

2025 Lei Jun's Speech at Wuhan University

Good afternoon, class! I am especially glad to be able to attend your class meeting and talk to you. Just now when the students were reporting to the school leaders and teachers, I was also listening carefully, taking notes and thinking a lot. Today's time is very limited, although I have a thousand words, or mainly three points.

Let me first share with you why I agreed to Principal (Zhang) Pingwen's Lei Jun class. When Principal Pingwen first talked to me two years ago, I told him, "I'll think about it carefully." Actually, my attitude at that time was a polite refusal. The second time Principal Ping Man talked to me, I was under a lot of pressure. What was my thinking? The first point was that this was a great honor bestowed upon me by my alma mater, and that what I had done for my alma mater was not enough to bear such an honor?

The second point, which probably puts more pressure on me than the honor, is the responsibility. We have so many outstanding talents joining the Lei Jun class, no matter it is 5 years, or 9 years of (undergraduate) master's degree, we will

spend the most important time of our lives here together. If we don't do a good job, I feel sorry for everyone.

So the second time Principal Ping Man talked to me, I reluctantly agreed, but I added a clause, I said, "Can we do this for five years first?" Because I really didn't know if I had the ability or if all of us could work together to do a good job with the Thunderbird class. When I accepted at that time, I also asked Principal Ping Man, "Is this the most important thing you feel?" Principal Ping Man felt that he needed my support, so there was a Thunderbolt class.

You are the first class of the Lei Jun class, commonly known as "Big Brother". Whether or not the Lei Jun class can continue in the future depends on whether or not the students of the Lei Jun class, one after another, can make a name for themselves.

Therefore, I especially want to say that today you and I share the same honor and disgrace. Just now, I listened to each and every one of you report, and you really did a great job. But how can we do a good job in the Lei Jun class, so that more excellent students will choose Wuhan University and the Lei Jun class in the future? This really needs us to work and fight together. Of course, we also need President Pingwen and Academician Liu

Sheng, as well as the secretary and dean of the School of Computer Science and the instructors of the Lei Jun class, to continue to support the Lei Jun class, so that we can really do a good job with the Lei Jun class.

My second idea is how to make the Lei Jun class live up to their youthful years and spend the best time of their lives here. You are all extraordinarily, extraordinarily young, and when you reach the age of the principal and me, when you recall your life, the most unforgettable thing is your college years. University is a crucial moment for establishing worldview, life view and values. We may need to think, what kind of person should Wuhan University mold you into and what kind of traits should it give you?

Wuhan University has beautiful mountains and beautiful water. Every year when the cherry blossoms open, it is the festival of Wuhan University, and the crowds of people are just like the scenic spots, and every one of us at Wuhan University is immensely proud of it. I believe that you are all very busy, often have to receive relatives and friends to visit the school. Therefore, all of you should fully absorb the nutrition of Wuhan University in Wuhan University and be a good Wudanian.

The core of Wuhan University is eclecticism, arts and science. So I think the second **most important thing is to learn how to learn**. The first class I took at Wuhan University was actually before classes started, when I was studying on the fourth floor of the building, and I listened to a freshman training by a professor from the Department of Chemistry: how to go to college. I have memorized one sentence until today: going to college is to learn how to study.

How should the Lei Jun class study then? **To have depth and more breadth, read good books, don't read books to death**. You are all schoolmasters, the depth of learning everyone, but do not prematurely determine the exact career direction, because there are many things you may not know, at this time the most important thing is to expand their knowledge, and then determine the direction of your life's career, may be more accurate.

University education is very different from high school education, we all PK scores in college entrance exams, and we hate to memorize every word in the crevices of the characters, but universities don't need to, the most important thing in universities is to master the real knowledge and skills. At least

when I went to Wuhan University, **we don't need to memorize every word in the crevices of the characters**, which is very inefficient. So we need to be able to read, read well, and expand our knowledge and hands-on ability, which must be highly emphasized in Wuhan University, especially in computer science.

Thirdly, I hope you can make friends. In college, you don't have too many interests to entangle, it is easier to make good friends. For example, Mr. Wang Guoqun, who is here today, and Mr. Cui Baoqiu, who was in my bunk bed in college, are the most important partners in my life. Studying in college is important, but being healthy, having a wide range of interests, and making friends are all things you need to do in this period. So, for how to study well in college, these are my three suggestions. Just now, President Ping Man made a proposition: What are the characteristics of our Lei Jun class? This question stumped me, and I think it needs to be seriously examined by all of us, both in terms of the class motto of the Thunderbolt Class and the characteristics of the Thunderbolt Class.

