**1**

In my home village, behind the Jews marro flowers amidst the morning fog were the quietly turning waterwheels and the familiar huts. The jolly songs were heard, and my reticent father and brothers were there. Most of us could not have gone to college without the sacrifice of our fathers and brothers. They had no education, but it was their hard work and hard-earned savings that supported the lonely students like us far away and made them what they are today. Never should we forget them, forget to repay their love and forget to respect them. Oh, Father and Brothers, please take it easy, will ye? Please make time to relax a little even in the most difficult times.

So every success we have comes from the sacrifice and contribution of our families, from the cotton-padded coats mothers send to us, from our reticent fathers and brothers, from the waterwheels, the huts and the single-plank bridge at home, and from the girl once we were with...

**（Spring of Northern Country）**

**2**

Huawei's corporate culture is not something specific. It is not a mathematical formula or equation either, because it has no boundaries. We cannot define it either, because it is vague. Isn't our "staying customer-centric" similar to "being equally honest with all customers" in the East and "providing customized solutions" in the West? Aren't others also customer-centric? After we repeat this time and again, our employees have accepted this core value. This is also reflected in many aspects of our work, including our appraisal and incentive systems and process operations. Then employee behavior is guided in the right direction.

We focus on serving customers. At different times, we will see different employees rise. Ultimately, we will identify those who serve customers well, and give them this responsibility.

**（A Chat in the Garden with Huawei Founder Ren Zhengfei）**

**3**

We need to establish an architecture for the broad quality system. We should set up Centers of Expertise (COEs) for our broad quality systems in China, Germany, and Japan. Materials science in Japan is extremely advanced. Don't underestimate Kyocera or think that gallium nitride is just a ceramic. It is the main material used in radio communications. Germans are extremely rigorous, and their engineering and management capabilities are excellent; Chinese people are good at brainstorming and structural thinking. If we bond the strengths of the three cultures together, we will be able to produce world-class products and ensure Huawei's overall quality. We can also replace people with tools and methods, make irreplaceable and unrivalled products using the best tools in the world, and ultimately become a global leader.

**（Speech by Mr. Ren Zhengfei at a Work Report on Corporate Quality）**

**4**

As always, we will continue to value dedication. That includes looking after employees who take up challenging jobs, especially in hardship regions outside China, by improving their working and living conditions, supporting healthy work-life balance, and ensuring that they're taken care of both physically and mentally.

The road ahead is long and hard. As long as we press ahead, we will reach our destination. With unwavering effort, we will build a promising future. Choosing Huawei is choosing a path. The road we're on is bumpy, but rewarding. With no way back, success is our only way forward. Let's work with our customers and partners to bring digital to every person, home and organization for a fully connected, intelligent world.

**(Press Ahead to a Promising Future)**

**5**

Heroes at Huawei come in all shapes and sizes. All of those who have made the greatest possible contribution at the best possible time, serving in the best possible function—these are heroes in the annals of Huawei history. Perhaps some of them were only heroes of the moment, acting in the heat of battle, never to shine again. And what's wrong with that? We can't let the contributions of heroes fade from our memory, nor deny heroes their due prestige.

**(Flawed Heroes Are Still Heroes)**

**6**

Benjamin Franklin once said, "He that can have patience can have what he will." Looking back on my past 17 years at Huawei, we have moved from telephone lines and narrowband voice to megabit ADSL, and then from vectoring VDSL to G.fast with gigabit-level speeds. We are committed to enriching people's lives through communication. We have helped the company achieve business success, and at the same time, we have benefited a lot from our time here. Looking back at how big our ambitions were at the beginning, it makes me think of the words to a song: "Those dreams we had, we held them so tight. Now we've reached the top, It finally feels right."

**7**

When we were building the Microwave Division, it was quite an interesting time.

In the summer of 2008, five people – Dennis Han, Logos Tao (then the ODU PDT manager in Xi’an), William Gou, Franco Marconi, and I – gathered in a small office next to the café machine in Huawei Representative Office, and of course as noisy as it can be a coffee machine in Italy. Since it was summer the air-conditioner was not working. We envisioned our future there: renting an office, hiring talents, and building the competence center from scratch. To envision the future was the only way to survive in that office during a torrid summer.

**(Huawei Built a Research Lab Because of Me)**

**8**

Before I left for the disaster area, I told my wife, "I'm going to restore communications in the disaster area." Upon hearing this, she seemed unwilling to let me go, but then she said, "Ok, go ahead. There are no alternatives, right?" I knew that she had mixed feelings. On the one hand, the disaster area was dangerous, and she was worried about my safety. On the other hand, she worked at NEC and understood communications technologies. Thus she knew that experts played a crucial role in restoring communications. Our management team decided to send experts to help restore communications because only we could complete the task. So although she felt reluctant and worried, she still managed to remain calm and told me to take care of myself. She encouraged me, "I believe you can do it. You can restore communications." I was glad she understood me and the significance of my task. She knew that it was our responsibility. Her words encouraged and empowered me.

**（A Glimmer of Hope amid Disaster）**

**9**

Over the past few years, I've witnessed the ups and downs in this country. Thankfully, the company has kept investing in the Gambia, allowing us to experiment with new approaches to our work. We have moved our accommodation to a new location and our office has been redecorated. We now have 4G connections in the office, and our conditions are improving every day. We have also designed a special day tour program for our visitors to the Gambia, which involves petting crocodiles, feeding monkeys, and watching baboons. We hope more colleagues will come visit us and request assignments in the Gambia.

I would like to thank every one of my coworkers who has contributed to the Gambia Office. We have to continue to work hard to defend what we've built. The blood, sweat, and tears we've shed are of significance and value to the company and the Gambia as a whole. They have made us stronger, too. I look forward to the bright days ahead, and am certain the future will prove we've made the right choices.

**（Crocodile Guy in the Gambia）**

**10**

In the process of working with BT, we also started to understand what it means to help a customer achieve business success. Before that time, Huawei might have thought that producing excellent technologies meant success; but that was only technical success. True business success means making sure that every step is easy and intuitive for the customer, from the development of the product to its use in service.

It doesn't matter how many blows or setbacks we suffer, or how long and hard the road once seemed, at Huawei we never give up and never look back. We put our heads down and stay the course. Our "London courtship" sent shockwaves round the world, and it set Huawei on its path to the top of the global market.

**(A London Romance)**