

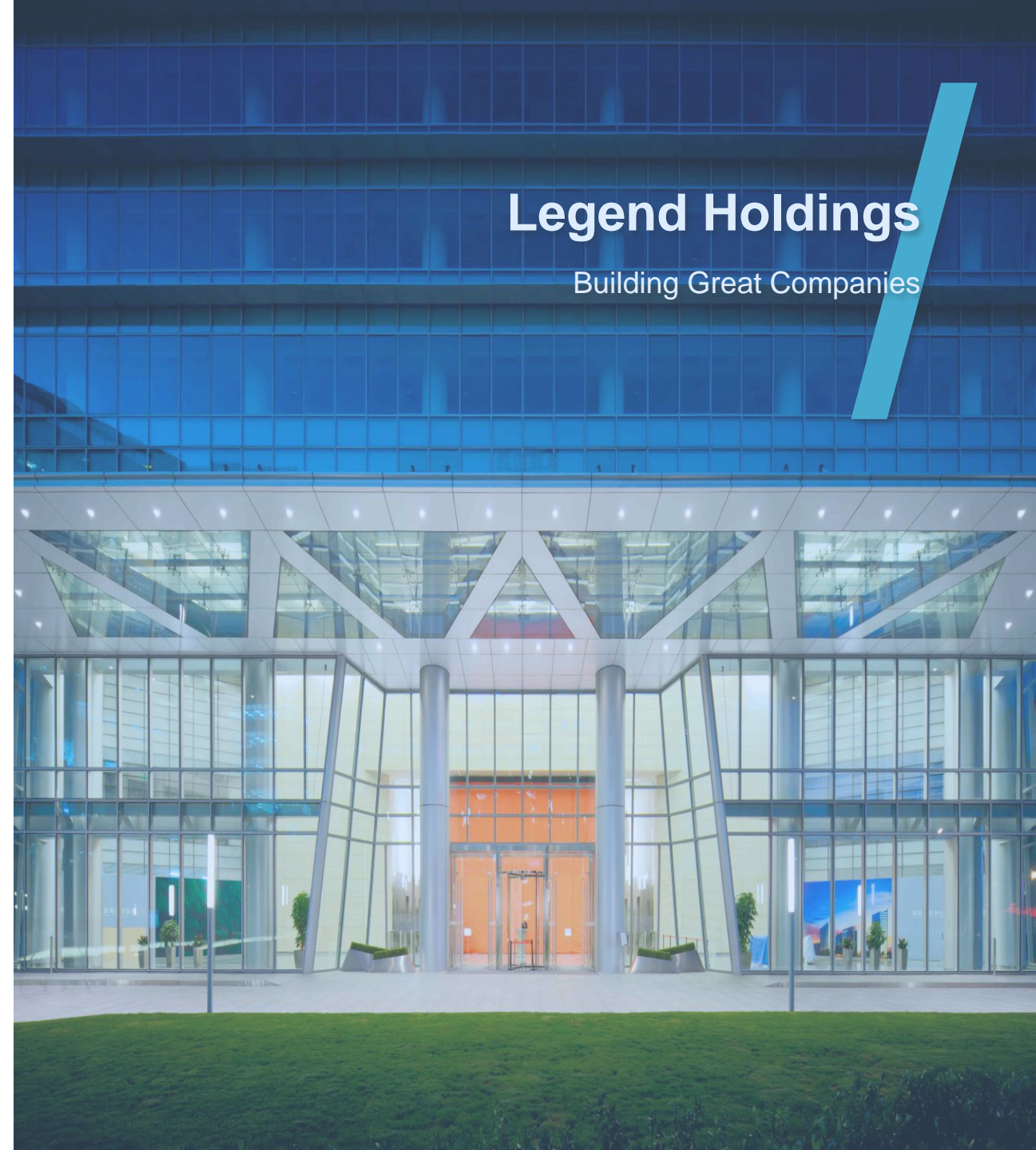
2023 Annual Results Management Presentation

March 2024

Cautionary Statement Regarding Forward-Looking Statements

In addition to statements of historical facts, this presentation also sets forth certain “forward-looking statements,” including but not limited to projections, objectives, estimates, outlooks and business plans that the Company expects or anticipates in the future.

Readers should be cautioned that forward-looking statements are subject to a number of variables beyond the Company’s control and might differ substantially from the Company’s actual future results or development trends. Nobody should fully rely on the forward-looking statements. It should be clarified that the Company has no obligation to publicly update or revise the forward-looking statements in this presentation based on any new information, new events, or, for other reasons. This presentation does not constitute a guarantee of the Company’s future performance, or a substantive commitment by the Company, or any of its employees or contacts.

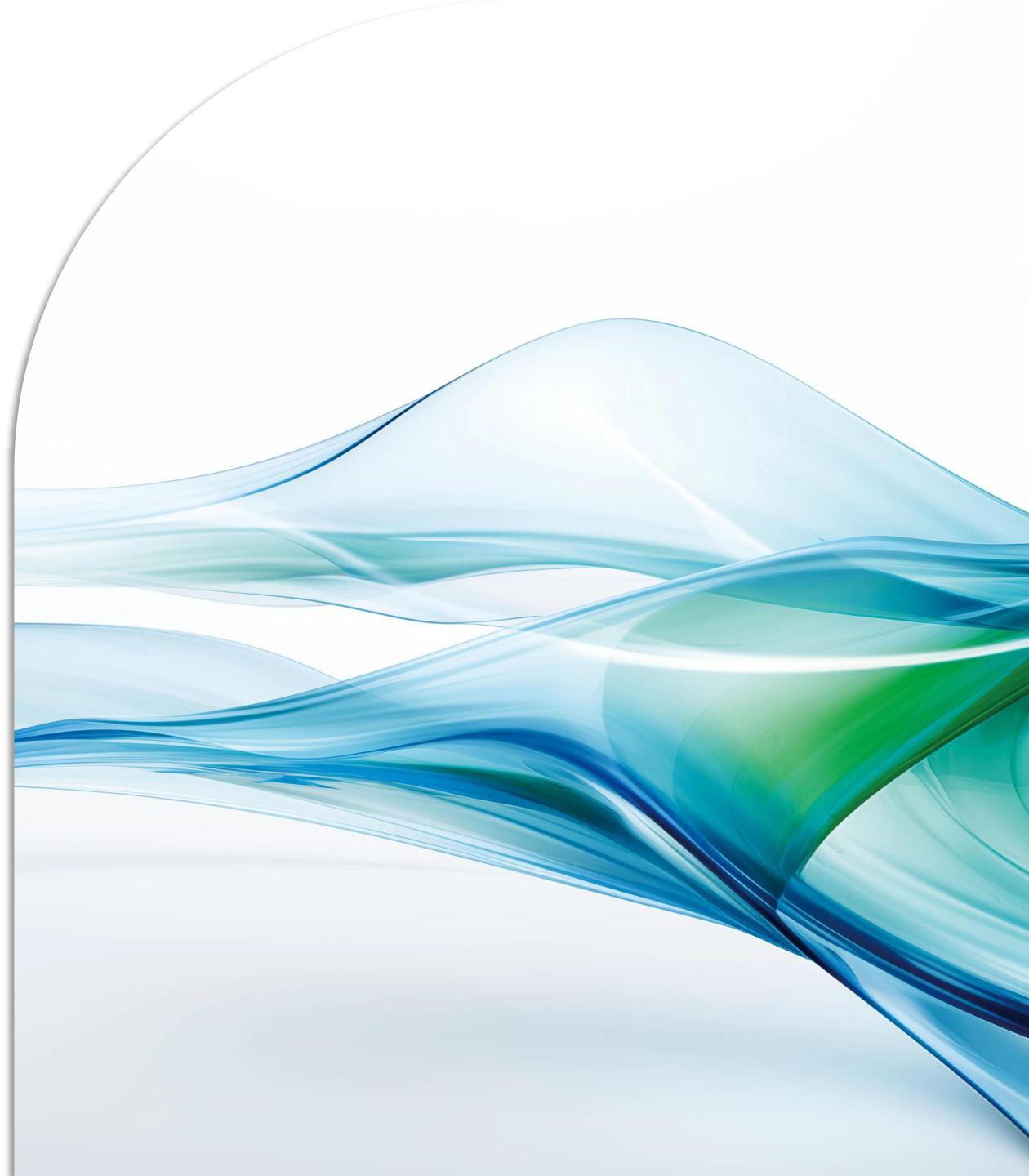


Legend Holdings

Building Great Companies

Contents

- **Business Overview**
Overview of Legend Holdings' 2023 business performance and the operations of its two business segments
- **Financial Highlights**
Legend Holdings' 2023 key financials and metrics
- **Appendix**
Legend Holdings Family Group's AI footprint



