

Lei Jun 2023 Keynote Speech (Full Transcript Download)

Lessons from My Journey of Growth and Wisdom



Hello everyone and welcome to tonight's presentation.

This is my 4th annual speaking engagement. There are a lot of people here today, and many, many more of you are watching the live stream, so thanks for participating!

Two months ago, I attended this year's graduation ceremony at Wuhan University.



This year is the 130th anniversary of the founding of Wuhan University, and there were more than 17,000 people there, which was particularly spectacular. As an alumnus, I was invited by my alma mater to give a speech at the graduation ceremony, which was a great honor for me. Standing on the podium, I faced the whole school teachers and students, excited, when all the memories came back.

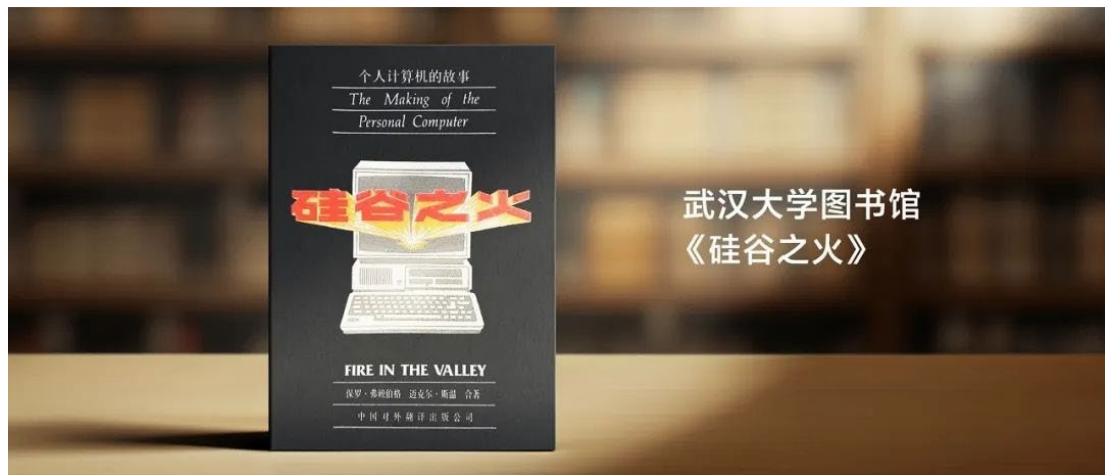
01 Wuhan's past

2023 #雷军年度演讲#

武大往事

1.1 The Beginning of a Dream

In 1987, 36 years ago, I entered the computer science department of Wuhan University.



I read a book at the library, Silicon Valley Fire, and built my lifelong dream.

After reading the book, my blood boiled and I was so excited that I couldn't sleep. That night, the stars were shining brightly, and I walked around and around and around the WU playground for the whole night. There was a fire in my heart: I want to start a great company. The fire of my dream was completely ignited in my heart.



武汉大学操场

But how easy is it for a freshman, a young man fresh from the county ❹ to start a great company with nothing, nothing at all!



How to realize such an outrageous dream? I can't make sense of it at all, so I simply don't think about it, and I'd better read the book first.

1.2 First Objective: Complete all credits in two years



How can I make a difference in my reading? I mulled over a goal that was exaggerated at the time: to take all four years of college credits in two years. In those days, the credit system had just begun, and such an idea, still a stone's throw away, was rarely thought of. How did I do it back in the day? Time is limited today, so I'm going to tell you how to take care of the three hard parts. If you happen to be in college, it might still be useful.

■ 第一，如何选课？



如何选课

Taking twice as many classes, writing twice as many assignments, and passing twice as many tests is going to college in hell mode. It doesn't matter how hard it is, the key is how to choose classes. I've been trying to figure it out on my own for a long time, but I'm still at a loss, so I'm determined to find someone to ask!

I was more or less social, at that time there is no way, cheeky, to the junior and senior classmates dormitory, knocking on the door one by one to find the old folks.



武汉大学樱园四舍

This trick is particularly good in college, I quickly found a few, the seniors are particularly enthusiastic, spoke for several hours: the entire course system are once again, which classes are easy, which classes are difficult, which classes must be first, which classes can be later, and finally gossip about the oddities of the various teachers. When they left, they also used the textbooks and teaching aids, and even classroom notes, all packaged for me.

After this conversation, I felt like the sky had suddenly opened up and I was basically clear on how college works.

It is this experience that I have a particularly important takeaway: when you encounter a problem, the first time you find someone who knows what they are talking about and ask them. Many people think that the problems they encounter can only be solved by themselves. In fact, no matter what problems you encounter, others may have encountered, have solved, and even have a standard answer, you just need to find someone to ask.



■ 第二，如何自学？



Taking twice as many classes meant that a great deal of the curriculum was self-study. Our computer science department is divided from the math department 4, equivalent to half of the math department, the course is particularly difficult. Many students feel that "Advanced Mathematics" is very difficult to learn, in fact, we do not learn "Advanced Mathematics", we learn the specialty courses of the Department of Mathematics, which is much more difficult than "Advanced Mathematics".

When you study on your own, you often encounter places that you can't understand, and when you get stuck, you get stuck for a long time, which is especially painful. What to do? Can only read hard, is to read hard, read read, finally got the hang of it:

Encounter really can not understand, first jump over, grit your teeth and read down, like reading a novel, insist on reading from the beginning to the end; a book, so repeatedly read a few more times, basically can understand.

Later I realized the reasoning: knowledge is not all linear, most of the net, knowledge points do not necessarily have an absolute sequential relationship between; the content of the front can not understand, jump over, does not affect the learning of the back; the back of the learned, sometimes easier to read the front.

知识不全是线性的，大部分是网状的，
知识点之间不一定有绝对的先后关系；
前面内容看不懂，跳过去，并不影响学后面的；
后面的学会了，有时候更容易看懂前面的。

Here, I would like to say a few more words: in today's society, which is changing rapidly, it is definitely not enough to rely solely on the knowledge learned in school; only by developing the habit of lifelong learning can we cope with all the challenges in the future. Lifelong learning means relying on self-learning ability.

■ 第三，如何搞定点名？



Taking twice as many courses, class times will definitely conflict. Once you miss a class, you are afraid of being called by the teacher. In college, roll call is a big deal. What should I do? The purpose of the teacher's roll call is that he is afraid that people won't study seriously. I think the way to do it is that if I can impress the teacher and let him know that I'm not slacking off, that should do it.

So, in class, I sit directly in the first row, where the teacher can easily see; when the teacher asks a question, I am always the first to raise my hand; during recess, if I don't understand something, I take the initiative to ask the teacher for advice.

After all my hard work, most of the teachers in the department were impressed with me and missing classes was not a problem. In this way, I overcame a lot of difficulties and finally managed to take care of all my credits for four years!

