telecommunications Standards Institute (ETSI). From 2018 to the end of 2022, we have accumulated the announcement of 278 patent families (excluding extensions). The number of patents for overall communication standards is steadily increasing.

Having been part of the 3GPP Mobile Communication Standards organization since 2000, we are committed to developing 3G/4G/5G Standard Essential Patents (SEP). We have built a solid 3GPP SEP patent portfolio and achieved fruitful results in 3GPP SEP licensing. In April 2022, we founded the ASUS Technology Licensing Inc. (ATL) to dedicate to the most forward-looking research on mobile communication technologies.