



2020 Financial Results Management reports

March, 2021



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1. 2020 Business Overview and Outlook

Revenue

7% Increase YOY

2020 revenue : **RMB417.567 billion**

Strategic InV

Solid Performance

Excluding the loss of CAR in 2020 and the one-off gain from the IPO of Lakala Payment in 2019, the net profit attributable to equity holders of our Company from the strategic investment segment was generally level with the previous year. Lenovo and Levima, achieved stable results despite serious impact of the pandemic, financial services segments showed solid operation

Note: 1.NPAEHLH = net profit attributable to equity holders of Legend Holdings.

2.InV means Investment.

NPAEHLH

7% Increase YOY

2020 net profit attributable to equity holders of Legend Holdings : **RMB3.868 billion**

Financial InV

Remarkable Performance

2020 net profit attributable to equity holders of Legend Holdings from financial investments **RMB2.439 billion**, an increase of **169%** YOY
More than 15 investees were listed, and multiple investees were approved for listing

H2 results

243% Increase YOY

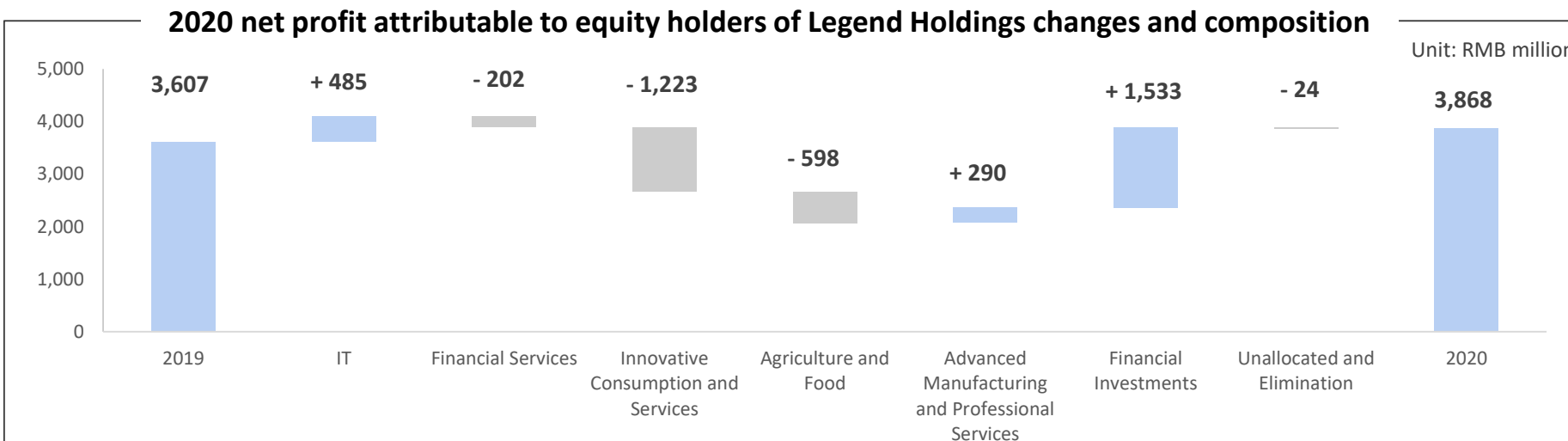
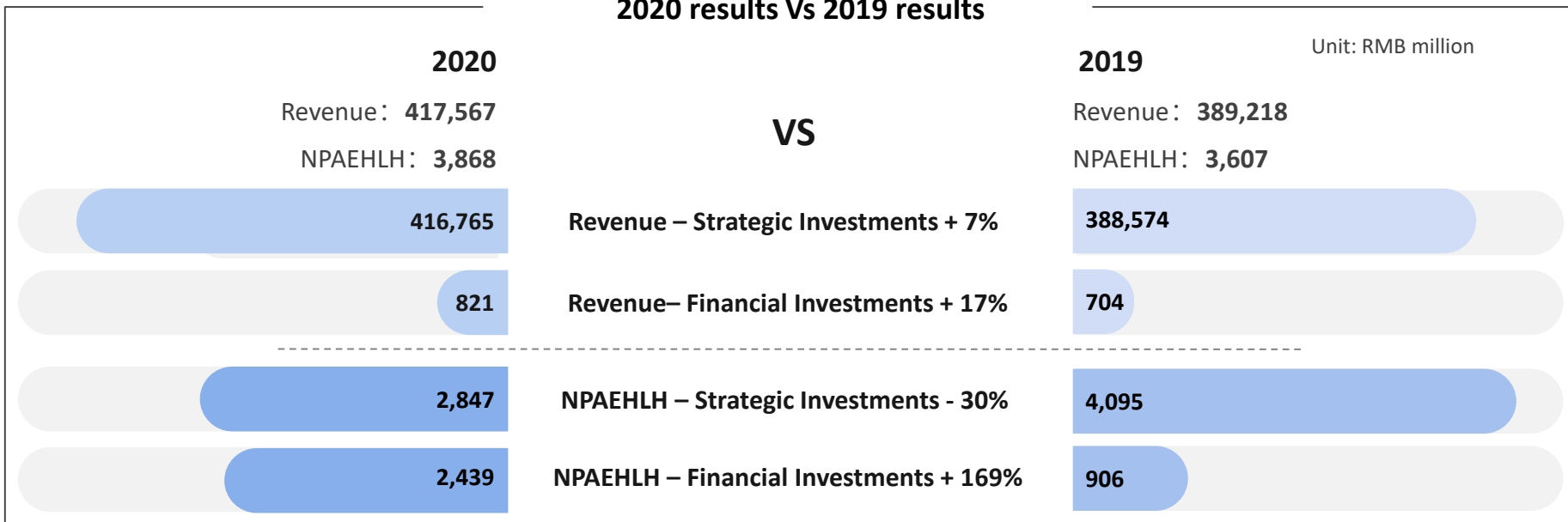
2020 H2 net profit attributable to equity holders of Legend Holdings : **RMB3.231 billion**

Return from exit

RMB 8 Billion +

Exited non-core businesses to realize **RMB4 billion** cash return on investments as of Q1 2021
Three financial investments platforms accumulatively realized more than **RMB4 billion** cash return

2020 Income and NPAEHLH both up 7%



Note: NPAEHLH = net profit attributable to equity holders of Legend Holdings

Strategic investment– Turning crisis to opportunities (1/2)

During the Reporting Period, although all segments of business were inevitably affected by COVID-19 to certain degree, we responded swiftly by taking initiatives to adjust our business strategies and taking effective measures to ensure safe operations. **IT and Advanced Manufacturing and Professional Services segments succeeded to turn crises to opportunities and achieved growth in a downward market**

Discounting the loss of CAR in 2020 and the one-off gain from the IPO of Lakala Payment, the net profit attributable to equity holders of our Company from the strategic investments segment was generally level with the previous year

Segment	Pandemic Impact	Counter Measures	Performance
IT	Challenges <ul style="list-style-type: none"> Important factory in Wuhan suspended production Pressure on maintaining supply chains for various factories in China 	<ul style="list-style-type: none"> Formed pandemic emergency leadership team to ensure staff safety and health, and dynamic resumption of work and production Coordinated internal and external resources to support the resumption of work and production. Lianbao Factory in Hefei City made quick forecasts to lock its material supplies, hence guaranteeing sufficient supply of components and parts 	Revenue: 8% increase YOY NPAEHLH * : 30% increase YOY <ul style="list-style-type: none"> Domestic factories resumed full production by April Secure lead in global PC market Rapid growth for software and services businesses
	Opportunities <ul style="list-style-type: none"> Escalating demand for IT devices under social distancing and stay at home trends 	<ul style="list-style-type: none"> Met market demand through global presence, timely resumption of full production in China, global production capacity reallocated 	
Advanced Manufacturing & Professional Services	Challenges <ul style="list-style-type: none"> Levima Advanced Materials: Pressure on production, sales, logistics and raw materials procurement 	<ul style="list-style-type: none"> Levima Advanced Materials: Multiple measures to ensure raw material supply, stable production, and established multiple channels to maintain production and sales 	Revenue : 5% increase YOY NPAEHLH * : 61% increase YOY <ul style="list-style-type: none"> Levima Advanced Materials' performance benchmarks continuously improved, production equipments remain safety, stability, full capacity ensured, sales surged with record profit EAL achieved record results
	Opportunities <ul style="list-style-type: none"> EAL: Tight global freight capacity inflated freight prices 	<ul style="list-style-type: none"> EAL: Quick refitting of passenger planes as full freight jets to support global logistics 	