两年修完大学所有学分

During this process, the teachers at WOU were especially friendly and gave me a lot of guidance and help, and every time I think about it, my heart is filled with gratitude!

1.3 Second goal: Become a good programmer

第二个目标 成为优秀的程序员

I study computer science, it's not enough to take credits, it's hard to write the program well.
So, I set the second goal: to become a good programmer.

More than 30 years ago, there were very few computers. In my freshman year, there was only one 68000 minicomputer for the entire class to practice on. Forty

Small form factor machines from years ago, with far less performance than cell phones from a decade ago, are still hanging around with 20+ terminals that are excruciatingly slow.

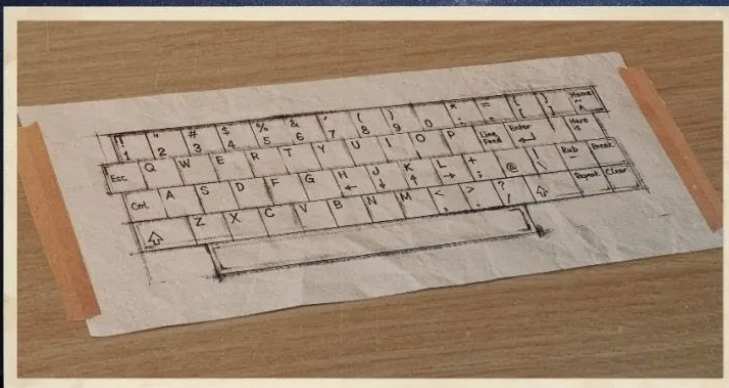


80年代
计算机机房

This is the condition, but can not be liberalized to use, on the machine also need to be ticketed, each person only two a week, each 2 hours. A few hours a week is too short a time to write a good program.

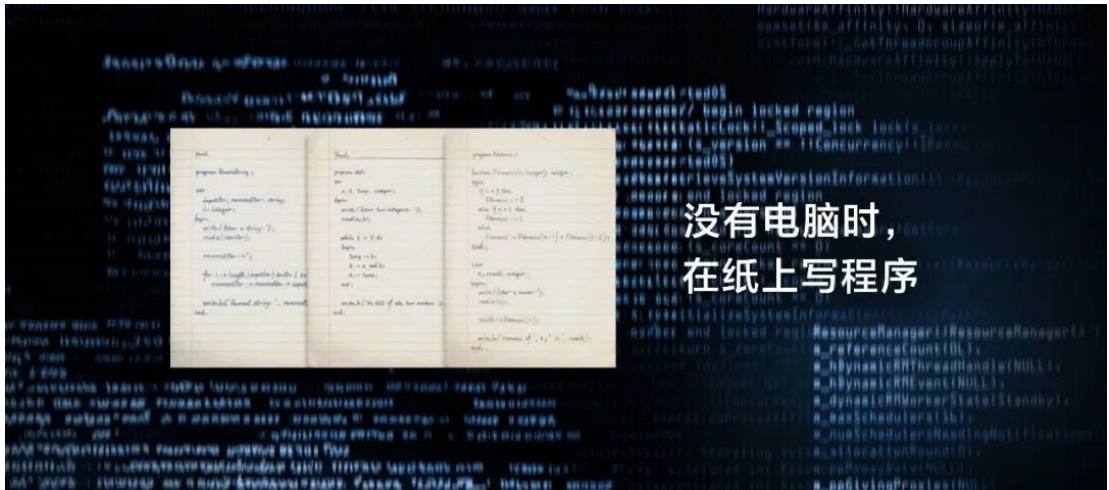
So, when I had time, I ran to the door of the computer room to line up and dabble with the computers. When my classmates didn't show up, I could pick up the slack. If I couldn't get in line, I stood on the side and watched my classmates get on the computer. If my classmates didn't know how to do it, I would guide them, which was a great sense of accomplishment.

In order to utilize my time on the computer efficiently, I write the code out on paper ahead of time each time so that I can just type it in when I get to the computer room. How can I type faster? I came up with a bad idea: top down the keyboard on printer paper, stick it on my desk, and then, no matter what class I was in, tap on the desk while attending class to secretly practice typing. After a while, I realized that all the students around me were doing this. During class, I often heard people knocking on the desk, confusing the teacher.



把键盘拓在纸上

When I really don't have a computer to use, I have another trick up my sleeve: writing programs on paper. The demonstration programs in the textbook are often the best written. I close the textbook and rewrite all the demonstration programs on paper in my own way, over and over again, until I get to the same level of writing.



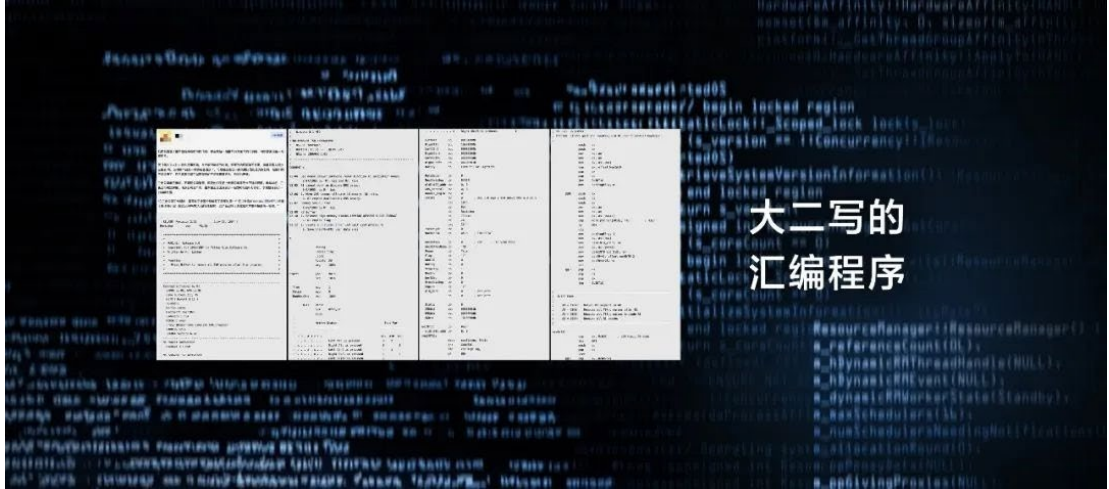
The first programming class I took was Pascal Language Programming. When I was a sophomore, a classmate came to me and told me that the Pascal assignments I had written were included in the new edition of the textbook. I was very happy that the program I wrote was recognized by the teacher. Then I started to help out in the teacher's lab. After staying up all night in front of the computer in the lab, I gradually became a "technical expert" in the eyes of my classmates.

A few years ago, I also saw a piece of assembly language code on Zhihu, which I wrote during my sophomore year of college. It was a memory management tool on DOS called RI. At that time, this little tool was very popular in China, and so many people used it



that I simply open-sourced it all.

I'm quite proud to be a programmer when it's still being discussed after more than 30 years.



