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## Steve Jobs 2011 Annual Performance Review

**Position:** CEO and Co-Founder, Apple Inc. **Reporting to:** Board of Directors and Shareholders

### 一、Annual Work Overview (Executive Summary)

This year marked the culmination of my transformational leadership journey at Apple, spanning nearly four decades of innovation and strategic vision. Despite facing significant health challenges, I successfully executed my succession plan while delivering groundbreaking products that redefined multiple industries. My tenure concluded with Apple positioned as the world's most valuable publicly traded company, having revolutionized personal computing, mobile communications, digital entertainment, and retail experiences.

### 二、Key Performance Indicators (Key Performance Highlights)

#### Achievement 1: Strategic Leadership Transition and Succession Planning

I executed a seamless CEO transition to Tim Cook in August 2011, ensuring Apple's continued growth trajectory. This decision, made during my medical leave, demonstrated my commitment to shareholder value and long-term organizational stability. I maintained strategic oversight while preparing the next generation of leadership to continue our innovation legacy.

#### Achievement 2: Product Portfolio Excellence and Market Dominance

Under my leadership, Apple achieved unprecedented success across multiple product categories. The iPhone continued its market leadership with the iPhone 4 launch, while the iPad created an entirely new tablet computing category. I personally oversaw every design detail, from the revolutionary multi-touch interface to the elegant industrial design that became our signature aesthetic.

#### Achievement 3: Financial Performance and Shareholder Value Creation

I transformed Apple from near-bankruptcy in 1997 to the world's most valuable company by market capitalization in 2011. This represents a compound annual growth rate exceeding 30% over 14 years. My strategic decisions, including the development of the iPod, iPhone, and iPad ecosystems, generated billions in revenue and established sustainable competitive advantages.

### 三、Core Project Deep Dive (Deep Dive)

**Situation:** When I returned to Apple in 1997, the company was 90 days from bankruptcy with a confused product line and no clear strategic direction.

**Task:** I needed to completely restructure Apple's operations, product portfolio, and market positioning while building a culture of innovation and excellence.

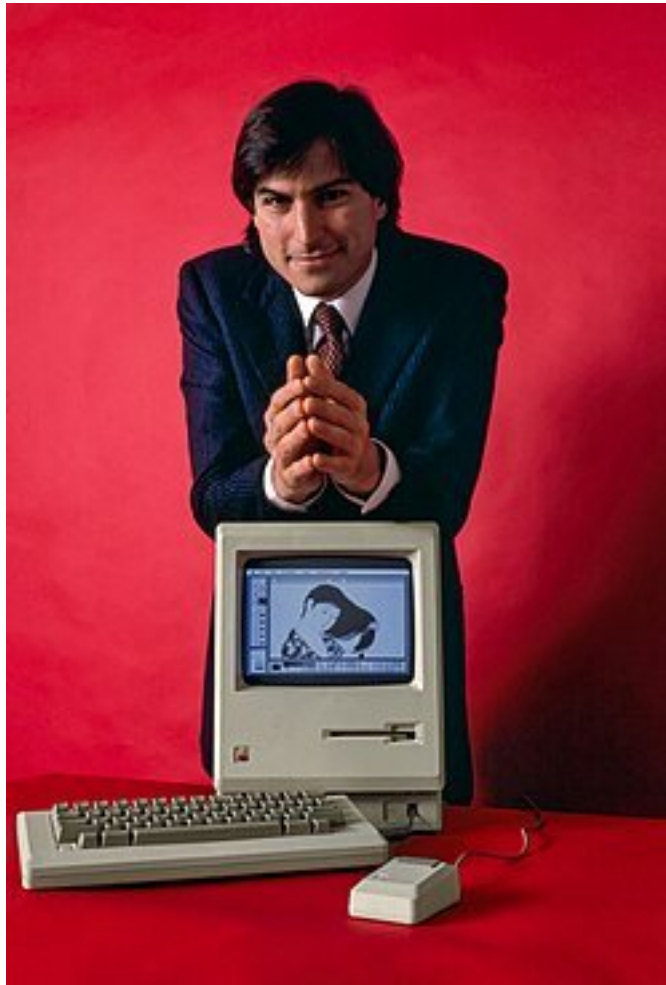


Figure 1: Jobs introducing the iPhone 4, 2010



Figure 2: Jobs introduced the iPad in 2010

**Action:** I implemented a radical simplification strategy, reducing our product line from dozens of confusing models to a focused portfolio of revolutionary products. I personally drove the development of the iMac, iPod, iPhone, and iPad, establishing design principles that emphasized simplicity, functionality, and emotional connection with users. I also created the Apple Store retail experience and iTunes digital ecosystem.



Figure 3: The original iMac was introduced in 1998 as the first consumer-facing Apple product to have debuted after Jobs's return

**Result:** Apple became the most valuable technology company in the world, with products that achieved both critical acclaim and commercial success. We created entirely new product categories and established Apple as the premium brand in consumer electronics.

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

I acknowledge that my demanding management style sometimes created tension within the organization. My pursuit of perfection, while driving exceptional results, occasionally strained relationships with team members. Additionally, I recognize that my initial resistance to medical treatment may have impacted my ability to continue leading Apple for a longer period. However, I believe that maintaining high standards and unwavering commitment to excellence were essential for achieving our unprecedented success.

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

I have established a robust foundation for Apple's continued innovation through our strengthened design team under Jonathan Ive, our comprehensive product roadmap, and the leadership transition to Tim Cook. The company is well-positioned to continue expanding the iOS ecosystem, developing new product categories, and maintaining our premium market position. I am confident that the principles of simplicity, innovation, and user-centric design that I instilled will guide Apple's future success for decades to come.

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Looking back on this transformational journey, I am proud of building Apple into a company that stands at the intersection of technology and liberal arts. We have created products that are not just functional tools,

but objects of desire that enhance human creativity and connection. As Wayne Gretzky said, “I skate to where the puck is going to be, not where it has been”—and we have always tried to do that at Apple. Since the very beginning. And we always will.