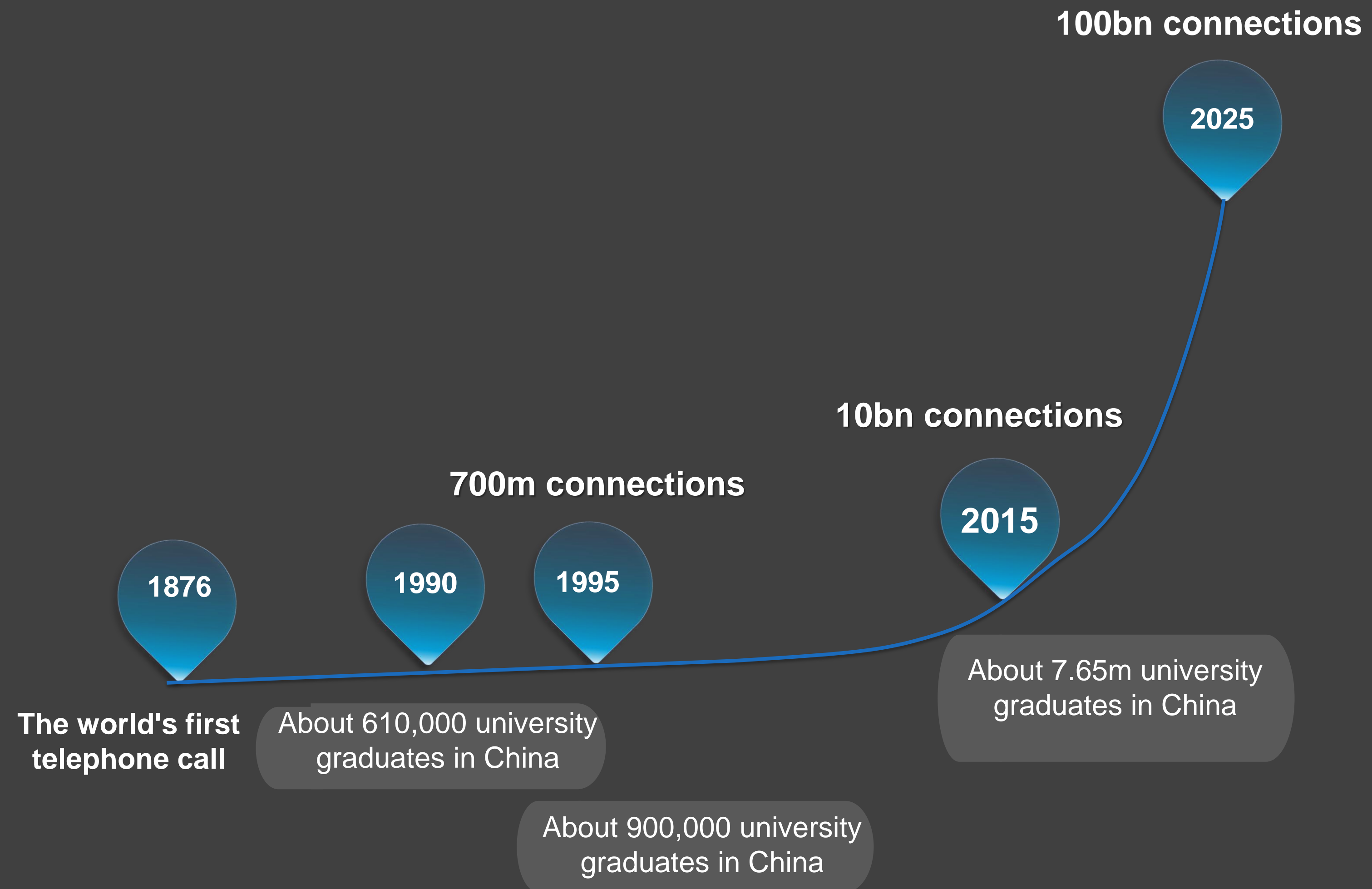




Chen Lifang, Huawei
Board Member and
Senior Vice President





**Over the next two or three decades,
we will evolve into a smart society.
The depth and breadth of this change
will be beyond anything we could ever
imagine.**

—Huawei Founder Ren Zhengfei



"...man seems to be the thing in which the whole world centers."

**In the past, capital employed people,
but now, people employ capital.**

Allowing talented people to work creatively under positive constraints



- We will blow open the top of our talent pyramid to exchange energy with the outside world.
- We encourage trial and error and tolerate failure.
- We don't care where our heroes come from, and will reward them as long as they make contributions.