1.4 Third goal: Publish a paper in an academic journal



Then, I challenged the third goal: to publish a paper in a first-class academic journal. For a current college student, this goal is quite difficult.

I went to my teacher, Prof. Zhang Dexiang, for advice, and he suggested that I try to organize my previous thinking on computer viruses and write a paper on it.

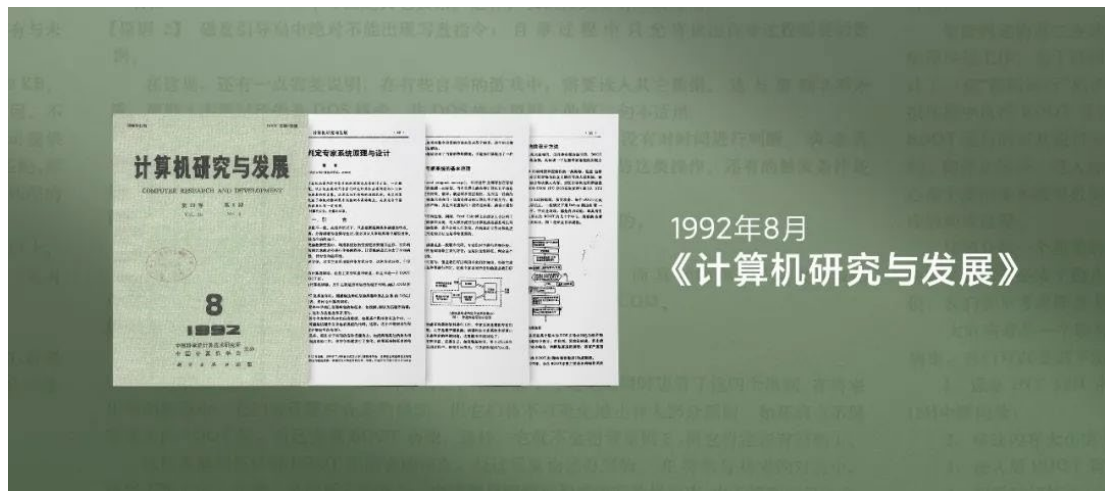
At that time, China had just experienced the first computer virus outbreak. I spent a lot of time figuring it out, and even wrote an antivirus program, one of the first in China.



Does this count as an academic achievement? I didn't have any idea in my heart, but I still had the courage to organize it into a thesis as suggested by Mr. Zhang.

At that time, papers were written on manuscript paper. I wrote dozens of pages, a thick pile of paper. After I finished, I showed it to a few good friends, we gave me a lot of advice, a classmate finally said that the writing was really not good, and told me, "If the writing looks good, the chances are good", so he volunteered to spend three days of hard work to help me transcribe it.

I then sent the paper to the prestigious academic journal Computer Research and Development. Almost six months later, I received a letter back saying that the paper had been accepted!



At that time, I was especially excited. I didn't expect that my first submission would be accepted. What's more, I didn't expect that it would be two years later, in August 1992, when the manuscript was officially published. This is said to be the normal process. Every time I think about it, I think: Dare to think and dare to do is very important, young people should have the courage of young people, many things are not as complicated as imagined, go and try it and you will know.



1.5 Dream and Grow



That was my schooling at WOU.

Many people have similar experiences when they are young and have their dreams ignited because of a book, a movie, or a person. Lucky for me, I really took that dream seriously, figured out how to break it down into achievable goal after achievable goal, and then did my best to make it happen.

Dreams are extremely powerful, and I found ways to take all kinds of impossible things and make them



possible. This experience laid a solid foundation for the rest of my life.

02

Entrepreneurial Journey



After completing my credits, I had enough time to start doing fun things.

2.1 First commercial software

Sophomore May Day vacation, in Wuhan, Wuhan's electronic street, I met a friend, the technical level is very high, his name is Wang Quanguo, he is the president of the University of Wuhan, four years older than me, has stayed in school as a teacher, in the school run a network equipment company.



80年代末 武汉电子一条街

I used to run over to their place to rub shoulders with their computers, which were so much better than the lab's, and they were all the latest models. I wrote programs on their demo machines, and if a customer came by to ask for advice, I helped with the reception and introductions. The teachers always thought I was working there, but in fact, I was just dabbling with the computers, with no pay and a box lunch.



80年代末 网络设备公司

Wang Guoqun and I got to know each other better and better, and he recognized my ability. In the summer vacation, we decided to write an encryption software together. Why write encryption software? Mainly because this kind of software is technically difficult, and we wanted to do something difficult.

Every day when the company got off work, the roll-up door was closed and the whole office was ours.

I opened two computers, one to write the program, one to do the test, the mood is a bit like the paragraph said: "when we have money, soybean milk to buy two bowls, drink a bowl, pour a bowl," not to mention how cool!

It was a very happy time for us, we often worked until 3-4 in the morning. When we were sleepy, we slept directly on the sofa. There were two long sofas in the office, one for each of us. No matter how late we slept, we had to get up on time the next day because the company had to open for business at nine o'clock.

In this way, day and night for fifteen days, we both lost a whole circle, the product as scheduled dry ☞ came.



1989年8月发布 BITLOK 加密软件

This was the first commercial software I made, called BITLOK, which caused quite a stir in the crypto software community at the time, and was very popular with programmers and developers. The software was priced at more than \$2,000 and sold well. We continued to upgrade several generations and sold it for six or seven years, making a lot of money.

The first time I did it, it was a big success, more or less a little excited. I still know very well that if I hadn't done it with Wang Guoqiang, I would have had no chance. Think about it, I was a sophomore in college, less than 20 years old, and Wang Guoqiang had already stayed in school as a teacher, and his maturity, experience and resources far exceeded mine. Therefore, a person's ability is limited; it is easier to find complementary friends to work together.

Wang Guoqiang and I became lifelong friends, and 30 years later, we two old men, we even took a back-to-back Kappa picture



photo to commemorate our first time working together.



2019年5月
雷军和王全国合影

2.2 First time entrepreneur



By August 1990, the summer of my junior year of college, in Wuhan electronics street "mix" more than a year, I am also a little famous. One of my seniors asked me to start a business with him, and I agreed very quickly, and I was especially excited that I finally had a chance to make a big impact!

We rented a room in a hotel, room number 103, and named the company "Three Colors". We were four founders, and since we were all friends, we didn't feel comfortable talking about shares, so we split the shares equally, 25% each.

Everyone is eager to do something big. Every day, they are so busy that they often work all night long. But a very serious problem immediately arises: who is in charge?

A few people discussing everything is very inefficient and disagreeable, often pulling their punches. We decided to formally elect a chairman to make decisions. In just a few months, we re-elected several times. As a result, everyone took turns to be one. I was the only one who didn't, mainly because I was too young and couldn't hold down the fort. One of my classmates still has my business card from that time and showed it to me some time ago, with the title of technical director.