Note: NPAEHLH = net profit attributable to equity holders of Legend Holdings

Strategic investment– Turning crisis to opportunities (2/2)

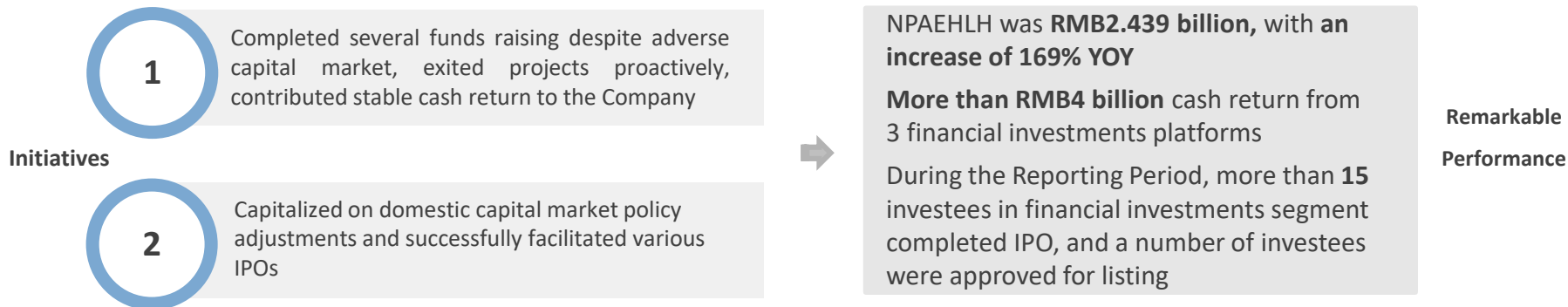
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Segment	Pandemic Impact	Counter Measures	Performance
Financial Services	<ul style="list-style-type: none"> SMEs were hard hit by the pandemic, increasing the operation pressures on this business The international situation was complex; capital markets were increasingly volatile; interest rates and exchange rates fluctuated 	<ul style="list-style-type: none"> Zhengqi Financial: Improved risk control systems and continued the “Investment-loan linkage” model JC Finance & Leasing: Enhanced risk audit and post-leasing management, imposed more stringent approval standards of new projects Lakala Payment: Pursued SaaS and digital transformation of its business; strengthened product innovation and market expansion BIL: Provided diverse financing solutions 	<p>NFAEHLH: RMB202 million decrease YOY, but increased slightly not counting one-time gain from Lakala’s IPO</p> <ul style="list-style-type: none"> Zhengqi Financial: 5 investees listed JC Finance & Leasing: Asset quality controlled well Lakala Payment: Payment transactions with an increase of 34% YOY BIL: AuM grew, CET-1 ratio went up
Innovative Consumption and Services	<ul style="list-style-type: none"> Pre-school education, mobility, dental care were severely hit by the pandemic 	<ul style="list-style-type: none"> Strictly followed pandemic control and prevention requirements to ensure safety and health of staffs and consumers Developed new products and services, maintained customer relations, and introduced new service scenarios to ease pandemic impact 	<p>NFAEHLH: RMB1.223 billion decrease, mainly due to approximately RMB1 billion loss by CAR</p>
Agriculture and Food	<ul style="list-style-type: none"> Demand for fruits and seafood declined, leading to price fall during the pandemic 	<ul style="list-style-type: none"> Developed diverse sales channels, strengthened promotion and enhanced product reputation, pursued R&D of value-added products Reduced costs and enhanced efficiency 	<p>NFAEHLH: RMB598 million decrease, mainly due to adverse impact of the pandemic</p>

Note: NFAEHLH = net profit attributable to equity holders of Legend Holdings

Contributions from Financial Investments surged, various investees become listed



Legend Star

- Final closing of the 4th RMB fund completed; 2nd round closing of the 4th USD fund completed
- Invested in >20 domestic or overseas projects
- Exited from 14 projects
- Burning Rock Biotech and Kintor Pharmaceuticals listed on the NASDAQ and HKSE respectively during the Reporting Period

Legend Capital

- Raised RMB4.524 billion in total
- Completed 51 new investments
- Exited 44 projects partially or fully
- 11 investees listed, including Wish, Ucloud, QuantumCTek Co, during the Reporting Period
- As of March 2021, 4 investees including New Horizon Health Limited were listed

Hony Capital

- The 3rd property fund completed second rounds of closing and raised a total of RMB1.78 billion
- The first Hony Venture Capital Fund completed the final settlement and raised USD130 million
- New investments and follow-on investments in existing projects orderly and actively
- IPO of I-MAB Biopharma, Sincere Pharmaceutical and YSG completed during the Reporting Period

Actively facilitating IPO of core businesses



December 8, 2020 Listed on Shenzhen Stock Exchange

- Originated from the Dalian Institute of Chemical Physics of the Chinese Academy of Sciences, setting an example of commercializing technological results and large-scale industrial development
- A testimony of Legend Holdings' capabilities in using inherent advantages to build pillar businesses and groomed a high-tech enterprise from zero. Incubation began in 2010; helped bring in CAS Holdings as a strategic investor in 2017; IPO in 2020
- Contributed a value of more than RMB10 billion for Legend Holdings



March 11, 2021 IPO approved by China Securities Regulatory Commission

- IPO approval from the China Securities Regulatory Commission issued on March 11, 2021 for EAL to list on the A-share market
- EAL was one of the first pilot state-owned enterprises going through mixed ownership reform and the first national carrier to implement mixed ownership
- As China's leading air logistics enterprise, EAL was outstanding in securing global distribution of anti-pandemic supplies and exploit a "lifeline in the air" for the global battle against the pandemic

Focus on core strategic businesses to accelerate business adjustments and cash return



