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Photo by Lin Zhijiong

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HUAWEI PEOPLE

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Press Ahead to a Promising Future

A New Year Message for 2022

By Guo Ping/Rotating Chairman

In 2021, despite all the trials and tribulations, we worked hard to create tangible value for our customers and local communities. We enhanced the quality and efficiency of our operations, and expect to round off the year with a total revenue of 634 billion yuan.

This past year, our carrier business remained stable, our enterprise business experienced solid growth, and our device business expanded swiftly into new business domains. We worked more closely with our customers and partners, and our global operations are business as usual. Our transformation initiatives and strategic investments have progressed in good order, and our overall performance was in line with our forecasts.

2021 was all hands on deck. Every member of the Huawei team worked hard to fulfill our business commitments, ensuring supply continuity and secure network operations. Each office faced its own set of unique challenges. In Kuwait, temperatures soared above 50 degrees Celsius this summer, making delivery impossible during the day. The team had to be on site by 4:00 AM to escape the heat. When travel to the Philippines was disrupted by COVID-19, our engineers chartered flights to remote islands where delivery was next to impossible. They would hop between islands on pump and crab boats, installing base stations along the way. During the 2020 Tokyo Summer Olympics, our engineers would walk from venue to venue, carrying more than ten kilograms of tools each, testing all equipment to ensure smooth communications. In Malawi, the field team earned recognition for helping our customers overcome operational difficulties in the middle of mosquito tornadoes.

Our team also jumped into action to turn the company's vision into reality. You supported flood control in Henan Province and you rolled up your sleeves to work in coal mines and ports. You pushed the limits of algorithms, and did everything in your power to ensure business continuity.

The harder you strike flint, the brighter the spark. On behalf of the company's Board of Directors, I salute every member of the Huawei team for your dedication, and offer my sincere gratitude to our customers, partners, and consumers for their unwavering trust and support. I would also like to take this opportunity to thank the families of all Huawei employees for your ongoing support throughout these challenging times.

The digital economy has become a major engine of global economic growth. Green and low-carbon technologies have become new drivers for sustainable development. This combination of digital transformation and green development presents the information and communication technology industry with incredible new opportunities. At the same time, an unpredictable business environment, the politicization of technology, and a growing deglobalization movement all present serious challenges. Against this backdrop, we need to stick to our strategy and respond rationally to external forces that are beyond our control.

A changing external environment won't cause us to change our ideals or aspirations. As a tech company, one of our greatest social responsibilities is exploring the future. We will spare no effort as we

probe the endless frontiers of science and technology. We will join forces with people from the world to break through engineering bottlenecks and limits in basic theory. We are committed to bringing ICT technology to each and every industry, to creating new value by helping them go digital, intelligent, and green, and to helping them cut their energy consumption and go low-carbon. We will help all people benefit from technological progress.

In terms of strategy, we will continue our focus on ICT infrastructure and smart devices. While leveraging the strengths of our broader platform, we are breaking new ground with domain-specific subsidiaries and integrated teams to shorten management chains, responding more nimbly to our customers' needs, and creating greater business and social value than ever before. Within Huawei, our integrated teams focus on identifying the right technologies for their respective industries. When facing customers, they work closely with partners to explore the right solutions for practical challenges. Our goal is to take care of all the complicated stuff on our end, leaving our customers with simplicity itself.

2022 will come with its fair share of challenges, but we will keep working closely with our global partners to overcome the difficulties we face, improve business performance, and strengthen our foundations. We will continue investing in the future and creating value for our customers and partners. In the end we will not only survive, but do so sustainably.

Create value for customers and

improve business performance. We will work with carrier and enterprise customers as well as partners around the world to build simple, green, and intelligent ICT infrastructure that helps all industries go digital. We will deeply integrate ICT technology with operational scenarios in key industries and work with our partners to meet a diverse range of customer needs. In terms of smart devices, we will continue focusing on what we do best and delivering high quality, while expanding more into scenario- and ecosystem-based development to deliver a truly unmatched experience. By integrating digital and power electronics technologies, our Digital Power business will develop clean energy and help traditional energy sectors go digital to build a better, greener future for all. HUAWEI Cloud will innovate nonstop alongside partners and developers to provide our customers with stable, reliable, secure, and trustworthy cloud services.

By focusing on ICT technologies, our intelligent automotive solution business aims to become a preferred provider of new components for intelligent vehicles, and help vehicle OEMs build better cars and boost sales. By continuously creating new value for customers, we are confident that we will improve business performance and weather these difficult times. As Heinrich Heine once wrote, "Spring will bring you back again what the winter's taken from you."

Collaborate for shared success, build an open ecosystem, and grow with partners. We will build a software ecosystem centered on EulerOS for digital infrastructure

and a device ecosystem centered on HarmonyOS. These two ecosystems will adhere to an open source strategy, allowing all software developers to use them, contribute to them, and benefit from them, thus building a fully connected, intelligent world. We will continue to build and contribute to online developer communities as well as brick-and-mortar innovation centers. Our goal is two-fold: to deliver scenario-based solutions based on our customers' unique requirements and to support developers in their efforts to provide consumers with an innovative experience. We will continue promoting and safeguarding unified global technical standards. We will provide our channel partners with long-term incentives and support. We will also proactively support and develop high-quality suppliers worldwide so we can move forward together. Huawei can succeed only when our customers and partners succeed.

Create social value, enhance security and trustworthiness, and improve the business environment. We support the digital transformation of industries, promote the development of small- and medium-sized enterprises, and enable more people to benefit from digital technologies. We want to keep workers in coal mines safe, improve work environments at ports, and make it possible for iron and steel workers to wear business suits on the plant floor. We are helping local communities cultivate digital talent through initiatives like Seeds for the Future, ICT academies, and Women in Tech. We are facilitating green and sustainable development and protecting the natural environment

through intelligent and low-carbon technologies. We are enhancing security, trustworthiness, and privacy protection at each stage of our products' lifecycles, and advocating for global collaboration and unified security standards. We will continue communicating openly with government and media stakeholders to build trust and understanding.

Continue strategic investment and develop future-oriented capabilities. We need to focus on our core business and move away from the periphery, ensuring strategic investment to maintain our long-term competitiveness. We will increase investment in HarmonyOS and EulerOS to develop the software foundations of the digital world and provide people with new alternatives. We will also increase our investment in core digital power technologies and move forward with a dual-wheel strategy where we develop clean energy solutions while facilitating the digitalization of traditional energy. Cutting costs won't pave the way to sustainable survival. Only through strategic investment can we grow stronger and build a future for ourselves.

Promote organizational transformation and strengthen our customer-facing teams. Huawei only exists to serve its customers. We can't decide who chooses to work with us, but we will always wholeheartedly serve the customers who do. The goal of our organizational transformation efforts is to better serve our customers. By delegating decision-making authority to field offices, we want to make full use of our massive platform to better support the operations of

elite teams, keeping them inspired to do what they do best. In 2022, we will fully implement the Contract Reviews and Conclusions at Rep Offices Transformation, giving rep offices operational autonomy. After that, we will begin exploring integrated business transformations in our rep offices around the globe. Moving forward, we will continue to stress the importance of entry-level experience, successful field experience, and successful overseas experience for HQ positions, in order to encourage more managers and experts to go out to the field and serve our customers. We need to double down on improving customer satisfaction. We can't just depend on customer goodwill and support. We need to repay them with innovative products and top-quality services.

Attract outstanding global talent and unleash the potential of our existing teams. We will organize world-class contests to attract top talent from around the world and grow our teams in key domains like software, algorithms, and computing power. As always, we encourage ambitious employees to dig deep into science and dive headfirst into uncertain domains. We encourage top performers to go out to the field and solve specific technical and business issues. Our incentive policies will be oriented towards the fulfillment of responsibilities, but heroes won't be chosen solely based on success or failure. We will nurture an open organizational climate and promote a diverse culture. We will also leverage senior industry experts to cultivate outstanding young people. Managers and experts

should sit down more often with new employees – have some coffee, chat, and broaden their horizons. We will optimize the operations of our expert committees and delegate decision-making authority to experts so that they can create more value during field operations. We will maintain the stability of professional teams, allowing dedicated, long-time professionals to continue contributing to the company. We will continue creating value for customers and obtaining reasonable value. We will offer top talent top pay, continue to innovate and make breakthroughs, and contribute even more to the communities where we live and work.

As always, we will continue to value dedication. That includes looking after employees who take up challenging jobs, especially in hardship regions outside China, by improving their working and living conditions, supporting healthy work-life balance, and ensuring that they're taken care of both physically and mentally.

The road ahead is long and hard. As long as we press ahead, we will reach our destination. With unwavering effort, we will build a promising future. Choosing Huawei is choosing a path. The road we're on is bumpy, but rewarding. With no way back, success is our only way forward. Let's work with our customers and partners to bring digital to every person, home and organization for a fully connected, intelligent world.

Again, thank you all for your hard work and dedication. Happy New Year!

[Shenzhen, China, September 23, 2021] Today, Huawei kicks off its annual flagship event, HUAWEI CONNECT, which is being held entirely online for the first time. Themed "Dive into Digital", this year's event brings together industry visionaries, business leaders, top tech experts, and ecosystem partners to explore how to better integrate digital technology with business scenarios and industry know-how, and how stakeholders can work together more effectively to foster an open industry ecosystem and drive shared success. Eric Xu, Huawei's Rotating Chairman, opened the event with a keynote speech. The full text is as follows:

Huawei's Eric Xu: Innovating Nonstop for Faster Digitalization

Thank you for tuning in to HUAWEI CONNECT online. Having the opportunity to connect with you online is a testament to the progress the world has made in digital transformation. Today, I'd like to talk about how Huawei is innovating nonstop to speed up that progress further.

The world is changing fast, and so is digital technology. There's a global consensus on the importance of going digital these days. It might be the only thing everyone can agree on. More than 170 countries have released a national digital strategy. Recent developments have reminded

us that digital transformation is now more real and urgent than ever.

First of all, the lingering pandemic has accelerated the digitalization of products and services over the last two years. According to McKinsey, COVID-19 has caused digital transformation to jump ahead by seven years globally and by a full 10 years in Asia Pacific. Their research also found that going digital is no longer viewed as some tedious and impractical endeavour. On the contrary, companies have proceeded 20 to 25 times faster than expected. And now it's pretty much accepted that hybrid onsite and remote work will be the future of the workplace.

The second major catalyst is the proactive global response to carbon

emissions and global warming. The EU has announced its plan to achieve carbon neutrality by 2050, and China has pledged to hit peak emissions by 2030 and become carbon neutral by 2060. Digital technology holds the key to reducing emissions across all industries. According to a survey by the World Economic Forum, by 2030, ICT technology will help reduce industrial emissions by 12.1 billion tons, roughly 10 times the amount emitted by the ICT industry itself.

Third, the increasingly complex global environment has caused companies to place greater strategic priority on business resilience, for which digital technology is a key enabler. Economic recovery from the pandemic and low-carbon development are both pushing organizations worldwide to pick up the pace of their digital transformation.