From selling computers, to writing software, to typing and copying business, etc. For the great dream, we are not afraid of hard work, what business are doing. The reality is very cruel, the beginning also made a little money, with more and more business, making money more and more difficult.



I was often dragged to meetings by the other directors when I was in school for evening study. A few of the directors had little experience, so naturally they couldn't discuss any good ideas.

Then later, the company couldn't pay wages, and meals were going to be impossible to eat, and it was a very torturous process.

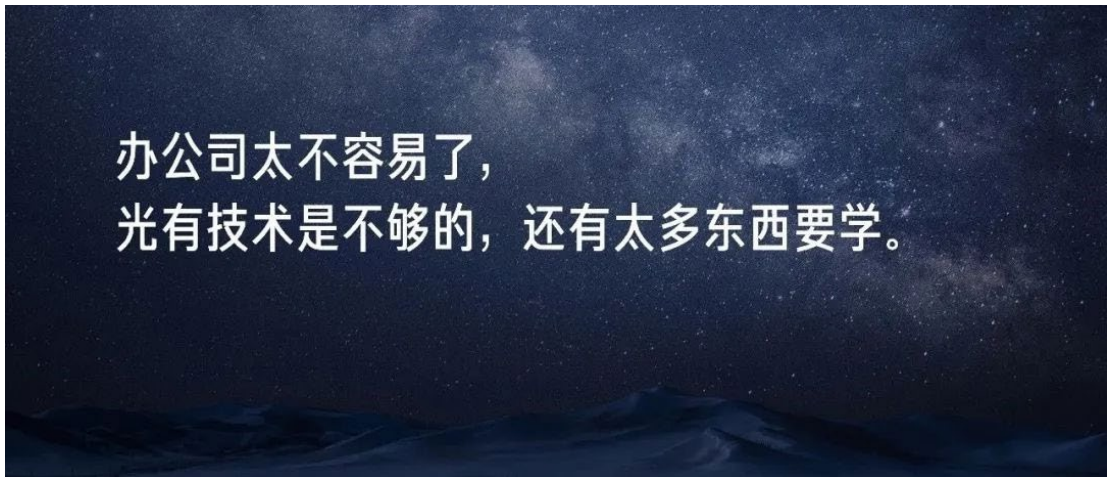
A director bragged that he was not good at business, but good at mahjong. We sent him to play mahjong with the canteen masters, played a few times, really won a lot of meal tickets, the company relied on this and lasted for some time. Later, won too much, the masters do not play with him.

In the end, the company could not survive any longer and closed down without even having a breakup dinner. I remember that I was given a 286 computer and went back to school with it in my arms.

Walking around campus the next morning, it felt like the sun was shining and I finally didn't have to fool around.



That was the end of my first business venture. I came back and reviewed many times that we were too naïve and totally inexperienced in business, for example, we started our business without either saying who would take the lead or figuring out what kind of business to do, and we started in a haphazard manner by doing whatever we came across. The failure of Three Colors poured cold water on me and made me completely sober. It's too hard to run a company. It's not enough to have the skills, there are too many things to learn, especially the basics of business.



办公司太不容易了，
光有技术是不够的，还有太多东西要学。

Years later, I met a college student entrepreneurial team with four shareholders, each with 25%. I took a look at their business cards, and each of them was the chairman of the board. I froze and asked them: Who is responsible for this? They told me that they were all classmates and that they would discuss everything. At that moment, I seemed to see the me of that year, the three colors of that year. I guess their business venture will not be too smooth, and I can only wish them good luck!

2.3 Entrepreneurship and Growth



After graduating from university, Mr. Bojun Qiu pulled me to join Kingsoft. Time flies, and this year marks the 35th anniversary of Kingsoft's founding. Kingsoft is the place where I really grew up, with two big brothers, Bojun Qiu and Xuanlong Zhang, and a group of brothers such as Zou Tao, Qingyuan Zhang, Weiwei Guo, and so on, we walked together for many years.



Within Kingsoft, there is a saying that we often say, one person may go faster, but a group of people can go farther. This is the most important lesson of Kingsoft's 35 years of experience.



In April 2010, I once again 拧 (tightened) hair, with the dream of youth, and a group of partners founded Xiaomi. The story of Xiaomi, I will not tell.

Looking back at my own entrepreneurial journey over the past three decades, it's been a process of constantly pursuing my dreams and growing.



回望三十多年的创业之旅，
就是不断**追寻梦想并不断成长**的过程。

03

High-end exploration



When it comes to growth, the past three years of high-end exploration road is the most painful and the most rewarding one for me in the past ten years. Xiaomi's high-end exploration began with the Xiaomi 10. It started off well, with a successful debut, but immediately afterward, Xiaomi 11 suffered a major setback. Everyone held their breath and spent a lot of effort on Xiaomi 12, but it still did not meet expectations. We did not expect it to be so difficult to do high-end, but also did not expect to invest so much, the frustration spread in the company.

3.1 The most heated argument in Xiaomi's history



I have been looking for people to talk for a long time, and many of them have very sharp views, which are particularly surprising to me. Some people said that it was too difficult to be high-end, could we not do it?

Others say that Xiaomi's brand image has solidified, can it be made into a high-end? How about we get a new brand?

It was last year before spring break. I always thought that everyone was in favor of doing high-end, but I really didn't expect there to be such a big difference. After the conversation, I had a very heavy heart and was so anxious that I didn't even have a good New Year. On the first day of work after the Spring Festival, I urgently called a seminar. This is the largest special strategy discussion in the history of millet, and all the general managers of all departments participated.



I encouraged everyone to speak freely and let loose. Maybe it was just after New Year's Eve and the atmosphere was very cordial, but the arguments were very intense, from noon to night. I repeatedly convinced everyone: our entrepreneurial dream is to make Xiaomi a globally recognized technology brand. No matter how difficult it is, we must insist on using the Xiaomi brand for high-end. Also, the consumer electronics industry, the competition is extremely fierce, only to do high-end, in order to force us to seek breakthroughs in technology, to win the future survival and development of space. In the end, we finally reached a consensus, high-end is the road to our development, but also the battle of life and death! We can't have any wavering and we must fight to the end! We formally set "high-end" as the group's strategy!



3.2 Image Exploration



I'll give you the example of the image to give you an idea of the process we're exploring.

We've always taken imaging very seriously and created a separate camera department in 2017.

Friends have been using the DXO evaluation ranking to show the image effect and technical strength. At that time, we invested a lot, and our goal was simple and rough: to surpass our friends and be No.1 in DXO in the world!

We blew the charge.

In DXO reviews, we first made it to the top three, then second, and then made it to a tie for first. To capture the DXO number one spot, our team then spent over two years preparing the Xiaomi Mi 11 Ultra, with a customized sensor, all of its parameters stretched out, and a huge amount of tuning effort.

The day before the release, we finally received the notification: the DXO score, number one in the world!



