

You became Legend's CEO in 2001. How would you assess Legend's performance over the past year?

The global IT industry was seriously affected by the economic downturn of 2001 and the market slowdown that followed, while China's IT market, after several years of rapid growth, has also moved into a period of adjustment following the burst of the Internet bubble two years ago. Despite such an unpromising environment, Legend still managed to expand its proforma turnover by 3.2% compared with last year. While proforma net profit grew by 42.9%, gross profit and net profit margins also improved. Given the Group's recent major business restructuring and the on-going fluctuations of the China market, these results are a remarkable testimony to the Group's enterprise and commitment during the past year.

The Group achieved much besides commendable financial results over the year, not least the experience of learning to develop rapid and positive reactions to market changes. After operating for several years in a rapidly growing market, last year's contrasting business environment prompted us to enhance the efficiency of our operations, to improve measures for countering risk, and to strengthen our management capabilities.

2001 also saw impressive progress in the Group's transformation into a technology and service company. High levels of investment were maintained both in research and development ("R&D") and in services, despite the need to reduce operating expenses. It is because technology and services are earmarked as areas of the Group's core competence which will drive new growth in the future. Elsewhere, 2001 also saw Legend make great strides in the development of new business areas.

2001年是您成為聯想CEO的第一年，您怎樣評價這一年聯想的業績？

2001年全球經濟蕭條及市場衰退對全球IT企業都造成一定的打擊，中國市場在經歷了連續數年高速成長，尤其是前兩年的互聯網泡沫之後也進入了調整期。在這樣的市場形勢下，聯想的備考營業額比較去年增長了3.2%，備考純利增長也達到了42.9%，全年毛利率及純利率均有所改善。這個成績是在公司進行了重大業務重組及中國市場發生很大變化的情況下取得的，可以說來之不易。

在這一年中，我們還取得了很多其他收穫，當中最寶貴的是我們的隊伍積累了快速反應市場變化的經驗，因為我們過去幾年一直在快速增長的市場中發展，經歷了這樣一年，整個企業的運作效率更高，抗風險能力更強，管理基礎更堅實。

2001年我們在向技術及服務轉型方面也取得很大進展。雖然因為市場增長放慢，我們大幅削減了日常支出，但是我們堅持了在研發及服務方面的投入，希望藉此使技術及服務成為聯想的核心競爭力及新的增長動力。此外，2001年聯想在新業務發展方面也邁進了一大步。



▶▶ Legend has taken major steps towards service-oriented transformation and technological innovation ...

聯想向服務轉型和技術創新邁出了重要的一步 ... ◀◀

How exactly has Legend gone about implementing its strategy of transforming itself into a technology and service company in 2001?

In the first place, Legend has completed its transformation into a customer-oriented business structure, allowing us to design, manufacture and deliver products according to the different needs of specific customer groups, as well as devising appropriate group-focused marketing strategies. The restructuring has created a more open and market-oriented management ideology, which has permeated through into Legend's corporate culture generally, underpinning the Group's wider transformation into a technology and service company.

Legend's commitment to technology was evident with the launch in 2001 of a variety of new breakthroughs in server technologies and products, with proprietary intellectual property rights. A major milestone was the ranking of the Group's server products amongst the world's top ten for the first time ever. During the year, Legend initiated a partnership with Intel to set up the largest application solution centre in Asia, and cooperated with IBM in rolling out new fibre-optics storage products and solutions. A particular highlight was the launch of "Wanquan Sureye", a server management software application developed by Legend. Demonstrating the Group's mastery of core server technologies, this software represents a strong foundation from which we expect to develop further high-end corporate IT products and services, particularly now that Legend has established a R&D team dedicated to working on high-end server and back-office technologies. Legend's products in IT security and wireless technology have also had a powerful impact amongst businesses.

An important factor in Legend's transformation into a service company has been the launch by our customer service centres and call centre of "One-Code Service" and "Centralised Reporting System", two initiatives which together have enhanced the competitiveness of our core businesses. From 2001, a reshaped business model has been adopted for handling our large clients, with excellent and widespread results. This includes the establishment of new service models in account management, e-commerce, configuration-to-order and expertise services. "IT 1 for 1" also established its own service model for small and medium enterprises ("SMEs"), a model which effectively drives product sales through the provision of services, and which will assist our channel transformation in the future.

2001年聯想向技術和服務轉型的策略取得了什麼進展？

首先，聯想於2001年初完成了以客戶為中心的業務結構調整，這個調整使我們能夠按照不同的客戶群，建立從產品設計、生產供應到市場營銷等環節都更有針對性的經營模式。隨著結構調整，全體管理層及員工的觀念、意識及企業文化都更加開放、更加市場導向，為公司向技術及服務轉型奠定了良好的基礎。

在技術方面，2001年聯想服務器取得突破性發展，推出多項自有知識產權的新技術及新產品，並首次進入世界十強。年內，聯想與Intel合作建設了亞洲最大的應用方案中心，與IBM合作推出基於光纖通道的存儲方案和產品。聯想自行研發及推出的服務器管理軟件「萬全慧眼」，標誌著聯想在服務器領域掌握了更核心的技術，為聯想進一步向高端企業IT產品及服務推進的發展方向打下了堅實的基礎。此外，聯想還組建了高性能服務器研發隊伍，研發工作全面進入企業IT產品之後台高端領域。另外，聯想的信息安全產品、無線技術產品亦已經開始在實際業務中產生影響。

