

演講全文翻譯

【主持人】：.....接下來請歡迎我們的下一位講者——Coupang 酷澎全球事務長 Robert Porter 先生。請以熱烈掌聲歡迎 Porter 先生登台發表演說。

【Robert Porter】：各位領袖、企業高層、尊敬的來賓，早安。很榮幸能在慶州與各位齊聚一堂。我要感謝韓國政府主辦這場重要的高峰會，也感謝所有參與者共同展開有建設性的對話，探討彼此的共同利益。

今天早上，我想分享一些對未來商務的洞見，特別是零售創新如何提升消費者福祉、促進投資與出口，並推動廣泛的經濟成長。

簡單介紹一下背景：Coupang 酷澎是一家美國《財星》150 強的美國科技公司，總部位於西雅圖，並在紐約證券交易所上市，在北美、歐洲與亞洲皆設有辦公室。我們服務全球超過 190 個經濟體的消費者，尤其重視亞太地區，包括我們的主辦國——韓國。今年，我們在《Fast Company》(快速企業)全球最具創新力企業榜單中名列第二，主要是因為我們在各項服務中積極導入人工智慧、機器學習與先進機器人技術。

我們已投入數十億美元，致力於開發尖端技術，並將美國的 AI 創新引入亞太地區，涵蓋零售、餐飲與生鮮配送、影音串流、金融科技、出口促進，以及 GPU 雲端運算等多元服務。

首先，我想分享一些零售創新。

傳統的物流流程繁瑣，從製造商到配送商、再到地方快遞與終端配送，整個過程需經過七次交接，導致大量摩擦、效率低落與資本浪費。Coupang 酷澎打破這種過時模式，將整個流程整合為四個步驟，從商品來源到送達顧客門口，全面簡化。

這種端到端整合的物流系統，造就了無與倫比的顧客體驗。以慶州的一戶公寓為例，若我在午夜前透過手機下單，商品將於隔日早上七點前送達家門。無論是 iPad、洗衣精、新球鞋，或是一加侖牛奶與新鮮草莓，皆能準時送達。我們之所以能做到，正是因為在整個流程中運用了 AI 技術，進行預測、分析與即時反應。

我們的創新根植於三個基本問題：

1. 預測：顧客想要什麼？

機器學習可預測需求，讓我們能在顧客下單前，將數百萬件商品預先部署至最接近潛在顧客的物流中心。

2. 最佳化：最理想的配送路徑是什麼？

一旦訂單成立，AI 會即時分析數百萬個變數——庫存位置、分揀路徑、配送順序與路線——以計算出最快、最有效率的物流流程。

3. 自動化：如何持續提升效率？

這促使我們導入無人堆高機、分揀機器人與自動導引車，並以 AI 最佳化邏輯進行操作。

接下來，我希望透過一段短片讓各位更直觀地了解這些創新。

(影片音訊開始)

【影片旁白】：更便利的商務體驗。Coupang 酷澎如何滿足並超越顧客期待？答案是：由人工智慧與自動化驅動的創新。機器學習預估訂單量，提前備貨。AI 決定商品應存放在哪個貨架、由哪條路徑取貨，並持續計算以縮短路徑、提升效率。不僅如此，貨架會自動移動至員工所在位置，商品依配送目的地即時分揀，實現人機協作。從裝車順序到配送路線，AI 全程引導。即使每天有數百萬筆訂單，仍能實現清晨與當日配送，毫無延誤。我們不斷創新文化，推動成長與持續改善。Coupang 酷澎是商務的未來。

(影片音訊結束)

【Robert Porter】：對於那些認為自動化與創新會威脅就業或偏向大城市大型企業的人，Coupang 酷澎的經驗證明，事實恰恰相反。我們在導入 AI 的同時，成為韓國最大的就業創造者，目前是僅次於三星電子的第二大私人企業雇主，提供數萬個工作機會。我們的先進物流系統也促進了整體經濟成長，尤其是在資源較少的偏鄉地區。75% 的中小企業合作夥伴、85% 的物流基礎設施，以及 95% 的配送與物流人力皆位於首爾以外地區。這正是科技如何在整體經濟中創造並分散機會的具體例證。

