

Minutes of Mr. Ren Zhengfei's Meeting with ICPC Foundation President, Coaches, and Contest Winners

October 14, 2024

Host: Let's welcome ICPC Foundation President, coaches, contestants, experts, and leaders. This is the second time we have met here. Last year, we hosted the first ICPC Challenge Championship powered by Huawei. This year, we will host the contest for the second time. Before the contest kicks off, we have got this great opportunity to engage in some open discussion.

Mr. Ren: Thank you to all coaches and contestants, and welcome to Huawei. It's an honor to host you all here today. You can ask me any questions, and I'll give you an answer.

1. Q: Hello, Mr. Ren. We really enjoyed last year's meeting, and I realized that both of us believe young people should gather together to shine brightly. At that meeting, you expressed hopes that we could meet and hold discussions with students from China and other parts of the world. Thank you for giving us this chance to meet here. I'm not going to ask any specific questions. Instead, I'd like to hear your opinions about our community and any insights you may have.

Mr. Ren: Thank you for coming. Every one of you is like a seed. You can take what we will discuss at this meeting back to your country, where they can take roots, sprout, blossom, and bear fruit. Together, we can promote the development and prosperity of humanity.

2. Q: I'm from Japan, and this is my first time participating in the ICPC Challenge Championship powered by Huawei. I'm very happy to take part in such a global event. In Japan, students also have the opportunity to participate in the ICPC, especially those who excel in programming. But when it comes to competitive programming contests, I'd like to discuss a pain point. If these students typically write small programs within a very short period of time, they may lose interest in using their skills to solve real social issues. How can they use their programming skills to improve IT applications that can drive human progress? The ICPC Challenge Championship powered by Huawei is a great event, and participants can learn about problems that are of common interest to people around the globe. I'm happy to find that Japanese students have been invited to today's discussion and the Challenge. I hope that the contests will continue and last longer.

Mr. Ren: Japan is a great country. It leads the world in materials science and manufacturing of precision parts and precision machinery, as well as Ippudo, Hakata ramen, and many other things. Japan can become more advanced in the age of AI.

While only a few people present here today come from Japan, we have made friends with each other. You can stay in touch with us via e-mail and other means, which will make the world a small place. You can communicate and spread information by electronic means anytime and anywhere. As a

result, the pace of the world will become faster. As we may all know, Europe invented trains and steamships, which is why Europe moved forward faster. Back then, progress in China was slow because people were still using ox carts, and there were not even complete roads. That's why the West was hundreds of years ahead of China in the industrial age. But in today's information age, the world is getting increasingly small. One entrepreneur once said that the world has become a village, where villagers can drink coffee and absorb the energy of the universe together. While we may be tens of thousands of miles apart, we can remotely have a coffee time together, with each drinking a cup of coffee in front of our own screens. In this way, the energy of the universe can still enter our minds, and we can make friends with outstanding young people from around the world. Today, the speed of information flow in a region also determines its speed of economic growth.

We will continue doing our best to support contests, not only ICPC competitions, but also other international collegiate contests in mathematics, physics, chemistry, informatics, and other disciplines. We will continue organizing and participating in such events to contribute our fair share to social progress. Events like these are good for the world and can also inject vitality into Huawei. With a cup of coffee, we can absorb the energy of the universe and the energy of each other. Together, we can contribute our fair share to a more prosperous world.

3. Q: This is a very rare opportunity to meet you. Everyone here knows our contest rules, and many contestants have also been participants of the ICPC contests over the past three to five years. What do you think is the biggest challenge that humanity faces? If Huawei or the ICPC can help, what contributions can we make and what major challenges can we solve together?

Mr. Ren: ICPC contests are conducive to promoting cultural, scientific, and technical exchanges between different countries.

If we look at global developments that are closely related to common challenges humanity faces, we can see that AI is advancing rapidly. AI is bringing benefits to society while also imposing pressure on it. Every country prioritizes employment, while every company prioritizes development. There is a conflict here, but it's a social issue – it's not a concern for companies. A company should concern itself with the question of how to use technology to drive social progress. Social balance is an issue that should be addressed by governments. Over the course of social development, any advancement comes with its own challenges. Take the UK for example. When textile machinery was invented, textile workers tried to destroy it, but that didn't stop the progress of British society. Most of the best fabrics we now wear are still produced in the UK. The country is still home to precision textile industries. As technical experts, we can't solve social issues. What we can do is to drive technological progress and help create more wealth. How to distribute wealth across society is a question left for governments.