***Navigating Changes
and Challenges on
the Path Towards
Sustainable Growth***



01

Business Overview

2023 Performance Overview

Legend Holdings remained steadfast in its commitment to revitalizing China through its business and innovation-driven development strategy. In addition, by overcoming the adverse impact of external factors on its operations, Legend Holdings persevered in fulfilling its corporate social responsibilities, contributing to the social and economic development of the country, and integrating itself into China's strategy for modernization

01 Empowered high-quality development by investing in artificial intelligence

- **Established a unique AI full-stack footprint:** Legend Holdings Family Group has developed a **panoramic pocket-to-cloud** AI product and service solution and has laid out a rare global investment strategy across the **entire AI industry chain** involving **over 200** AI-related companies. Legend Holdings has also developed a unique AI full-stack solution that combines underlying technologies and commercial applications, encompasses products, services and investments, and puts equal emphasis on short-term and long-term values

02 Built a modernized industrial system through technology and innovation with the “dual drivers” of new quality productive forces and new industrialization

- **Drove high-quality development through a complete suite of technological innovation capabilities:** 1) Raised R&D expenses to a record high of **RMB14.8 billion** in 2023; 2) Invested in **over 100** tech companies in 2023; 3) Achieved breakthroughs in core strategic products including **AI PCs, AI servers, and new energy materials such as POE**; 4) Established an innovation development center to advance collaboration among industry, academia, and research institutes, worked with **over 60** partners and selected **40** technologies for industrialization; 5) Supported **1,298** innovative talents from technology entrepreneurs through free training programs
- **Supported by industrial and supply chain resilience and security:** 1) Lenovo has established partnerships with more than **2,000** core upstream and downstream enterprises. Its supply chain has nurtured **45** national specialized and innovative enterprises, **15** niche-sector leaders, and **7** product leaders; 2) Levima Advanced Materials stepped up efforts to build itself into a new materials platform company; 3) Fullhan Microelectronics is involved in incubating and investing in technology start-ups in the industry chain
- **Zeroed in on digital and intelligent transformation:** Lenovo has served over **a million** SMEs and supported the intelligent transformation of **over 30,000** specialized and innovative enterprises. Joyvio Group has completed its product R&D of its digital intelligent solutions for the fruit business

03 Reduced interest-bearing liabilities and securing solid cash return to ensure high-quality development

- **Improved debt ratios:** The debt-to-asset ratio made a decline year-on-year. The debt-to-capital ratio was **55%**, down by **1** percentage point year-on-year. Both indicators have declined for **4th** consecutive reporting periods
- **Solid cash return:** Nearly **RMB 8.05** billion of cash returned from dividends, investment exits, etc.

Faced with multiple difficulties and challenges, Legend Holdings experienced a significant decline in operation performance year-on-year. In 2023, Legend Holdings posted revenue of RMB436,012 million, down by 10% year-on-year. The net loss attributable to equity holders of Legend Holdings was RMB3,874 million. The major reasons are:

- Amid slowing global economic growth, for the industrial operations segment, due to the weakening demand in the PC market faced by Lenovo and the declining EVA market price faced by Levima Group, the profits contributed by Lenovo and Levima Group decreased year-on-year; Joyvio Food suffered from expanding losses caused by rising costs such as feed costs and continuously increasing financial expenses
- For the industrial incubations and investments segment, the investment business saw a reduction in investment gain year-on-year because of the fluctuations in the capital market, a decline in the number of IPOs, and the slowdown in the progress of investment exits

Legend Holdings' business footprint

Legend Holdings is devoted to revitalizing the nation through business, reinforcing China's technological innovation-driven development strategy, and focusing on the real economy to develop its two business segments, namely, industrial operations and industrial incubations and investments

Revitalizing the country through business is our long-term mission

The industrial operations segment serves as the cornerstone of our long-term development

Tech innovation drives future growth

- Through strategic management, operational enhancements, resource allocation, financial support, and value-added services, Legend Holdings is committed to building pillar industries and incubating or investing in promising start-ups and growth-stage companies to drive sustainable growth, thus contributing to the high-quality development of China's economy

Industrial Operations



31.44%



51.77%*



77.829%



89.98%

Industrial Incubations and Investments



15.75%



26.14%



13.29%



15.75%



26.14%



13.29%



94.62%



90.31%



58%



13.11%



13.11%

Maintained strategic resolve and actively responded to the cyclical waves in the industry, achieving scheduled targets with promising performance growth

During the Reporting Period, the industrial operations segment recorded revenue of RMB431.589 billion, down by 10% year-on-year. The net profit attributable to equity holders of Legend Holdings decreased by 36% year-on-year to RMB3.078 billion

Companies	Industry Position	Operating Performance
Lenovo	<ul style="list-style-type: none"> No. 1 PC maker worldwide No. 1 supercomputer maker worldwide No. 3 server maker worldwide No. 3 AI infrastructure provider worldwide No. 8 in Gartner's Global Supply Chain Top 25 & No.1 in Gartner's Asia-Pacific Supply Chain Top 10 No. 1 in the global TOP500 and Green100 rankings 	<p>Maintained sound operations in an evolving market. In 2023, Lenovo posted revenue of RMB392.493 billion, and the net profit attributable to equity holders of Legend Holdings was RMB1.982 billion:</p> <ul style="list-style-type: none"> Lenovo maintained its global leadership in the PC segment, while the revenue contribution of the non-PC business increased to 42% IDG experienced a decline in performance due to the industry's inventory destocking cycle before resuming its positive growth in Q4. The smartphone and tablet businesses delivered a strong performance ISG business hit record highs across several key indicators despite short-term pressure due to multiple factors. The edge computing business achieved 11th consecutive quarters of growth with global demand starting to pick up from Q4 onwards SSG business won its largest TruScale IaaS deal to date and continued to maintain high double-digit revenue and profit growth rate
Levima Group	<ul style="list-style-type: none"> Leader in the domestic replacement of EVA photovoltaic materials Domestic leader in multiple product segments by market share 	<p>Continued to drive growth through innovation and drew on its core competencies. In 2023, Levima Group posted revenue of RMB6.879 billion, and the net profit attributable to equity holders of Legend Holdings was RMB228 million:</p> <ul style="list-style-type: none"> Maintained leadership in niche segments of advanced polymer materials and specialty fine materials Addressed technical challenges and enhanced operational efficiency, maintaining industry-leading operational indicators and operating production devices in safe, stable and efficient conditions Accelerated independent R&D and innovation in new energy materials, biomaterials, and electronic materials, while promoting the development and innovation of new products and technologies A number of major projects will be delivered in 2024 and 2025, including new energy photovoltaic material devices, new energy battery material devices, and biodegradable material devices

Maintained strategic resolve and actively responded to the cyclical waves in the industry, achieving scheduled targets with promising performance growth

During the Reporting Period, the industrial operations segment recorded revenue of RMB431.589 billion, down by 10% year-on-year. The net profit attributable to equity holders of Legend Holdings decreased by 36% year-on-year to RMB3.078 billion