在服務轉型方面，客戶服務中心、呼叫中心的「一碼通」和「統一報修」項目的落實為我們的核心業務增強了競爭力。大客戶業務模式在2001年已開始從客戶經理、電子商務、按單生產、專職服務幾個方面建立了全新的服務模式，並收到良好的效果。「IT 1 for 1」也建立了對中小企業的服務模式，這些都以服務的方式帶動我們的產品銷售，更重要的是將來帶動渠道轉型。



What did Legend achieve in 2001 in terms of developing new areas of business, and how did it go about doing this?

As part of its service and technology transformation, Legend explored and developed a number of new business areas during 2001. The Group's investment brought returns of over HK\$100 million, while at the same time providing valuable experience in the planning of strategic investments and the implementation of international business cooperation. Four major developments can be mentioned:

- (1) In cooperation with Xiamen Overseas Chinese Electronics Company Limited ("Xoceco"), Legend entered its newest IT business arena, the mobile handset business. This move offers the Group a foundation for implementing its development strategy of linking up different IT terminals.
- (2) Legend's investment in Han International Consulting Company Limited ("Han") was another milestone marking Legend's transformation from a hardware manufacturer to a technology and service provider. The cooperative partnership with Han has given Legend a significant competitive edge, experience and expertise in the IT service arena.
- (3) Our cooperation with AOL has established a clear direction for the development of Internet service provision. Once launched, the services will, we believe, go a long way towards driving the development of Internet business in China.
- (4) Legend's contract manufacturing business has been greatly enhanced by collaboration with Gigabyte Technology Company Limited ("Gigabyte") and Kingboard Chemical Holdings Limited ("Kingboard") during the year.

2001年聯想在發展新業務方面取得哪些進展？聯想如何發展新業務？

圍繞向服務及技術轉型的策略拓展新業務是聯想2001年的另一項重點工作。在這方面我們取得了重要進展，年內集團來自投資所得收益超過港幣1億元，最重要的是我們在以策略投資及國際合作的方式拓展新業務方面積累了寶貴的經驗。4項主要進展如下：

- (1) 通過與廈門華僑電子股份有限公司（「廈華電子」）的合作，聯想啟動了移動電話業務，進入了一個與信息技術相關的嶄新領域，並為實現我們下一步關於信息終端之間互聯互通的技術發展戰略奠定了基礎。
- (2) 入股漢普國際諮詢有限公司（「漢普」）是把聯想從硬件廠商向技術及服務轉化的里程碑，與漢普的合作將有利於聯想在IT服務領域建立優勢、積累經驗及人才。
- (3) 與AOL的合作使聯想在互聯網服務方面明確了發展方向，相信當服務推出後，會對中國互聯網產業發展有帶動作用。
- (4) 與技嘉科技股份有限公司（「技嘉」）、建滔化工集團有限公司（「建滔」）的合作都使得聯想在合同製造這個戰略佈局上有了實質的進展。

▶▶ The team has demonstrated its ability to react rapidly and positively to market changes ...

我們的隊伍積累了快速反應市場變化的經驗 ... ◀◀

What do you consider Legend's current level of development from a historical perspective?

The Legend of today exists in a period of major historical change. After ensuring its survival in the 1990s by adopting a trading-oriented strategy, the Group has over the past decade developed its own brand products, establishing the famous "Legend" brand and achieving a scale comparable to that of a medium-sized international enterprise. The Group's future mission is to make the name "Legend" not simply synonymous with computers, but also immediately associated with a wide variety of consumer IT products, high-end corporate IT products, IT services and Internet services. Legend must now advance a further step forward to position itself as a world-class enterprise, highly technologically advanced and with versatile business interests across a range of IT areas.

Legend first began to implement its mid to long-term strategic planning in the financial year 2001 / 02. Its target of becoming a "high-tech, service-oriented and international Legend" has been firmly established in Legend's six main business areas, allowing for a full synergy between each that provides the basis for the Group to proceed towards its dual goals of technological innovation and service-oriented transformation.

從歷史發展的角度看，您認為聯想目前處在一個怎樣的時期？

今天的聯想正處於一個重要的歷史轉折時期。聯想過去經歷了90年代以貿易為主導的求生存階段，此後的10多年發展了自己的品牌產品，造就了聯想電腦這個金字品牌，並達到國際中型企業規模。未來聯想所要完成的使命是如何讓「聯想」的內涵不再僅僅是電腦，而是更豐富的消費IT產品、高端企業IT產品、IT服務、互聯網服務等，聯想必須躍上IT領域多元化發展、技術領先的、世界級規模大企業這一新的台階。

2001 / 02財年是落實聯想中長期戰略規劃的第一年。「高科技的、服務的、國際化的聯想」這一遠景構築於聯想六大業務群組之上，各業務之間相互呼應、相互協同；而技術創新、服務轉型這兩個重點將是聯想邁上第三個台階的關鍵。



What is the potential for developing China's IT market in the future? What directions do you anticipate Legend developing in?