4. Q: I'm from Romania. Maybe our country is not that digitally advanced. I'd like to learn about Huawei's stories. For example, can you share with us the stories about how you made important decisions at critical moments?

Mr. Ren: Romania is a beautiful country. The wetlands of the Danube Delta in Romania are one of the most beautiful places on Earth. Romania is also a great country in terms of science and technology. Our technical center for English-speaking regions is based in Romania.

An engineer installing a base station in a remote village anywhere in the world can now wear smart glasses that display where to connect cables and how to link them. Once the installation is complete, the engineer simply takes a picture beside the base station and sends it to the technical center in Romania. There, experts use automated, AI-powered tools to verify whether the cabling was done correctly. If it was, they begin loading software. This way, equipment at remote base stations thousands of kilometers away can be up and running efficiently. Information from the on-site engineer is also documented for future equipment maintenance.

We also have two additional technical centers: one in Mexico for Spanish-speaking regions and another in Egypt for Arabic-speaking regions. We use these technical centers to serve our customers around the world. We don't have a technical center in every country, because it would be too costly. Remote services have been made possible by advanced telecom and intelligent technologies. We don't need to visit sites to verify equipment installation. Instead, we can remotely check whether a base station thousands of kilometers away is correctly installed.

5. Q: I am also from Romania. I know that Huawei has many research centers around the world, and they speak different languages. Do you think language is an obstacle that prevents people in different places from communicating or sharing information efficiently? How does Huawei address this language barrier?

Mr. Ren: While many of our colleagues use their local languages over coffee, everyone uses English at work. Everyone speaks English as it is the only standard working language at Huawei. Everyone speaks fluent English, except me.

6. Q: I am from France. As the younger generation, we need to continuously push the frontier of technologies. What we are exploring today may be realized one day. How can we continue to drive the frontier of research forward? Huawei has made great contributions in this regard. I would like to hear your opinions on pushing the frontier of science and technology.

Mr. Ren: Mathematics is a key pillar in France. This is a legacy that dates back to the Napoleonic age. France is very strong in mathematics. We have two mathematics research centers in France. One focuses on photography. Photography is more about mathematics than just physics. The other center we have is the Lagrange mathematics center. Some Fields Medal winners work at this center, and others collaborate with them to crack long-term mathematical problems that may emerge in the field of computing over the next 10 to 20 years. They do this instead of looking into immediate issues. France is a very forward-looking and leading country.

You can see for yourselves too, that our products are aesthetically stunning. Who put them in "beautiful clothes"? Our aesthetics research

centers in France and Italy had a big impact on this. More than 20 years ago, we established an aesthetics research center in France. Some of our most beautiful products you see today were designed in France. France has a strong understanding of luxury products. In addition, we have an aesthetics research center in Italy. The one in France is more like an art research center. Aesthetics is a kind of philosophy, and so the aesthetics research center in Italy is essentially working on the philosophy of aesthetics, which involves human-factor engineering and marketing psychology. It studies what the key factors shaping the human experience are, how human psychology works, and then how products can be designed to be accepted by the public. We don't mechanically manufacture products. Instead, we design them based on our research into psychology and aesthetics and related inferences, and then implement these designs through the application of mathematics, physics, electronics, and more. This approach allows us to develop good products that are market-ready and beneficial to the world.

Speaking of forward-looking issues, I think there will be challenges as we move from the Industrial Revolution to the Intelligent Revolution. The main philosophy driving the Industrial Revolution was metaphysics and mechanical materialism. This produced numerous theorems and formulas, allowing Europe, Japan, and other countries and regions to develop a large amount of exceptional machinery that is beneficial to the world. As we enter the intelligent world, we will need to study how to further develop it from a higher philosophical level. I don't know much about AI. Yuval Harari suggests that new life forms will be created. His books are way ahead of our time, exploring topics that feel like they are from two thousand years into the future. Perhaps he is saying that AI will become intelligent agents. If AI can replicate itself, what will humans do? I'm not sure where the frontier will lie. However, I believe we won't see this happen within the next 30 years. We will still rely on humans to shape the world, even if fewer people are needed to do the work.