Companies	Industry Position	Operating Performance
BIL	<ul style="list-style-type: none"> A Top 3 bank in Luxembourg by market share Recognized as one of the Systemically Important Banks by the European Central Bank First bank in Luxembourg to establish the Green Bond Framework 	<p>Bucked industry trends with steady growth, recording the best performance in nearly a decade. BIL's revenue was RMB6.127 billion, up 34% year-on-year, and the net profit attributable to equity holders of Legend Holdings was RMB1.316 billion, a year-on-year increase of 43%:</p> <ul style="list-style-type: none"> AUM grew to EUR43.8 billion Asset quality and liquidity ratios (with a CET-1 ratio of 13.37% and a liquidity coverage ratio of 174%) remained healthy; Moody's and Standard & Poor's at A2/Stable/P-1 and A-/Stable/A-2, respectively Successfully rolled out a new Core Banking System, accelerating its intelligent transformation process Significant progress in broadening ESG investment product and service offerings with its green finance practice case selected as an excellent one in the <i>BRBR Green Finance Practice Cases (2023 Edition)</i>.
Joyvio Group	<ul style="list-style-type: none"> Subsidiary Joy Wing Mau is China's largest vertically integrated fruit company Subsidiary Joyvio Food boasts high-quality and high-end overseas animal protein Subsidiary KB Food is a leading seafood supplier in Australia 	<p>With core businesses covering high-end fruit and premium animal protein, Joyvio Group is also expanding its footprint in smart nutrition services. It posted revenue of RMB26.09 billion, up 21% year-on-year, and the net loss attributable to equity holders of Legend Holdings was RMB448 million:</p> <ul style="list-style-type: none"> The fruit business continued to consolidate its advantages in core products and channels. The competitiveness of its products was enhanced and its supply chain was reinforced, contributing to its solid revenue and profit growth While further strengthening the export business of premium animal protein in overseas markets, including the U.S., Europe, and Asia-Pacific, Joyvio Group focused on the domestic market by diversifying its product portfolio. The overseas salmon business witnessed a significant decline in profitability due to rising feed costs, inflation, and elevated U.S. dollar rates Joyvio Group achieved digital and intelligent transformation at the headquarters level and across major business lines. It received such honors as the Annual Panel Award in the selection of the Dingge Award, and the Ram Charan Management Practice Award

The industrial incubations and investments segment concentrated on emerging industries with a forward-looking approach and a commitment to long-term investment

Legend Capital: Leading private equity investment institution

- Raised **RMB9 billion** in new capital; AUM of over **RMB80 billion**
- Newly invested or increased investment in **more than 50** projects; partially or fully exited **65** projects
- A total of **110** portfolio companies have gone public
- Invested in **over 100** provincial specialized and innovative enterprises, **over 80** national specialized and innovative “little giants”, **over 60** provincial enterprise technology centers, **16** state-level enterprise technology centers, and **16** niche-sector leaders in the manufacturing industry
- **Managing** the Social Security Zhongguancun Independent Innovation Special Fund with an initial scale of **RMB5 billion**

Legend Star: Leading angel investment institution

- AUM of nearly **RMB5 billion**
- Over **20** investment projects; nearly **60** projects completed their next funding rounds; exited nearly **15** projects
- Nearly **20** portfolio companies were selected as national specialized and innovative “little giants”

Fullhan Microelectronics: Leading provider of video-based chips and solutions

- Able to provide one-stop solutions to its customers with a full range of products from low- to high-end; products adopted in the special-purpose video processing and consumer segments and applied in the automotive and other sectors
- Maintained high R&D investment and accelerated in-house R&D and innovation in key technologies, despite performance being under pressure

Zhengqi Holdings: Innovative investment holding group focused on innovative technology enterprises

- Established ZQi Solar Technology Co., Ltd. in the photovoltaic industry, with the first phase project put into operation, marking a transition from industrial investment to industrial operations
- Total proportion of businesses from strategically important emerging industries combined represented **55%**
- Served **22** national specialized and innovative enterprises and **6** provincial specialized and innovative enterprises through investment business
- Equity investment in a total of **72** companies, **12** of which have been listed

- **Revenue of RMB4,431 million, up 8% year-on-year**
- **Net loss attributable to equity holders of Legend Holdings of RMB5,574 million**

Empowered high-quality development by investing in artificial intelligence

General Secretary Xi Jinping emphasized the necessity to harness the new generation of AI technologies for scientific and technological advancements, industrial optimization, and productivity improvements to achieve high-quality development

Legend Holdings is continuously discovering new AI innovations that are aligned with its competitive strengths

Thanks to its long-term commitments, Legend Holdings has developed a distinctive AI full-stack solution that integrates underlying technologies with practical business applications, spans products, services, and investments, and puts equal emphasis on short- and long-term values

- Lenovo has grown into a **globally leading and uniquely advantaged provider of comprehensive intelligent products and solutions**
- Legend Holdings Family Group has invested in **over 200** AI-related companies
- Legend Holdings Family Group also **set up venture funds with government entities and supported collaboration among industry, academia, and research institutes** to drive AI applications while boosting the AI ecosystem



A global leading and distinctly advantageous provider of full-stack intelligent products and solutions

We are well-prepared to capture the tremendous opportunities in the AI era by continuously investing in AI technology innovation and expanding partnerships with other key leaders in the field

AI-embedded smart terminals

As the first PC maker to put forward and implement the AI PC vision, Lenovo provides consumers with tailor-made AI solutions, launching the world's first AI PC during the Reporting Period

AI-oriented infrastructure

As the world's 3rd largest AI infrastructure supplier, Lenovo **boasts a comprehensive offering of AI computing infrastructure products** and has the independent R&D ability and relevant services to establish intelligent computing centers

AI-native solution services

Lenovo extensively employs AI technologies, including on-device intelligence, generative AI customer service, and AI-enhanced solutions for industry verticals; **partnering with NVIDIA to help customers quickly deploy hybrid AI solutions**

Lenovo has made an additional more than RMB7 billion in investments in three years to accelerate the deployment of AI technologies and applications worldwide.



- **Unique development capabilities across platforms:** Lenovo is the only global device provider that has development capabilities across platforms. It can develop and deliver products on any popular platform, including Windows, Android, a Chinese homegrown OS, x86, ARM, or any locally developed chip
- **Proactively respond to the “Eastern Data, Western Computing” project (“东数西算”):** Lenovo has built green data centers in China's western regions such as Ningxia and Gansu province, and has established partnerships to build a number of industry-leading projects, including Zijin Cloud

Underlying Layer

- **AI Chip:** Cambrian, Axera, Sifli Technologies, Kunlunxin, Horizon Robotics, Molchip, Black Sesame Technologies, HOUMO.AI, MetaX, Hygon, Zkosemi, TuringQ, Yizhu Technology, M2 Semi, Semi Drive, Jeejio, Singgo, SJSEMI, ULTICHIP, Aurasemi
- **Sensor:** Smartsens, Adaps Photonics, Upton, Bixel, AlpsenTek, TacSense, Huiwen Nano S&T, Taifang Technology
- **Sever:** Lenovo, CIX, NUCLEI

Technical Layer

- **Computer vision:** Megvii, SmartMore, Aibee, WATRIX.AI, CAS vision, Shenhuishi, BMTEK, DataMesh, DUNJIA, Deepvision, ATTRSENSE
- **Big data:** Gbase, Ningbo Shufang, Zshield. Inc, Shanghai Zhongyan
- **Cloud computing:** Lenovo, Wangdiantong, Lixiaoyun, ZStack, UCloud, Bepin Global, AgotoZ, RAYVISION, T2Cloud, YunShan Networks, Lbyun, Cloudecker, CRM, SmartX
- **Information security:** NSFOCUS, DBSEC, River Security, Netis, XDR SEC, Trustbe, Vackbot, Viewintech, Tensor Security, Hua Kong TsingJiao, Zhi Qi An, Serica Semiconductor, CertiK, Quan Zhi Tech, Guomin, Renzheng, Callisto Technology