To help the discussion, I'll also share a bit of practice, thinking and some insights from the last few years. I have been building cars for the last four years and have made some achievements. When Xiaomi SU7 was first released last year, there was a lot of

skepticism in the community, but in just one year, people still recognized us. Xiaomi, as a newcomer to the automotive industry, released it at the end of March last year and delivered it at the beginning of April; we delivered 7,000 units in the first month, we delivered more than 10,000 units in the third month, and we delivered more than 20,000 units in the seventh month. In just nine months, we delivered 137,000 vehicles, roughly 33 billion dollars in revenue, this report card in the whole industry is considered a miracle.

At the end of last month, we unveiled the Xiaomi SU7 Ultra, the top-of-the-line Xiaomi SU7 with 1,548 horsepower and accelerating from 0 to 100km/h in just 1.98 seconds. Its prototype became the fastest four-door car ever at the Nürburgring Nordschleife in Germany. The Xiaomi SU7 Ultra has already "butchered" four lists in domestic circuits, the most impressive being at the Shanghai Circuit, China's only F1 circuit, where we broke Porsche's record, running 2 minutes, 9 seconds and 944 seconds to become the fastest production car in the race. Porsche even gave us a public shout-out on Weibo. Xiaomi SU7 Ultra priced at \$529,900 sold 10,000 units in less than three days, what does 10,000 units in three days mean? It means that the

door to the ultra-luxury car market is open to Xiaomi. the 500,000+ sedan market sold 120,000 units last year in one year, and Xiaomi sold 10,000 units of the SU7 Ultra in less than three days. So, up to this moment, Xiaomi SU7 is considered a huge success. After such an achievement, we are also summarizing. A year ago, we are very not optimistic about us, some say that Xiaomi is late, some say that Apple 10 years can not do, why Xiaomi dry 3 years can do it? There are very many questions. But I believe that by this moment, these doubts have disappeared, because Xiaomi SU7 has proved our success with today's report card.

So what do we really need to think about? It's why we've achieved what we've achieved. In fact, we have been reflecting and summarizing in the past few months, because only by thinking clearly about this matter can we continue this success in the future, or else we will be ignorant. We must give all the success or failure to dismantle it clearly, we become, into what place; we lose, lose in what place. Within Xiaomi, there is a very strong review culture. Review is the term of Go, the core is: what did we do right? What did we do wrong? If we do it again, how should we do it? In fact, we can do everything with this method to think about it. To give an example, Xiaomi engineers from all

over the world, all from the traditional car factory, how they came to Xiaomi is different? I think the first one, is that their goals are different, they pursue different. Because the first day they joined Xiaomi, they knew that Xiaomi Automobile would become a top five global car manufacturer through 15 to 20 years of hard work. Xiaomi is a newcomer to the automotive industry, a car has not been built, the first day began to say that we want to be the world's top five, shouting out such a goal requires a bit of courage, right? Then how do we do it after having such a goal? First, we build cars in a practical way. Who is a good car maker? Porsche; whose intelligentization is good? Tesla. On the first day, our goal was to be comparable to Porsche and Tesla, and to find the strongest rivals to fight against. Secondly, when we are in the product manufacturing and R&D stage, Xiaomi's product methodology has three very important words: "the only, the first, the most". It is to do all the things, think first, is not the world's first, the world's only, the world's best. We are like chanting scripture, in every meeting with every engineer, we ask: "Are you the only, the first, the most?" When they accepted this way of thinking, we immediately escalated the question, "Can you write down 100 items?" At the technology launch at the end of December 2023, I said we're going to try to

do 100 "only, first, most." When I said that, I was laughed at by the automotive industry, who said, "You just did it and you're bragging about it." During that period of time, we were hacked to death, and we were very frustrated. However, Xiaomi did invite a very large number of technical experts and experts, they never had the determination to do the world's first when they came up in the traditional car factory, which is the most different between Xiaomi and the traditional car factory. Then the 100 dry down did not do it? Dry into one-third is there. 100 is the goal, dry dry it, some did not do, some we think is the first, and then there are peers than we do better. For example, when the Xiaomi SU7 was released, it was the first production car wind resistance coefficient, the motor speed is the strongest in the world, the world's first torsional rigidity. In the New York North Raceway, the home of Porsche and recognized as the world's top test track, the four-door Xiaomi SU7 Ultra prototype is now ranked first. So Xiaomi in every field, asked the excellent engineers to be the world's first, they use such thinking imported after, it was rearmed by us. Their spiritual strength comes from the three points I just mentioned: first, to be the world's top five car manufacturers; second, to be comparable to Porsche and Tesla, and dare to challenge the world's strongest rivals; and third, 100