The camera department was abuzz, a huge success that everyone had been waiting for. How excited are your colleagues? After years of struggle, they finally got what they wanted! They couldn't wait for the official release of the product, and a big celebration dinner was held that night.



Xiaomi Technology Park also lit up with DXO first. We all reveled in the joy of success.

As a result, who did not expect, the first day of the product debut, the user crazy spit. Why are users still dissatisfied with such an awesome image, "DXO World's No. 1"? Everyone was a bit confused. After painful reflection, we completely understand that the parameter to the top, DXO the world's first, does not mean that the photo is good, and does not mean that users are satisfied.

How do you take good photos that users are happy with? My experience in college taught me to find someone who knows what they're doing and ask them.

3.3 Xiaomi and Leica partnership



I offered to talk to Leica.

Colleagues tell me that Leica has approached us twice and been turned down by different teams of us. Huh? Rejected by us, twice?

I carefully understood the whole story, not that we are arrogant, but our colleagues are really very torn: Leica has been working with other brands for five years and doing quite well, can we surpass them? If we can't, will we become a joke in the industry?

I have a different point of view, I think that as long as Leica is the best teacher in this world, if we learn by heart, our ability will surely grow! I also asked a lot of photographers about this, and every one of them said that Leica is a legend in the imaging world, with top status and power.

We made up our minds and officially signed with Leica!



3.4 photography class

The first big thing you might not think of after signing up: do a class! Doing a photography class!

Because I know that only if you know and love photography, you can really do a good job of imaging. We officially asked Leica to come to Xiaomi Science Park to organize photography classes, and I forced all the core team members to come to the class.



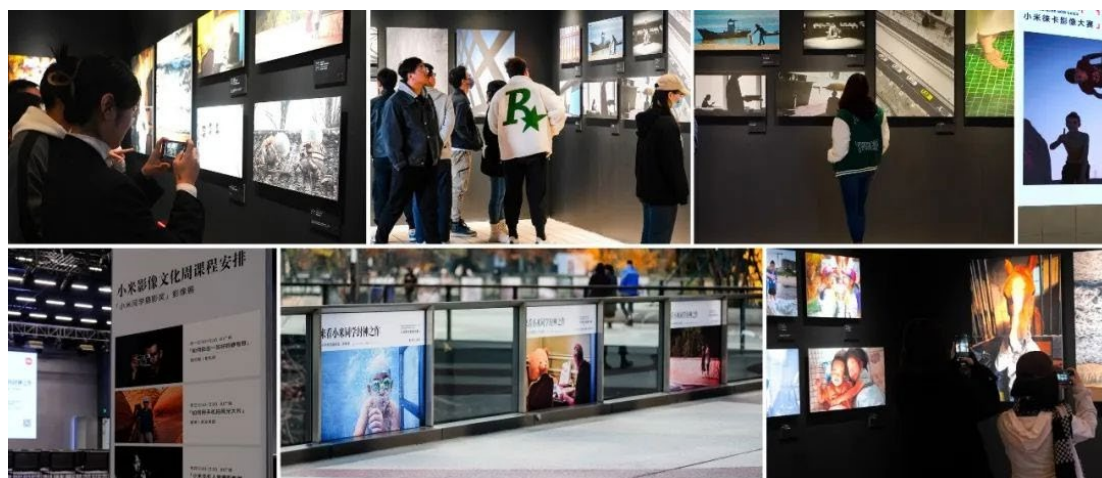
徕卡大师课

Sofar, we have run six Leica Masterclasses. This time, I took the class especially seriously. I didn't even take it that seriously when I went to college, and I didn't miss a single class because I was the class president and was too embarrassed to take a vacation. It's not easy to take this class. We are usually very busy, but on weekends, we still have to attend the class; that's all, but we also have to hand in the assignments. Every homework assignment drives people nuts. Once to catch up with homework, I ran to the Starbucks in Xiaomi Science Park early in the morning to shoot colleagues. Many coworkers didn't know what I was going to do, and they all ran away before they finished their coffee.



2022年7月
小米科技园星巴克

Once the seed of photography culture is planted, it quickly takes root. Within the company, various forms of photography training and staff photo exhibitions have been organized, and students have been particularly enthusiastic in their participation.



And, we made a lot of professional photographer friends. On the Great Wall, there was also a grand scale photography exhibition, everyone!

Watch.

3.5 Leica Dual Image Quality and Photography Kit

With our understanding of photography culture and the cooperation of Leica, we firmly chose the direction of humanistic images. And we are determined to make original Leica images on cell phones.

This is not a good decision to make. The current dominant style on the phone, with its vibrant colors, is a bit fake, but it does look good at first glance. Leica shading, very humanistic, at first glance, not so pleasing. What if the mass user does not recognize it?

We discussed with Leica over and over again, and in the end, we suggested that, on the basis of doing a good job of the classic Leica shades, we would design a set of "Leica Vivid" for the general public. Leica was very surprised that Xiaomi had such determination and was willing to spend twice the R&D investment to make a good image for a cell phone, and they gladly accepted.

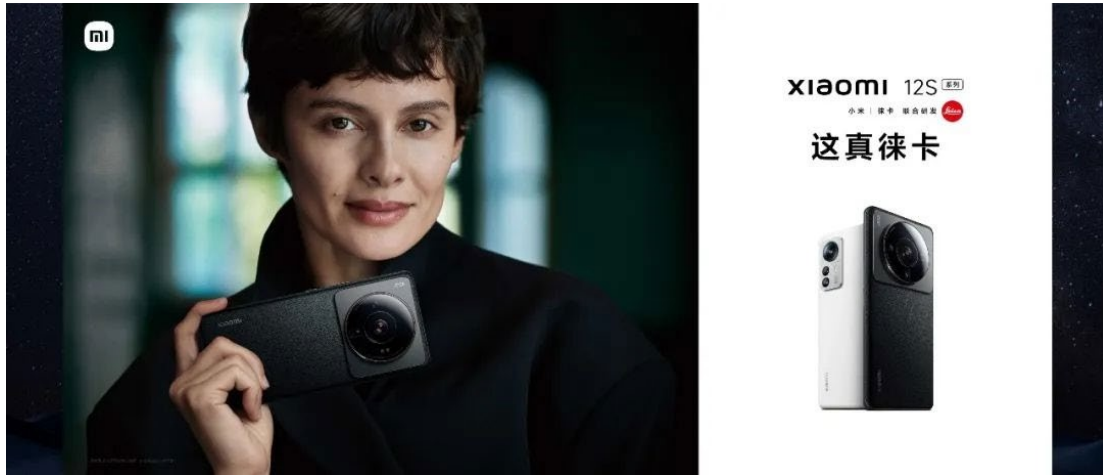
Leica Dual Image Quality, and so it was born.