The good news is that the underlying technology has never been more ready. Many countries came to realize this in their efforts to grapple with the pandemic. The development of the underlying digital technology and infrastructure has laid a solid foundation for digital transformation.

Globally, there are already 176 5G commercial networks and more than 10,000 projects exploring how 5G can drive industrial digitalization. On the consumer end, there are already more than 490 million 5G users worldwide. According to IDG, 81% of organizations worldwide are already using cloud or have applications in the cloud. AI is developing faster than ever. A study by Roland Berger shows that AI has already penetrated every sector. In certain sectors, such as high-tech, telecoms, finance, automotive, and assembly, AI adoption exceeds 60%, and in business services, healthcare, and retail, adoption rates are roughly

50%, 40%, and 38% respectively.

Just as digital transformation is a shared vision, the technology itself can be shared too. So what's the best way forward? All countries, businesses, and industries are different, and they have unique challenges. So of course their understandings, strategies, pace of development, and approaches to digital transformation tend to differ as well. So true digital transformation is still a long way ahead.

Huawei's mission and vision is to bring digital to every person, home and organization for a fully connected, intelligent world. I believe helping industries go digital is a critical aspect to our mission. You could even say we wouldn't be able to accomplish our mission without the successful digital transformation of industries.

There are four pillars to our value proposition:

- Ubiquitous connectivity: We believe that every person has the right to be connected, and Huawei's role is to bring connectivity to all people and things, and to keep raising the bar for user experience.

- Pervasive intelligence: We see AI as a general-purpose technology that can help all industries bring every step of their end-to-end value creation process to the next level.

- Personalized experience: Every person is unique. We are committed to providing personalized products and services so that the individuality of every person is fully respected and their potential is fully unleashed.

- Digital platform: We firmly believe that digitalization will bring civilization to entirely new heights. We are committed to providing open, secure, flexible, and easy-to-use digital platforms to spark innovation across industries, drive industrial upgrade, and advance social progress.

Digital development relies on digital technology. For digital technology to stay relevant, we must continue to innovate and create value. Cloud, AI, and networks are three critical digital technologies. I'd like to talk about these three today and then touch on what we're doing to enable low-carbon development. I'll share some of the progress we've made and our thoughts on where the industry is heading.

First, let's take a look at cloud services.

On September 1, 2016, at the very first HUAWEI CONNECT, I delivered a keynote called "Embrace and Integrate with the Cloud to Become a Digital Enterprise".

On March 19, 2017, we announced the establishment of our Cloud BU at the Huawei Eco-Partner Conference, held in Changsha, China. At the time we also said that, from 2017 onward, Huawei would ramp up efforts to build open public cloud platforms with public cloud services. We were to focus on select industries and work with partners to build a cloud ecosystem and grow the pie together.

Now, four years later, HUAWEI CLOUD has brought together more than 2.3 million developers, 14,000 consulting partners, and 6,000 technology partners, and also made more than 4,500 services available in the HUAWEI CLOUD Marketplace. It has become an important platform for Internet companies, traditional enterprises, and governments alike to take their organizations digital. HUAWEI CLOUD, together with partner public clouds, now serves 27 Regions in more than 170 countries around the globe. According to a study by Gartner, HUAWEI CLOUD



was the fastest growing cloud in the IaaS market in 2020, and made it into the top 2 for cloud service providers in China, and top 5 globally. We've come a long way, and that's just the beginning.

With HUAWEI CLOUD, our mission is to build the cloud foundation for an intelligent world through ubiquitous cloud and intelligence. As industries speed up their digital transformation, HUAWEI CLOUD is primed to develop even further.

As digital transformation begins to take root, and with the growing diversity and sophistication of digital applications, traditional cloud services that simply provide the basics like elastic resources and simplified

O&M are no longer going to cut it. Super-elastic resources, alongside agile application development and iteration, are the way forward for cloud services. This is why tech companies, traditional enterprises, and governments have all started embracing the idea of Cloud Native. The shift towards cloud-native applications will allow traditional enterprises and governments to benefit from greater resource elasticity and agility. Beyond that, they will be able to create greater value by harnessing the power of big data and AI that come with new, cloud-native services.

As an advocate and early adopter of Cloud Native, HUAWEI CLOUD has released a great number of cloud-native services since 2016,

helping Internet companies, traditional enterprises, and governments become cloud natives themselves. Building on this experience, we brought up the concept of Cloud Native 2.0 in 2020, the next phase of development where we hope to enable all organizations to become new cloud natives.

As cloud-native applications become more widespread across all sorts of different scenarios, the need for distributed deployment, unified management across clouds and regions, and ensuring a consistent experience will become increasingly important.

To address this need, after years of hard work, today we're launching the industry's first distributed, cloud-native service called HUAWEI

CLOUD UCS. UCS stands for "ubiquitous cloud native service". With HUAWEI CLOUD UCS, we want to provide organizations with a consistent experience while using cloud-native applications that are not constrained by geographical, cross-cloud, or traffic limitations. UCS aims to bring cloud-native capabilities to every business scenario and accelerate the adoption of cloud-native applications in all industries.

Now, let's move on to artificial intelligence.

In October 2018, Huawei launched its full-stack, all-scenario AI portfolio at HUAWEI CONNECT in Shanghai. On August 23, 2019, we announced the open source plan for our AI computing framework, MindSpore, in Shenzhen. Since these announcements, we've stuck to our plans and have managed to meet our targets.

First, in terms of hardware, more than 10 of our partners have launched AI hardware products that use our Ascend modules and cards.

Second, MindSpore went open source in March 2020, as scheduled. From that time to the end of August 2021, it has been downloaded more than 600,000 times, making it the most vibrant AI community in China. There are also more than 100 universities that include MindSpore in their curriculum. It's fair to say that MindSpore has become the mainstream AI computing framework in China.

In addition, more than 500 of our partners have developed over 600 AI solutions based on Ascend. These solutions are used across a wide variety of industries. Generally speaking, our full-stack, all-scenario AI portfolio is moving forward as

expected.

At HUAWEI CONNECT 2019, we released the Atlas 900 cluster. At the time, a single cluster used 1,024 Ascend 910 AI processors, delivering 256 PFLOPS of computing power. Now, a single Atlas 900 cluster can use up to 4,096 Ascend 910 AI processors, delivering 1 EFLOPS on non-blocking networks.

On top of these clusters, HUAWEI CLOUD ModelArts can use inter-cluster dynamic adaptive routing technology to expand the computing power of a cluster by a factor of between 4 and 32, depending on the power constraints. That adds up to computing power of up to 32 EFLOPS and an increase in linear speedup ratio to more than 85%. The Atlas 900 cluster, as well as the cloud services based on it, currently serve more than 300 enterprises across all sorts of industries, including transportation, finance, energy, manufacturing, and healthcare. They are used by many enterprises and research institutes for large model training.

These are some of the more noteworthy pre-trained large models supported by the Atlas 900 AI cluster:

- HUAWEI CLOUD Pangu Chinese NLP large model
- HUAWEI CLOUD Pangu CV large model
- HUAWEI CLOUD Pangu drug molecule large model
- HUAWEI CLOUD Pangu scientific computing large model
- LuoJiaNet, a dedicated remote sensing framework
- Pangu Chinese NLP large model for Peng Cheng Laboratory
- Biopharmaceutical large model for Peng Cheng Laboratory

In Huawei's full-stack, all-scenario AI strategy, ModelArts is positioned as an enabler of AI applications. Its goal is to enable

incredibly simple AI application development, helping address the growing shortage of AI professionals and experts. Our hope is that ModelArts will equip each and every engineer who has a basic grasp on AI to independently develop their own AI models and applications. Over the past three-plus years, ModelArts has been used in thousands of AI application projects across different industries. Throughout this time, we have continued innovating and accumulating industry know-how to better adapt the framework to meet the needs of organizations at different stages of digital transformation and AI adoption. This has resulted in a series of full-pipeline, scenario-based services based on ModelArts. The creation of these services marks the first step in realizing our goals for ModelArts.

For most enterprises, there are three different stages of AI application development, and ModelArts provides targeted services for each.

In the early stage, most enterprises take a more experimental approach to AI for either generalized or more specific tasks. In this stage, they're mostly focused on model development and feasibility. The AI capabilities of enterprises in this stage are often quite limited. To address this, ModelArts provides services and development tools like domain suites, example scenarios, Pangu large models, and pre-trained models, allowing engineers to quickly pick up, train, and verify AI models without having to mess around with too much code.

The second stage is the "quick win" phase where, building on successful experimentation, enterprises tend to focus on how they can use AI to create immediate value. During this phase, AI development

is no longer about developing models, but about facilitating one or more real-world tasks, catering to specific deployment environments and specific industry requirements, and adopting trustworthy designs. So for organizations in this stage, ModelArts provides things like trusted components and security algorithms, ModelBox, AutoSearch, and Pangu large models, allowing AI engineers to adapt solutions to diverse deployment environments and rapidly develop AI applications that can be used in real-world scenarios.

The third stage is characterized by the development of systemic AI applications or AI sub-systems. This stage often requires collaboration between multiple applications, tools, and systems. ModelArts supports simplified and efficient AI system development by offering MLOps, OptVerse AI Solver, scientific computing, Pangu large models, heterogeneous distributed system schedulers, and a wide range of industry-specific components and tools from ecosystem partners. With ModelArts, we are committed to equipping every engineer with the tools and support they need to develop AI applications, and we look forward to achieving this goal as soon as possible.

Even the most seasoned AI experts find it challenging to integrate AI into real-world scenarios across different industries. This is because industrial scenarios are varied and don't often have much in common. Even with highly automated tools, AI model development has to be done on a case-by-case basis, which is extremely labor intensive and time consuming. A general lack of good data to train models presents an even bigger challenge. For AI models to be accurate, we have to feed them huge

amounts of data. A lack of scenario-based data means that models often fail to meet real-world requirements, rendering AI useless in certain scenarios. In situations like this, large models are a good solution.

With pre-trained large models, developers don't have to start from scratch when developing AI for any scenario. Instead, smaller, scenario-specific models can be automatically extracted through targeted training based on a large model. This shortens the development cycle from months to days, marking a shift from manual AI model development to industrial-grade development.

More importantly, targeted training based on large models greatly improves model performance and AI usability. These are actual results from our Southern Factory. With only 40 data samples, the accuracy of AI models trained with conventional methods can only reach about 80%, which definitely doesn't meet our requirements. But if we train them based on large models, we're able to boost the accuracy to as high as 99.5%. So now using AI for detecting defects is a practical reality.

Next, I'd like to talk about enterprise networks.

As organizations go digital, they tend to see exponential growth in network complexity, because they have to deal with:

- More connected branches and access locations in a hybrid work environment
- More dynamic changes to experience due to greater employee mobility
- More connections as office networks converge with IoT
- More performance requirements and frequent network

changes due to cloud and new apps

- More types of equipment from more vendors, leading to greater management scope
- More demand on network assurance as the focus shifts from connection-centric to experience-centric

At the same time, these organizations won't see linear growth in their number of O&M engineers – or they won't see any growth at all. The gap between the complexity of network O&M and the availability of O&M engineers will only continue to expand. This challenge to network O&M can be addressed by applying digital technology. Innovating, not expanding the O&M team, is the right way to cope with the growing complexity of network O&M.