**Man fears time, but time fears
the pyramids.**

—Egyptian proverb



Blowing open the top of our talent pyramid





Renato Lombardi

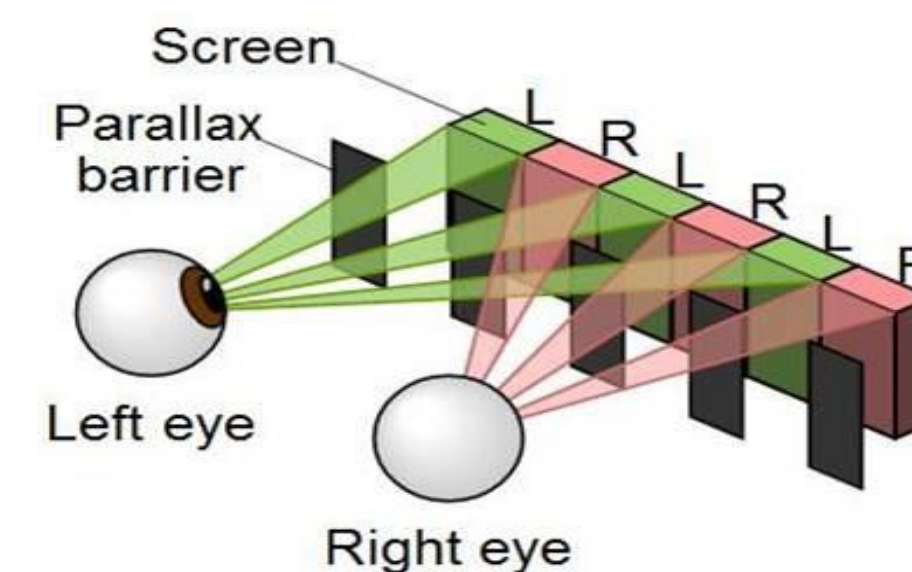
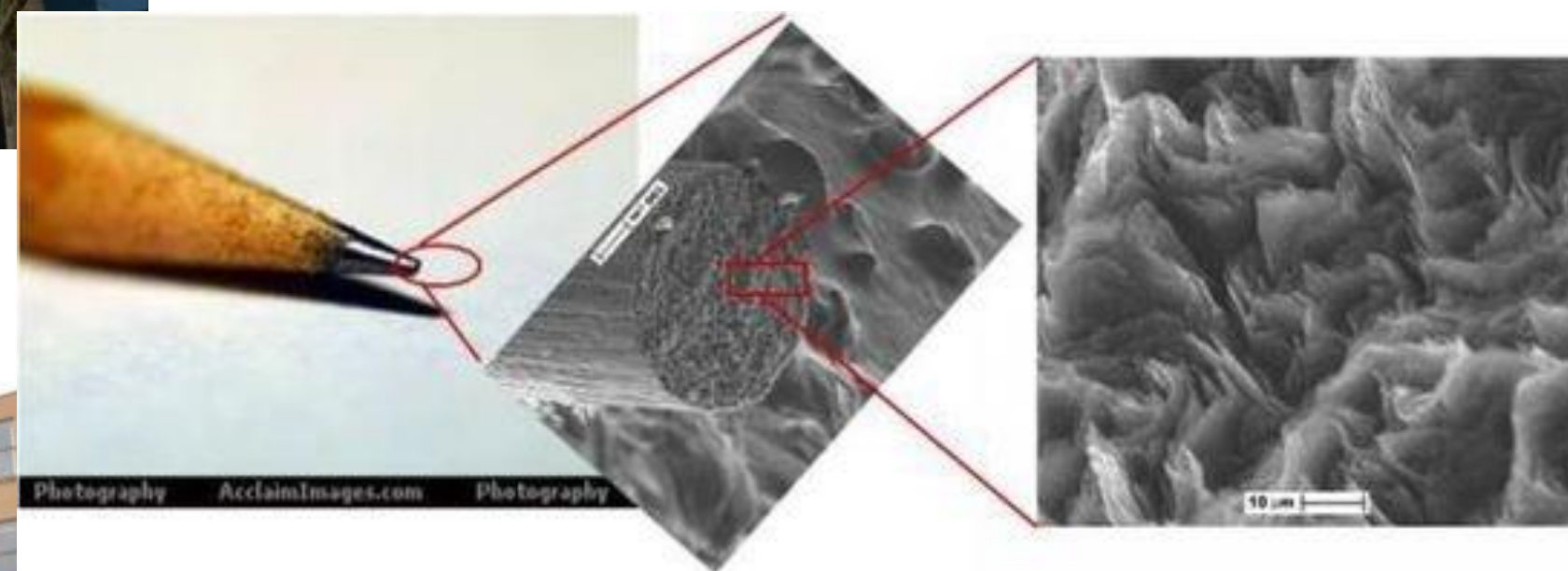


Martin Creaner




Mathieu Lehanneur

**A scientist has a nationality,
but science has no borders.**



**Open the boundaries
and engage with the world**



**Success rarely knocks on
one's door, but failure is a
regular visitor.**

Science moves, but slowly, slowly, creeping
on from point to point.

—British poet Alfred Tennyson



In research, Huawei allows a 50% failure rate. We don't view them as failures, but as explorations.

We don't care where our heroes come from

In R&D, 70% of our experts were born after 1980.

41.4% of our country CEOs are in their early 30s, and some of them manage businesses worth billions of RMB.





**We offer rewards to all those who
make contributions to Huawei**



The ratio of returns from labor to
returns from capital is 3:1.

To Know the Causes of Things

LONDON
SCHOOL
OF
ECONOMICS



Operates in **170** countries and regions

Employs **176,000** people

79,000 work in R&D

US\$60.8 bn in sales revenue in 2015

US\$38 bn in R&D investment over the past decade

Serves **1/3** of the global population

The golden age is in front of us