7. Q: I am from Peking University. I have two questions. First, what reforms do you think should be implemented for the current education system for the next generation? The second question is about balance in education. All the students present here today are the cream of the crop. Many are concerned about balance in education. If we help the best students get even better, will students in remote or less developed areas lag further behind? How can we strike a balance? How can we promote balanced development in education?

Mr. Ren: I think children need to be happy and spirited, and discover their own potential from a happy life. The education system should also be more tolerant and allow for a greater degree of individual uniqueness. Advanced networks can help rural areas bridge the knowledge gap through network education platforms. People in rural areas can now access the most advanced knowledge in the world. Advanced computing tools are making large amounts of knowledge accessible to many. Children today should focus on learning new methods. They must be happy and feel comfortable. This is critical to maintaining social harmony.

Not everyone can create new things, but everyone needs to follow rules, abide by the law, and contribute to society. Only a small number of

outstanding individuals may become the pillars of society. These individuals will likely need to study hard, live hard lives, and take difficult journeys, in order to ignite the sparks of the future and light the way forward. That means they will need to take on more responsibilities.

I strongly agree with the admission criteria of certain world-renowned universities. The first two questions asked during their interviews are: "Have you ever taken care of orphans? Have you ever taken care of the elderly?" If you have not, that means you have not fulfilled your social responsibilities. These universities cultivate business leaders, national leaders, and social leaders. If one doesn't love society and just wants to make money, they are a destroyer of social values, not a builder of society.

I support online testing, because it allows students to take tests from every corner of the world. Students can use computers or other tools to help them solve problems. Schools can assess students' learning abilities through interviews, which can also be conducted online. Now, our schools still emphasize old methods like rote learning. Children are still forced to spend a lot of energy memorizing things that can be easily found on the Internet.

Yesterday, someone told me that a 10-year-old child has been using two AI models – ChatGPT and Doubao – to debate and discuss problems. Isn't it possible that this child will be a genius in the future?

Society should allow children to grow happily. Every child should develop their own interests, like music, dancing, or sports. Wouldn't that be great? Education must instill in children a spirit of happiness. Happiness should not be centered on money. Most people should be able to find happiness in their work, rather than constantly comparing how much they make. Such comparisons only cause stress.

An education system like this can help create social harmony and reduce conflicts. Wouldn't this make our society even better? These are just some of my personal thoughts.

8. Q: I began participating in the ICPC in 2017 and I am doing a PhD program outside China. As a contestant and coach, I can see that Huawei has provided significant support for the competition over the past two to three years. What are your views on the talented individuals with competition backgrounds and what are your expectations for their future? Why does Huawei attach great importance to competitions?

Mr. Ren: Just now, I talked about the admission criteria of certain world-renowned universities. Students admitted to these universities usually have high college entrance exam scores. However, these universities don't just look at students' scores. More importantly, they look at their social contributions. We support competitions because we want to strengthen exchanges, not because we want other things.

We have made many of our creations openly accessible, including openEuler, OpenHarmony, and some open-source software. Like the US, we have taken an open approach and gone open source with many things, as part of our efforts to drive technological advancement. OpenHarmony and openEuler are open-source systems. Some of our systems are openly

accessible but not open-source, but most of our systems are both openly accessible and open-source.

Our primary goal is to promote exchanges. If you find something useful to your country and society at large, you can ask for textbooks. However, the textbooks are not owned by us, but by copyright owners, such as Peking University and Tsinghua University. These textbooks are also openly accessible, but you may need to respect their copyrights.

Through these efforts, we aim to share value and promote social progress. During this process, we have also absorbed energy from you, which is driving us to change. We take in diverse information and learn from the world. Some time ago, after learning about Eric Schmidt's insights from his speech at Stanford University, we set up many agile commando teams to promote AI. We have also listened to NVIDIA CEO Jensen Huang's interview with Goldman Sachs from two days ago. Of course, we are also listening to what you young people have to say.

So we are promoting technical exchanges and not merely pursuing our own interests. We need to contribute to society. These contributions are beneficial to both ourselves and others. You are exerting huge pressure on us, which drives us to smash the "spheres of influence of 'feudal lords'" within our company.