Based on this belief, we came up with the concept of autonomous driving networks, or ADN. We believe that networks of the future will be like autonomous vehicles that are able to automatically operate and maintain themselves without manual interference. ADNs will have four characteristics:

- First, they will be self-fulfilling. That means the network can automatically deploy services based on user intent. The ultimate goal is to fully automate service deployment.
- Second, they will be self-healing, meaning that the network can predict and prevent faults, and automatically recover from incidents. Fully automated O&M is the ultimate goal in this respect.
- Third, self-optimizing, with networks that can automatically adjust and optimize themselves to provide a superior experience. Ultimately, we want to aim for fully automated network optimization.
- Fourth, autonomy. This means that network functions will be able



to autonomously adapt, learn, and evolve.

This is our vision for ADNs and what we ultimately hope to achieve.

Over the past two years, we've been innovating solutions for global networks based on the ADN concept. We've also been working together with customers from the finance, education, and healthcare sectors to innovate and deploy new applications.

In the finance sector, Huawei and China CITIC Bank have applied ADNs to upgrade the bank's data center network. In 2020, our ADNs enabled end-to-end automation of services across over 40 scenarios on one data center network with equipment supplied by a single vendor. This year, we will keep pushing the envelope to support heterogeneous scenarios that involve multiple clouds and equipment from multiple vendors. Take the bank's services for sending money transfers to international students, for example.

In the past, launching a new service like this took an average of more than 30 days to do collaborative design and evaluation across domains and manage any changes. Now the entire process can be completed within just 30 minutes.

Being able to rapidly locate faults is the biggest headache when managing any data center network, but it's no longer the case with ADNs. ADNs offer end-to-end visibility into network quality. They also make it possible to locate 75 types of typical faults within three minutes, and provide advice for fixing the fault within five minutes. This year, our ADNs began using knowledge graphs for self-learning. They are able to analyze live network data to continuously learn about new faults, boosting overall coverage to 97%.

In the education sector, Huawei and Xi'an Jiaotong University are using ADNs to redefine campus networks. As the university deploys

more and more smart teaching and campus services, it has to manage a growing number of IoT devices like cameras, barrier gates, smart doors, and lecture recording devices. Across their four campuses, they have more than 500,000 devices across 50 categories. They're used in all sorts of different places and can access the campus network, which could potentially pose a security risk.

Our ADN technology helps the university's networks automatically identify devices and grant access within seconds. Powered by AI, the ADNs can also learn about and label unknown devices online. Now it can identify 98% of devices on its own. Wireless access over campus networks has already become mainstream. In the past, Wi-Fi inference, roaming, and application support were big challenges to the university. They had to manually optimize the Wi-Fi network, which was very inefficient. Now with Huawei's AI-based

optimization functionality, they have reduced the need for manual interference and increased their Wi-Fi RSSI fulfillment rate from 64% to 90%.

Finally, I'd like to talk about how Huawei is supporting low-carbon development with digital technology.

Like I said earlier, digital technology is key to going low-carbon. Huawei will continue to innovate in digital technology to support low-carbon development. We have three priorities in this area:

- First, we invest and innovate in energy-saving technologies to deliver more energy-efficient ICT products for a low-carbon ICT industry.
- Second, we invest in innovations where power electronics and digital technologies converge to promote clean energy and the digitalization of traditional energy.
- Third, we provide digital technology to help all sectors go digital and low-carbon.

Helping the ICT industry go low-carbon is our first priority. For decades, Huawei has been developing equipment and solutions around the goal of reducing energy consumption and emissions. New requirements are emerging on combating climate change and achieving low-carbon development in all sectors. These requirements raise the bar for ICT equipment. In response, we will set higher goals of realizing energy conservation through innovation.

Our second priority is to promote clean energy and the digitalization of traditional energy. As part of global efforts to achieve peak CO₂ emissions and carbon neutrality,

we aim to use our digital technology to promote clean energy and the digitalization of traditional energy. For this purpose, we recently set up a subsidiary called Huawei Digital Power. Our vision has several layers. We want to promote clean energy and the digitalization of traditional energy. We're also working to more effectively integrate digital and power electronics technologies, and converge information and energy flows to drive an energy revolution for a better, greener future.

Specifically, Huawei Digital Power converges power electronics and digital technologies, in order to use bits to manage watts. That means we use digital technology to control power electronics equipment. Our main focal areas span from clean power generation, energy digitalization, and transportation electrification, to green ICT infrastructure, and integrated smart energy. We provide secure, efficient, green, and intelligent solutions for these areas. We also provide the energy sector with widely-used enablement platforms, including those for embedded power, intelligent power distribution, and energy storage. In addition, we will develop a unified Energy Management Cloud Service platform for all digital power scenarios. This will be an open application platform for all of our customers and partners.

By providing these products and solutions, Huawei Digital Power aims to support low-carbon development in all areas, including households, buildings, factories, campuses, villages, and cities. We will work to drive the shift towards low carbon, and ultimately zero carbon.

Our third priority is to reduce emissions in traditional sectors, especially those with typically heavier

emissions. This is central to the transition towards a low-carbon world. It's also a key part of our innovation strategy. We remain committed to providing digital technology to help all sectors go digital and low-carbon. It's fair to say that cutting emissions is a shared goal between Huawei and almost all the sectors we work with. We've made some exciting progress so far.

In smart transportation, our traffic light management solution reduces traffic jams and emissions in cities. Our smart highway solution supports free flow tolling and has helped reduce fuel use by 321,700 tons thus far.

Our smart heating solution is already reaping benefits for Harbin, a city in northeast China. In the city's Daowai District, on-demand heating reduces energy use by an average of 12.1%. If smart heating is used across 13 billion square meters of building space in China, then CO₂ emissions will decrease by 16.199 million tons per year.

Our smart agriculture solution is also creating real value for farmers in Switzerland. Drones that use big data and 5G are able to inspect farmland 20 times faster than before. Through precision weeding, farms can reduce weedicide use by 90%.

There's no doubt about it: Digital transformation is a long-term process that won't happen overnight. Fortunately, the tech sector is more dynamic and vibrant than ever. Nonstop innovation has been the driving force behind digitalization thus far. Moving forward, if we hope to reach more ambitious goals for digitalization, nonstop innovation will continue to be key. So let's innovate nonstop for a better future.

Thank you!

The Old Blade's Dream

An Interview with Dr. Doron Ezri, the Fourier Lab Director at Data Communication Product Line

By Doron Ezri/Fourier Lab

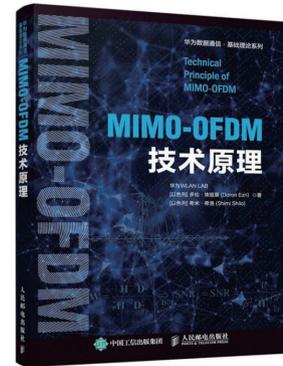


Dr. Doron Ezri

Editor's note:

Focusing on the research and innovation of key technologies of the Data Communication Product Line, the Data Communication Lab is responsible for making technical breakthroughs, leading the way to "extend our roots deep into the soil and break limits high in the sky," and building a world-class expert echelon in overcoming difficulties. Dr. Doron Ezri, the Fourier Lab Director at Data Communication Product Line, has led his teams to work on the next-generation Wi-Fi technologies, business & home Wi-Fi solutions, and Wi-PHY/MAC engineering algorithms. A firm believer in the scientific research creed of "Talk is cheap, now show me the math," Dr. Doron personally customized a teaching program and trained a group of excellent talents in the lab and the PDU (Product Development Unit). He maintained a fully open academic attitude, giving careful guidance to the top young minds, new PhD recruits and senior researchers. Dr. Doron is affectionately known as "Old Blade" because his English name pronunciation is similar to the Chinese word "blade," which is a perfect pun of his sharp and superior scientific abilities.

We had a pleasant interview with Dr. Doron Ezri, the Director of Fourier Lab, following the publication of his new book in Chinese, *Technical Principle of MIMO-OFDM*, and the conclusion of a unique (six months) technological training program which he gave to PhDs at Network Research Department (NRD) and WLAN PDU. As both these achievements were quite rare, we wanted to get to know Doron a little better, to understand his motivation, philosophy and values, and most importantly, to see what we can learn from his perspective and experience.



Doron's OFDM MIMO book, in Chinese

Q: Dr. Doron, tell us a little bit about yourself.

A: I'm a wireless enthusiast! This is what I do and this is what I love and this is what I think about!

I joined Huawei in 2012 and currently the Director at Fourier Lab at the Data Communication Product Line, where we do Wi-Fi research in all aspects – from signal processing, such as Orthogonal Frequency Division Multiplexing (OFDM) and Multiple-Input-Multiple-Output (MIMO), through protocol, Radio Frequency (RF), antennas and architecture.

Before Huawei, I was CTO at Company R, the company that invented OFDMA and led the development of the first OFDMA MIMO chipset in the world (WiMAX Wave 2 MS). Then I fell in love with MIMO. I was lucky to take part in the “incubation” phase of the technologies that changed the wireless world and underlie 4G, Wi-Fi 6 and 5G!

On the academic front, I have been teaching a graduate level OFDM-MIMO course at a prestigious university for the last 14 years, with over 1,000 graduates from all of the important international wireless companies. I have authored two books, 25 papers and over 80 patents and patent applications – all in wireless communications. I am a wireless enthusiast. Thanks to Huawei's

excellent research platform, I have been focused on my beloved research work. By leveraging my experience and knowledge, I hope that I can help my young colleagues to grow faster and make greater contributions. That's why I joined Huawei.

Q: You're so deeply focused in the wireless communications, and you've been working hard in the technology you love. Now you are at Huawei, so what is your dream?

A: My dream is to turn Fourier Lab into a world-class wireless research lab and the best wireless research lab at Huawei. A lab that attracts the best talent, cultivates this talent, does amazing research and makes great contributions to Huawei's Wi-Fi products! A lab where people are excited by their work and eager to make a difference!

From my perspective, besides my obvious responsibility for developing technology for Huawei, I have another important role, and that is to personally mentor, cultivate and inspire the team and build the unique competence required into our organization to make a difference!

Q: Wow! That's an impressive target! In your opinion, what are the opportunities and motivations for achieving this goal?

A: Huawei is now in a very

unique situation. On the one hand, we at Huawei have a great opportunity – we develop our own Wi-Fi chipsets, something that most of our competitors in Enterprise Wi-Fi do not have! On the other hand, we are facing a lot of technological limitations in recent years.

So my philosophy is simple: When you have infinite time, money and resources, you don't need good engineers... The good engineers shine when there are a lot of constraints! I see the constraints as an opportunity to be extraordinary, to shine!