Invested in: 2008

Business: Trust

Exited in: 2020



Invested in: 2016

Business: UK retirement insurance company

Exited in: 2021



Invested in: 2010

Business: Mobility

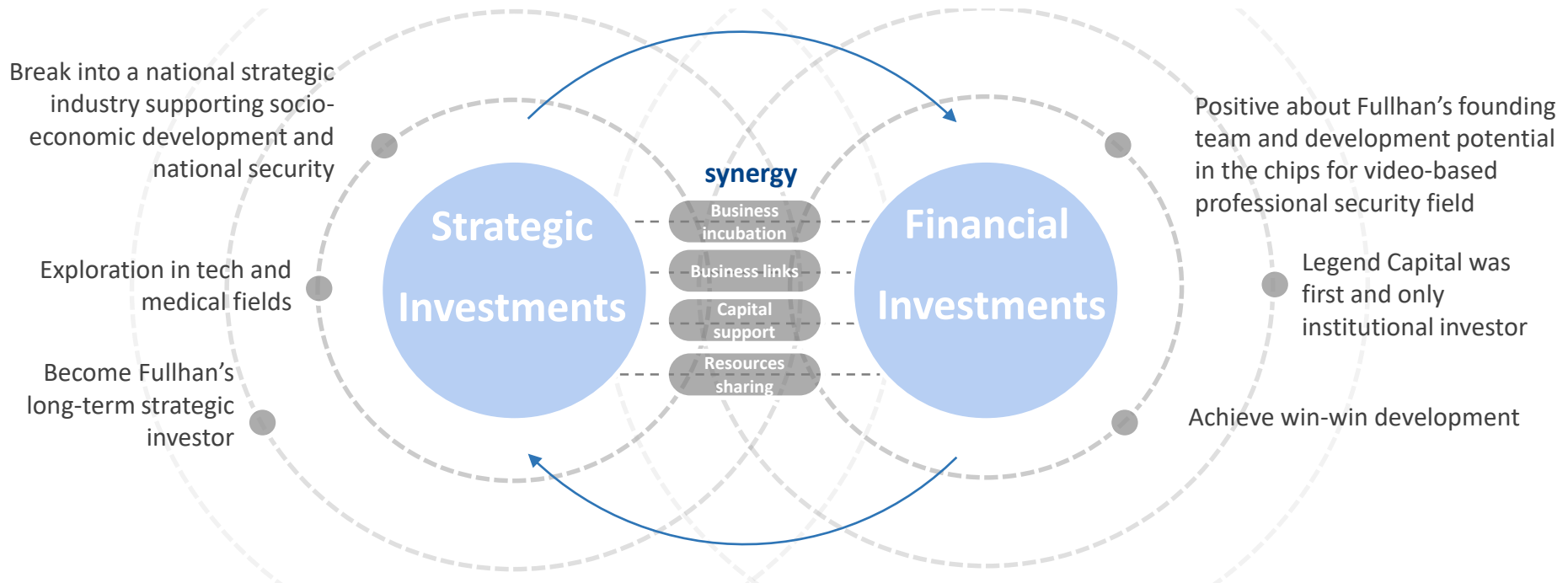
Exited in: 2021

As of Q1 2021, Legend Holdings exited Suzhou Trust, CAR and PIC completely and gained more than RMB4 billion cash return



During the Reporting Period, Legend Holdings further focused on core businesses, and accelerated cash returns by exiting non-core businesses to build capital foundation for future development

Strategic investment in Fullhan, Another successful case of two-wheel-drive model



Another victory for two-wheel-drive

- Fullhan is a leading tech company in China, focusing on the design and development of chips for video-based professional security, smart hardware and automotive electronics
- Applied two-wheel-drive strategy, took equity in Fullhan and turned a Legend Capital fund investment into our strategic investment in the technology field, shifted to new paradigm for investing in high-tech field

Strategy previous achievement

- The two-wheel drive model of “strategic investment + financial investment” has been our unique model. This model has delivered industry-leading companies such as Lakala Payment, CAR and EAL and generated substantial returns on investments

Create the future

- Leverage our diverse industrial resources and advantages for deep collaboration with Fullhan management in the semiconductor industry, and to promote Fullhan's long-term development.

Enterprises listed or about to list

Listed

About to list

1 Improve existing businesses' competitiveness, consolidate and develop pillar assets, and strengthen our fundamentals

- ▶ The pillar assets play a core supporting role to our strategic goals. We are committed to enhancing their position and competitive edge in their industries to safeguard the Company's steady and sustainable development.
- ▶ Focusing on the long-term and value creation, we will define the assets' positioning from the Legend Holdings' level and tailor-make the post-investment management based on the assets' performance and capacity.
- ▶ We will promote the listing of mature companies.

For example, Lenovo has broad space to improve its various businesses; Levima Advanced Materials needs further steps into new materials; BIL is actively expanding its business in China and companies such as EAL, Golden Wing Mau, and Hankou Bank are going public...

2 Optimize the industrial and asset allocation of strategic investments and maintain appropriate scale in financial investments

- ▶ In line with the Company's strategic goals, we will ensure that the industries that we invest in comply with the national policies' orientation, regulatory requirements and business trends as well as support the real economy.
- ▶ By adjusting the investment portfolio, we will exit non-core businesses, accelerate cash flow-back, and deploy resources in excellent companies.
- ▶ We will invest in the three fund management platforms to achieve predictable profit growth and improve asset return.

3 Lead development with "technology", explore investment in technology and health, and promote the assets' overall vitality

- ▶ We will empower the portfolio companies with technology to boost their long-term value growth, while focusing on the major member companies to make new investments in the fields of IT, new materials, etc.
- ▶ Our financial investment will continuously allocate to technology funds.
- ▶ We will leverage the unique two-wheel-driven model, rely on the advantageous resources of China Academy of Sciences and CAS Holdings, and increase our presence in technology and health.

The experience of Lenovo, Legend Capital, Legend Star, Levima Advanced Materials, etc. is a treasure to Legend Holdings and will ensure our future success in these promising areas.

Our investment portfolio

Strategic Investments

IT

Lenovo
31.45%

Financial Services

BIL BANQUE INTERNATIONALE A LUXEMBOURG 1856 89.98%

正奇金融 ZHENGQI FINANCIAL 86.85%

君创国际融资租赁 JC FINANCE & LEASING 99.01%

拉卡拉 28.24%

考拉科技 48%

HKB 汉口银行 15.33%

H 现代财产保险 32%

Innovative Consumption & Services*

三育教育集团 Better Sun Educational Group 51 %
全人教育 成就未来

上海德济医院 Shanghai Neuromedical Center 58%

泰康拜博口腔 Taikang Bybo Dental 36.469%

Agriculture & Food

佳沃 JOYVIO 81.72 %

鑫荣懋 GOLDEN WING MAU 40.47 %

KBs 100%

佳沃股份 46.08 %

Advanced Manufacturing & Professional Services

levima 联泓 51.77 %

EAL 东航物流 20.1 %

2-Wheel-Drive

Fulhan

10.7125 %

On Mar 17, 2021, we acquired an additional 5.22% equity interest of Fulhan boosting our holding to 15.94% after completion

Financial Investments

Angel Investment



Venture Capital

LEGEND CAPITAL
君联资本
知人 知道

Private Equity



Direct Financial Investments

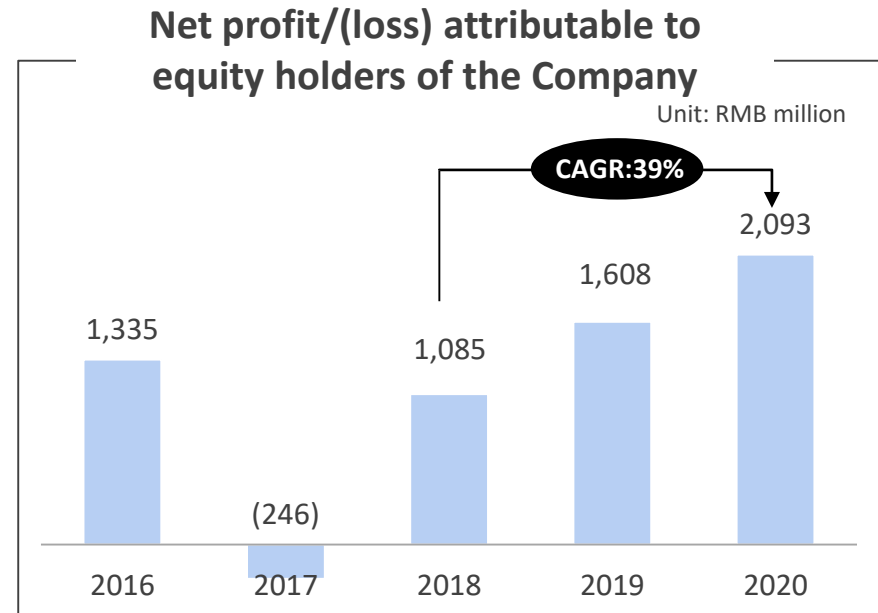
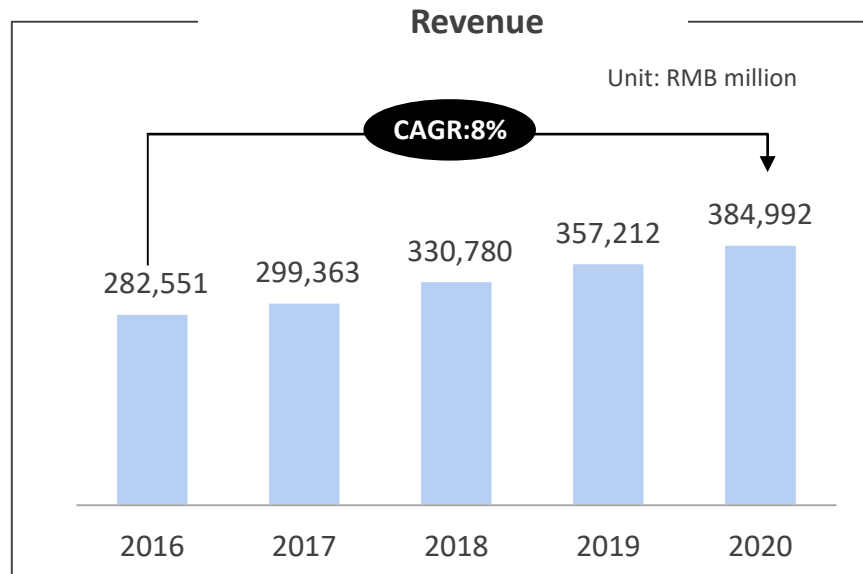
Investment Properties

