A Vision of Smarter Technology for All

Chapter 1 | FY 2020/2021
We envision a world where every person and business has access to the technology that allows them to achieve their own intelligent transformation.
Achieve our vision through…

**Smarter technology for all**

<table>
<thead>
<tr>
<th>Intelligence</th>
<th>Innovation</th>
<th>Customer &amp; Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helping every customer experience their own Intelligent Transformation</td>
<td>Through products, solutions and services across the portfolio</td>
<td>Delivered to those businesses and consumers who need it most</td>
</tr>
</tbody>
</table>

AI, 5G, Big Data  | Smart IOT, Infrastructure, Verticals
Service-led transformation

Attached services & software

Managed services & DaaS

Complex solutions

SI solution

Lenovo smart solution
Attached services & software

Services sold with the device that cover everything needed to keep the product running across its lifecycle. Lenovo becomes a trusted IT advisor for customers.
Managed services & DaaS

Managed services maintain and anticipate what’s needed to make customers’ critical operations efficient and effective. With Lenovo DaaS, companies can focus on the business and market strategy, not on delivering “back office” services.
Complex solutions incorporate hardware, software, and services, as well as Lenovo’s IP through ‘Lenovo Smart Solutions.’ Lenovo integrates these repeatable solutions to makes customers more productive.
Complex smart solutions

Selling a complex solution starts with a services led engagement, where a services led engagement begins when we are understanding a customer’s business problem, and they are trusting us to design and implement a solution to address it. These solutions can be through Systems Integration or a Lenovo Smart Solution.
Smarter Manufacturing

Helping to forecast market demand

Improved forecasting accuracy using big data solutions
Smarter Industry

Using SIoT sensors and big data analytics to control temperature and pressure

Improving yield and profits
Smarter Retail

Lenovo & Scale Computing Edge Infrastructure Solution

BEIJING & BELGIUM
Smarter Education

VR Classroom with Lenovo Mirage VR S3 with ThinkReality
Smarter Healthcare

AR and AI in Cancer Research
Simultaneous Localization and Mapping (SLAM) technology to differentiate between diseased and disease-free tissue
Smarter Cities

Lenovo & Pivot3 Edge Computing Solution
Efficiency and scale for entire security network

BOGOTA, COLOMBIA
Four Decades of Transformation

1994-2004
Lenovo released and sold its own branded PCs and became the top brand in China with a market share of 30%.

2004-2014
Acquired IBM PC, started globalization, and became #1 PC company in the world.

2014-2018
Acquired IBM System x and Motorola transforming to multiple business model.

2019-2019
3S strategy to fuel the next generation of smart solutions.
Our Unique Heritage

- **Lenovo IBM PC 2005**
- **NEC JV & Medion 2011**
- **Stoneware 2012**
- **IBM System X & Motorola 2014**
- **NetApp JV 2018**
- **Fujitsu FCCL JV 2017**
- **Legend 1984**
- **IBM PC 1981**
180 markets we do business in

15 R&D locations worldwide

63K employees

4 new devices bought per second

4 new AI innovation centers
1986
The first Chinese character card, which enabled computers to process the Chinese language.

1990
Operating under the name Legend, Lenovo launches first self-branded computer in China.

1992
ThinkPad firsts – color TFT screen and later embedded security chip – innovations that became industry standards.

1999
The first Internet PC for China, providing the first direct connection between PC and phone line.

2001
ThinkPad becomes the industry’s first TCPA-certified laptop to feature an embedded security chip.

2008
ThinkPad X300 – widescreen ultra-thin and ultra-light laptop.

2012
- 360-degree hinge – pioneered the convertible category.
- First warm water cooling server technology.

2015
ShatterShield Technology for smartphone screens so phones don’t break.

2018
ThinkShutter & TrueBlock Privacy Shutter ensure the camera is off.

2019
The world’s first foldable PC and clamshell smartphone.

2020
The world’s first 5G PC.
FY 2019/20 Key Achievements & Milestones

GROUP OVERVIEW

- Full-year revenue exceeded US$50 billion for second consecutive year
- Record pre-tax income of US$1.02 billion, up 19% year-on-year
- Net income of US$665 million, up 12% year-on-year

PC & SMART DEVICES

- Record revenue of almost US$40 billion
- Extended #1 leadership of global PC market with share of 24.5% for the full year

MOBILE BUSINESS

- Launched iconic Razr smartphone
- Improved PTI year-on-year by US$96 million

INFRASTRUCTURE SUPPORT

- Non-hyperscale revenue grew 5.3% year-on-year
- High Performance Computing #1 supercomputer leadership extended, now 173 of top 500 systems worldwide
Our operations

Manufacturing
Research Center
Company Location
Global supply chain operations
34 Facilities