Now, we want to use our great opportunity of designing our chips and bring great differentiation to Huawei's products, for example 10dB gain in Multi-User MIMO (MU-MIMO) and doubling the distance for 4K-Quadrature Amplitude Modulation (4K-QAM) using nonlinear compensation. So when you want to do things fundamentally differently and better (not just follow classical designs), you must understand everything! You must have very deep knowledge!

So we came up with a totally different approach called Null Space Precoding (NSP) and also provided an amazingly low-complexity implementation. And yes, NSP gives 10dB over competitors. But you

know, a great idea is not enough and a lot of hard and detailed work follows... So our researchers from the overseas team worked tightly with team members from NRD to optimize the implementation, ran hundreds of simulations, and finally NSP was accepted into the product and is the baseline solution to all of Huawei's DL MU-MIMO precoding schemes!

But finally, I want to remind you that without the deep understanding and the math we would never have NSP, which is a great example that we must adopt a scientific attitude of "Talk is cheap, now show me the math!" This is my motivation!

Q: You mentioned that you had another important role to personally mentor, cultivate and inspire the team. How do you intend to get there?

A: Excellent question! You know, unique situations call for unique measures. I will depict these measures:

1. Disseminating Knowledge

and Experience

1) Video-recorded OFDM-MIMO Course

Following my supervisor's directions, we started by recording a dedicated course on OFDM-MIMO which is the most important technological building block of advanced Wi-Fi (Wi-Fi 6 and 7). We video-recorded a 15-hour course – spanning 11 lectures with carefully tailored MATLAB (Matrix Laboratory) exercises and Chinese subtitles. The course has been posted on W3 and attracted huge attention – over 6,500 views.

2) OFDM-MIMO Book in Chinese

On top of the course we authored an OFDM-MIMO book in Chinese, *Technical Principle of MIMO-OFDM*, spanning over 200 pages and including all the theory and 42 unique analytical exercises – taken from my graduate-level exams in the last 14 years. Thanks to the collective translation and proofreading efforts of my teammates and publishers in China, the book was finalized and

published after almost one year's meticulous preparation.

So besides the extensive use of the book at Huawei and Fourier Lab, it includes all that is needed for a graduate-level OFDM-MIMO course at top Chinese universities and we intend to promote it with top universities such as Southeast, Beijing and Tsinghua. This way we can meet the best PhD students while they are studying, and demonstrate Huawei's and Fourier Lab's "muscles" to attract the best talent!

2. Personal Mentoring of Top Young Minds, PhD Recruits and Senior Researchers

With these "tools" I started mentoring "genius" five-star recruits for Fourier Lab and Wireless Local Area Network (WLAN) PDU. In these deep mentoring sessions (the mentoring process for each in last several months), I could feel that I can make a change! I can turn these great and smart young guys into "powerful" Wi-Fi researchers. That was very encouraging!

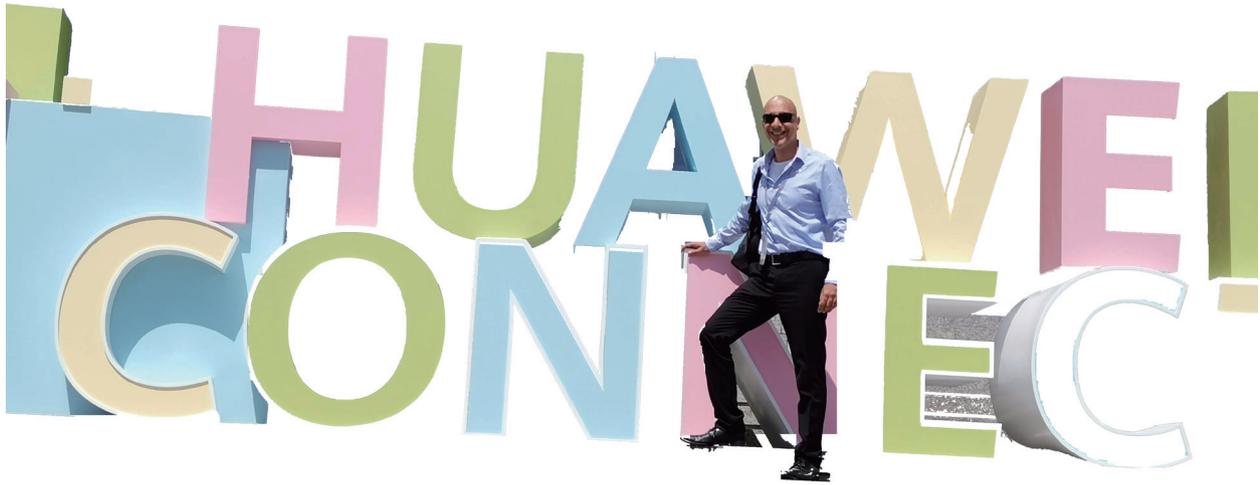
Then, following the advice of Mr. Jiang (the Vice Director at Fourier Lab and my close personal friend whom I consider a brother) we decided to build a course for senior researchers at Fourier Lab and WLAN PDU.

Q: Can you share your ways of teaching the course to the senior guys? How did you turn these great and smart young guys into "powerful" Wi-Fi researchers?

A: Well, my understanding was that I can only "run" as fast as my teammates at HQ. I will explain: In order for the technology that the team develops to penetrate the products, it must be verifiable and trusted by the teams at HQ. So if I make a lot



Lecturing at HUAWEI CONNECT



of progress (“run fast”) but the HQ does not understand me and does not trust my technology, then it is meaningless...

To achieve my business goals (penetrate and affect the products) I must make sure HQ “runs” as fast as me! This was my motivation!

So I built a course that was

based on weekly meetings in which the guys watched the video-recorded lectures, then had some 30 minutes for internal discussions and then I would join for “live” Q&A. After every session, the guys would do the MATLAB exercise and send me the code for review.

I think the “heart” of the

course and the key to its success was openness! In an atmosphere of “ask me anything and I will do my best to answer!” we managed to create very open and deep discussions – in the Q&A sessions and continuously beyond sessions (using eSpace). Discussions spanned OFDM, MIMO, signal processing, detection theory,

Remarks from Colleagues to Dr. Doron

Mr. Bai
(WLAN Performance Expert of WLAN Development Dept., Data Communication Product Line):

First of all, over my years of study and career, there were really few good teachers and friends like you. Your passion for “preaching, teaching and solving doubts” impressed me very much. I remember that you still kept working and responding to my questions when it was so late at weekends. I don’t remember how many times you insisted on sacrificing personal rest time to teach us during

holidays. Just like you said, you really took teaching and training, which is not the top priority in our view, as your priority!

In addition, I deeply admire your professional competencies in MIMO and your thorough understanding and insight. No matter what questions we ask you after class, you won’t get overwhelmed by them. You adhere to the method of mathematical analysis and explain a magical physical phenomenon from a fundamental perspective, perfectly connecting the mathematical world with the physical world, so as to make us understand more deeply. You are really a “great master!”

Finally, although I have said it countless times, I still want to say “thank you” again. It’s such a great honor to be your colleague and student.

Mr. Pan
(Principal Engineer of Fourier Laboratory, Data Communication Product Line):

Hi Doron, it’s a great honor to have the opportunity to attend your MIMO-OFDM courses. As a doctoral graduate majoring in communication engineering, this is my first time to receive such a systematic training of wireless communication technology: from theories to engineering practices; from wireless channels to advanced modulation & detection technologies, and OFDM technologies; from an academic

estimation theory, random processes, Wi-Fi standard specifics, practical issues experienced by our product line in the field, etc.

This course was amazing. I could feel the real enthusiasm of the guys to learn, go deeper, and excel! And these, I remind you, not fresh recruits who have “all the time in the world”, these are senior guys who are very busy with their “day work”, so I really appreciated their enthusiasm and commitment!

Because the course was going so well and we made a lot of progress, we decided to extend it also to more advanced (and product-related) topics such as coded OFDM and Log-Likelihood Ratio (LLRs) and Sampling Clock Offset (SCO) correction – one of the most confusing topics in wireless.... Eventually the

course spanned around six months and the ramping-up of knowledge exceeded my expectation (and I think also theirs ...).

One of the things that I found very helpful in this journey is to abandon the old format of answering questions by emails, and to adopt a new format of recording short videos (with a digital pen) to answer questions. You know in Hebrew there’s a saying “A picture is worth a thousand words,” so I guess a video is worth more than 10,000.... The “hit ratio” of using videos was amazingly high! In almost all cases the guys understood my answer in the first attempt!

Finally, but most importantly, beyond the obvious target of ramping up knowledge, I think we created

something bigger, which is trust.

This long course, and the attitude of “ask me anything” accompanied with (hopefully) good and detailed answers grounded in science, have promoted great trust between Fourier Lab and WLAN PDU and between Israel and HQ. I hope I also managed to “infect” the guys with my enthusiasm for wireless, science and mathematics (especially when it leads to superior technology for Huawei’s products!) as reflected from (the heart-warming) feedback below.

This is also how I learned that my Chinese nick-name is “Old Blade”... I’m not “crazy” about the “Old”, but I like the “Blade.”

I believe my dream will come true. We are definitely on the way there! I see a bright future for Fourier Lab!

research to a standard system; from Wi-Fi to 5G; and from digital signal processing to detection & estimation. During the course of your teaching, each part of the presentation reflects your deep strength in the teaching field, and vivid narrations demonstrate your passion for the communications industry.

Thank you for your patient answers to our questions during and after every class, for your wonderful and neat blackboard writing online and offline, and for your careful review and guidance on our homework.

Unfortunately, I didn't finish all the courses and owe you a lot of homework. I hope I can make it up before the end of the year.

Finally, I will follow your guidance in my future work. Let math lead the way, and bring these knowledge into my blood.

Mr. Wei
(Top Young Mind & Principal Engineer of WLAN Development Dept., Data Communication Product Line):

As a student who has been tutored one-on-one by Dr. Doron, I can't say enough to express my gratitude and admiration.

Just share a message I posted on WeChat Moments last December:

On Doron's Art of Praise

I have a foreign tutor named Doron. I send him theoretical analysis & simulation results every week.

At the beginning, it was fairly easy, and my delivery was without any bugs. Doron replied every time: “Excellent work!”

Once I wrote three documents in a hurry, and two of them turned out to be wrong. Doron replied to me: “Excellent work capacity!”

Until last week, the training

was upgraded to the “hard mode,” and I wrote a document on multi-AP collaboration.

Doron called me, coaching me online for two hours, and then replied to me by email: “Excellent work!”

Mr. Xu
(Senior Engineer of Fourier Laboratory, Data Communication Product Line)

With a solid theoretical foundation, in-depth research and professional understanding of MIMO, OFDM and signal processing, Dr. Doron always answers our questions and clarifies our doubts in the first time.

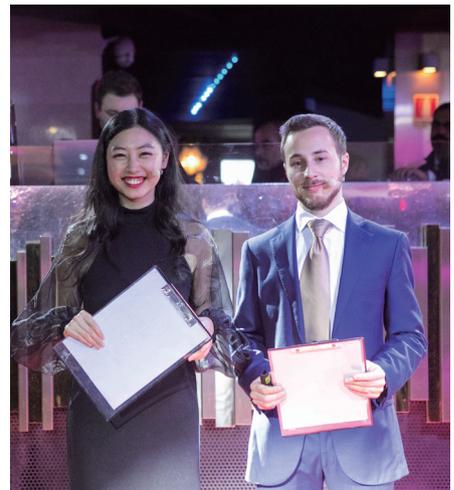
The course is easy to understand and helps beginners to establish a framework of MIMO and OFDM, providing the cornerstone for their subsequent advancement.

