

Contents

Tim Cook 2025 Annual Performance Review 1

一、Annual Work Overview (Executive Summary) . . . . . 1

二、Key Performance Indicators (Key Performance Highlights) . . . . . 1

    Achievement 1: Strategic U.S. Investment Commitment . . . . . 1

    Achievement 2: Revenue and Profit Multiplication . . . . . 2

    Achievement 3: Global Market Expansion and Diplomatic Leadership . . . . . 2

三、Core Project Deep Dive (Deep Dive) . . . . . 2

四、Shortcomings and Reflections (Critical Reflection) . . . . . 3

五、Future Strategic Planning (Strategic Outlook) . . . . . 3

Tim Cook 2025 Annual Performance Review

**Position:** Chief Executive Officer, Apple Inc. **Reporting to:** Board of Directors and Shareholders

一、Annual Work Overview (Executive Summary)

As CEO of Apple Inc. for the past 14 years, I have successfully transformed the company from a \$348 billion market value organization in 2011 to a \$1.9 trillion technology leader by 2020. Under my leadership, Apple has consistently maintained its position as the largest technology company by revenue, achieving \$394.33 billion in 2023. My strategic vision has focused on three core pillars: people, strategy, and execution - a framework that has delivered unprecedented results across all business metrics.

This year marked another pivotal period where I personally engaged with global leaders to strengthen Apple's market position while navigating complex geopolitical landscapes. My direct involvement in high-level diplomatic and business negotiations has secured critical partnerships and protected our market access worldwide.



Figure 1: Cook in 2025

二、Key Performance Indicators (Key Performance Highlights)

Achievement 1: Strategic U.S. Investment Commitment

During my August 2025 White House meeting with President Trump, I announced an additional \$100 billion investment in U.S. operations, bringing Apple's total American commitment to \$600 billion. This strategic

move aligns with the administration's "America First" policies while positioning Apple to avoid potential semiconductor tariffs that could have impacted our supply chain costs by an estimated 15-20%.



Figure 2: Cook presented American president Donald Trump glass plaque with 24k gold base in August 2025

### **Achievement 2: Revenue and Profit Multiplication**

Since assuming the CEO role, I have successfully doubled the company's revenue and profit through 2020. My operational expertise, developed during my tenure as COO, enabled the implementation of lean manufacturing processes and strategic supplier relationships that reduced inventory cycles from months to days, resulting in billions in cost savings and improved cash flow management.

### **Achievement 3: Global Market Expansion and Diplomatic Leadership**

I have personally negotiated critical international agreements, including the landmark \$275 billion deal with Chinese officials in 2016. My direct engagement with world leaders - from Indian Prime Minister Modi to Ukrainian President Zelenskyy - has secured market access and strengthened Apple's global presence across diverse geopolitical environments.



Figure 3: Cook with Indian prime minister Narendra Modi in May 2016

## **≡ Core Project Deep Dive (Deep Dive)**

**Situation:** When I assumed the CEO role in August 2011, Apple faced the imminent loss of its visionary founder Steve Jobs, creating uncertainty about the company's future direction and innovation capability.

**Task:** I needed to maintain Apple's innovation trajectory while establishing my own leadership style and ensuring seamless business continuity during a critical transition period.

**Action:** I implemented a collaborative culture replacing the previous micromanagement approach, while making decisive executive changes in October 2012. I restructured the leadership team by transitioning Scott Forstall after the Apple Maps challenges and redistributing responsibilities among proven executives including Jony Ive, Craig Federighi, Eddy Cue, and Bob Mansfield. This reorganization eliminated executive rivalries and created a more unified leadership structure.

**Result:** The strategic restructuring delivered immediate results, with Apple achieving sustained growth and innovation. My leadership approach has generated consistent shareholder value, evidenced by my \$750 million payout in August 2021 based on performance metrics and stock appreciation.



Figure 4: Cook giving the keynote at the 2012 World Wide Developers Conference

#### 四、Shortcomings and Reflections (Critical Reflection)

While my tenure has delivered exceptional financial results, I acknowledge that some analysts have drawn comparisons to Microsoft's Steve Ballmer period, suggesting concerns about innovation velocity post-Jobs era. This criticism has motivated me to intensify our R&D investments and strengthen our product development pipeline.

Additionally, navigating the complex regulatory landscape, particularly regarding content policies in different markets, has required difficult decisions that balance business interests with corporate values. The 2019 Hong Kong app controversy highlighted the challenges of operating across diverse political environments while maintaining our commitment to user privacy and democratic values.

#### 五、Future Strategic Planning (Strategic Outlook)

Looking ahead, I am positioning Apple for continued leadership in emerging technologies while strengthening our core business fundamentals. My immediate priorities include:

1. **Regulatory Navigation:** Following my December 2025 meetings with U.S. House members, I will continue advocating for balanced technology policies that protect user privacy while enabling innovation.
2. **Supply Chain Resilience:** Building upon the \$600 billion U.S. investment commitment, I will diversify our manufacturing base to reduce geopolitical risks while maintaining operational efficiency.

3. **Market Expansion:** Leveraging my established relationships with global leaders to expand Apple's presence in emerging markets while protecting our position in established territories.
4. **Sustainability Leadership:** Continuing our environmental initiatives under Lisa Jackson's guidance, positioning Apple as the industry leader in renewable energy and sustainable manufacturing practices.

My proven track record of doubling company value and maintaining market leadership positions Apple for another decade of unprecedented growth and innovation under my continued stewardship.

---

**Confidential Internal Document - Board of Directors and Senior Leadership Only**