+100M Devices Shipped

180 Markets

+2000 Suppliers
Lenovo
Global Supply Chain

Ranked #15
Gartner Supply Chain Top 25
Environmental, Social, and Governance

Chapter 4 │ FY 2020/2021
Key pillars for a strong ESG structure

Environmental

Social

Governance

Investment and Support from Top Management
ESG programs

- Social Impact
- Environmental Leadership
- Governance & Control
Key Stakeholders

Lenovo ESG

- Employees
- Investors
- Customers
- Supply Chain
- Regulators / Legislators
- Board of Directors
- Local Communities
- Advocacy Groups
- Industry Associations

2020 Lenovo. All rights reserved.
Environmental
Leader in innovative packaging

Our lighter bio-based (bamboo and bagasse) packaging reduces the overall package size, resulting in a 6.7% efficiency improvement in transportation CO2 emissions.
Low temperature solder

Lenovo uses a new and more sustainable process to build stronger, more reliable devices and conserve energy.
Closing the loop

We use post-consumer recycled content in laptops, desktops, workstations, monitors, and accessories and are introducing closed-loop process for some products.
A leader in sustainability

- Corporate Knights 2020 100 Most Sustainable Corporations in the World index
- Rated AA on 2019 Hang Seng Corporate Sustainability Index
2020 Climate Change Targets

Reduce CO$_2$e by 40%

Generate 30MW of onsite renewable energy by 2020
Smarter believes diversity drives innovation
Smarter is for all

LENOVO FY 2020/21
DIVERSITY AND INCLUSION
SNAPSHOT

180
markets around the world in which Lenovo operates

63,000
Lenovo employees worldwide

100
different languages spoken by Lenovo employees

97%
of Lenovo business managers are native residents to the markets that they work in

5
unique nationalities are represented among our top 14 executives in the Lenovo Executive Committee

Global gender

36%
of Lenovo employees around the world are women.

21%
of executive roles worldwide at Lenovo are held by women.

26.4%
of technical roles worldwide at Lenovo are held by women.

Race & Ethnicity in the U.S.

34%
of Lenovo employees in the U.S. represent traditionally under-represented racial and ethnic groups.

29%
of executive roles in the U.S. represent traditionally under-represented racial and ethnic groups.

42.8%
of technical roles in the U.S. represent traditionally under-represented racial and ethnic groups.
While continuing to focus on Lenovo’s diverse employee base, we will now advance our focus into universal product development and design.

Universal product design eliminates biases and ensures product development accounts for all ages, abilities, and cultures and other factors (cultural appropriateness, body fit, comfort, etc.)

We will drive criteria, development, and validation of technology in our products to minimize biases in the user experience or product itself.
Connecting underserved populations to technology ensures the very diversity we value and ultimately helps all of humanity move forward. Communities that lack access to the latest technology will fall further behind as services, commerce, and education increasingly move to AI and smart platforms.”

Yolanda Lee Conyers
President, Lenovo Foundation & Chief Diversity Officer
Responding to COVID-19

$15 million
in relief contributions around the world
Governance
Transparent global business

63K employees around the world

180 markets of business
Great companies operate with great integrity. That is my expectation – and that is how we will keep growing, winning, and achieving our bold aspirations for many years to come.”

Yang Yuanqing
Chairman and CEO

Lenovo Code of Conduct
Acting with Integrity

FOLLOW THE LAW, THE CODE, AND OUR POLICIES

We behave honestly, by obeying the law, our policies, our Code of Conduct, and by always doing the right thing. We do not engage in unfair business practices or illegal activities like fraud, theft, bribery, insider trading or harassment. We never abandon our ethical values for the sale of profits or personal gain.

MUTUAL RESPECT

We treat each other with fairness, dignity, and respect. We value individual differences and the quality of ideas and innovation that come from those differences.

ACCOUNTABILITY

We honor commitments, deliver on our promises, and take responsibility for decisions. We value individual differences and the quality of ideas and innovation that come from those differences.

COURAGE

We report any situation or action that we believe violates our policies, the Code of Conduct, or the law. We never retaliate against those who speak up.

ETHICAL LEADERSHIP

Regardless of our position or level, we rely on Lenovo’s values and Code of Conduct as our guide. We consider the consequences of our decisions on Lenovo’s reputation. We avoid conflicts between our personal interests and those of Lenovo.

COMMITMENT TO CONSUMERS AND COMMUNITIES

We always focus on the needs of consumers, our customers, and the communities where we do business.
Security by design

From development, to supply chain, for the entire lifecycle of our devices, security is at the heart of everything we do.
Security that’s built in, not bolted on.
Privacy

Lenovo is committed to being a responsible custodian of personal information - protecting the privacy and confidentiality of the personal information it collects and maintains about its customers, employees, business partners, and other identifiable individuals.
Industry leading supply chain security

**Trusted Supplier Program**
- Documented, auditable supply chain program ensures end-to-end security
- Suppliers undergo quarterly compliance and security assessments

**Transparent Supply Chain (TSC)**
- Traceability at the component and system level
thanks.

Smarter technology for all