Student, Graduate, Technical Director: What's Next?

By Alessandro Gattolin/Italy



Italian Students - Seeds for the Future 2017 (author at front row)



Hosts at Christmas Party 2019

Myself of 2021: *“Follow your passion and you will reach your objectives. Never give up even when your daily life may seem to have changed so much, and live in the moment to fully enjoy life.”*

Myself of 2017: *“Who are you?”*

Myself of 2021: *“I am you from 2021”*

Myself of 2017: *“Why are you telling me this?”*

Myself of 2021: *“Even though I have no reasons, it's because I trust you will continue to be yourself. I just wanted to make sure to share these pieces of advice because in the coming years you will have so many challenges and opportunities to grow that time will fly!”*

Time flew, indeed.

This is how I imagine a conversation between me of 2021 and myself of 2017, the year when I graduated and immediately joined Huawei. My journey in Huawei had started a little bit before I took part in the Seeds for the Future Program, during which I spent 17 days in China; here I was impressed by how many things Huawei was (and is) doing, and discovered interesting things about Chinese culture, such as tone pronunciations in the Chinese language, Chinese brush paintings, square dancing and so on.

The Adventure Began

Huawei did not know me then. But with the Seeds for the Future Program, which already invested both time and money in me, I as a young student had been shown how many opportunities there were (are) in the ICT world. A few months later, I got a call from Huawei HR to start the interview process and finally got a job offer. How could I refuse? I was full of energy and motivation to set out on a new journey.

Like many others, I started as Technical Engineer, but that was just the beginning. I joined the System Integration Department working on a software project, OCS (Online Charging System), for a very exciting Italian customer. The project was in a very delicate phase where we had to make a big bang migration to substitute a competitor's system, which meant that, that very weekend, we had to turn off the old system, migrate all the data and turn on our solution to start managing real network traffic from a real customer. As software projects were always very dynamic, very strong teams were needed in order to satisfy all customer

requirements and meet the deadlines.

I worked day-by-day with my mentor, who not only gave me technical training but also, most of all, offered me much advice about how to speak with the customer, how to deal with problems and how to make sure that the team is working effectively. Before joining Huawei, I had never attended meetings so challenging as at Huawei: People from the customer side usually try to get a quick feedback on feasibility and costs, while other system integrators are not always collaborative in working out solutions. To help me cope with such situations, my mentor taught me how to prioritize tasks, when to ask clearly for more time to work on the answer and when to say no to customers.

Staying customer-centric is one of our core values at Huawei, but it does not mean saying yes always; sometimes, if we just do what the customer wants, we may deliver solutions that are not stable or future-proof. Saying no, on the other hand, does not mean "No, we don't want to do that." For example, if a customer is trying to discuss technical details on a Huawei solution and we think that this may lead to some kind of inefficiency, we must ask the proper questions, e.g. Which business unit is asking for this requirement? What is the final objective? Is there any interdependency with other projects or can we take more time to develop the solution? Such questions aim to guide our customer to a different solution than the one they were proposing.

In the end, this will lead to a better solution and a win-win for both Huawei and the customer and, to me, it represents what it means to stay customer-centric. Without my mentor I may not have understood this so early in my career.

After a full year working with

him and successfully delivering the project with the big bang migration, the software delivery team shrank a bit. I was offered the opportunity of leading it as Solution Architect: the first opportunity appeared and I embraced it with full energy. With this promotion I shouldered more responsibilities for both HQ and the customer and my daily work changed a lot. After another six months, I was offered the opportunity of becoming the Technical Director of the project and, once again, how could I say no?

As of today, I am still the Solution Architect and Technical Director of the same software project – Service Experience Consulting & System Integration, to be exact. In software, however, things change so fast that every day is different. Every day, there is a new challenge or a new customer requirement to handle; we need to deliver, test and make sure that the final product meets the customer's expectations. We are now focused on extending the project, which means that we need to study new technologies, come up with different designs and integrate our products with different customer systems and completely meet their new requirements.

In the software business, time-to-market is critical to staying competitive. I am still involved in designing and delivering so many products to meet so many requirements that it seems as if I just joined Huawei, though, in fact, I have already been with the company for more than four years.

Maybe this process has been accelerated by the COVID-19 pandemic, but even in this hard time we never stop working side-by-side as a team and with our customer. We are already used to many online meetings to discuss new requirements with HQ,



Snow on the Great Wall

while we are just beginning to have more and more such meetings with the customer; we continue to deliver new solutions every month, while we have closed the deal for an important solution evolution project. When there is a completely new project, it is a huge challenge for both Huawei and the customer since there are new use cases to be understood and developed. This improvement is usually seen as a network evolution, but the full story is that the software interacting with the network must also evolve. For us in particular, we will not only introduce a new communication channel with the core network but also enable the marketing team of the customer to launch new kinds of commercial offerings.

The first priority is to explain our solution to both the customer's technical team and marketing team, using a different language (one more technical, one more business related), of course; this aims to convince them

that the evolution of this solution will allow them to be very competitive on the mobile market and therefore they should make sure to implement all the new ideas that are derived from the advanced wireless technology. Even though the customer has not yet decided which will be the key features of its evolved business proposition, we are able to show them all the use cases which can be supported (drone deliveries, sports events with thousands of people in a restricted location, Internet of Things scenarios of various verticals like healthcare or automotive). In so doing, we will help to make them more competitive in what they think will be the right choice to beat the competition on the market.

The Graduate Program: So Many Young Talents

As many things have happened in my daily work, that is not the full

story. When I joined the company, I started from a Graduate Program, which led me to Dusseldorf, Madrid and Rome where I met a lot of smart colleagues from around Europe, some of whom I am still in contact with nowadays, to discuss something technical or just to have a friendly chat. The best training, though, was the one that led me to China again in December 2019. I was very lucky to travel to China just before the pandemic started. This time I went back to China not anymore as a student who knew nothing about Huawei and Chinese culture, but as an engineer who was even more curious to know more, discover more about our HQ and experience the culture and local food. As always, participation in training means being able to meet new people and sometimes find old friends from other training sessions; this time I met colleagues from all around the world, not only Europe.

I love living in Italy. While I was a student, I decided that I wanted to work with a company which would allow me to stay near my dear friends and family. But at the same time I wanted to be exposed to an international environment. Anyway, I think that Huawei is the best choice I have made from day one. I started to work in English in many cultures, local and international; the many trips around Europe and China have definitely enriched my experiences. These experiences have led me to understand that not everyone approaches problems in the same way, especially when the objective is to find a solution to very complex and sometimes not so clear customer requirements. When you get the opportunity of meeting colleagues from all around the world and discussing different experiences from different countries and projects, surely

you will go home with new ideas that will be useful for future opportunities.

Not Only the Usual Work: Ambassador, Localization and Host!

And once again: The daily job, the graduate program and the training are not the full story. In 2019 I also took part in the Ambassador program, a WEU (West Europe) initiative to promote our brand both internally and externally. I had the opportunity to meet Mr. Richard Yu while presenting the new P30 series in Paris and meet other colleagues with whom I established a strong relationship. Today at the office, I am still in contact with the old Ambassadors with whom I can discuss any topic and always increase my understanding of our company. This opportunity led me to another one, the Localization Committee, which is just another example of the WEU initiative exposing me to an international environment even more. During the monthly Localization Committee meeting, people from around WEU discuss how to make a push for an English-first approach, how to promote the local graduate program and how to make sure that there is a European training center full of training useful for the skills required in the different countries.

Before the pandemic broke out, we had a wonderful Christmas party where for the first time I played the host role – who would have imagined that I would be onstage to host a Christmas party?

In these years I also had the opportunity of being a mentor to a new graduate in 2019 and, at the time of writing, I am still mentor to another fresh graduate. I really like to be able to give back what I received from my

mentor and, as it happens many times, the story repeats itself. I am trying my best to inspire passion in the graduates whom I work with, for I can see myself in them and I want them to grow as much as I have. In order to do so, I am 100% convinced that I need to do my part to enable them to fully develop their potential and reach their objectives in Huawei, just in the same way the people helped me when I just embarked on my journey with the company.

It is a journey which is still full of new challenges today and full of opportunities every day. It is a journey on which I do not know for certain where it will lead me. But I know with certainty what is enough for me: If I continue to walk, I will accumulate more experience and find new opportunities; sometimes I will need to run fast by myself and some other times I will need to run marathons with my colleagues, all toward a common goal. This will certainly allow me to live an energetic and happy life – at the end of the day, what more do we need?



*Sometimes
I will need to
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all toward a
common goal.*



Celebrating Huawei 15 years in Italy (author is 2nd from right)

A Long March Starts From a Single Step

By Stefanescu Adriana/Romania GSC



Joining Huawei last year I am currently with the NIS (Network Consulting & System Integration Shared Service Delivery) department platform team, GSC (Global Service Center) Romania. Though a complete beginner in this field, I have managed to acquire the needed knowledge and skills and get my job done through perseverance and with a lot of support from my colleagues. I am writing this article to share the story of my passion for the Chinese language and culture, which eventually led me to where I am today.

"Hi! I'm Adriana from the NIS team. I just wanted to remind you to.... Please feedback!"

This is the opening line that most of my almost 400 colleagues from the Romania NIS team of contacts see when opening my message, as I am the one person that everyone contacts for a variety of topics. It is to ensure that everything goes well for all activities with as few issues as possible.

In spite of my previous experience working in tourism and diplomacy, I had no engineering background whatsoever. So you might wonder: How did I get here?

When I started looking for a new job last year, one of my top priorities was that the job should involve speaking Chinese and/or working with Chinese colleagues. I speak Chinese. After spending almost six years studying and working in China, I cannot imagine my life without Chinese in it. Plus, as I am very passionate about Chinese culture, what better way is there for me to experience it than being part of it? Huawei was one of the companies I interviewed for a job, but, to be honest, I had some doubts in the beginning.

When I had my interview with the then NIS manager (the boss of 400+ people), I was very surprised that, after telling me about the job descriptions as a Platform SPOC (Single Point of Contact), he kept asking me if I would be interested in such a job and if it would be something I would like. As I remember, he asked me this

question three or four times during our interview. After the interview, I was very impressed by this fact. The manager of this big department, responsible for so many people, seemed to really care about what would interest me and what I would like to do. This is what more or less convinced me to try this job out — doesn't everyone want to be in a job where they feel like they count?