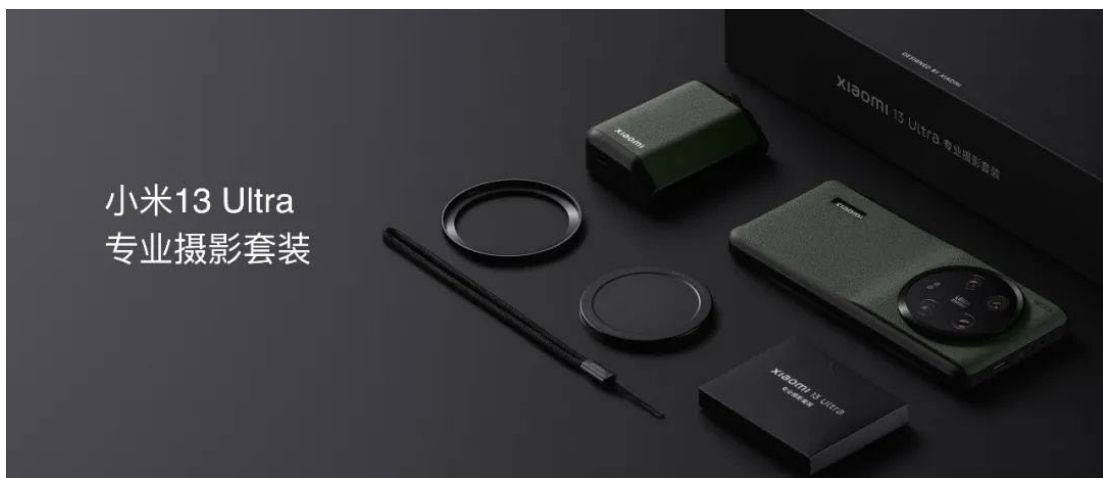
The first phone with Leica Dual Image, the Xiaomi 12S Ultra, was released with pretty good results, enjoyed by mass users and especially by photographers!



I remember, a photographer friend, the first look at the sample, thumbs up, he really did not expect the phone can shoot such a texture, said "this phone is so awesome, this real Leica!". Later, we simply made that into a tagline on the poster.



And a little story about the photography kit.



This product is particularly hot, the first discount price of 799 yuan, was online scalper speculation to 1400 yuan. Such a hot product, when the project was actually shot twice by me. After seriously studying photography, I really understand the idea of photography enthusiasts, the third project, no hesitation to support. The same product, cognitive shift, decision-making is completely different.

Here, I would like to give a special thanks to the Xiaomi product team for their perseverance! As it turns out, you guys were right!

The release of two generations of Ultra products has given Xiaomi Imaging a great reputation among both mass users and professional photography circles.

3.6 Xiaomi 13



Such exploration and change is happening in every aspect of Xiaomi.

That's how our understanding of high-end is gradually increasing, and high-end products are performing better and better.

The Xiaomi 13 has had great word of mouth and sales, but it nearly died twice during development, so I'll give you the back story.

The first time was at the stand-up meeting.

Xiaomi 12 and 12S two consecutive generations do not meet expectations, losses are very serious, Xiaomi 13 to continue to do small screen, the debate is very fierce, more than half of the students are against.

It is indeed particularly difficult to make a small-screen flagship. What users want is not only a small-sized hand, but also an all-around flagship with no shortcomings or castration. To cram all the features of an all-around flagship into a small-sized body and achieve the experience of an all-around flagship is a huge challenge for R&D. What's more difficult is that even if you do it, the cost is high, and users may not buy it, because a small-sized phone just doesn't look as valuable as a large-screen phone. I understand the various kinks, but I still think: the feel of the hand is the most important user experience, although it is not on the parameter list, and it is difficult to say what is good, but the user will be able to immediately appreciate it once they get their hands on it.

This time, the stand-up program was barely passed.

Our R&D team has been fighting against all odds and has developed a strong fighting spirit. During last year's epidemic, we lived and ate in the office in order not to delay the progress, and lived a collective life in the style of "military training".



Living up to its name, the Xiaomi 13 does an extremely colorful job, and many of the experiences even substantially surpass the iPhone.



The second near-death was at an ordering meeting on the eve of the product launch.

Even if the Xiaomi 13 experience is so colorful, colleagues still have little confidence. The first two generations we lost a lot of money, we are a little afraid, if this generation loses again, and loses a few hundred million, or even more than a billion, can we carry it? Also, peers at this price point are large screen, the parameters look fierce, we really beat it?

At the seminar, the atmosphere was even more depressing than the first time. At this time, I can't make a rash decision, I can only find everyone to do the work, and repeatedly persuade to do high-end must have patience, user recognition needs a process! Moreover, this process is indeed longer than we imagined. Also, the current market is highly homogenized competition, users need a unique product. When people saw that I was so persistent, they finally agreed.

The ill-fated small-screen flagship, Xiaomi 13, is finally out.

Some Mi fans joked that "Xiaomi flagship, buy double not single", they must wait for Xiaomi 14, resolutely not to buy Xiaomi 13. this joke, let our fragile nerves startled again!

And the result? No one expected, word of mouth and sales double harvest! Mi fans friends say, this is millet's "thirteen flavors".



We've made three generations of small-screen flagships in a row, and it took tremendous determination, dedication, and patience to reap the success of the Xiaomi 13 today. This

It's not easy to be successful, and the Xiaomi 13 represents our move from parameter leadership to experience prioritization.

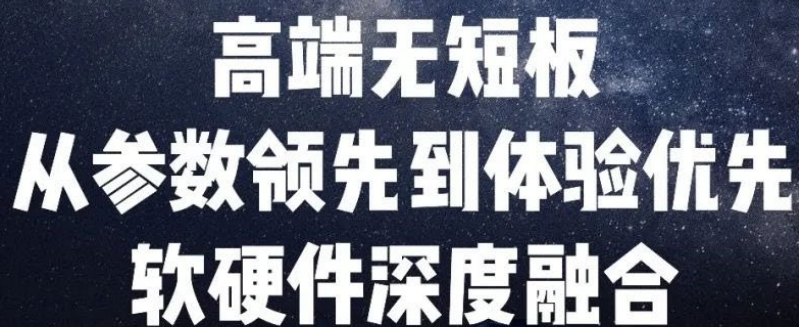
从参数领先 到体验优先



This time, we all agreed to "**experience first**" from the bottom of our hearts.

This is what we summarize as the three principles of high-end product design: "high-end without short boards, from parameter leadership to experience priority, and deep integration of hardware and software".

高端无短板 从参数领先到体验优先 软硬件深度融合



With this knowledge and this consensus, I believe that the future products will be better!

3.7 Cognition and Growth

认知与成长



Xiaomi high-end exploration road, more than three years, tens of billions of dollars of investment, tens of thousands of people's joint efforts, through ups and downs, and finally

A stage breakthrough has been ushered in. In this high-end battle, even any tiny bit of success is very difficult, behind which are cognitive changes and breakthroughs.

Only cognitive breakthroughs can lead to real growth. That's the biggest thing I've learned in the last ten years.