Model Layer

- Zhipu AI, iFlytek, Data Grand, Langboat Technology, Dipeak, Style3D, nyonic, HAIZHI

Platform Layer

- iFlytek, Zhipu AI, Zshield. Inc, FIT2CLOUD, Bkunyun, Dipeak, Wanka Online, Cardinal Operations, 4Paradigm, DMAI, dataloop, OSChina, OpenBayes, Lenovo Cloud Technology, Lenovo AR, Jishi Shuzi, Ding OS, Ensonic

Application Layer (by sector)

- **Smart security:** Fullhan Microelectronics, Starsee, WATRIX.AI, DUNJIA
- **Smart finance:** Amarsoft, Bangsun Technology, AQUMON, DataBurning, Micro Connect, Lenovo Finance
- **Smart energy:** Airwing.ai, Qiuya Technology, Digitsvalue, Tellhow, MS Energy, Zshield Inc., Inossem, Lingyang Technologies, Jiatai, Heli Tech Energy, Zhuhai COSMX, WeLion New Energy Technology
- **Intelligent manufacturing:** Lenovo, Hoteam Software, Tianfu, QZing Technology, Aqrose Technology, Deti Supply Chain, Zhenkunxing Industry Supermarket, Hai Robotics, AgileX Robotics, Django Robotics, J-Elephant, CyberInsight, Vincross, Feima Robotics, Yunji Technology, ORIGITECH, VisionNav, Elite Robots, IPLUSMOBOT, Sirius, ZANECON, Atomrobot, Direct Drive Tech, CASIVISION, Smarteyetec, AGVsz, ORISONIC, SUPCON, BMTEK, Ensonic, Jiangxing Intelligence, CAXA, DESIGN ORDER, Style3D, arrayed materials, GOOGOL, DataMesh, IndustrialNext, ZDIAI, SINSEGYE, KAYJA Optics, SKY LIMIT ENTERTAINIMEHT
- **Smart car:** Pony.ai, Zongmu Technology, Inceptio Technology, CIDI, Enjoy Move Tech, Juefx.com, KHAT, BuilderX, Smarter Eye, Nio, Shenjiaotong, QCraft, DeepWay, Lotus, Lingyi Zhika
- **Smart healthcare:** Lunit, Deepwise, Xbiome, Dipath, StoneWise, BioMap, Xellar, ClinBrain, Visual3D, Genome Wisdom, Bestyoo, Leapstack, UNIMED, Jianbao Tech, Baheal Intelligent Technology, MNCHIP, ADEN, Changmugu Medical, Dekai Medical, Huihe Healthcare, Edge Medical, Palline, Unionstrongtech, Subtle Medical, CarbonSilicon AI, Seekgene, Tantica, AlphaPrime, Ehome, Health Plus, ZD Medtech, Ornatus, Biosciences, Imsight Medical Technology, Milebot Robotics, Puncture Robotic, Abrobo, Chengyuan Biotech, Anxiang Smart Healthcare, Zhongnuo Hengkang, BrainNow Medical, Shanghai Zhitang, Zhenqin Intelligence, Huazhi Care, CARE, Dongruan Zhirui, YIBEI, Humansa, Baier Luoke, MoleculeMind, Cornerstone Robotics, Syneron Tech, X-imaging
- **Smart government:** ChinaOly Technology, KnowDee Intelligence

Stepped up investment in technological innovation, particularly in AI-related fields

Legend Holdings, a leader in digital and intelligent transformation, is strategically positioned to make large-scale early investments, leveraging its extensive AI expertise, with both R&D expenses and the number of technology companies in its portfolio reaching an all-time high



RMB14.8 billion* in R&D expenses

Legend Holdings Family Group continuously increased its investment in R&D. In 2023, R&D spending amounted to **RMB14.8 billion**, approximately **6 times** its before-tax net profit, and the R&D expense ratio grew from 2.6% to **3.4%** in 2021



100+ new portfolio companies

Legend Holdings Family Group has invested in nationally strategic industries, including next-generation information technology, chips, new energy, advanced materials, and AI. It invested in over **100** companies in China's tech sector in 2023

Diversified strategic measures implemented to expedite China's new industrialization

Provided impetus through a comprehensive and efficient system for technological innovation

- **Continuing to achieve breakthroughs in core technologies in key areas and strategic products of symbolic significance:** Lenovo launched a new generation of AI PCs and multiple AI servers. Levima Advanced Materials' POE project with a planned production capacity of 300,000 tons will break the monopoly held by foreign companies.
- **Building an enterprise-led and market-oriented technology innovation system leveraging collaboration among industry, academia, research institutes, and end users:** We set up the "Legend Holdings Forward-Looking Technology Research Institute." It partnered with more than 60 technology enterprises, universities, and research institutions. **About 40 technologies** were selected for commercialization.
- **Supporting technology entrepreneurs and innovation talent through free training programs:** About half of the trainees of the 16th Class of the Legend Star's CEO Training Program are from frontier technology enterprises. Among the enterprises where the trainees come from, there are 11 enterprises renowned as national specialized and innovative enterprises.

Supported by industrial and supply chain resilience and security

- To date, Lenovo has established intelligent collaboration platforms with **more than 2,000** core upstream and downstream enterprises. Its supply chain has nurtured **45** national specialized and innovative enterprises, **15** niche-sector leaders and **7** product leaders.
- Levima Advanced Materials took the lead in achieving domestic substitution of EVA photovoltaic adhesive film materials. It also continued to develop vertical industrial clusters in biomaterials and niche segments, such as specialized materials, with the aim of building itself into a leading new materials platform company .
- Fullhan Microelectronics was engaged in the efforts to incubate and invest in technology start-ups to support their growth.

Zeroed in on digital and intelligent transformation

- To date, Lenovo has served over a million SMEs and supported the intelligent transformation of **over 30,000** specialized and innovative enterprises, including over **3,000** national specialized and innovative enterprises.
- Joyvio group has developed digital intelligent solutions for the fruit business.



Facilitated the listing of 10 portfolio companies

The Company has facilitated the listing of over 80 portfolio companies in the past five years

01

 国科恒泰
东方科仪控股成员企业

02

 GAMBOL®

03

 途虎养车
tuhu.cn

04

 ZKH
震坤行

05

 粉笔

06

 科迪集团®

07

 熙康
XIKANG

08

 Adlai Nortye
阿诺医药

09

 固高科技
GOOGOLTECH

10

 4Paradigm
第四范式

Fulfilled its corporate social responsibilities by engaging in environmentally friendly projects to advance rural revitalization

Legend Holdings continuously fulfills its corporate social responsibilities and attaches great importance to ESG-related work, striving to make a greater contribution to China's modernization drive



01. Contributed to rural revitalization

- **Supporting rural education:** Legend Holdings has provided support for more than 3,000 impoverished students through the Legend Enterprising Class; Lenovo has to date donated nearly 100 smart classrooms, with a view to bridging the gap between rural and urban education systems by sharing educational resources
- **Supporting industrial upgrading in the countryside:** Legend Holdings has been supporting the Revolving Loans for Mothers project (母亲创业循环金项目), which has benefited more than 1,500 women from low-income families; Lenovo built a smart agricultural and rural development platform for the government; Joyvio Group's blueberry planting area in Yunnan Province reached 200,000 mu (about 13,333 hectares), creating nearly 200,000 new jobs for local farmers.