Very fast forward to when I started. My department was new, and my position in it was also new. I did not really have anyone to take over from; I had to make tremendous efforts to solve pending issues and to come up with methods for working from scratch. It was not easy and, in fact, it was just the opposite of easy. I had new tasks coming and going almost on a daily basis. I was just starting to try and handle one or another, when something else appeared and I had to track it down to its origin and find a way to make it work. But I can tell you that there is nothing more empowering than being a one-man show and than being able to fix something when it is not working very well (I think that engineers can relate). Always a problem solver, I can use my talents to the max here at Huawei. In the beginning, I received support and guidance from my kind and experienced colleague from another department in GSC Romania. Whenever I had some trouble understanding something, he would suggest a solution in the most matter-of-fact way, while it always made me wonder why I had not thought of it myself. When I was struggling



Visiting Temple of Heaven in summer



Visting the Great Wall while working in China



In a huge company such as Huawei, there is something new to learn every day, especially if you are doing something that involves your department as a whole and the support departments.

to figure out how I should organize the monthly meeting for my team, he invited me to one of his meetings where I could see for myself how he arranged all the topics, which speakers he chose and how he put everything together. When I asked him about how to close potential issues in a preemptive manner, he gave me all of the necessary materials and advice about how to prepare drafts that my team could just check and modify.

In a huge company such as Huawei, there is something new to learn every day, especially if you are doing something that involves your department as a whole and the support departments. I have a fairly good understanding of the engineers in my team and their concerns, and of the support departments and their requirements. Seeking to learn from the Chinese wisdom, I often get help from the zhongyong philosophy, or the Doctrine of the Mean, to strike a balance. As we know, while balance is a lot more difficult to obtain than disorder, maintaining it is even a bigger challenge. That does not stop me from trying my best in all my work activities, however. I always check all the reports from the support departments very carefully to see if there are any actual pending issues for my department; I check with my team in order to understand the background. After getting feedback from my team, I go back to the support team that first reported so that we can solve this in the most efficient way. I always try to hear the opinions from both sides and choose the middle ground whenever possible.

Now, when I have made sense of what I experienced and learned

during my time here, I am all the more eager to share my story with you. Besides all of the procedures, technical aspects, and Huawei culture, I have learned a thing or two. First, if you want to grow, you need to accept discomfort and the fact that you do not understand as much as you think you do and that you sometimes need to fail before you succeed (this may sound corny if you say it; but if you live it, it will be rewarding and give you a pretty nice feeling). Second, taking the leap of faith and trying something new is much more fulfilling than doing the same thing over and over again. Third, when the very busy manager of over 400 people takes the time to know and understand you, you are in safe hands to try even something that seems awe-inspiring. Last, most people are at their best when they are pushed just a little bit (myself included, as I push myself the most), even if they do not like it and complain about it; if you always remain curious and open-minded, all of your challenges are a bit easier to surmount.

As my future plan, I will continue to nourish my passion for Chinese, problem-solving skills, and many others in this environment that is so different from what I experienced in the past when I was a diplomat instead of being surrounded by engineers; I will try not to judge myself or others too harshly and, instead, to cultivate an open, cooperative mindset.

Excuses Are Not Allowed

By Alfredo Valdes Ahumada/Mexico



I am currently a team leader in Huawei Global Service Center (GSC), which is located in Mexico and provides service for all the representative offices of Huawei Latin America. I am part of a logistics team of the company's Supply Chain operations. In my family, I am the eldest of three brothers; I am fortunate to have studied industrial engineering at the Polytechnic National Institute of Mexico and got a master's degree from it.

Since my academic years, I have been interested in learning new things; I have been a persistent learner

by taking classes and self-teaching, thus develop myself into an expert in various fields in which I have worked in Huawei. On the other hand, I myself have grown and enriched my knowledge by learning and teaching different systems and processes.

The Beginning

I started my professional career in Huawei from the simplest position with a project team for one of the major operators in Mexico. My story began in 2014 and over the years I have faced and surmounted several challenges to reach where I am today.

The Challenge of Cross-cultural Acclimation

Over the years of working in Huawei, I have learned to work with multicultural teams; part of my work consisted of reviewing reports, conducting analyses, following up work activities, and reporting results to people from different Latin American countries, especially

Chinese staff.

It is my understanding that a culturally diverse environment is characterized by vastly different opinions that often give rise to tensions. So I have been keen to build my cross-cultural competence, which has allowed me to understand people from different cultures and engage with them effectively.

The Challenge of Learning from One of the Most Important Industries in the World

Since beginning to work at Huawei I have learned more about its corporate culture, its products, and the telecom industry as a whole. For example, I previously thought that major telecom operators directly built their entire infrastructure and developed their own technologies. Now I know that the technologies have been developed by different suppliers such as Huawei; I had an opportunity of visiting some radio bases incorporating current



Birthday party with the Shared Services Center team in Mexico City (author is 3rd from left at front row)

technologies and having equipment that had been implemented more than 20 years before.

I have learned to work with professionals from different areas of Huawei throughout the Latin American region. For instance, on my visit to Panama, I met very professional partners possessing great knowledge of the system, processes and ways of work, who helped me to improve my knowledge and performance. Here, I discovered that the country has a very similar culture to that of Mexico, where I found the people very friendly and charismatic, making me feel pretty much at home. I was also fascinated with Panama City known for its warm weather, beautiful beaches and the wonderful Panama Canal.

The Challenge of Working in Mexico City

In the first year, I was involved in auditing quality protocols for customer T in its Mexico City offices. Later that year I joined the Shared Services Center (SSC) team, where I was responsible for inventory control for all accounts in Mexico. The job was not easy, as at that time a new system and process were implemented to ensure the consistency of Huawei inventories on a global basis.

The implementation was a success, thanks to the training provided for Huawei staff, warehouse staff, project teams, administrative and operational staff of all suppliers and a great effort to visit different sites throughout the country.

I worked with the administrative



The job was not easy, as at that time a new system and process were implemented to ensure the consistency of Huawei inventories on a global basis.

and operational staff of a supplier – some of them had great abilities to manage the new processes while others even had difficulty concentrating their attention on the training. One of the new and main tasks was to teach them how to use an application on the mobile phone; to my surprise I found that many of them did not know how to use a mobile phone, they had little practice in the new way of phone-based reporting, and even some of them had never had a mobile phone previously.

All or Nothing

In the following year, I was transferred by the director of Huawei to a new position in recognition of my contribution to the T account in Mexico. To be specific, I worked as a national controller for all projects in the country. This was a great challenge because I had to work hard and learn about the needs of the project managers and the customers, as well as the revisions of the daily installation status, internal revenue

recognition and internal customer processes, during long workdays.

Working as controller allowed me to learn more about work activities in different areas related to project implementation. I acquired skills in coordinating urgent tasks with the supply chain area, project area, and technical support area, among others. There were a few days when the work hours ended at 3:00 or 4:00 a.m. and we started working with the customer again early in the morning. Understanding that excuses are not allowed, my teammates and I have always worked hard to find a way of solving any issue in the delivery process.

Managing a Project at High Speed

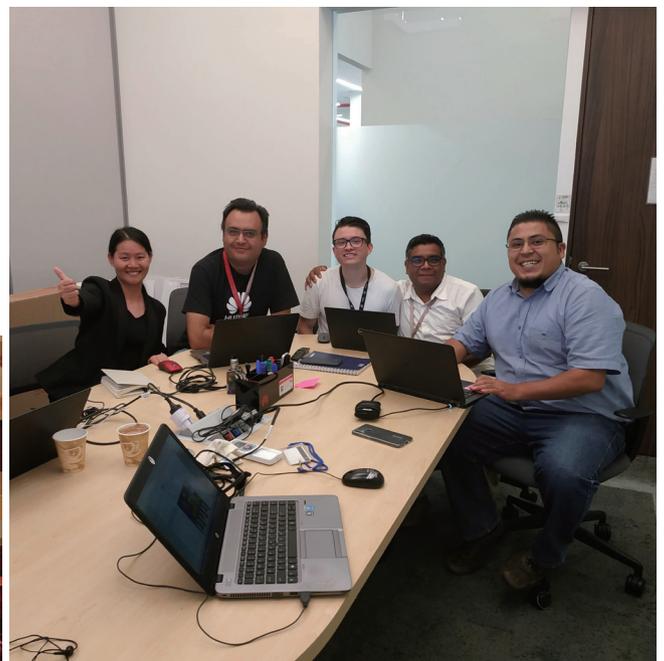
In the next internal restructuring of the account, I was given the



Understanding that excuses are not allowed, my teammates and I have always worked hard to find a way of solving any issue in the delivery process.



With the supply team during my 2nd visit to the Panama office (author is 2nd from left)



At the GSC office with teammates (author is 1st from right)

opportunity of traveling to the city of Queretaro, where I would later become project manager for customer X in the North Mexico region.

At this stage, as I recall, the customer always demanded very short response times to emergencies. Therefore, planning, effective communication with different departments of Huawei, and agility were necessary to come up with prompt solutions.

It was one of the most important stages in my career since I, being at the top of an entire team, was expected to deliver results quickly and error-free. I had to learn what was necessary for me to properly manage the work activities undertaken by the rest of my team. In my first meetings with the customer, we held discussions all day and, in the evenings, I had internal meetings with Huawei's regional bosses. And I had to seize any opportunity to build a friendship with the customer beyond the daily work.

New Responsibilities in the Regional Offices of GSC

When the new telecommunications reform was carried out in Mexico, it had a massive impact on all projects around the country. During these difficult times, the account managers of the Project Management Office (PMO) made the decision to relocate staff to other accounts or areas.

In the most recent years, I began to work in the GSC Mexico offices, focusing on supply chain management processes. This was not an easy task either, as the work teams were

just starting to be formed. Thanks to mutual trust, new work activities from the different offices of Huawei in Latin America began to be transferred, and new staff was incorporated into our area.

One of my new responsibilities was establishing a good relationship with the different managers of Huawei warehouses in Latin America so as to achieve the transfer of specific work activities from each service office to the staff of the GSC in the supply chain area. I remember that all managers had doubts about the effectiveness of our work but, little by little, with good communication, we earned their trust, especially when we delivered the expected results. We had some special cases such as the offices of Argentina and Chile in the Southern Hemisphere, where longer service hours were required due to a three-hour time difference. After a few months, the new processes were standardized according to the needs of the internal and external customers.

Final Thoughts

Throughout my career in Huawei, I would like to share some personal thoughts and give answers to some questions that I myself had in the past:

◇ Do not make excuses; find a solution to your problem.

◇ If you do not know something, look for the answer first through research by yourself. Try hard and you will usually find the answer.

◇ Learn positive things from others, as there is always someone willing to help you.

◇ Work as a team, for the results are not achievable if everyone

is going in a different direction.

◇ Do not think that all Chinese staff members are your bosses; they are used to treating everything as an urgent task even when it is not the case.

◇ Document all your work activities, for it allows you to have an adequate follow-up and learn.

◇ Learn to work at the customer's speed. I saw local and Chinese colleagues, working as a team for long workdays with very little time for a rest; practically they just slept for a few hours a day. The staff members who do not learn to work at the customer's speed are no longer working in Huawei or are still in the same position that they started in.