04 A man is great because he dreams and grows because he holds on to his dreams.



Today, what I'm sharing with you is a couple of key growths I've experienced:

My schooling at WU has allowed me to build my dreams and learn to break them down into one goal after another. My entrepreneurial journey at Kingsoft allowed me to complete the metamorphosis from programmer to manager. Founding Xiaomi, a vision to change China's manufacturing industry, and an innovative business model, allowed my dream to begin to gradually come into reality.

Every experience, every metamorphosis, is a cognitive breakthrough and a critical growth.



每一段经历，每一次蜕变，
都是一次认知的突破，更是一次关键的成长。

In recent years, many people have been feeling very anxious and confused. How can we gain inner peace in the flood of changing times? My answer is: **growth**.



Only by growing up on the ground can we have enough confidence, courage and determination to meet all the unknown challenges; and only by growing up on the ground can we make ourselves full inside, have light in our eyes, and be full of strength at all times!



只有脚踏实地的成长，
才有足够的自信、勇气与决心，
去迎接所有未知的挑战。

只有脚踏实地的成长，
才能让自己内心充实，
眼里有光，时时刻刻充满力量。

Life is a marathon, the success or failure of a moment is not so important. All of life's problems, you will find the answer in the growth.

People are great because they dream, and they grow because they hold on to their dreams.



Friends, may your dreams still shine through the years.

Friends, whatever your dreams are today, I sincerely wish you all the best, that your dreams come true and that you have a happy and fulfilling life.

05 Xiaomi Technology Strategy



1 Xiaomi Technology Philosophy

Xiaomi's technology philosophy: **choose technology fields that have long-term value to human civilization, and continuously invest in them for a long time.**



小米科技理念就是，
选择对人类文明有**长期**价值的技术领域，
并坚持**长期**投入

People are the origin of science and technology, and Xiaomi's exploration of science and technology should not only be valuable to the present life of human beings, but also to the creation, progress and development of human beings in the future. Therefore, we focus on long-term value and insist on long-term investment.

In the process of exploring science and technology, we will follow the following principles: deep plowing of the underlying technology, long-term continuous investment, deep integration of hardware and software, and full empowerment of AI.

■ **深耕底层技术，长期持续投入。**



深耕底层技术，长期持续投入

12个技术领域，99个细分赛道，未来5年技术投入1000亿元人民币

- Xiaomi Group has already laid out 12 technology areas and 99 sub-tracks
- 100 billion RMB investment in technology over the next 5 years

■ **软硬件深度融合，AI 全面赋能**

软硬深度融合，AI全面赋能

- The deep integration of software and hardware is the fundamental guarantee of our unique experience for users
- AI is the productivity of the future, must, and inevitably, be fully empowered, but also millet long-term continued investment in the underlying track
- Let's write it as a formula: (software \times hardware)^{AI}, which is better to remember

2 Xiaomi actively layout artificial intelligence

Xiaomi made a layout of artificial intelligence very early. From the formation of the first visual AI team in 2016 to the first establishment of a dedicated large model team in April this year. 7 years, 6 expansions, the millet artificial intelligence team has more than 3000 people. It has gradually established AI technical capabilities such as vision, voice, acoustics, knowledge graph, NLP, machine learning, multimodal, and so on.

■ 小米全面拥抱大模型

小米全面拥抱大模型

4月份已组建小米AI大模型团队

In April 2023, Xiaomi formed a large modeling team to fully embrace large modeling.

- Xiao Ai classmates access to the big model, open invitation test: Xiao Ai classmates currently has 110 million monthly users, in order to allow you to experience the big model technology faster, Xiaomi to Xiao Ai classmates to upgrade the big model, and open the invitation test.



- Xiaomi's big self-research model has made a small achievement, recognized by the world's leading lists.

百亿内参数大模型

排名第一

C-EVAL 榜单

大模型	平均分
MiLM-6B	60.2
Qwen-7B	59.6
InternLM-7B	52.8

*2023年8月10日结果

CMLLU 榜单

大模型	平均分
MiLM-6B	60.37
Baichuan-13B	54.63
ChatGLM2-6B	50.79

*2023年8月10日结果

- Unlike other companies, **the main breakthrough direction of Xiaomi's big model technology is lightweight and local deployment.** So that users can have both data security and the advanced productivity of large models.



- At present, we have run through the Demo on the cell phone side, and the effect of some of the scenes of the big model on the cell phone side is comparable to that of the cloud.




Supported by the R&D area, Xiaomi's premiumization has also taken a whole new dimension.

The new products that we are going to bring to you are all well-polished products, and each one of them is the result of our brand new thinking about the products and the industry, as well as our long-term technical accumulation. I can't wait to share with you the new growth of our technology and products.

06 Xiaomi MIX Fold 3 Future, in full swing

Xiaomi MIX Fold 3, equipped with Xiaomi's own keel pivot, innovative three-stage linkage design, 14 movable joints to perfectly fit the curvature of the screen, stable protection of the screen when dropped, use more peace of mind. More precise and compact structural design, the space in the pivot area is 17% less than that of the previous generation, which not only makes the whole machine thinner, but also leaves more room for stacking.

Xiaomi MIX Fold 3, so that thin and light folding and all-round flagship can be both: Leica Optical professional four cameras, thin and light folding image new height; second-generation Snapdragon 8 leading version of the platform, strong performance; innovative Pol-less Plus screen power-saving technology, 4800mAh Xiaomi surging battery, wired + wireless dual Xiaomi surging second charging, goodbye to battery life anxiety; 5G super antenna + 5G intelligent  line, stay connected at all times.

The Xiaomi MIX Fold 3, a thin and light folding full flagship, starting at 8,999 yuan, will simultaneously open for reservation after the August 14th launch event, with the first sale on August 16th.



xiaomi MIX Fold 3

小米龙骨转轴

3级连杆结构

14个活动关节

198个转轴零件

1800MPa 超级钢

高耐磨 碳陶钢



徕卡光学
四摄五焦段
全大光圈

xiaomi MIX Fold 3

悬停 拍照





07 Xiaomi Pad 6 Max 14

Big, different.

Xiaomi Pad 6 Max 14, 14" large screen brings shocking audio-visual entertainment experience: 2.8K 120Hz high score high brush screen, piece by piece 🎧 factory calibrated color; 8 speakers, bringing unprecedented shocking sound; Snapdragon 8+ mobile platform, easy to cope with heavy load scenarios, and heavy games run close to full frame.

14" large screen, fully unlocked mobile productivity: new "workbench" mode, PC-level multitasking interaction, more efficient; P C - l e v e l WPS Office, meeting toolbox, AI translation, mobile office multiplied by the ease of use; the new split intelligent touch keyboard + focus stylus, unleash creativity; 10,000mAh battery, 33W reverse charging, stay online anytime, anywhere. Xiaomi Pad 6 Max 14 has been officially released, the first sale price of 3599 yuan, the evening of August 14 officially opened for sale.

