

Address by Honorary Graduate

Dr Li Ning

Doctor of Business Administration *honoris causa*

Council Chairman, President, distinguished guests,

Today, it is my great privilege to be here to deliver this speech on behalf of all the recipients of the honorary doctorate from Lingnan University. I extend my heartfelt gratitude to Lingnan University for bestowing this academic distinction upon us, and would also like to express my sincere thanks to the University Council and the Honorary Awards Committee for their trust.

Dr Fok, the Hon Martin Liao, Prof Tang, Prof Wang, and Dr Yen have all dedicated themselves to their respective fields for many years. Their entire lives and continuous contributions have brought a positive and far-reaching impact to economic development, public governance, technological innovation, social welfare, and cultural exchange. I am very proud to share this honour with these five remarkable individuals.

Thinking about my own personal journey, I began learning gymnastics at the age of eight, and later had the privilege of competing for my country. The professional athletic training I received then and my experience in competitive sport subtly shaped my outlook both on the world and on life.

I believe the allure of sport extends far beyond winning or losing on the field: it lies more in its power to unite, and to inspire an upwardly striving spirit. Therefore, since founding the Li-Ning brand, I have consistently endeavoured, through our products and engagements, to convey this sportsmanlike spirit to a broad community of enthusiasts. We use the power of sport to touch more lives, and particularly to motivate and guide younger generations to pursue excellence and build self-confidence. Our sporting spirit serves the public as we believe that people find both joy and meaning in sport, and that sport can unlock their potential and allow them to dare to imagine and courageously create - and this represents the value of sport needed in today's society.

Going from an athlete to a business leader has only strengthened my conviction that the spirit of sport and business acumen can jointly drive social progress. Over the past three decades, the Li-Ning brand has risen from nothing – certainly from small beginnings - witnessing and accompanying the development of sport in China. Every step of the way has depended on the dedication of our team, the trust of our business partners, and the guidance and support of mentors, as well as backing and confidence from all sectors of society. It is everyone's collective effort that has allowed our "Anything is Possible" philosophy to be passed on and to evolve. We look forward to Li-Ning

becoming a world-class professional sports brand in the future, contributing even more to China's athletic pursuits and global sports culture.

Lingnan University has long upheld its motto of "Education for Service", and has nurtured a great number of outstanding, well-rounded talents with a strong sense of social responsibility over the years. The University's advocacy for and provision of a liberal arts education have deeply impressed me. Being conferred this honorary doctorate is for me both an invigoration and a new responsibility. It reminds me to hold myself to a higher standard, encourages me to view issues from a broader perspective, and inspires me to better serve society. Moving on, I shall treasure this recognition as I reaffirm my commitment to the sports industry, ensure the sporting spirit is passed on to the hearts of more young people, and do my utmost to strengthen the partnership between sport and education, humbly contributing to promoting enlightenment and public welfare.

Once again, I thank Lingnan for this tremendous honour, and hope the University will continue to flourish and to cultivate exceptional talents, and achieve even more in the forthcoming chapters! Thank you all!

榮譽博士致謝辭

李寧博士

榮譽工商管理學博士

尊敬的校董會主席、校長，各位來賓：

大家好！

今天，我深感榮幸能在此代表所有獲得嶺南大學榮譽博士學位的同仁致辭。衷心感謝嶺南大學授予這份崇高的榮譽，同時也向校董會及榮譽學位委員會所給予的信任，表達誠摯的謝意。

霍震寰博士、廖長江議員、湯濤教授、王安憶教授與甄子丹博士都在各自領域長期深耕，他們的卓越實踐與持久貢獻，為經濟發展、公共治理、科技創新、人文關懷與文化傳播等領域帶來了積極而深遠的影響。能與五位傑出人士共同獲此殊榮，我深感榮幸。

就我個人的經歷而言，從八歲開始學習體操，之後有幸為國征戰賽場。在那個階段，所接受的體育專業訓練、所參加的競技比賽的經歷，都潛移默化地影響了我面對世界與人生的態度。

我認為體育的魅力，遠不止於賽場上的勝負，更在於它凝聚人心、激勵向上的精神力量。所以，在創立李寧品牌之後，我一直都再努力實踐通過產品體驗、運動體驗的形式將體育精神傳遞給廣大的運動愛好者，通過體育的力量去感染更多人，尤其是激勵和引導青少年群體如何去追求榮譽和建立自信。我們以體育精神服務大眾，相信大眾能從參與體育中能夠獲得運動的樂趣與意義，相信體育能夠激發人們敢於想像、勇於創造的潛能，相信這是當今社會所需要的體育價值。

從運動員到企業經營者，這一路走來，我更堅信體育精神與商業智慧可以相互融合，共同推動社會的進步。過去的三十餘年裡，李寧品牌從無到有，從小到大，見證並陪伴了中國體育事業的發展。其中的每一步，都離不開團隊的付出、商業伙伴的信任、師長的指導扶持，以及社會各界的支持與信賴，是大家讓「一切皆有可能」的理念得以傳承和發展。期待未來李寧品牌能夠成為世界一流專業運動品牌，為中國體育事業和世界體育文化貢獻更多力量。

一直以來，嶺南大學以「作育英才，服務社會」為校訓，多年來培養了大量全面發展、具有社會責任感的優秀人才，學校對博雅教育的推崇與踐行，也使我深受觸動。此次被授予榮譽博士學位，對我而言，既是鼓勵，更是一份新的責任。它提醒我應當以更高的標準要求自己，鼓勵我以更廣的視野去思考問題，激勵我如何去做一名社會的服務者。未來，我也將帶著這份認可，繼續深耕體育事業，讓體育精神在更多青少年心中薪火相傳，將盡己所能去促進「體育」與「教育」形成合力，為教育發展和社會公共事業貢獻綿薄之力。

再次感謝嶺南大學給予我們的殊榮，祝願嶺南大學桃李滿枝，再譜新篇！謝謝大家！