Note: 1. Legend Holdings' equity interests in investee companies listed above were as of December 31, 2020

2. Sale of our entire interest in CAR was completed in Q1 2021. We do not hold any equity interest in CAR since then

2. Business highlights by segment

IT achieved record results with consolidated PCSD advantages



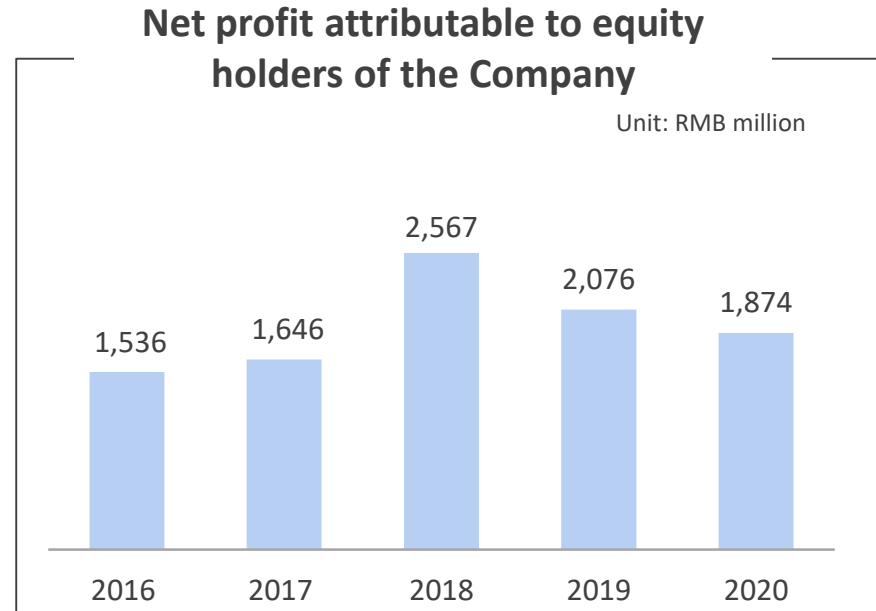
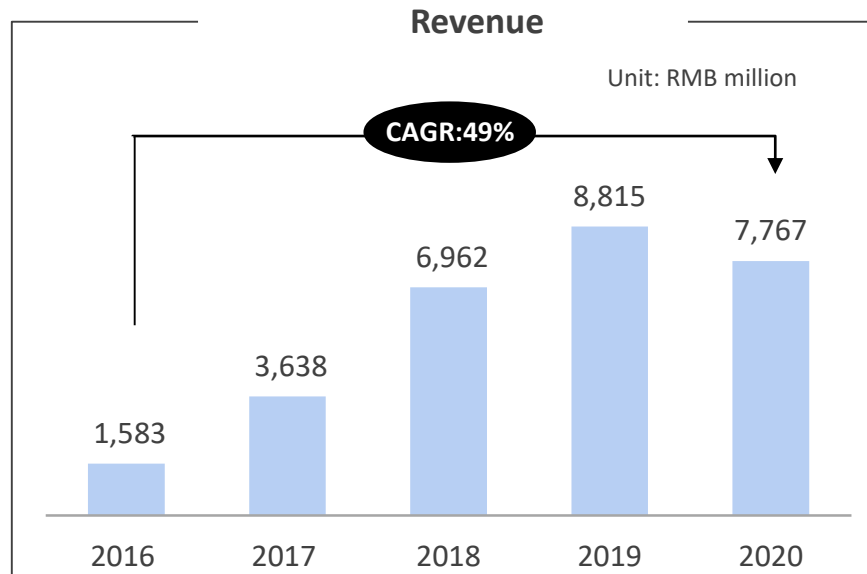
Lenovo's market share in PCSD grew, and MBG and DCG businesses improved, thanks to escalating demand for IT equipment driven by the pandemic, and Lenovo's excellent supply chain management and production capabilities

PCSD: Record income and profit before tax, due to a higher growth rate than competitors in the education and SME sectors; exceptional performances in high-growth segments and high-margin services (light notebook, Gaming computers, e-commerce and software/services)

MBG: Continued strategy of expanding smart phone product portfolios and carrier ranging; carries attractive models across all price spectrums upgrading towards the high-end and flagship models to boost average product prices; Despite challenges from the hike in logistic costs and industry-wide component shortage, MBG resumed profitability before tax in Q4 2020

DCG: Continued to grow its services attach rate and upsell premier services, achieving double-digit growth for Cloud Service Provider; Enterprise and SMB recorded a highest income in three years; became world's second largest entry-level storage supplier

Financial Services enhanced risk controls and maintained robust operations



The Financial Services segment moved forward under pressure, by strengthening risk control and proactively investing in new projects to optimise asset portfolio. Net profit attributable to equity holders showed a slight increase excluding the one-time gain of RMB265 million from Lakala Payment's IPO

BIL: Assets under Management reached EUR 43.7 billion; customer deposits increased to EUR 19.8 billion (+4.1% YOY); customer loans increased to EUR 15.4 billion (+4.8 % YOY); net profit was RMB 739 million; CET-1 ratio went up to 13.44%; ratings with both Moody's and Standard & Poor's stayed at A2/Stable/P-1 and A-/Stable/A-2 respectively

Lakala Payment: Intensified product innovation and research and development; payment and merchant businesses showed ongoing growth; revenue for the year was RMB5,557 million, with an increase of 13% YOY; net profit attributable to equity holders of Lakala Payment was RMB935 million, exceeding 15% for six consecutive years

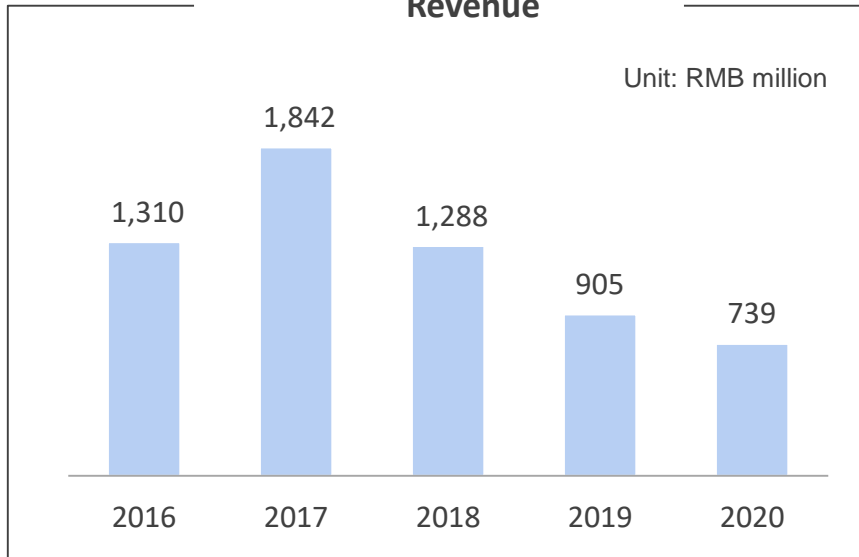
Zhengqi Financial: Insisting on application of "investment-loan linkage" model leading to various IPOs with great results; Sansure generated around 50-times return; net profit for Reporting Period was RMB521 million, an increase of 140% YOY