Currently I am happy with what I do. I like to work with my team, learn from them how to achieve better performance while working with direct customer people. What I enjoy most is the recruitment and training of new employees. While improving my skills for such efforts, I seek to communicate the corporate values of Huawei to the new teammates.

Finally, I would like to thank Huawei – a company always innovative and with its own corporate culture – for offering me the opportunity of working in it. I am grateful that it has offered the chances to go on business trips where I can meet people from other countries and experience different cultures. I look forward to working in Huawei for many more years to come so that I can benefit from all the opportunities available in the company.

Never Stop Dreaming

By Shirley Cardoso/Ecuador



The past two years have seen me work with the Financial Department of Huawei, where I have been in different positions including reimbursement expenses management, suppliers tax verification, and project financial analysis; I have also worked as a local treasury specialist.

I joined Huawei as an intern in the Financial Department two years ago when I was 22; my position was an account payable and tax assistant. One and a half years later, there was a job vacancy for a project financial controller, a dream job for me. I tried and made it. I have since worked as a junior financial specialist, expecting to continue my growth at Huawei with excitement.



Once I fully understood how to deliver my main responsibilities, I took the initiative to make my work more efficient.

Making a Small Step and Growing Every Day

As I recall, I used to see Huawei's logo every day on my way to school in my university days. I wondered how it would feel to work in a world-renowned hi-tech company such as Huawei. Since then it has been my dream to join and work for Huawei after graduation; believe it or not, somehow I had a feeling that I would be part of this company. My dream eventually came true.

In 2019, I was studying Business Administration at the University of the Americas (Universidad de las Americas). I was looking for an internship to comply with the final requirements to finish my academic courses, when I found an opportunity of applying for an internship in the Financial Department of Huawei. Without giving a second thought, I applied for it. It was the kind of chance that I had been waiting for. During the interview, I was totally convinced that the position would be mine and I made my best effort. In the end, I got the offer and started to work with Huawei as an intern.

My main responsibility as an intern was processing expenses reimbursement. It was a process managed by four colleagues in the past; now the plan was that it would be centralized just in me and the AP (accounts payable) leader who would have end-to-end control. At that moment, as I had not had any work experience in the financial field, I felt a little lost. However, my colleagues

were always willing to teach me about taxes and the account payable process, answer my questions and make explanations. Through their professionalism and job experience, they showed me the importance of doing an excellent job. Thanks to their support, I could realize how important it was for the company to pay reimbursement expenses on time and take them as a tax credit.

Although it was my first job experience in the world of finance, I quickly learned my most important duties. It was not easy in the beginning, and I used to stay at the office after work hours until I had acquired enough knowledge to manage reimbursement expenses by myself. Those were exhausting days because I had to go to the University at night, do my homework, and work on my thesis project. Sometimes, I felt very fatigued, but being part of a company recognized worldwide such as Huawei motivated me to continue working hard. I knew that it was the beginning of a wonderful experience.

Once I fully understood how to deliver my main responsibilities, I took the initiative to make my work more efficient. For example, I made a full analysis of the expenses to reduce the margin of error to zero percent in order to automate the process. We had so far collected all the information manually instead of using the data provided by the system. I found that the report provided enough information to avoid mistakes and to optimize the time for preparation. My idea was accepted and successfully

implemented thanks to the trust of my team in me, which in turn encouraged me to continue moving forward.

Also, we worked together to conduct an analysis of nondeductible expenses by quarter. It involved determining whether an expense could be used by the company for tax purposes. When this was achieved, we could ensure that expenses were successfully booked every month and each reimbursement application was processed on time. In this way, my job freed the tax manager and HQ accountants of any issues with the monthly tax closing.

Another challenge that I faced was how to have smooth communication with my Chinese colleagues. Having a good English level was key to being able to work well at Huawei, as I found out. However, my English level was not the best. In the beginning, I felt a little bit scared because I could not understand at all what my Chinese colleagues told me. Nonetheless, I did my best to improve my listening and speaking skills in English. My local colleagues explained to me that it was common to have this kind of problem because of the cross-cultural adaption process. Anyway, this was a challenge that made me take the decision to learn English seriously and improve my English-speaking skills in particular. Since last year I have been studying at an English school. Taking a class early in the morning is sometimes exhausting, but I am aware that it is a necessary to improve my communication skills. Now, with my



With my teammates (author is 2nd from left at front row)

English learning nearly finished, I have enough confidence to talk with all my colleagues.

In summary, my internship at Huawei was a big challenge. It encouraged me to do my best every day, though. Without a doubt I have enjoyed being part of the Financial Department and Huawei's culture since Day One.

Increasing and Exciting Job Responsibilities

Owing to my outstanding results, some weeks after my internship was completed, I provided services to Huawei as an external consultant. I was excited at my

increasing job responsibilities because I could contribute more to the company. My professional career was moving in a bright direction as a result of my efforts during my internship, but I had to continue working hard to achieve my new goals.

While in charge of reimbursement expenses, I was also responsible for the suppliers tax verification process, issuing withholding vouchers, and supporting tax audits, among others. One month after I was hired, the Covid-19 pandemic broke out and I had to learn how to perform my new duties through online meetings, which was not the same as face-to-face sessions. However, the good relationship with

Huawei team, which I had enhanced during previous months, helped me more easily play my new role.

Also, the pandemic led us to put in place a new process to check online reimbursement applications because we were not able to check the physical invoices and other documents. We soon realized that we could not continue processing reimbursement expenses as we had done before, because it would be difficult to get the original invoices and to check them before approving the payment requests. Thus, we developed a new process to have daily control based on when the applications were submitted to the system instead of when the physical documents were delivered.

We developed several plans and implemented new control measures until we succeeded in creating a new process that avoided tax credit loss and belated payments. We had to closely work as a team to plan the best way to change the process and avoid any problem in the future. Once more, I learned the importance of teamwork to solving problems. Because it was the first time that the process changed, it was a big challenge. The applicants needed strong support from us all to avoid any misunderstanding. One of the strategies introduced was to improve the communication with the employees. For example, we sent to the staff several illustrations by email explaining how the new process would work and reminding them to keep the original invoices.

Finally, the process was successfully implemented, where all the reimbursements with their withholding vouchers were processed and paid on time. At the end of the year, we got all the reimbursements' original documents and the pandemic did not cause any negative impact on our daily work. In other words, the employees did not have any problem applying for their reimbursement expenses.

Believe in Yourself and You Can Achieve Anything You Want

After one year of working as an external consultant, I had the chance to be part of Huawei as a local staff member. It was the opportunity that I had been looking for. When I started to work, I realized how important the projects were for our business. I had always been passionate about finance, so the PFC (Project Financial Controller) was the position in which I had always wanted to work. I did

my best during the hiring process and, after several months, the CFO notified me of the result of the selection process. Then I became the new PFC.

Miraculously, my dream came true. It was amazing for me to be part of the team in the company where I have always wanted to belong. I could not be here without the support of the financial team. They have believed in me since I joined the company despite my lack of knowledge and expertise. They have encouraged me to trust in my capabilities and give my best every day. Looking back, I find that a goal, which sometimes might seem impossible to achieve, could be reached through hard work.

Just like this, my career as a financial controller began. My new responsibilities drove me out of my comfort zone, but enjoying my new position made things easier. Since I did not have enough experience in the position, it was important for me to learn fast and to build a good relationship with PMs (Project Managers) and the customers. Even though we were working at home due to the COVID-19 pandemic, my colleagues gave me their strong support. They are always willing to explain complex things to me and teach me about the business.

Besides, I had to learn quickly my new responsibilities because the employee who had handed his work over to me went to China a week after I joined Huawei. I did my best to understand, on my own, my most important tasks, while my mentor helped me to solve some issues. In the beginning, I had some problems organizing my work activities according to their levels of importance or urgency but, as time went by, I have understood how to manage it.

Welcoming Every Moment in the Future

The experience of working as an intern and external employee has been useful for me to know how Huawei works. In my new position, I find it very important to have good communication with other departments. Thus, I have taken an approach in which I try to find out who is in charge of what position, whom I ask to explain to me how every process works; this new approach has helped me do a good job.

My first goal is to solve the pending issues such as collecting overdue payments from last year, updating the budgets of the projects which have not been updated since last year; also I plan to improve cost control, cash plan execution control, and so on. One big difficulty that I am faced with is in understanding the background of each project. As each project has several contracts with different issues, it is like a different world. To make each project a success, I have built a good relationship with my coworkers of the PMO (Project Management Office). They help me to understand our business and how the costs are estimated. Moreover, because I did not have any contact with the financial department of our customers, I have got in touch with them to build a good relationship; now we have worked together to collect overdue payments and we have improved collection control.

As a result of my performance, I was honored as an excellent new employee. The honor has encouraged me to continue working hard and never stop dreaming.

Now, I feel that I am doing what I have always wanted to do. My commitment and professionalism will be shown every moment, every day, in every challenge I take on.

News & Events

Addressing Global Challenges through Openness and Trust in Tech

[Shenzhen, China, December 2, 2021] Today, Huawei held its TrustInTech Summit 2021 online, under the theme of "Global Collaboration for Shared Value".

Leaders from across the globe attended the event, including Neil Bush, Chairman of the George H.W. Bush Foundation for US-China Relations, Pascal Lamy, Former WTO Director General, 2018 Economics Nobel Prize winner William Nordhaus, ASEAN Deputy Secretary General H.E. Satvinder Singh, NASA Solar System Ambassador Derrick Pitts, and Hou Jinlong, Senior Vice President of Huawei and President of Huawei Digital Power.

Attendees acknowledged that humanity has entered an era in which interests, fates, and futures are all intertwined, and called for coordinated efforts to address common challenges. "We need to mitigate de-globalization, in order to avoid making this world a worse place," Pascal Lamy noted.

Today, fighting climate change is a mission that is shared worldwide, with many countries having announced low-carbon pledges. William Nordhaus said that governments should increase investment in low-carbon technologies and research.

Hou Jinlong further expanded, "Over the next 30 to 40 years, we will continue to see intelligence and low-carbon gain traction. Going intelligent requires digital technologies, while decreasing our carbon footprint requires power electronics technologies. As these trends progress, the global energy industry will change from resource-dependent to technology-driven."

Indonesia's Luhut Invites Huawei to Enhance Collaboration in Smart Future and New Energy

Indonesia's Coordinating Minister for Maritime and Investment Affairs Luhut Meets Huawei Rotating Chairman Guo Ping

Dec 08, 2021

[Dongguan, China, December 8, 2021] Yesterday, coordinating Minister for Maritime and Investment Affairs of the Republic of Indonesia, Luhut Binsar Pandjaitan, met Guo Ping, Huawei's Rotating Chairman, to discuss tightening ties between Indonesia and Huawei on digital transformation and a number of initiatives to develop digitalization, 5G, AI, and new energy.

Minister Luhut extended appreciation to Huawei for more than 21 years of effort in building digital infrastructure and developing the digital ecosystem of Indonesia. "Indonesia is now gearing up to prepare strategic projects that involve new energy development and smart technology on the lead-up to host the G20 Summit in Bali next year. As we now move forward to promoting green development and smart future, we would like to invite Huawei to participate in these sectors. We understand that Huawei is very advanced in these areas," added Minister Luhut.