9. Q: First of all, thank you very much for your guidance. You are an excellent role model. How does Huawei help students develop into future leaders? Huawei has grown from a local company in China to a global leader that operates in more than 100 countries and regions around the world. How do you develop talent? You have more than 200,000 employees who speak different languages. Do you have any projects or technologies to help them? For example, do you divide them into different groups to develop different technology portfolios? We have a lot of talent sitting here today, getting to know one another, and establishing social connections. What is Huawei's secret to talent development? How does Huawei help young talent become pillars of future generations through projects like the one we participate in?

Mr. Ren: We have established many centers of expertise and research centers around the world, but have done this gradually. It has been an exploration over two to three decades. Albert Einstein invented the theory of relativity in his 20s, which was only proven to be correct more than 100 years later. Einstein was eager to drink coffee with others when he was at Princeton University, because he was too lonely. It was impossible for him to fill his life with only formulas through non-stop creation. When he drank coffee with others, he could not understand many things they said, because he knew too little about society. When I drink coffee with young people today, I may not understand many of the things they say, either, because they are a new generation, and the way they speak is different from the way I do. When Einstein spoke with others, they did not understand anything about the gravitational field that this great man was talking about. They just did not understand each other. However, by drinking coffee with others, Einstein no longer felt lonely. It took Huawei about two to three decades to figure things out about the world we live in.

I do not understand the language of Fields Medal winners and mathematicians, either. When I talked with them in Paris, I brought a translator with me, who was not translating from Chinese to English or vice versa, but explaining technology to me. Even with the technical expert by my side, I still couldn't fully understand the mathematical issues these professors talked about, such as the significance of a graph to the future. However, we allow them to say whatever they like, and continue to fund their research. When we find that what they say actually makes sense one day, we will use it to optimize our products. In the past, I could not understand what the new generation was talking about or the new things they created, but I can now gradually understand them. Understanding things we know nothing about is highly time-consuming. There is no shortcut or secret path to follow.

10. Q: I'm from the US. Huawei is a global company and is now caught in a rivalry between great powers, and may continue to be exposed in the coming years. How has Huawei managed to gradually develop the technological strengths it has today?

Mr. Ren: No matter what is going on in the world, theories are publicly accessible, because scientific research knows no national boundaries. Only engineering and technology have such boundaries. Enterprises may choose not to make their engineering and technology public. For example, there are no papers or patents on the German brake pads used on high-speed trains. If China wants to buy brake pads from Germany, it has to mail the old brake pads to Germany before being able to purchase new ones.

The US is very advanced in terms of science and technology. This can be attributed to its openness and inclusiveness, which have transformed the US into a very advanced country over the past 200 years, attracting talent from across the globe to innovate there. This has in turn created diversity in terms of culture, society, science, and technology, and made the US a great country. The US is a perfect example for all countries and companies around the world, telling us that we must open up. If we close ourselves off, we will definitely fall behind. We should learn from the US and become more open and inclusive.

11. Q: I'm from Belarus. How do you spend your spare time? Your spare time must be very precious. What do you usually do in your spare time?

Mr. Ren: My biggest shortcoming is that I have no hobbies. When I was a kid, I was very naughty, spending a lot of time hanging out with friends, and my family was poor, so I didn't develop any real hobbies. Today, I often just spend my spare time on my own. Sometimes, I read books or surf the Internet to see what young people today are talking about. In this way, when I talk to young people, they know that I understand what they are talking about, and are thus willing to drink coffee with me. So, I learn Internet slang online, and understand the language of young people, which allows me to talk with them.

12. Q: I'm from Poland. Today, I saw the application of remote control technologies at Huawei's exhibition hall, and these technologies are prohibited in many countries. My question is, when there are such regulatory issues, how can we ensure that technology develops better and brings benefits to society?

Mr. Ren: Huawei's databases are located in the countries where data is generated, and are subject to the regulation of these countries. You mentioned remote control. When we operate data locally, we must obtain consent from the relevant countries and local carriers. We are able to provide services only when they give us access to their gateways. Therefore, we cannot act arbitrarily; instead, what we do is under the regulation of the countries where we operate.

Poland is a great country and is very strong in mathematics. The country has many great figures, including Marie Curie, Nicolaus Copernicus, Frédéric François Chopin, and Stefan Banach, as well as many great scientists. That's why Huawei has established a research center in Poland, which is now very capable.