JC Finance & Leasing: Strengthened business and marketing development; retail financial leasing business represented by heavy truck and small and micro enterprises leasing became major growth driver; net profit increased 28% against market trends

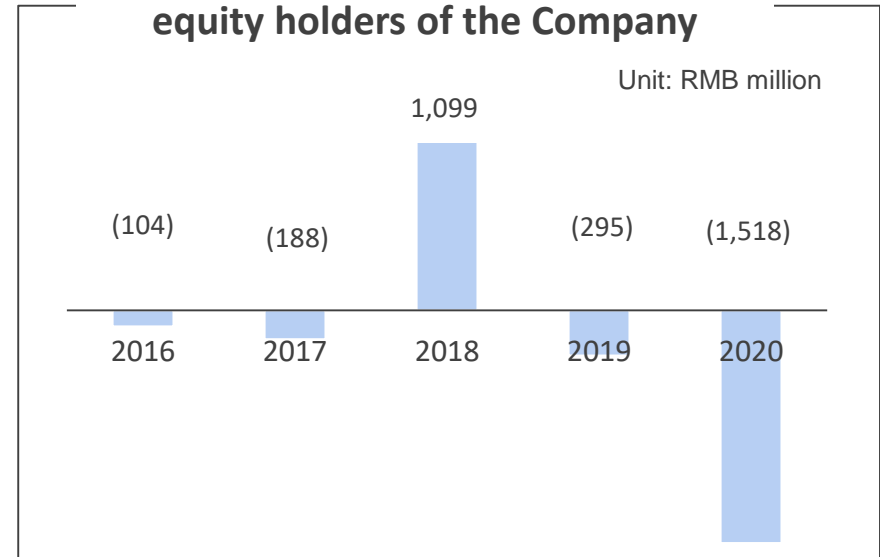
Hyundai Insurance: Legend Holdings and Didi Chuxing co-operated in capital injections in Hyundai Insurance, acquiring 32% of its equity interests respectively, representing our strategic presence in the insurance industry

Innovative Consumption and Services made concerted efforts to overcome difficulties

Revenue



Net profit/(loss) attributable to equity holders of the Company



COVID-19 brought a severe blow to the normal operations of the companies in this segment. Legend Holdings made concerted efforts with segment companies to counter pandemic impact and optimised assets. Net loss attributed to equity holders of our Company was RMB1,518 million, mainly due to the provision of approximately RMB1 billion impairment for CAR

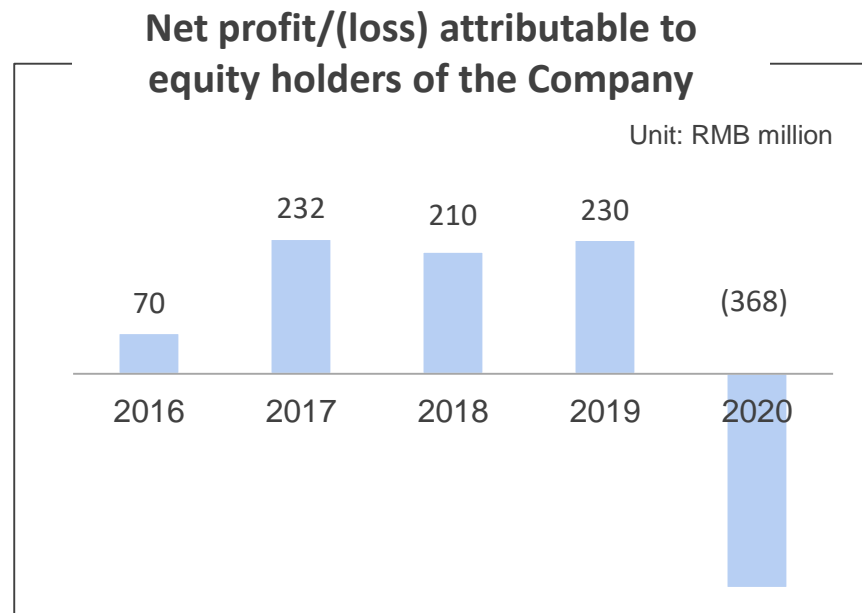
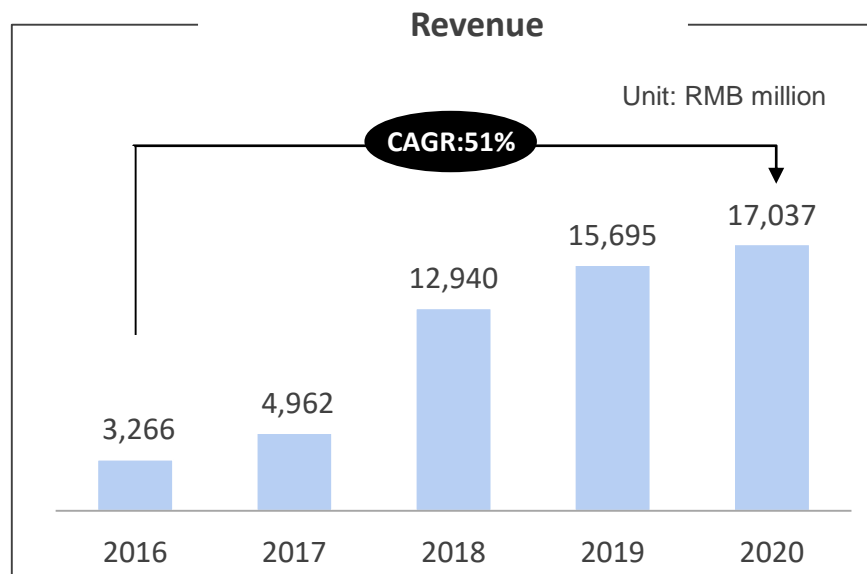
Better Education: Directly operated 109 kindergartens, with about 33,000 enrolled students and about 5,400 staff members; pre-school business's performance was severely hit by the pandemic, but effective adjustments led to better-than-expected results; Better Education pivoted during the Reporting Period to become a platform-based integrated service provider; new products and curriculum plans will be marketed in 2021

Shanghai Neuromedical Center: Solid groundwork on strengthening disciplines, technology and services, and the good reputation gained from taking part in the fight against the pandemic, led to 19% increase in income YOY, despite fewer discharged patients and surgeries; net profit down slightly due to higher costs and increased utilization of materials during pandemic

CAR: Sold all our equity in CAR to MBK for HKD4 per share and gained a cash return of HK\$2.25 billion to support future strategic planning and sustained development. CAR is no longer an associate of Legend Holdings since then

Bybo Dental: Revenue of RMB1,914 million for the year, with a decrease of 7.6% YOY, due to suspension of operations as a result of COVID-19. After work and production resumption, income increased 6.8% YOY, as previous efforts on online investments, internal conversion, optimisation of outlets, elevation of service and talent development contributed to positive effects

Agricultural and Food segment countered pandemic impact by reducing costs and enhancing efficiency to improve results