02. Promoted green practices

- Lenovo was the first domestic high-tech manufacturer to pass the SBTi net-zero target validation. The Lenovo (Tianjin) Smart Innovation Service Industrial Park, which began operations in 2023, represents the highest level of zero-carbon intelligent manufacturing in the industry. The Lenovo (Wuhan) Industrial Base was awarded the first Zero-Carbon Factory Certificate in China's ICT industry
- Levima Advanced Materials leveraged green technology to expand green businesses, including EVA and POE photovoltaic film materials, biodegradable plastics, and new energy battery electrolyte
- Zhengqi Holdings invested in a 20GW high-efficiency N-type solar cells smart manufacturing project, with Phase I put into operation

03. Engaged in public-interest projects

- Legend Holdings financed livelihood projects each year, including helping the poor and needy, donating to schools, promoting social integrity, fighting pandemics, and providing disaster relief. In 2023, Legend Holdings Family Group's contributions and donations amounted to about RMB150 million

Outlook



***Navigating Changes
and Challenges on
the Path Towards
Sustainable Growth***



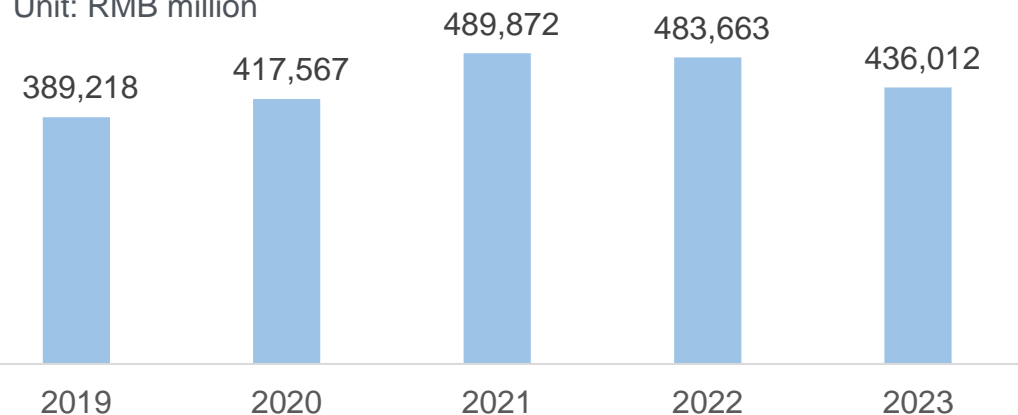
02

Financial Highlights

Structure of Revenue and Profit

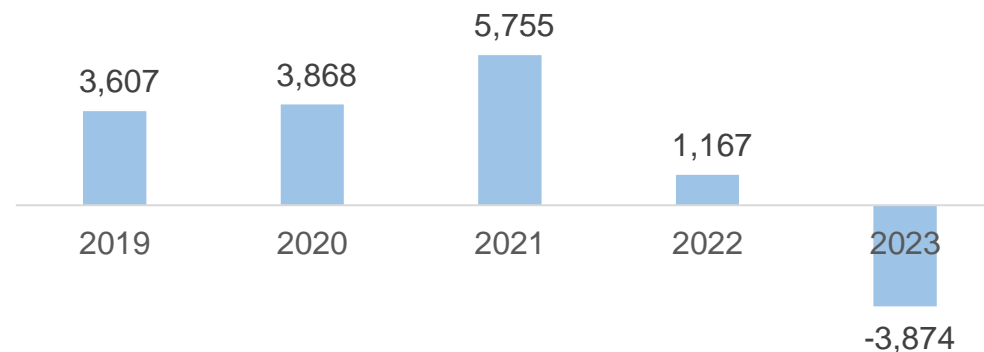
Revenue

Unit: RMB million



Net profit attributable to equity holders of the Company

Unit: RMB million



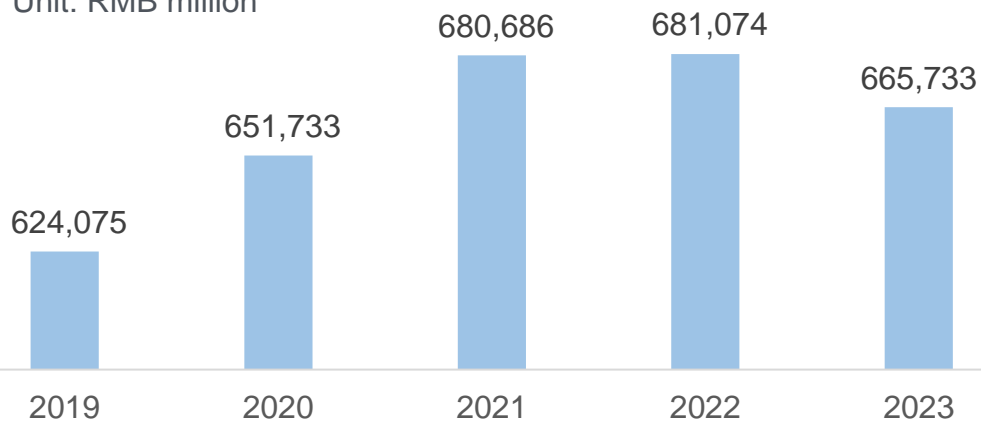
Net profit attributable to equity holders of the Company (by segment)

	2023	2022	Change in amount	Change %
Industrial operations	3,078	4,820	(1,742)	(36%)
Lenovo	1,982	4,188	(2,206)	(53%)
Levima Group	228	504	(276)	(55%)
Joyvio Group	(448)	(794)	346	N/A
BIL	1,316	922	394	43%
Industrial incubations and investments	(5,574)	(2,332)	(3,242)	N/A
Unallocated	(1,378)	(1,321)	(57)	N/A
Net profit attributable to equity holders of the Company	(3,874)	1,167	(5,041)	(432%)

Structure of Assets and Liabilities (1/2)