13. Q: Mr. Ren, I am curious about what it is like to start a company. Is it fun? If there are young people who want to start a business, what will be your suggestions to them?

Mr. Ren: If I was appointed as an official, even at a low rank, when I just retired from the army, I might not have started my own business. Starting a business is not fun, but sometimes life leaves you no other option. You start a business to provide for your family. If your business cannot feed your family, it's definitely not fun. Back then, times were very hard, and we struggled to find ways to make money. Starting a business was our last resort. So, I'd say, starting a business isn't something you do just for fun.

If you young people want to start a business, you must go all in for your ideals, even if they leave you penniless. The founder of ByteDance had a very hard time when he was just starting the company. For a long time, he kept doing things through trial and error but nothing was working. There was even a time when he thought it was almost impossible to go on. However, ultimately, he managed to build ByteDance into one of the greatest companies in the world. So, I say starting a business is not fun. Many start a business when there is no other option.

14. Q: Hello, Mr. Ren. I'm from Sweden. I'd like to know your thoughts on AI in the future. Will it replace people as a tool and give people more time to enjoy life?

Mr. Ren: AI is an unstoppable global trend. Advancements in technologies like chips and computing have accelerated the advent of the intelligent age. Just like how the invention of trains, spinning machines, and steamships in the UK created turning points in history, the application of AI is going to be a critical turning point for all of us. If you visit the Port of Tianjin in China, you can see an area of more than 100 square kilometers under almost unmanned operations, from loading, transportation, and stacking, all the way through to customs clearance. Steelmaking is also a tough job. Temperatures around steelmaking furnaces can be extremely high. Now, unmanned operations of steelmaking furnaces and rolling mills have become a reality. In the past, workers needed to scoop out molten steel to check its composition. Now, workers wearing smart glasses can check whether molten steel meets quality requirements. AI can also be used to dig coal hundreds of meters underground.

During this new age, demand for human labor will definitely drop, but the total wealth created will increase, and this wealth will be sufficient to also support people whose jobs are made redundant by AI. Even if some people don't work, they will still get paid, just a bit less than those who are still working. Thanks to technological progress, the total value of society is increasing rather than decreasing. Countries can distribute their social wealth in a reasonable manner only when their total wealth increases. This is a social issue, and today we are talking about technical issues.

15. Q: Hello, Mr. Ren. I'm from Bulgaria. It is foreseeable that there will be fewer jobs in the future. Under this circumstance, how can students be encouraged to become one of the one tenth who can find jobs?

Mr. Ren: Bulgaria has very beautiful roses. The situation you mentioned will appear in the future. The timeframe for creating revenues and opportunities is narrowing. However, the people present here today won't be among those who are unable to find jobs. As long as you think a job is a good fit, reasonable, and to your liking, the job can be yours. We have to keep learning to adapt to new changes and address new challenges. However, can people without a job live a happy life? I think the answer is yes. Australia is an example. It has abundant resources. Most people have an income. The country has sufficient sunshine and beaches. Many live happily in Australia. How can we Chinese people increase our sense of happiness? By improving education quality and adapting to social development trends.

16. Q: I'm from Argentina. The world is becoming smaller, making it possible to have coffee with people from around the world. But I also found that during the COVID-19 pandemic, people were shier during online classes than when they met face-to-face. Huawei is a highly international company and your team must be distributed around the world. So, my question is, how does working remotely in various locations differ from working in the same location? What do you think of face-to-face communication and virtual communication?

Mr. Ren: Argentina is a beautiful country. I have been there many times. I have eaten beef and drunk wine from Argentina. The wine from Argentina is of high quality, but at affordable prices.

Face-to-face communication is definitely better than online communication. However, we cannot always communicate face-to-face. This is where online communication comes in. Take Huawei for example. We have three settlement centers, located in different time zones: China, Romania, and Mexico. Our first settlement center was actually located in Argentina, offering settlement services for transactions around the world. Other companies also established settlement centers in this country because of the low costs there. Moving things online can slash travel and communication costs. Huawei has solved the cost issue as we promote globalization, including in Brazil. Brazil's laws are so complicated that even lawyers find them difficult to understand. It took us 20 years to break even in Brazil. After deploying ERP in the country, we replaced manual operations with automated, intelligent operations to better meet the requirements of Brazil's complicated laws. So, online communication is something we need to adapt to.