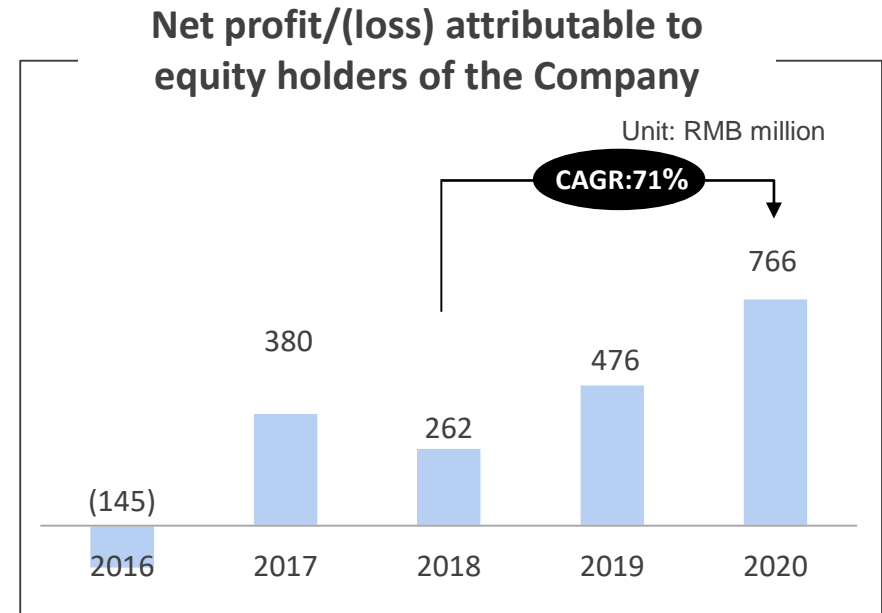
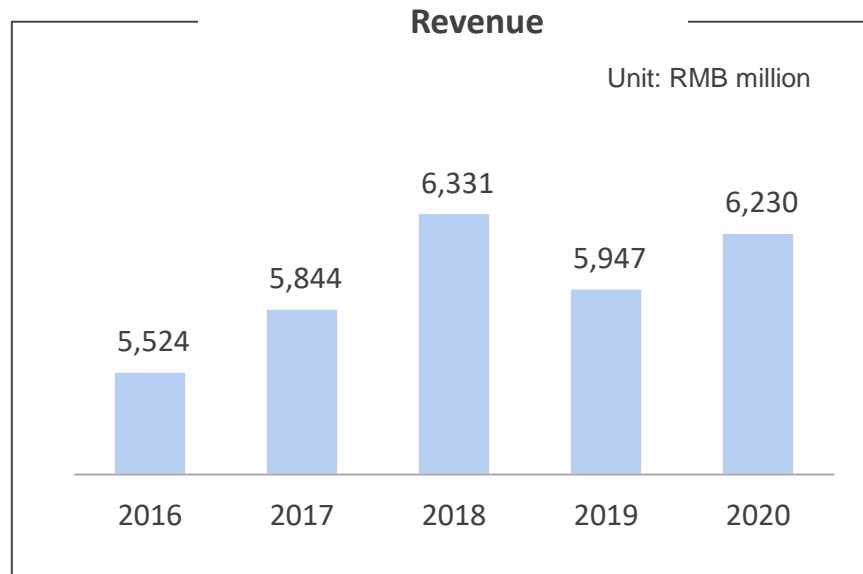
During the Reporting Period, businesses of this segment were hard hit. Joyvio Group overcame the adverse impacts of the pandemic by reducing cost and enhancing efficiency. It continued to focus on the two major supply chains of fruits and seafood, strengthened its full supply chain in the industry and global presence, and sought internal synergies with other Legend Holdings investees to deliver higher quality products and services to consumers

Fruit business: Consumer demand for high-end imported fruit declined due to COVID-19; Golden Wing Mau continued to invest in the market and expand its presence in the global supply chain, to ensure rapid growth of income for the year; Golden Wing Mau brought in Central Enterprise Poverty Area Industrial Investment Fund Co., Ltd. as a strategic investor to enhance fruit distributions

Animal protein business: Salmon business operations continued to be optimised to promote R&D of value-added products and expand diversified sales channels; maintained industry-leading positions as the largest importer and distributor of arctic sweet shrimp, supplier of Pollock and brand owners of all-channel imported animal protein products; prices of salmon fell to record low due to weakened catering market; Joyvio Agriculture reduced costs and enhanced efficiency to counter the adverse impact; KB Food continued to pursue internal synergy and signed an exclusive direct freight agreement with EAL to lower the export costs for lobsters and open up the Shanghai market

Other businesses: Huawei Food in the packaged food business completed IPO on SZSE; Liquor Easy countered COVID impacts by strengthening sales and online operations capacities, and optimised stores and delivery stations; Nine Masters in ready-to-cook business reinforced R&D to develop best-selling products such as bullfrogs, and remodelled factories to enhance processing capabilities.

Advanced Manufacturing and Professional Service showing results in capital operations



The pandemic posed considerable impact on the companies in this segment, but also created opportunities for corporate development. The segment is involved in advanced materials and high-end logistics areas. Legend Holdings encouraged investees to extend upstream and downstream in the value chain, achieve sustainable business development in the increasingly competitive market

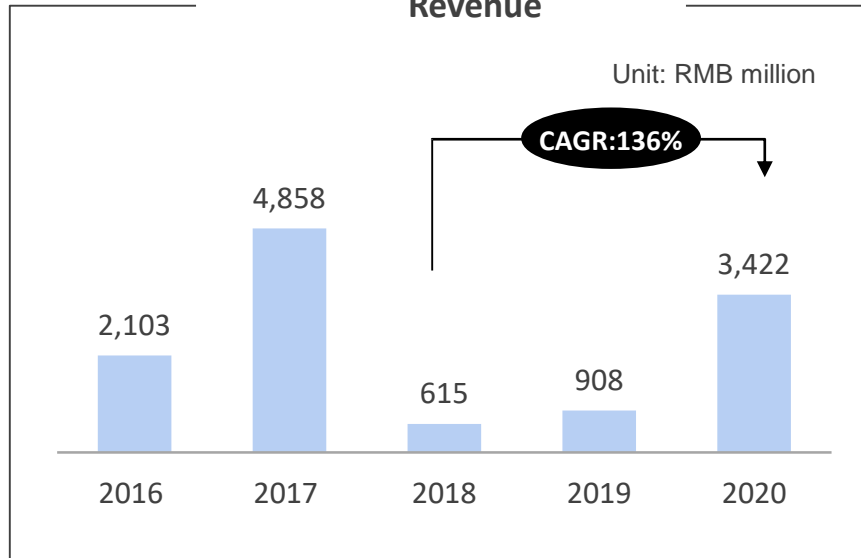
Levima Advanced Materials: successfully listed on SZSE, achieved excellent results in 2020 with a record net profit of RMB 655 million, benefitting from keen demand downstream pushing up product prices, and the IPO fundraising OCC project commerce production reducing the unit cost for production

Zeny Supply Chain: continued to reduce the scale of sizeable assets and realised funds to deal with uncertainties; Jilin operations restructured its business model and continued to expand value-added logistics businesses based on existing warehousing business while securing new customers, to boost revenue in the Reporting Period;

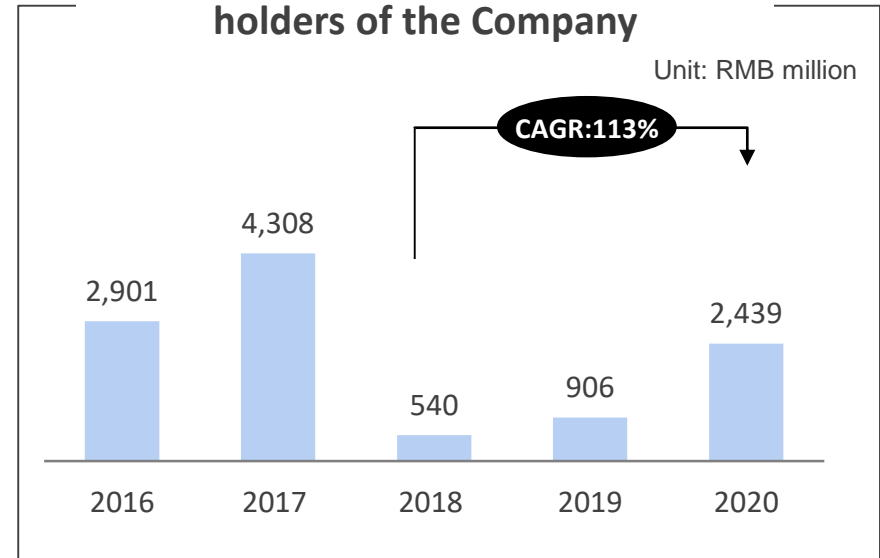
EAL: IPO application approved by China Securities Regulatory Commission; as an enterprise to protect “lifeline”, it made significant contributions to anti-pandemic relief efforts and resumption of business and production; achieved record results in 2020 due to tight air freight capacity globally driving up freight costs