The immediate future will see Legend continue its concentration on the China market, while expanding into adjacent areas of the IT industry. The Group believes that China's IT market possesses formidable opportunities, particularly now that the country has joined the WTO and won the right to host the Olympic Games. The push towards enhancing business competitiveness through information technology has created a significant surge in demand for IT services from both companies and individuals. As China's largest IT enterprise, Legend's development potential is enormous.

In 2002, Legend will continue to move in the direction of service transformation and technological innovation, and at the same time attempt to make major steps forward in the development of new businesses. Within the hardware business, we will be diversifying our computer terminal products, with emphasis on mobile handsets, PDAs and digital products. As for back-office products, Legend will be moving from the simple provision of servers towards offering a full product line of high-end corporate IT products including high-end servers, storage products and network security products.

Building on our established foundation of value-added services that drive product sales, we expect to build up further IT service opportunities and focus on making this area a strong growth driver for the Group, through our provision of Internet services for consumers, one-stop "IT 1 for 1" services for SMEs, and professional IT consultancy services for large corporate clients.

Legend will maintain its strategic commitment to technological enhancement, proceeding from the development of product technology towards advances in application technology and core technology. With our terminal products in mind, we will be looking to develop key wireless technology applications enabling the linkage of various terminals. We will also continue actively seeking breakthroughs in back-office technologies such as super computing, storage and network security technologies, while at the same time working to cultivate new ground in the area of service technology, including software and application solutions.

您認為未來中國IT市場的發展機會如何？聯想業務的發展方向是怎樣的？

未來幾年聯想將繼續以中國市場為主，在IT領域多元化發展。聯想管理層充份相信中國IT市場的發展潛力及機會龐大。隨著中國加入世界貿易組織、申辦奧運成功，各行各業對信息技術及信息服務的需求都在迅速提升，企業及個人都需要以信息技術的手段提高競爭力。作為國內最大的IT企業，聯想有著十分廣闊的發展空間。

2002年聯想仍將以服務轉型和技術創新為主要方向，把新業務向前推進一大步。我們的產品業務要在終端產品上從單一電腦產品向多產品線突破，重點是移動電話、PDA、數碼產品等。在後台產品方面，聯想將全線進入高端企業IT產品，實現從服務器到高性能服務器、存儲產品和網絡安全產品的飛躍。

在服務方面，我們將在原有的、以帶動產品銷售為目的的增值服務之基礎上發展服務型業務，並使其成為聯想新的利潤增長點。具體地說，就是為消費用戶提供互聯網服務，為中小企業用戶提供一站式的「IT 1 for 1」服務，以及為大型客戶提供專業的IT諮詢服務。

在技術方面，公司將沿著從產品技術、應用技術到核心技術的方向發展。對於終端產品，我們將重點關注以無線技術為特色的關鍵應用和各種終端之間的互聯互通。在後台技術方面，我們將力爭在高性能計算、存儲及網絡安全技術上有所突破。我們還將在服務技術，即軟件和應用方案領域繼續創新。

▶▶ The Group aspires to become a high-tech, service-oriented international Legend ...

聯想矢志成為高科技的、服務的、國際化的聯想 ...◀◀

What do you consider to be Legend's long-term goal, and how do you expect to realise it?

Legend aspires to become a high-tech, service-oriented international enterprise whose management standards reach an internationally recognised level, comparable with those companies included in the prestigious *Fortune* 500 list. This is not a goal that can be achieved without the employment of a philosophy of strategic management. It goes without saying that a company must be initiated on the basis of solid foundation management and business management, and I believe that Legend currently occupies this position. My management team and I are now reshaping our management vision to encompass the goals and ideals of strategic management, a concept that means not simply having a clear vision of Legend's future development and goals, but also possessing the business intelligence and expertise to realise these goals. Strategic management skills also involve being able to assess developments as time goes by, and adjust directions as necessary to ensure the Group remains on track towards its long-term targets.

To enhance Legend's value for shareholders, the Group has been committed to an on-going process of reviewing and improving its corporate governance to ensure high levels of transparency. This has gone hand in hand with a more general dedication to implementing the highest corporate values, thus ensuring stable and healthy development and good returns to shareholders in the long run.

您認為聯想的長遠目標是什麼？實現目標的關鍵是什麼？

聯想的志向是要做一間具有世界500強規模和國際一流管理水準的企業，矢志成為高科技的、服務的、國際化的聯想。要實現這一目標，企業必須要具有戰略管理能力。我和我的管理團隊正在致力將我們的主要管理視野從基礎管理、業務管理過渡到戰略管理。所謂戰略管理就是說不僅我們有長遠眼光、能夠描述未來聯想的發展方向和目標，更重要的是去落實、去執行既定的方向和目標。同時要能夠在執行過程中不斷地檢討及作出適當的修正。

為股東利益，集團致力奉行高效的公司治理及不斷提高公司透明度。此外，集團亦一直致力提升企業價值，確保公司保持長期穩定發展，務求為股東帶來長遠良好的回報。