Face-to-face communication is indeed a good option, but mere face-to-face communication will leave us closed-off and siloed. When face-to-face communication is impossible, why not talk online while enjoying a cup of fragrant coffee? Colombian coffee is my favorite. I once returned to my hotel room for a second cup.

One of our scientists in Ireland was unwilling to work in Dublin and preferred to work in his hometown. Therefore, we set up a research center specifically for him in his hometown, and we also assigned a research center chief and secretary to support him. 5G polar codes are a great invention by a professor from Türkiye. A paper he published online caught our attention. We analyzed that paper and found that polar codes could be applied in 5G, which led to 5G's leapfrog development. 5G has now become a big industry, and we have done a lot of work in related engineering.

17. Q: Hello, Mr. Ren. I'm from Tsinghua University. I have heard you talk about how you were affected by the difficulties you faced when you started Huawei. During this process, there might have been a lot of wonderful energy from the universe that led you to different places. Huawei is subject to some restrictions in the real world. So, Mr. Ren, what I'm wondering is, in an ideal world where you could do whatever you wanted, what would you want to do most? What is your ideal life like? In what state are you happiest?

Mr. Ren: I envy you in that you have never experienced true hunger. You don't know how it feels. When I was young, I struggled with hunger, and my dream at that time was to eat a steamed bun. Today, you can eat a steamed bun anytime you like, but this was unimaginable in my early life.

When I first started Huawei, China was transitioning from a planned economy to a market economy. After I retired from the army, I knew nothing about the market economy and didn't know how to make money. Working for companies was challenging, as they also operated in the market economy. I had thought that the market economy was full of opportunities. When I started Huawei, I didn't have an ideal, as you have imagined; my only goal was to survive or not to suffer from hunger. I started the company because there was no other option. I had no regret because there was no way back and I had to keep pushing forward. I didn't have what was necessary to pursue an ideal.

Even today, we cannot say that we will surely be able to survive. About 99% of Chinese companies can still work with US companies, as they are not subject to US restrictions. These companies have access to more advanced chips that support greater computing power. Under such circumstances, can we survive the next few years?

Today, we are sitting here with you, and you may think that we have a grand ideal, but that's not the truth. We are still struggling. The things I talk about with our employees are completely different from what I said to you today. When addressing our employees, I still focus on how to overcome the challenges that lie ahead.

I really admire you. Why? When I was young, I had never dreamed of going to Tsinghua University. I came from a mountainous village, and simply thought it would be great if I could enter college. I had never dreamed of going

to Tsinghua or Peking University. That was completely out of reach for me. However, you are part of a top university, and you will be tasked with redefining the future of humanity. You have a huge window of opportunity, so you should fulfill your social responsibilities. You may become a social leader, government leader, or corporate leader. You must love this world and contribute to society. You need to work alongside others to build a better society. You must not just be content with putting the money you earn in your own pocket. I truly envy you guys, as you can study at such top universities.

18. Q: Hello, Mr. Ren, I am from Mexico. A couple of months ago, there was a very interesting play in our university. It was about the life of a priest, who decided to come to teach at a university in China, of course, but also to learn about Chinese culture. I believe we are all open and ready to learn from others. I would like to hear how we can learn from Chinese culture.

Mr. Ren: Mexico is a great country. I've been to Cancun several times. I even visited the Mayan pyramids with my wife. However, I didn't really know much about the Mayan civilization until today. I believe both Mexican and Chinese civilizations will create new value. Chinese civilization has a lot in common with other civilizations, but was historically quite conservative, which is why it lasted 5,000 years. However, being conservative also means there are fewer breakthroughs – less energy. That energy can only come from the outside. This is why Deng Xiaoping started China's "reform and opening up", to bring outside energy into China. Since foreign investment started to come in, China has learned more.

Conflict between different civilizations is not about interests, but about creating a spark – one that will create new value. China used the trains and ships created by the West to drive its own development. You should all try China's high-speed rail. They are super fast, but were made possible by global advancement. Two months ago, I accompanied my wife to Guizhou to see the bridges there. Guizhou has six of the world's ten highest bridges. In China, we used to joke that there wasn't a single flat three-mile tract of land in Guizhou, because there are so many mountains and valleys there. Today, these soaring bridges and super-fast railways and highways have connected every corner of Guizhou, making it a rich, high land.