這些創新也推動了國際商務。過去十年，我們成為美國對韓國、台灣及其他 APEC 經濟體的主要外國直接投資來源，促進了本地與區域經濟成長。這些投資也協助開放市場、增加貿易流動。Coupang 酷澎已成為美國商品的出口引擎，每年將數十億美元的美國產品與農產品送達亞洲消費者手中。將美國創新引入 APEC，並在區域內建立技術夥伴關係，不僅有助於推動美國在 AI 領域的全球領導地位，也有助於改善長期存在的貿易失衡，透過提升美國服務與商品的出口來達成。

AI 驅動的零售創新也能為中小企業創造公平競爭環境。Coupang 酷澎的技術與全球規模，讓我們的 30 萬家中小企業合作夥伴能接觸到全新客群與海外市場，突破原本無法觸及的限制。無論是來自伊利諾州的 Carlson Labs 健康產品銷售至亞洲與其他地區，或是韓國在地農民能在同一天將西瓜從農場送達家庭餐桌，Coupang 酷澎的創新服務都讓中小企業得以快速成長。

當然，要真正享受零售創新帶來的成果，還需有良好的政策環境。鑒於技術發展速度極快，監管機構應採取輕度干預、保持彈性。最重要的是，監管執行必須透明、一致，並以嚴謹的經濟分析為基礎。若因企業規模或成功程度而採取差別待遇，只會扼殺未來投資，削弱對消費者與中小企業最有利的技術進步。尤其在當前貿易談判的背景下，APEC 經濟體應致力於消除非關稅性障礙，並避免歧視性監管。

Coupang 酷澎將持續與 APEC 各國政府合作，以 AI 驅動的創新引領潮流，造福消費者、創造就業、賦能中小企業、推動投資與出口、消除貿易逆差，並促進廣泛的經濟成長。謝謝大家！

【主持人】：非常感謝 Porter 先生的精彩分享，為我們的討論注入了深度與廣度。

Full Transcript of the Speech

[Announcer]: ...on the lineup, please welcome our next speaker, **Mr. Robert Porter, Chief Global Affairs Officer at Coupang**. Please welcome Mr. Porter with a big round of applause. Mr. Porter, please take it away.

[Mr. Porter]: Good morning, leaders, executives, distinguished guests. It's an honor to be here with you in **Gyeongju**. I'd like to thank the Korean government for hosting this important summit, and for everyone participating in a constructive dialogue about mutual interests.

This morning, I'd like to share a few insights about the **future of commerce**, specifically how **retail innovations** can enhance consumer welfare, drive investments and exports, and help produce widespread economic growth.

By way of background, **Coupang** is a Fortune 150 U.S. technology company, **headquartered in Seattle** and listed on the New York Stock Exchange, with corporate offices across North America, Europe, and Asia. We serve customers in over 190 economies worldwide, but with a particular focus here in **APEC**, including our host economy, **Korea**. This year we ranked number two on Fast Company's list of the world's most innovative companies, largely for the ways that we've embraced **artificial intelligence, machine learning, and advanced robotics** in all of our offerings. We've devoted many billions of dollars to developing cutting-edge technologies and bringing American AI advances to the APEC region across a broad range of services, including retail, restaurant and grocery delivery, video streaming, Fintech, export facilitation, and GPU as a service. But first, I'd like to share some retail innovations.

The traditional fulfillment and logistics chain is a slow, multi-party process with **seven separate handoffs** from manufacturer to distributor, from local courier to terminal. This

introduces a great deal of friction, inefficiency, and wasted capital into the system. At Coupang, we scrapped this outdated model and **integrated the entire journey** into a single four-step operation, from initial sourcing to the final doorstep delivery.

A fully integrated end-to-end logistics system enables an unparalleled customer experience. From an apartment here in Gyeongju, if I place an order on my smartphone by midnight, the items will arrive at my front door before 7:00 a.m. the next morning. And that's true whether it's an iPad, laundry detergent, a new pair of tennis shoes, or a gallon of milk and fresh strawberries. We do this by using **AI throughout the process** to anticipate, analyze, and act at every turn.