Financial Investments segment achieved outstanding results with multiple IPOs

Revenue



Net profit attributable to equity holders of the Company



During the Reporting Period, Legend Holdings minimized the impact of uncertainties on managed funds through enhanced risk control and prudent investments. Following effective prevention and control of the pandemic, China's economy continued to recover, and equity investments activities picked up in Q2. A number of companies in this segment completed their IPO, achieving fairly good results

Legend Star: Managing 7 funds of AuM of about RMB3 billion; accumulatively invested in over 280 domestic and overseas investment; during the Reporting Period, invested in more than 20 projects domestic and overseas covering innovative technologies, biomedicine, digital medicine and TMT; followed on investments in 50 managed projects, and exited from 14 projects; the 4th RMB fund completed its final round of closing and the 4th USD fund completed its second round of closing

Legend Capital: Managing 25 funds, raised RMB4.524 billion during the Reporting Period; completed 51 new investments and partial or full exit of 44 projects, generating RMB3.3 billion cash return; 11 investees listed during the year; 2021 focus will be on start-up and growth-stage China companies in TMT, innovative consumption, smart manufacturing, professional services, medical and healthcare etc.

Hony Capital: Managing 13 funds while Hony Horizon Fund Management managed 5 mutual funds; pursuing industry-specific investments in the sectors of consumption services, healthcare, catering chains, advanced manufacturing, mobile Internet etc.

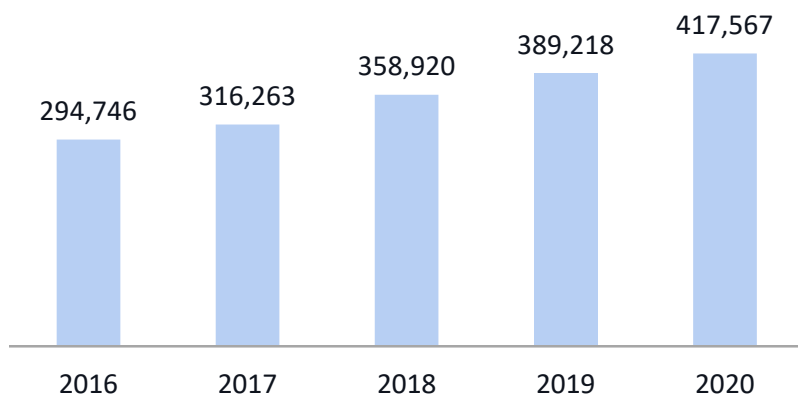
Investment property: Owned Raycom Info Tech Park Tower A, Tower B and Tower C in Zhongguancun, Beijing, with fair value of RMB11.31 billion

3. Financial results

Revenue and profit

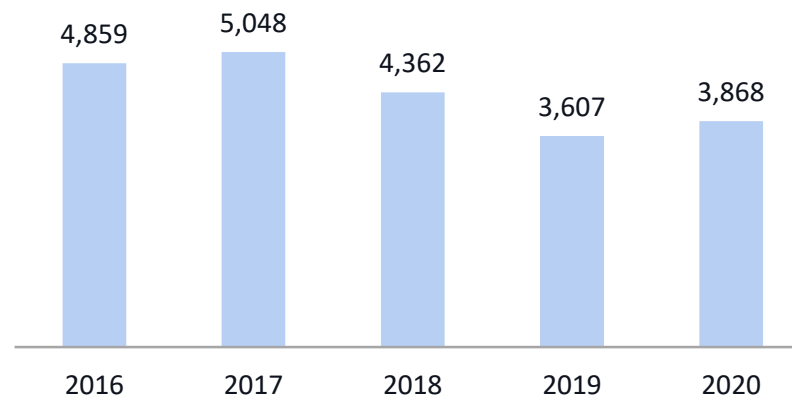
Revenue

Unit: RMB million



NPAEHLA

Unit: RMB million



Net Profit attributable to the equity holders of our Company by segment

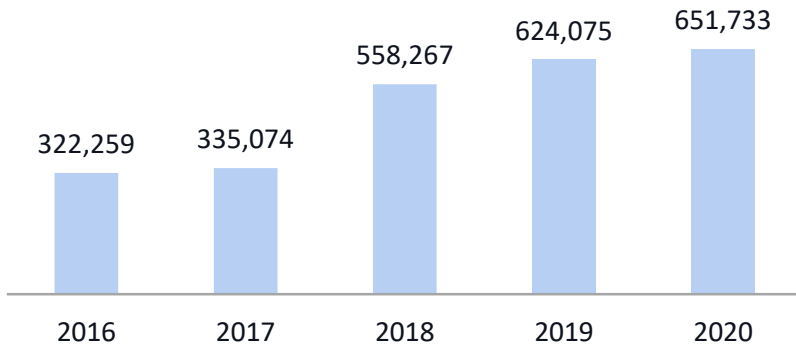
RMB million	2020		2019	
	Amount	%	Amount	%
IT	2,093	54%	1,608	45%
Financial Services	1,874	48%	2,076	58%
Innovative Consumption & Services	(1,518)	(39%)	(295)	(8%)
Agriculture and Food	(368)	(10%)	230	6%
Advanced Manufacturing and Professional Services	766	20%	476	13%
Financial Investments	2,439	63%	906	25%
Unallocated and elimination	(1,418)	(36%)	(1,394)	(39%)
Net profit attributable to equity holders of Legend Holdings	3,868	100%	3,607	100%

Note: NPAEHLH = net profit attributable to equity holders of Legend Holdings

Assets and liabilities (1/2)