Conflict between civilizations isn't about beating each other, but about learning from each other. It's about creating new value together, and improving the lives of people. A century ago, the United Nations (UN) wasn't around to uphold where the borders between different countries were, so there were more conflicts back then. Nowadays, borders are clear-cut, reducing conflict between civilizations. Different countries should work together to create new value. As I mentioned just now, the algorithm for 5G came from a professor in Türkiye. Many findings in the field of mathematics come from Russia, France, the US, Canada, and other countries. Algorithms are written down by mathematicians using symbols which sometimes feel like only fairies could understand. Thanks to the institutional environment built by the UN, the legal boundaries of different countries have been clearly defined. And so, different civilizations should work together to create new value, rather than fighting wars.

Different civilizations should work together to create value, rather than fighting to replace one another. Every country should focus on developing itself and trade with others based on the principle of equivalent exchange and with the help of currencies. Slowly, global free trade will help countries open their doors, which will bring civilizations together.

19. Q: Hello, Mr. Ren. Under China's current education system, primary and secondary school students are discouraged from studying or participating in these competitions, as this may affect their grades and opportunities to receive better education in the future. What do you think of this phenomenon? Now younger students are participating in our algorithm competitions. Do you think primary and secondary school students should spend more time and energy on competitions or research, or should they first focus on their grades in school?

Mr. Ren: I don't work in education, so I don't know much about the sector. I don't really know how to answer this question.

But I can give you an example. You must know Li Juan, the author of *My Altay*, right? Before I go to sleep at night, I sometimes listen to the audio of her prose. This helps me relax, and I often fall asleep after a few paragraphs. Li Juan grew up in a poor family, and she helped her grandmother collect garbage in her spare time. She learned how to read from the old newspapers she collected. She only went to secondary school, but has won almost all major literary awards in China. Now, more and more people are reading and recommending her books. I got to know Li Juan because of the TV adaptation of *My Altay*. Many people bought her books after watching the TV series. The language she uses in her books is really beautiful.

How should we cultivate talent? I don't think we should only focus on their grades. I don't know how to get good grades in school. I think it's more important for kids to figure out their own strengths and grow based on these strengths. They don't need to spend so much time trying to improve skills they aren't very good at. For example, Zheng Qinwen plays tennis very well and her singing is not bad. She focuses on what she's good at and has accomplished a lot. She doesn't need to be an all-rounder. She just needs to keep doing what she does best. Another example is Wang Xinyu. Before the mixed doubles tennis games at this year's Olympics, she had thought she wouldn't have a chance to participate in the games and had prepared to go home. She had even sent her rackets and shoes back. However, just one hour before the match, she suddenly received a call asking if she could play. She jumped at the opportunity and won a silver medal. I believe many people encounter opportunities like this, but if you are not constantly working hard, you won't be able to seize them.

20. Q: Hello, Mr. Ren. I joined Huawei last year and had learned about Huawei through the ICPC & Huawei Challenge. If I want to become the director of a research department or even take on a position like yours in the future, what opportunities do you think I should seek? What qualities do I need to have?

Mr. Ren: Haha, I can't answer this question. How can you get to my position? I think someone will fill my position one day, because I won't be here forever. But I don't know if that will be you. How can you get to this position? Maybe

you can consult a map.

21. Q: Huawei has highly advanced technologies and you can use communications technologies to support teleconferences. Do you prefer teleconferences or face-to-face communication?

Mr. Ren: I think either is fine. We often have online attendees during meetings. I always ask, "Are you there? Can you hear us?" They say yes, and then we will start our meetings. Let's talk and have coffee as much as possible, either online or face-to-face. Grabbing a cup of coffee together isn't always easy.

You are always welcome! If you want to have coffee with me, just make an appointment. I usually don't have many things to do. I can have coffee with everyone as long as my secretary puts it in my schedule. Don't be afraid to make an appointment. I may not have many opportunities to meet with so many people all at once like this, but I have plenty of time to meet people one by one. Thanks to all of you for coming today.