Our innovations are rooted in answering three basic questions:

1. **First, prediction: What do customers want?** Machine learning forecasts demand so we can forward-deploy millions of products to fulfillment centers closest to likely customers before orders are even placed.
2. **Second, optimization: What's the perfect path?** The instant an order drops, our AI evaluates millions of variables—inventory locations, sorting paths, route sequences, delivery routes—to calculate the single fastest, most efficient fulfillment process.
3. **Third, automation: How can we achieve ever greater efficiencies?** This led to our adoption of driverless forklifts, sorting robots, and automated guided vehicles in our facilities, all leveraging AI-optimized logic.

I hope a short video will bring these innovations to life.

(Video audio starts)

[Video Narration]: More convenient commerce. How does Coupang meet and exceed these expectations? The answer: innovations powered by **Artificial Intelligence and automation**. Machine learning estimates order volume to stock inventory even before customers place an order. The AI also decides which shelf items should be stored and by which route items should be picked up. The AI continuously makes calculations to shorten routes while increasing efficiency. That's not all. The shelves move themselves to where our employees are, and items are sorted immediately by delivery destination, orchestrating the work of humans and AI. From the order items should be loaded on trucks to optimized routes, the AI guides everything. Despite millions of items being ordered every day, **dawn and same-day delivery is possible without missing a beat**. Our culture of relentless innovation fuels growth and continuous improvements for our customers. Coupang is the future of commerce. Coupang.

(Video audio ends)

[Mr. Porter]: To those who believe such automation and innovation represents a threat to employment or favors big companies in major cities, Coupang's experience has shown that the opposite can be true. While harnessing AI, we have become the **number one job creator here in Korea** and are now the economy's second-largest private employer, behind only Samsung Electronics, providing employment for many tens of thousands of workers. And our advanced logistics have produced growth across the economy, especially in underserved rural areas. **75% of our SME partners, 85% of our logistics infrastructure, and 95% of our delivery and fulfillment employees are located outside of Seoul.** This is just one way that advanced technology can create and distribute opportunity across an economy.

Such innovation also drives **international commerce**. Over the past decade, we've been a leading source of U.S. foreign direct investment in Korea, Chinese Taipei, and other APEC economies, producing both domestic growth and regional economic expansion. These investments have likewise helped open markets and increase trade flows. In particular, Coupang has become an **export engine for U.S. goods**, taking billions and billions of dollars worth of American products and American agriculture to customers in Asia each year. Bringing U.S. innovation to APEC and forging technology partnerships throughout the region not only helps advance America's global AI leadership. It also helps address persistent trade imbalances by boosting exports of U.S. services and especially U.S.-produced goods.

AI-driven retail innovation can also **level the playing field for small and medium-sized enterprises**. Coupang's technologies and global scope enable our **300,000 SME partners** to access new customers and entirely new overseas markets that they never otherwise would have been able to reach. Whether it's Carlson Labs wellness products from Illinois selling to new international customers in Asia and beyond, or local farmers here in Korea able to get their watermelons from farm to family table on the same day, Coupang's innovative services empower SMEs to grow much faster than their peers.

Now, reaping the rewards of this sort of retail innovation requires a **favorable policy environment**. Given the lightning-fast pace of development, it's critical that regulators take a **light-touch approach** and remain flexible as technology advances. Most important, regulatory enforcement must be transparent, consistent, and based on rigorous economic analysis. Discriminating against some based on things like size or success will only starve future investment and undercut the technological advances that benefit consumers and SMEs the most. Especially in the context of current trade negotiations, now is the time for

APEC economies to remove **non-tariff regulatory barriers** and curtail discriminatory enforcement.

In partnership with APEC governments, Coupang will continue to help lead the way with AI-driven innovations that benefit consumers, create jobs, empower SMEs, drive investments and exports, eliminate trade deficits, and promote widespread economic growth. Thank you very much.

[Announcer]: Thank you very much, Mr. Porter, for helping us broaden and deepen our discourse.