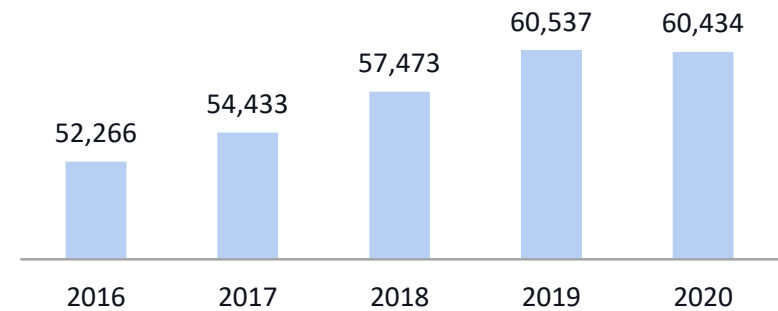
Consolidated assets

Unit: RMB million

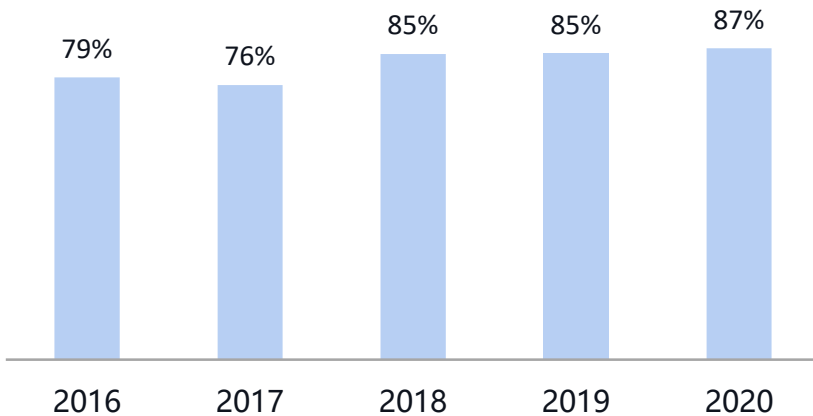


Total equity attributable to the equity holders of the Company

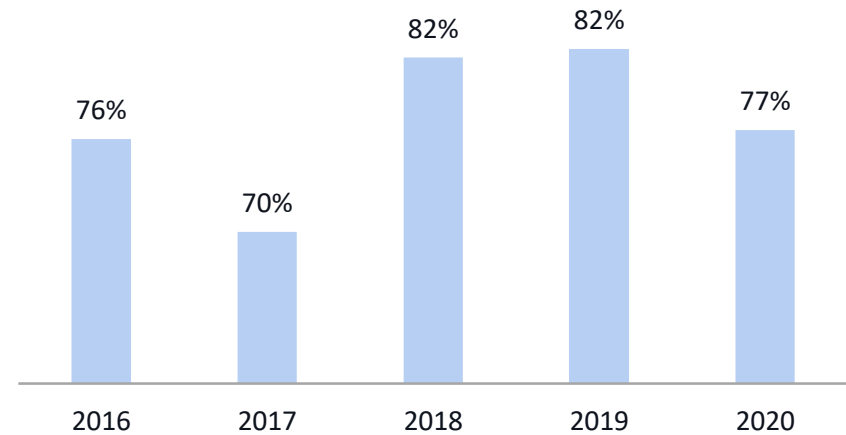
Unit: RMB million



Debt asset ratio



Net debt to equity ratio



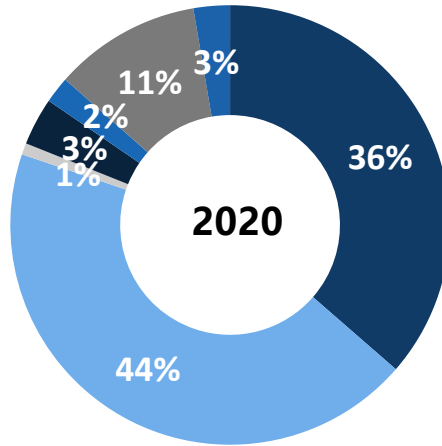
Note: 1. Net debt to equity ratio = net debt/consolidated net asset

2. Net debt = interest-bearing debt – cash and cash equivalents

Assets and liabilities (2/2)

Asset allocation

- IT
- Financial services
- Innovative consumption and services
- Agriculture and Food
- Advanced manufacturing and professional services
- Financial investments
- Unallocated and elimination

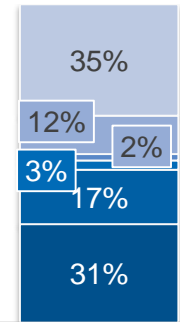
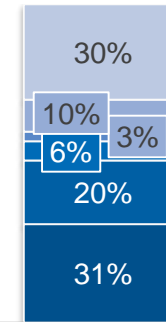


Cash and cash equivalents

- RMB
- USD
- HKD
- EUR
- Others
- CHF

RMB62.3 bn

RMB69.7 bn



2019

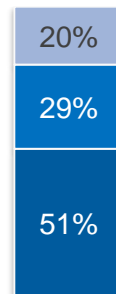
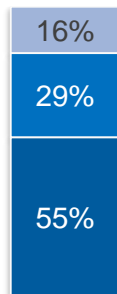
2020

Interest-bearing debt (by currency)

- RMB
- USD
- Others

RMB137.9 bn

RMB136.4bn



2019

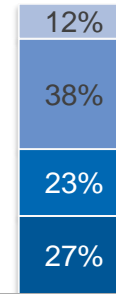
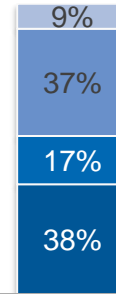
2020

Interest-bearing debt (by due date)

- <1 yr
- 1-2 yr
- 2-5 yr
- >5 yr

RMB137.9 bn

RMB136.4bn



2019

2020

Net debt to HQ

Unit: RMB 100 million

362

398

2019

2020

Note: 1. Net debt to HQ includes Legend Holdings' headquarters and platform, Right Lane Ltd and platform, and Renco's equity

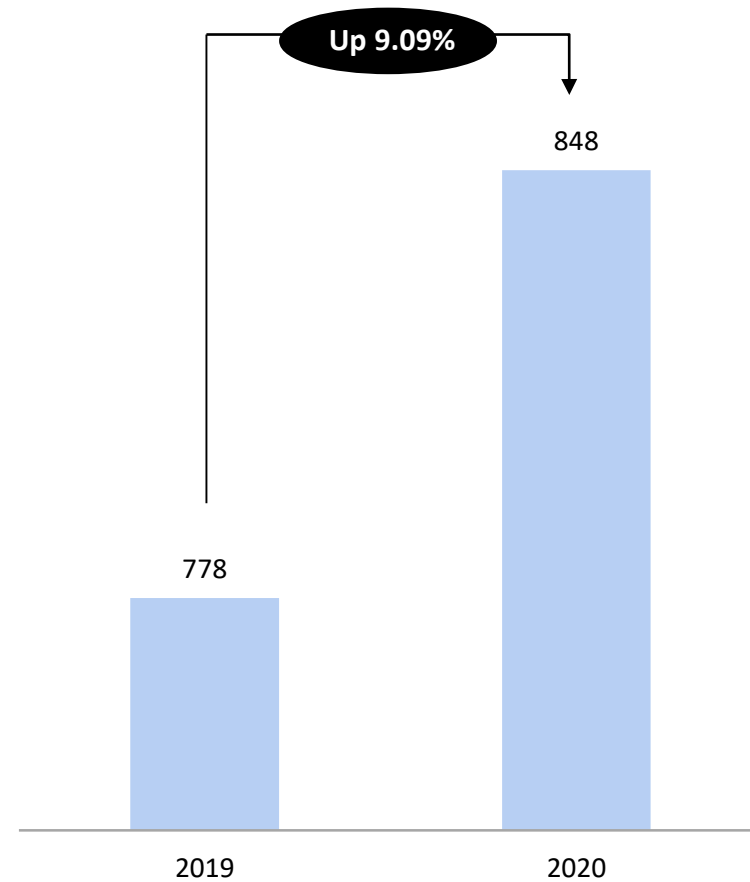
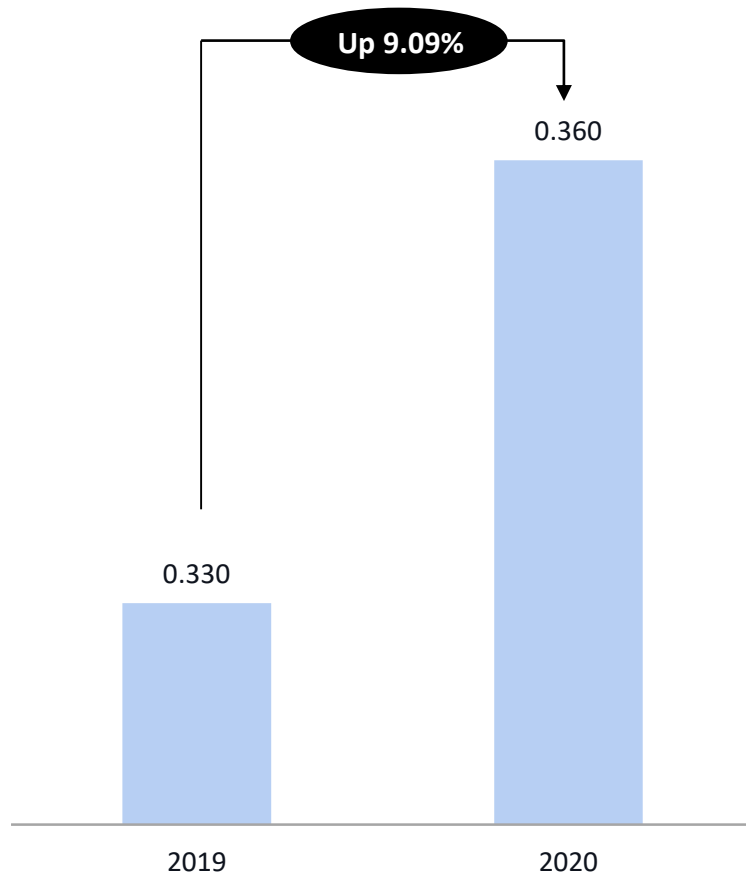
The Board recommends a final dividend of RMB0.36 per share

Dividend per share (before tax)

Total dividend (before tax)

Unit: RMB million

Unit: RMB million



Thank you!

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