In July this year, the Government of Indonesia set its target to reach net zero emissions by 2060 at the latest, a decade faster than previous estimate of 2070. In addition, digitalization has also become Indonesia's top priority development under President Joko Widodo. The country plans to drive digital economic growth and accelerate the rapid development of high-tech industries.

Huawei Rotating Chairman Guo Ping welcomed Minister Luhut and thanked the Indonesian Government for providing great support to Huawei in the past two decades. "Indonesia is blessed with potential to develop high-tech industries," said Guo Ping. "As part of Indonesia's digital ecosystem, Huawei will focus on technology innovations and make every effort to assist Indonesia in building robust ICT infrastructure and successful digitalization by using digital advanced technologies such as 5G, AI cloud and IoT."

Guo Ping added that "Besides enabling Indonesia's digital transformation, Huawei will also contribute to the green transformation and new energy development by using digital technologies."

Huawei's Smart Railway Solution and Connectivity Support New China-Laos High-Speed Train



First day train of China-Laos railway

[Vientiane, Laos, December 6, 2021] On December 3, the China-Laos Railway, which runs more than 1,035 kilometers from Kunming in Southwest China to the Laotian capital Vientiane, was officially launched. The opening of this railway is a landmark event that will make significant contributions to regional development and prosperity.

The new rail link features Huawei Smart Railway Solution, a technology suite that boosts safety and security in all phases, from the construction stage to the operational phase. Huawei has worked closely with Laotian telecom operators to build a high-speed network along the high-speed line. The stable connection it provides will benefit passengers, as well as rural residents along the way.

The new rail link transforms the grueling 2-day road journey between the two cities into a smooth and comfortable 3-hour ride. The first train line in Laos, it turns the landlocked country into one that's linked to one of China's largest cities.

"The launch of the Laos-China Railway reflects the grand vision of leaders of both countries. It marks the culmination of five years of tireless efforts by workers in both countries. Huawei worked with Laos telecom operators to build the wireless network along the railway," said Dr. Boviengkham VONGDARA, Minister

of Technology and Communications of Laos. "With 5G coverage available in the near future, people will enjoy a stable, high-speed and smart connectivity. Working in the train and getting in touch with friends and families anytime anywhere will become a possibility. Thanks to everyone's big contributions to this project. Following the opening of this railway, we shall implement One-Belt-One-Road on the digital stage as well."

The project director of Huawei Laos, Somlith Nammanininh said, "As a Laotian, I am very excited that there is finally a railway in my motherland, this was out of my expectations just a few years ago. I believe the Laos-China Railway will foster the economy, help Laos to integrate into the global market, and create more opportunities for local businesses and people. As a Huawei employee who participated in the network construction of the whole railway, I look forward to seeing the merge of digital technology and modern transportation bring a brighter future to the country."



Somlith Nammanininh at the launch event

Huawei established its wholly-owned subsidiary, Huawei Technologies (Laos) Sole Co., Ltd. in 1998. It employs 150 staff, 70% of whom are Laotians. By serving 75% of the population, Huawei plays a major role in Laos and is leveraging its strengths to help transform Laos from a landlocked to a land-linked country seamlessly connected to the world.

My Journey to Colombia

By Amit/India



Enjoying a bird's eye view of Bogota city at Monserrate, Bogota

At the time of joining Huawei I was completely unaware of the amazing experiences life was going to offer me. I must say that visiting Colombia for one of my projects is the best experience of life I have ever had.

After I had completed my assignment to a project in Saudi Arabia, my next business trip was planned to Bogota of Colombia to support an LTE project for customer

M. Colombia was a country which none of my friends or relatives had ever visited and about which I had only heard in movies or web series. Amidst all the inhibitions going on in my mind, I did some research about the country online, packed my bags and flew off to Bogota, Colombia!

After a long and tiring flight of 16 hours from Delhi to Bogota via Amsterdam, I reached the country of surprises. I must say that I fell in love with Bogota at first sight. It was bright outside with the sun and rain together which was forming an amazing

rainbow in the sky. What more do you need to fall in love with such a beautiful place?

My work location in Colombia was Bogota but my trip gave me opportunities of traveling to different cities from Bogota to Cartagena, Zipaquirá, Villa de Leyva and Villavicencio. Though I wished to have visited a few more places specifically along Colombia's coastal beaches, I did not make it because my busy schedule did not allow me to explore more.

Although I feel that I got the



The day I arrived at Bogota, Colombia

perfect first-timer’s overview of Colombia, I would love to kick off my Colombia coverage by sharing my favorite experiences with you.

Colombia is one of the very few countries in the world blessed with biological diversity. With rich flora and fauna, majestic mountains, rain forests, sprawling savannas and large coast lines, the country offers a tourist breathtaking views throughout his/her stay.

On the way to Zipaquirá I was blessed to witness one such view! And I was fortunate enough to capture that view through the lens.



Splendid view on the way from Bogota to Zipaquirá

Another breathtaking view was from the top of a mountain, Monserrate, looking at the city of Bogotá. Monserrate is a lofty mountain located at approx. 10,000 feet above the sea level and lies at the center of Bogotá.

Plaza Bolívar presents an amazing view of Bogotá’s rich architectural heritage. It has been



Food tour at Colombia

the city’s main square since the pre-Colombian times. It is surrounded by unique and beautifully crafted buildings, such as the Archbishopric Cathedral of Bogotá and the Palacio Lievano.

Zipaquirá, a town just north of Bogotá, is home to an underground cathedral made of salt. I went in expecting a small chapel but I was stunned to see just how immense it was! There I saw different zones for each Station of the Cross culminating in an immense cathedral lit up in different colors.

Cartagena is one of the coastal cities of Colombia with a lot of tourist attractions. It presents you an entirely different sense of Colombia compared to Bogotá.

A lot of my friends do prefer to stick to native food even when they are visiting a new country but I recommend taking a local food tour when you arrive in a new country, especially if you are not familiar

with the local cuisine. In Colombia, I enjoyed a variety of good food with entirely different tastes compared to those of Indian food.

I loved my time in Colombia. This country is filled with incredibly kind people, very cool cities, stunning natural beauty, and plenty of surprises. Being a frequent traveler, I found Colombia to be a nice challenge — not too easy, but not too frustrating either.

Finally, it is me signing off with a picture of my fun-filled time in Colombia!



You Are a Writer at Heart!

Have an experience under your belt? Drop us a line! Huawei People can help empower your voice and spread your story to all Huawei colleagues around the world. We are now seeking contributions from any employee who has a good story to tell. Get your work published, get a good payment, and receive a beautifully printed Huawei People magazine. Contact us NOW and start your path to becoming "famous"!



We Want:

Work Stories of Individuals

Go to our website and read *A Man, a Cook, and a Dog*, and write us your unique work stories. We want to highlight the contributions of ordinary people who do extraordinary things, because good examples are like a beacon in the dark, they lead and inspire us.

Team/Project Stories

Read *Fighting COVID-19 Together* and share your own touching team/project stories. We believe the best team and project stories reflect our company's purpose and core values, on which the company was built and still rest on today.

Life Stories of Individuals

What Do I Do in Office? is a story about how a daddy explains his work in Huawei to his 5-year-old son. Share with us your own touching, inspiring or life-changing experiences during your career at Huawei. Your readers around the world may feel quite connected.

Opinions

Read *Why Protecting IPR Should Matter to Us All* and share your opinions on issues and policies at Huawei. The best submissions offer fresh insight, critique ideas, actions, and policies – not people, suggest solutions, and align with the core values of Huawei.



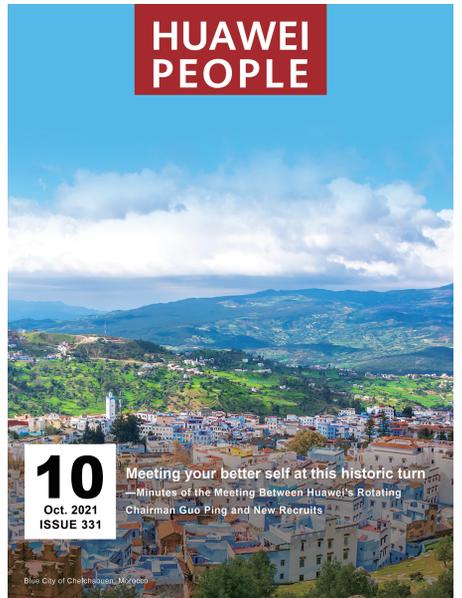
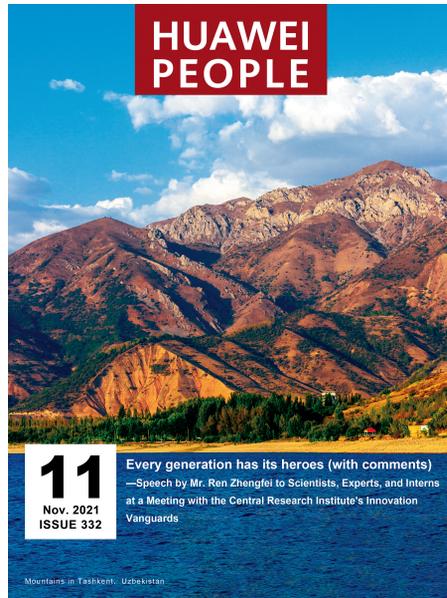
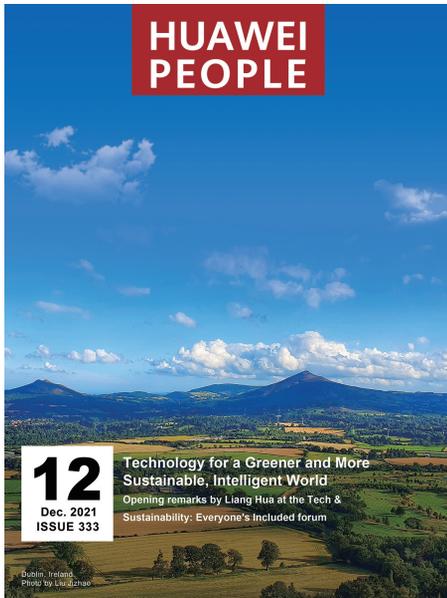
Ways of Contribution

We also welcome your department's news, stories of your team and your co-workers, photos, prose and poetry. Please send your articles and comments to the editors at hwpeople@huawei.com.

Or submit your work online:

Open the Xinsheng Community, and click Huawei People > Contribute.





We Want Your Amazing Photos!

We are looking for some good photos to use for the cover of Huawei People. From the east of the Pacific to the west of the Atlantic, from the north of the Arctic Ocean to the Southern point of South America, from the high plateaus of Bolivia to the low lands of the Dead Sea... Photos of famous landscapes and typical landmarks from the countries and regions where Huawei operates are most welcomed.

Get your photo printed in the cover page of Huawei People magazine and receive a good payment. Take a shoot and share your masterpiece with us!

We prefer high resolution photos with vertical orientation for the magazine cover. Please send photos to hwpeople@huawei.com.