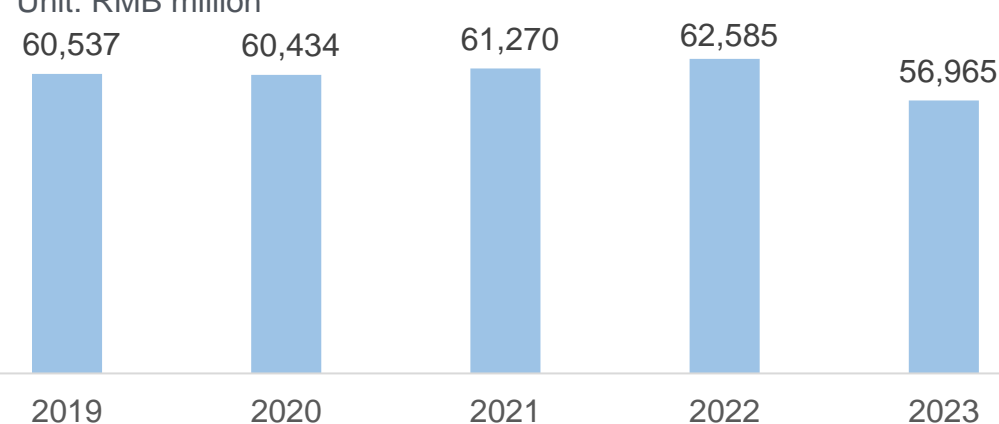
Consolidated total assets

Unit: RMB million

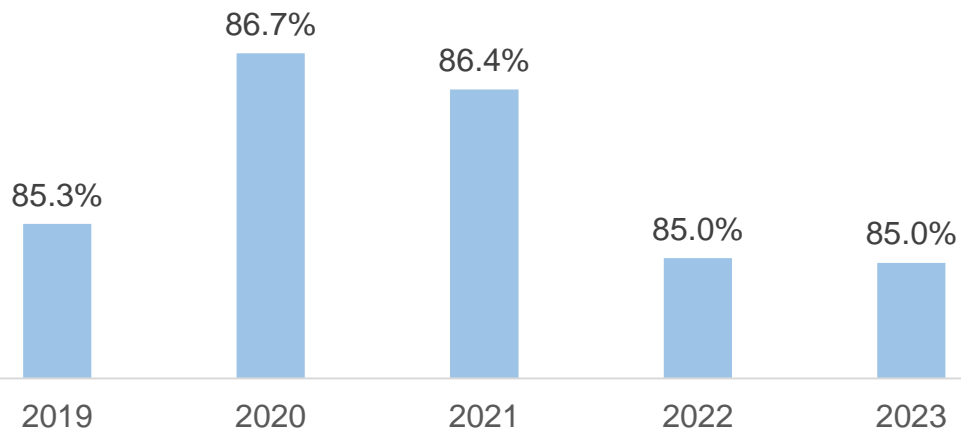


Equity attributable to equity holders of the Company

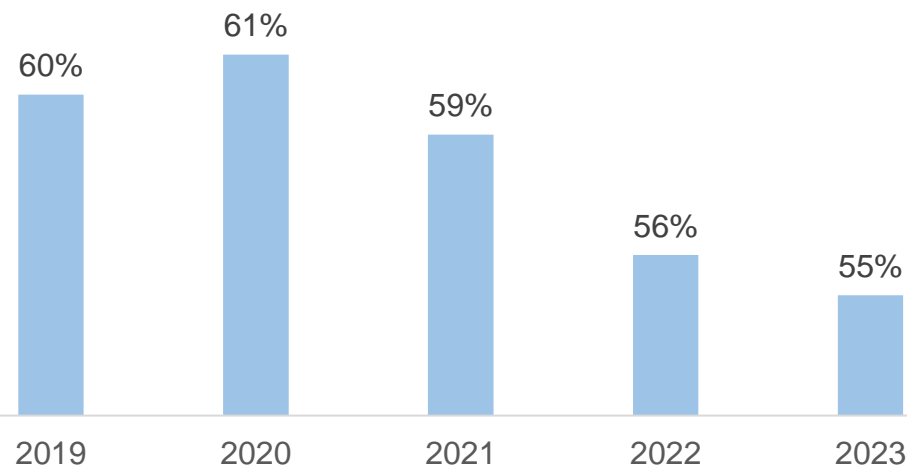
Unit: RMB million



Asset-liability ratio



Debt to capital ratio

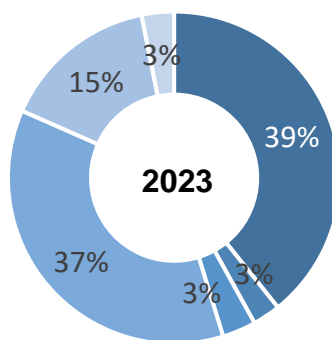


Note: Total debts to total capital ratio = total debts / (total debts + total equity)

Structure of Assets and Liabilities (2/2)

Asset allocation

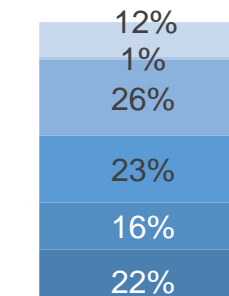
- Lenovo
- Levima Group
- Joyvio Group
- BIL
- Industrial Incubations and Investments
- Unallocated & Elimination



Cash at bank and on hand

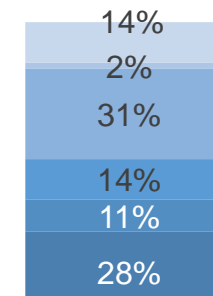
- RMB
- CHF
- USD
- EURO
- HKD
- Others

RMB84.4 billion



2022

RMB63.8 billion

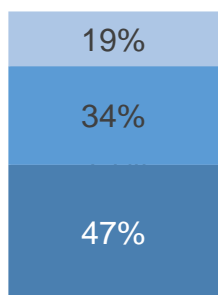


2023

Interest-bearing liability structure (by currency)

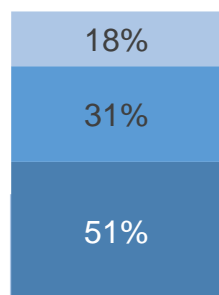
- RMB
- USD
- Others

RMB132.5 billion



2022

RMB124.5 billion

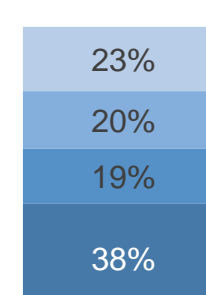


2023

Interest-bearing liability structure (by maturity)

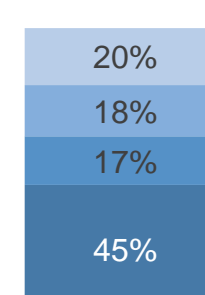
- Within 1Y
- 1-2 Yrs
- 2-5 Yrs
- Over 5 Yrs

RMB132.5 billion



2022

RMB124.5 billion



2023

***Navigating Changes
and Challenges on
the Path Towards
Sustainable Growth***



03

Appendix

Legend Holdings Family Group's AI footprint

Device



昆仑芯
KUNLUNXIN

General-purpose AI chip maker



地平线
Horizon Robotics

Self-driving AI chip provider



眸芯
MOLCHIP

AIoT, SOC and AI solution provider



黑芝麻智能
BLACK SESAME TECHNOLOGIES

Self-driving AI chip designer

zkosemi

Maker of optoelectronic devices, optical engines and high-end integrated optoelectronic chips



爱芯元智

AI vision processor chip developer



思澈科技

Specializing in embedded AIoT chip design, development and application



图灵量子
TURIGO
NOTHING IMPOSSIBLE
没有解决不了的问题

China's first optical quantum chip and optical quantum computer company



亿铸科技

CIM-based AI chip designer



M² SEMI
超摩科技

Leading high-performance Chiplet CPU designer



寒武纪

Specializing in AI chip R&D and technological innovation



后摩智能
HOU MAI

Global leader in CIM-based autonomous driving chips



METAX 沐曦

Provider of full-stack GPU chips and solutions for heterogeneous computing

HYGON

Computing chip product and system developer

芯驰 SemiDrive

Leading intelligent automotive-grade chip company



Jeeji

Core builder of AIoT ecosystem

SINGGO

Intelligent driving chips developer and software development platform

berxel

VCSEL chip designer and developer



UPhoton
极光科技 | 见所未见

Integrated 3D sensing solution provider



AlpsenTek
— 锐思智芯 —

Vision sensor technology leader



TacSense

Highly precise and ultra-flexible pressure sensor solution provider



adaps
ADAPS PHOTONICS

Sensor chip developer



钛方科技
Taifeng Technology

Researcher and practitioner of intelligent haptic technology



SMARTSENS
思特威电子科技

CMOS image sensor chip provider



Leading company in advanced gas sensors and artificial olfactory solutions



Lenovo 联想

Top server provider worldwide



SJSEMI
盛合晶微半导体(江阴)有限公司

Silicon wafer manufacturer serving global customers



ULTICHIP

Core chip and solution provider of mobile communication micro-base station



Aurasemi

Developer of analog and digital-analog hybrid chips



CIX
此西科技

High energy efficiency computing solutions provider



芯来科技
NUCLEI

Specializing in professional RISC-V processor IP and solutions

Legend Holdings Family Group's AI footprint

Technology



Intelligent manufacturing company specializing in vision inspection



Specializing in the digitization and intelligence of offline spaces



Leading company in gait recognition technology



Provider of comprehensive solutions for intelligent vision inspection



Technology startup specializing in industrial appearance inspection



Company dedicated to researching digital twin technology and integrating it into various industries



High-tech company specializing in the development of machine vision technology



Technologically innovative company focusing on intelligent vision for home appliances



Industry-leading AI company



High-speed and high-definition 3D visual product and solution provider



Listed company with industry-leading intelligent speech interaction and AI



Renowned intelligent text processing enterprise



One-stop service provider covering writing, rewriting, publishing and monitoring



Industry-leading cognitive intelligence company



Provider of natural language interaction solutions



Provider of "device plus cloud" solutions and "infrastructure plus cloud" services