"unique, first, most". **Only extremely demanding goals can stimulate the engineers' desire to win and then make outstanding works.**

Of course, we are well aware that this goal is difficult, and when we just started building cars, I did not think that we could deliver such excellent results. But my thinking was very simple: you have to set a high goal first, pull with a high goal, and aim high. There was a lot of pressure on everyone at the time, and I told everyone, "As long as we start catching up, we are on the way to winning." What are we afraid of? We can't lose anymore. We have to look at all kinds of difficulties we encounter at work and in life with immense optimism. So this is the first point I want to share with you today, high goal traction. There is a saying by Confucius, "If you take it from the top, you will get it from the middle; if you take it from the middle, you will get it from the bottom", so only by setting a high goal, can all of us be inspired to work hard and passionately, and then be pulled. **The second point is that after setting high goals, we should be down-to-earth and break down the goals bit by bit, turning them into one achievable goal after another.** Because sometimes people are driven "crazy" by high goals, or they think that the goal is out of reach

and I can't do it. During the 130th anniversary of Wuhan University, I gave a special annual lecture on the theme of "Growth", and most of it was about how I went to university, including my practice. Let me give you a small example. When I started working out last year, I set a goal that was achievable if I worked hard enough to clock 100 reps. We don't necessarily need to develop eight-pack abs, let's complete 100 times of punching the clock first, this goal it can be realized. Just like running a marathon, set your goal at 42 kilometers, you may easily despair. You can make every goal be the next kilometer. The third point, I would like to share with you a universal formula, which **is that you can only be good at cars if you know and love them.** When we were doing mobile imaging, I also suggested that you can only do good photography if you know and love photography. Netizens say that after I do the car, roll the car, first roll the chairman of the board, learn to race license, learn to drift, go to the winter test summer test, but also test drive more than 170 cars. In fact, in essence, is to grovel into the game, to put themselves in, to become an expert in this field can not say that the top, at least to know who said the right, who said the wrong. In this regard, we must really know the car, really love the car to do a good job, this is the premise of doing any thing

well, which is why I just told you to have a wide range of interests. For example, when Xiaomi Auto is recruiting college students, I propose that we must recruit those who like to drive, and even recruit those who like to play racing games and simulator masters. We also organized an internal simulator competition, and the result was that the engineer in the intelligent driving department took first place, and he had only graduated for one or two years. I wondered how he had the time to practice driving. Later, he told me that they often go running to the mountains at night, or play games and simulators in the office in networked competitions. He even said that when they went to college, they borrowed cars in the same way as I did, and put a note on someone else's car inviting him to go running to the mountains on weekends. After he finished telling me about this, I felt that maybe love is the source of doing all things well. Don't look at what you want to do as work, as school, can you turn it into a hobby, into a hobby, so that you can really do that thing well. These are my three most important insights: first, set a high goal; second, break it down into one achievable goal; third, love is the prerequisite to do all things well, to really understand that thing, love that thing, in order to do a good job of that thing. I hope this will be helpful to all of you. As for what kind of traits will be

molded by our Lei Jun class in the future, I think we really need to discuss and work together. This kind of trait is not a slogan posted on the wall, it is the code of conduct of each one of us, a collective impression formed by the joint efforts of each one of us. On this point, I hope that the instructors of the Lei Jun class will take the students and discuss it seriously for several times, and we will come one version at a time, one session at a time. Maybe each session starts with a discussion after joining: "Why did you join the Thunderbolt class?" "What do you think the Lei Jun class should be run like?" When I was doing the car, because there are more than 10,000 people in Xiaomi's automotive department, I held a lot of similar meetings to unify my thoughts. The first question asked was always, "Why did you join Xiaomi car?" "What stage do you want Xiaomi car to achieve?" We all start from these most basic questions, because only if we have a common desire, we can really build the car well.