Xiaomi Pad 6 Max¹²



- 黑色
- 银色

2.8K

2.8K 超清屏幕
600nit 最高亮度
120Hz 6挡可变刷新率
支持HDR10, 10bit色深





08 Xiaomi Mi Band 8 Pro

Large, different

Xiaomi Bracelet 8 Pro, more fashionable: the new 1.74" four narrow-edge large screen, 60Hz refresh rate, 336PPI, the wrist of the "flagship screen"; metal texture frame, with a variety of exquisite quick-release strap, fashionable ♻️ endless; lightweight design, 5ATM waterproof, 14 days of long life, to meet the needs of all-weather wear.

The new Xiaomi Bracelet 8 Pro is on par with smartwatches in all aspects: dual-channel sign sensors, heart rate/blood oxygen monitoring accuracy is fully improved; independent GPS, accurate recording of movement trajectory; watch-level processor + watch-level system, smooth and fluid operation; support for the bracelet to control the flow of audio, switching the Mi App smart scene, interconnection to enjoy the convenience.

Xiaomi Mi Band 8 Pro, starting at \$399, is now on sale.



Xiaomi Hand Sweat

8 Pro

时尚外观

No juice in the screen.

Metal top center frame

Bright body

Glossy black body



Xiaomi Hand Cup 8 Pro

Hundreds of stylish watches



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小米手环 8 Pro

独立GPS

精确记录运动轨迹

支持北斗、GPS、GLONASS、Galileo、QZSS



09 Redmi K60 Supreme Edition Dual-Core Flagship with Rampant Performance

K60 Supreme Edition, equipped with a flagship dual-core processor: Tenguet 9200+, X7, and more than 1,770,000 AnTuTu performance scores; newly upgraded Berserk Engine 2.0, from the bottom of the curing algorithm, software and hardware depth of synergy, can be turned on at the same time, a stable 144FPS high-frame and 1.5K ultra-high resolution, to challenge the upper limit of performance for you.

Second generation 1.5K high brightness and high brush screen, clear vision, eye protection more color. Elegant appearance, performance aesthetics, texture leap.24GB

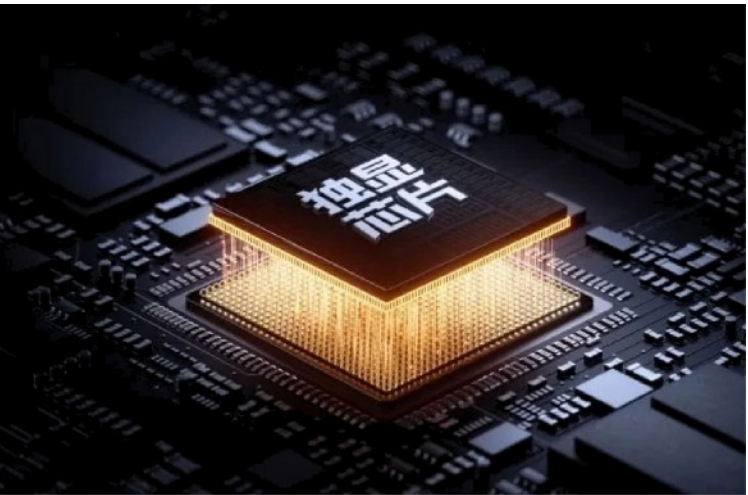
+ A 1TB mega storage combo is available to further unleash the raging performance. There's also IP68-rated dust and water resistance, 120W + 5000mAh

Endurance and more flagship experiences.

The Redmi K60 Supreme Edition, starting at Rs. 2,599, is up for pre-order and will be available for purchase on August 16th at 10am.



Redmi ×  逐点
独显芯片 X7



WILDBOOST
狂暴引擎 2.0 ▶

环境感知 <small>AI智能识别场景，动态调整性能策略</small>	画质引擎 <small>提升画质，精准识别游戏场景</small>	动态显示 <small>智能调节屏幕刷新率，提升流畅度</small>
全局加速 <small>深度优化系统底层，全面提升流畅度</small>		
性能调度 <small>实时监测功耗与温度，智能调节</small>		

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10 Xiaomi CyberDog 2

Making friends with the future

CyberDog2, the second-generation bionic quadruped robot, is fully evolved from the inside out.

The second generation of bionic quadruped robot CyberDog2 evolution 4 field, iron egg's name remains the same, but the appearance of small relatives. Under the bionic appearance, it is a natural sportsman, and it has the physique of a schoolmaster, which can continuously learn AI divine skills.





■ 仿生：AI 全方位赋能+强硬件性能，打造极致仿生

- **Bionic appearance:** small, bionic design shape, more like a real puppy, human-friendly
- **Motion Bionics:** Self-developed CyberGear micro-motor + self-developed algorithm, control precision is greatly improved, and more fine bionic movements can be accomplished.
- **Thought bionics:** visual, auditory, and perceptual abilities, able to do autonomous feedback on human movements and emotions

■ 开源：多层开源，不同程度用户均可参与共创

- **Visual Programming:** 50+ modules available, beginners can easily build a variety of interactive scenarios.
- **Interface open source:** application, system, operation and control, algorithm, 100 + interface, ordinary developers can realize application development
- **Code open source:** robot body code all open source, advanced developers can realize AI algorithms, operation and control, system development
- **Structural drawings open source:** the appearance of structural drawings open for professional users to customize appearance

Xiaomi CyberDog 2 priced at 12,999 yuan, the end of the conference on the Xiaomi Mall, at the same time to open the purchase of the application channel, the purchase of the need to fill in the details, after the staff review of the relevant qualifications can be purchased.

At the same time, CyberGear micro-motor for the industry on sale, CyberGear is millet self-research technology, powerful performance, weight only 317g, maximum torque of 12N.m; control accuracy ± 5 , response time as low as 20ms. CyberGear not only strengthen the millet CyberDog2 movement ability, there are more scenes easily competent.

We look forward to more friends to join us and promote the development of the robotics industry together with Xiaomi!



Technology, should be open, inclusive and serve people.

CyberDog 2 is exactly an open platform for developers, Xiaomi Technology humanities co-creator Guo Fan director invites you to create the future of robotics. Welcome to Xiaomi's official website, and Guo Fan director together to create more applications of life scenes.

Above, that's all we have for today.

A new Xiaomi, flourishing, firm and fearless, full of hope, is sailing to the starry sea of dreams. On this road, Xiaomi will always go forward with all the brave dreamers.

People are great because they dream, and they grow because they hold on to their dreams. Only with firm dreams and down-to-earth growth can we unfold the most beautiful imagination for this world and paint the most magnificent picture of this era. Growing, growing without stopping! This is the best answer we can give to the times.

Thank you all!

人因梦想而伟大，
又因坚持梦想而成长！

2023 #雷军年度演讲#