Cloud-based smart retail service provider



Cloud-based infrastructure software provider



High-tech enterprise offering SaaS-based, cloud-based mobile sales management services



Provider of one-stop cloud resource services and global converged CDN services



Integrated cloud desktop solution leader



China's first public cloud company listed on the SSE STAR Market



SaaS-based cloud-based mobile sales management service provider



Leading provider of IT infrastructure and solutions for hyper-converged storage and virtualization



The world's first cloud-based after-sales service platform



Provider of SDN software and cloud-based data center networking solutions



End-to-end cloud IT solution provider



China's first AI-centric private cloud enterprise



Cloud rendering pioneer in China



Provider of full-stack domestic database products and services



Company specializing in intelligent data analysis and data security



Provider of integrated digital solutions for customer experience management and precise marketing



Developer of advanced cloud computing software and data processing system



High-performance cryptographic chip developer



One-stop cybersecurity product and service vendor



Cybersecurity vendor specializing in XDR



Leading domestic data security service provider



Big data-driven network performance management enterprise



Provider of financial-grade privacy computing technology and products



Dynamic security technology vendor



Leading security validation enterprise in China



Innovative cybersecurity company



Leading network security service provider



Provider of big data-powered security technology based on modern cryptography and game theory



World-leading blockchain security company

Legend Holdings Family Group's AI footprint

Technology

 <p>双深科技 ATTRSENSE</p> <p>Supplier of compression products and solutions from algorithms to chips</p>	 <p>探真科技 TensorSecurity</p> <p>Provider of full-stack cloud-native security solutions</p>	 <p>国民认证</p> <p>Provider of innovative end-to-end authentication technology and solutions</p>	 <p>DBSEC 安华金和</p> <p>Data security products and solutions provider</p>	 <p>木卫四科技 CALLISTOTECHNOLOGY</p> <p>AI-driven auto safety service provider</p>
--	---	---	--	--

Platform

 <p>科大讯飞 IFLYTEK</p> <p>Listed company with industry-leading intelligent speech interaction and AI</p>	 <p>志翔科技 ZSHIELD INC</p> <p>Company specializing in intelligent big data analysis and data security</p>	 <p>openbayes</p> <p>China's leading machine intelligence research institute</p>	 <p>飞致云 FIT2CLOUD</p> <p>China's leading open-source software company</p>	 <p>4Paradigm 第四范式</p> <p>Platform-centric AI solution provider and enterprise-level end-to-end AI product developer</p>	 <p>暗物智能</p> <p>Leading strong cognitive AI application developer</p>	 <p>DiPEAK</p> <p>Big data engine integrating computing and AI</p>	 <p>BKUNYUN 北鲲云</p> <p>Leading Cloud-HPC SaaS platform</p>	
 <p>WANKA ONLINE INC. 联众丰联有限公司</p> <p>Major service provider of Android-based Internet ecosystem standards and commercialization</p>	 <p>DingOS 鼎道智联</p> <p>AIoT operating system provider</p>	 <p>DataLoop</p> <p>Data infrastructure and operating system provider</p>	 <p>Ensonic 谛声科技</p> <p>Industry-leading enterprise-level acoustic AI company</p>	 <p>杉数科技 Cardinal Operations</p> <p>Advanced AI decision-making technology company in China</p>	 <p>OSCHINA</p> <p>The latest open-source information and technology sharing platform</p>	 <p>智谱·AI</p> <p>Leading developer of intelligent technology for AI knowledge</p>	 <p>Lenovo 联想新视界</p> <p>Digital twin application support platform</p>	 <p>Lenovo 联想云</p> <p>Intelligent collaborative office platform and private cloud builder</p>

Model

 <p>智谱·AI</p> <p>Leading developer of intelligent technology for AI knowledge</p>	 <p>科大讯飞 IFLYTEK</p> <p>Listed company with industry-leading intelligent speech interaction and AI</p>	 <p>DiPEAK</p> <p>Big data engine integrating computing and AI</p>	 <p>达观数据 DATA GRAND</p> <p>Renowned intelligent text processing enterprise in China</p>	 <p>澜舟科技 Langboat</p> <p>Industry-leading cognitive intelligence company</p>	 <p>Style3D</p> <p>Digital R&D solutions provider in garment manufacturing</p>	 <p>NYONIC</p> <p>AI-based large model company</p>	 <p>海致</p> <p>High-tech enterprise specializing in cognitive intelligence technology innovation</p>
---	--	--	--	--	--	--	---

Legend Holdings Family Group's AI footprint

Application

 <p>MS ENERGY™ 美克生能源 安心绿色生活 美好即克发生</p> <p>Leading safe, low-carbon and green energy provider in China</p>	 <p>志翔科技 ZSHIELD INC</p> <p>Intelligent data analytics and data security company</p>	 <p>CINOSSEM 英诺森</p> <p>Provider of digital solutions for the energy sector</p>	 <p>领鞅科技</p> <p>PV tracker control system company</p>	 <p>数禺科技 AI 赋能工业·智造未来</p> <p>Industrial software service provider with the core underlying technology for CAD/CAE integration</p>	 <p>J-TECH CNC TECHNOLOGY CO., LTD. 嘉泰数控科技股份有限公司</p> <p>Compressed-air energy storage system developer</p>	 <p>COSMX</p> <p>One of the world's top four suppliers of lithium-ion polymer batteries</p>	 <p>中飞艾维 airwing.ai</p> <p>Leading company in drone-based patrol systems for power cables</p>	 <p>WELION 卫蓝新能源</p> <p>High-tech enterprise specializing in R&D and production of solid-state lithium-ion batteries</p>
 <p>道涯</p> <p>Leading virtual power plant operator in China</p>	 <p>泰豪 TELLHOW</p> <p>Leading solution provider in the energy Internet industry in China</p>	 <p>合力(天津)能源科技股份有限公司 HeLi Tech Energy Co., Ltd.</p> <p>Tech-oriented oil service company specializing in technology for oil and gas development</p>	 <p>Fulhan</p> <p>Video-centric chip designer and developer</p>	 <p>StorSee</p> <p>Listed company with industry-leading intelligent speech interaction and AI</p>	 <p>银河水滴 WATRIX.AI</p> <p>Gait recognition technology leader</p>	 <p>DUNJIA</p> <p>Technologically innovative company focusing on smart home vision hardware</p>	 <p>Lunit</p> <p>Medical AI enterprise in assisted diagnosis of and treatment for tumors</p>	 <p>深睿医疗 deepwise</p> <p>AI-powered online healthcare solution provider</p>
 <p>XBOME 未知君</p> <p>Leading AI- and BT-based microbiome drug developer</p>	 <p>DT</p> <p>Provider of digital solutions for AI pathology analytics</p>	 <p>望石智慧 STONEWISE</p> <p>AI-driven drug R&D company</p>	 <p>BioMap 百图生科</p> <p>Bio-computing engine-driven platform for innovative drug discovery</p>	 <p>Xellar biosystems</p> <p>Wet lab AI biotech company</p>	 <p>ClinBrain 柯林布瑞</p> <p>Leading medical big data service provider in China</p>	 <p>维卓致远</p> <p>Comprehensive digital surgery platform</p>	 <p>志诺维思 GENOME WISDOM</p> <p>Multi-modal medical AI big data company</p>	 <p>易复诊</p> <p>Multi-modal medical AI Leading high-tech "Internet + healthcare" enterprise in China</p>
 <p>Leapstack 栈略</p> <p>Insurtech company specializing in health insurance risk management</p>	 <p>同心智医 UNIMED</p> <p>High-tech company and diagnosis and treatment platform that addresses the clinical needs of brain diseases and other major diseases</p>	 <p>健保科技 JAMBO TECHNOLOGY</p> <p>Leading company in China's commercial insurance TPA field and PBM industry</p>	 <p>BSmartD 智慧·医生·智能·未来</p> <p>Smart MedTech company</p>	 <p>微纳芯 MNCHIP</p> <p>The world's leading provider of rapid in-vitro diagnostic devices and reagents</p>	 <p>ADEN 艾登</p> <p>Comprehensive DRG/DIP solution provider</p>	 <p>长水谷 人工智能赋能医疗</p> <p>Provider of AI in orthopedics and surgical robotics solutions</p>	 <p>德开医药</p> <p>Leading online pharmacy enterprise in China</p>	 <p>汇禾医疗 HuiHe Healthcare</p> <p>Cardiovascular implant developer</p>
 <p>EDGE MEDICAL® 精锋医疗</p> <p>World-leading and fast-growing surgical robot company</p>	 <p>蓬莱数据 PALLINE</p> <p>Healthcare management solution provider</p>	 <p>强联智创 智享新生 领创未来</p> <p>Intelligent cerebrovascular disease diagnosis and treatment solutions provider</p>	 <p>深透科技 SUBTLE MEDICAL</p> <p>Leading medical imaging software company</p>	 <p>碳硅智慧 CarbonSilicon AI</p> <p>AI infrastructure and service enterprise in drug discovery</p>	 <p>寻因生物 SEEKGENE</p> <p>Technology company that independently develops single-cell technology</p>	 <p>腾辰 TANTICA</p> <p>Biotech company that develops new-generation in-vitro diagnostic technology and products for tumors</p>	 <p>AURORA* 耀乘</p> <p>Provider of clinical R&D solutions of life sciences</p>	 <p>Ehome 伊鸿健康</p> <p>Innovative provider of testing products and services for primary healthcare</p>

Legend Holdings Family Group's AI footprint

Application



优加健康
HEALTH PLUS

Provider of digital healthcare services



卓道医疗®
ZD MEDTECH

Developer of high-end rehabilitation robots and comprehensive intelligent rehabilitation solutions



ORNATUS®
Komponentkompetens
applikationsanpassade lösningar eller komponenter
kryddade med kompetens och hög service

Provider of solutions adapted to end-usage and production processes



RootPath

Synthetic biology and gene & cell therapy company



安想
智慧医疗

China's leading provider of overall smart healthcare solutions



MSIOHT
视见科技

AI-powered medical imaging enterprise



MileBot
迈步机器人

Medical rehabilitation robotics company



磅策
Puncture Robotic

Innovative MedTech company



爱博医疗
abrobo

Developer of AI-assisted diagnostic system for internal medicine



NORCOMED
中诺恒康

Specializing in areas such as minimally invasive spine treatment, 3D-printed orthopedic implants, smart orthopedic surgeries and AI



博脑
BrainNow

Innovative neuro-medical imaging company



志唐

AI enterprise with smart medical treatment and chronic disease management as its core



臻泰智能
ZhenTec

Dedicated to research on brain-computer interfaces, AI, virtual reality and other cutting-edge technologies



华志医疗
HOZ medical

Pioneer and leader in robot-assisted surgical navigation



CARE
中科睿医

Dedicated to research on the integration of neuroscience and AI and related applications



IntelliRay 智睿

Dedicated to the R&D, equipment innovation and services of precision radiotherapy technology



YIBEI 医贝

MedTech company offering digital services



诺亚医疗
NOAH HEALTHCARE

Medical robotics developer



BIOROCKS

Specializing in developing and making automated equipment for assisted reproduction



MoleculeMind
— 分子之脑 —

Top AI-powered protein design platform in China



Cornerstone Robotics
康诺思睿

Specializing in robotics R&D in the fields of surgery, rehabilitation, and clinical therapeutics



Lenovo 联想

World-leading high-tech manufacturing enterprise



华天软件
HOTEAM SOFTWARE

Provider of 3D-based intelligent manufacturing software service



天湫
Tianfu

Chinese intelligent industrial software developer



QZing 奇秦

Provider of latest-generation of cloud platform for digital supply chain



阿丘科技
Agrose Technology

Provider of industrial AI vision and intelligent analytics services



得供应链
DETI SUPPLY CHAIN

Service platform of one-stop flexible intelligent supply chain



ZKH 震坤行

Digital industrial supplies & service platform



HAI ROBOTICS

Pioneer and leader in autonomous case-handling robot systems



敏捷机器人
AGILE-X

Robot chassis manufacturer and mobile robot system solutions provider



django
ROBOTICS

Intelligent robot maker



捷象灵越
ELEPHANT

Provider of intelligent manufacturing and smart storage service



Vincross

Provider of industrial AI technology and solutions



FEIMA ROBOTICS

Developer and maker of industrial drone product and system



云迹科技
YUNJI TECHNOLOGY

Developer of commercial robot application and technology



ORIGITECH
崧智智能

Technology company in complex, precision and smart manufacturing



未来机器人

Provider of autonomous industrial vehicles and intralogistics automation solutions



ELITE ROBOTICS
艾利特机器人

Manufacturer of new-generation robots for human-computer interaction and collaboration



迦智科技
IPLUSMOBOT

Global leader in intelligent mobile robots



Syrius 炬星

Developer of AMR software, hardware and cloud service



ZANECON

The world's first autonomous aerial construction platform based on wind-induced stability control



atomrobot®
阿童木机器人

Industry-leading expert in high-speed robotics



Direct Drive Tech

Robot actuator developer and maker



CAS VISION
中科慧远

Technology startup in industrial appearance inspection

Legend Holdings Family Group's AI footprint

Application



Provider of high-speed high-definition 3D products and solutions



Dedicated to planning and implementing solutions to one-stop indoor and outdoor smart factory logistics



Developer of non-invasive testing products using electromagnetic ultrasonic and ultrasonic guided-wave acoustic technologies



Leading supplier of products and solutions for industrial automation, digitalization and intelligence



High-tech company in machine vision



Industry-leading provider of enterprise-level acoustic AI service



Provider of next-generation intelligent cloud-edge IoT products and services



Chinese independent industrial software developer



The first company in the industry to establish an industrial intelligent design technology system



Digital R&D solutions provider in garment manufacturing



High-tech enterprise specializing in the R&D and application of thin film and high-throughput material preparation systems



Important leader in intelligent instruments and equipment in China and worldwide



Specializing in applying digital twin technology to various industries



Provider of new-generation advanced manufacturing technology services for production lines



Dedicated to research on intelligent technology for maritime-related fields



Industrial control infrastructure provider



High-tech enterprise specializing in the R&D, production and sales of precision optical systems and equipment



Supplier of credit risk management system solutions for the banking industry



Dedicated to the development and applications of big data basic software



Provider of digital wealth and asset management solutions



Digital operation solutions provider



Innovative financial platform acting as a bridge between Chinese SMEs and global capital



Provider of comprehensive and high-quality fintech services for enterprises



Provider of solutions such as digital rule of law and "public security brain"



Provider of enterprise-level evolutionary neural networks for companies



AI self-driving technology provider



Autonomous Driving Technology and Operations Company



Core technology company focusing on V2X, autonomous driving, and high-performance perception



Specializing in intelligent automotive high-performance computing software platforms and autonomous driving software products



Specializing in AI technology in intelligent driving



The first domestic OEM production and supply enterprise for passenger vehicle air suspension systems



Full-stack autonomous driving solutions provider



Developer specializing in intelligent remote control systems for construction machinery



Supplier of automotive intelligent products and secure mobility solutions



Enterprise specializing in intelligent electric vehicles and smart mobility



Provider of universal Autonomous driving solutions and technologies



Specializing in manufacturing high-performance luxury vehicles



Provider of truck hardware for autonomous driving software companies



Manufacturer of intelligent new energy trucks



Provider of Integrated Urban Transportation Solutions



Specializing in creating the ultimate immersive experience



Industry-leading AI+ synthetic peptide drug discovery platform



Leader in intelligent automation for life sciences

Thank you!