

lenovo[®]

The Lenovo Winning Formula

Wong Wai Ming, Group CFO, Lenovo
2012 Taiwan, Technology & Beyond Conference



Lenovo is...

A \$20B+ global personal
technology company
with 30,000 people and
customers in 160+ countries.

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THOSE
WHO DO.

Expanded Presence in Global Markets

#2

Worldwide PC Market Share

#1

Emerging Markets

Lead over HP has grown to 6pts in last 3 Quarters

#1

Worldwide Commercial

Reached 18.4% share, overtaking HP

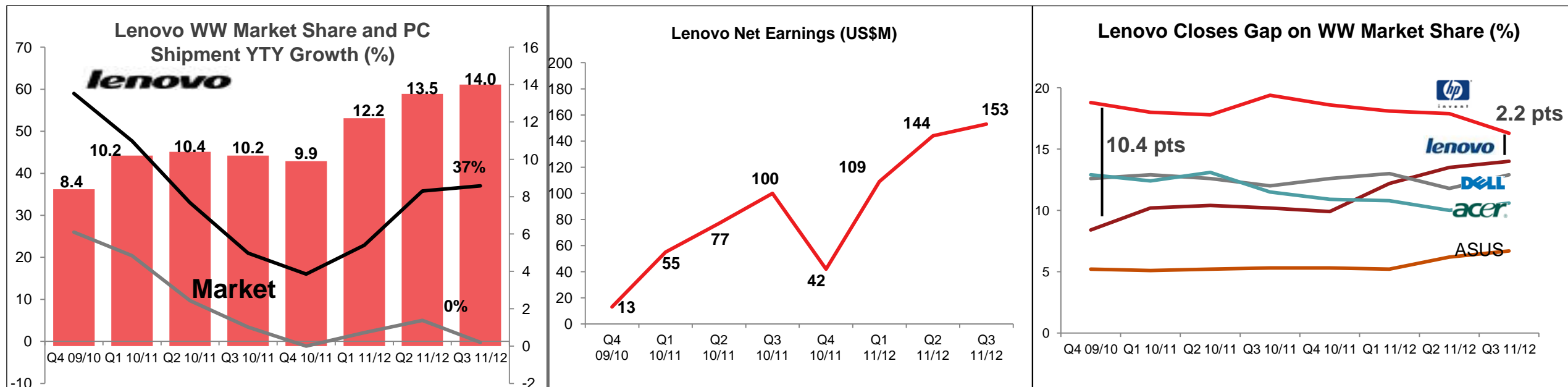
#1

Consumer Desktop

Passed HP to take over #1

Lenovo #2 in the world, closing gap on #1 position

- Fastest growing for 9th straight quarter
- Record highs in market share, shipments, revenue and PTI
- Closing gap with #1 position to just 2 points



Source: IDC and Internal Data

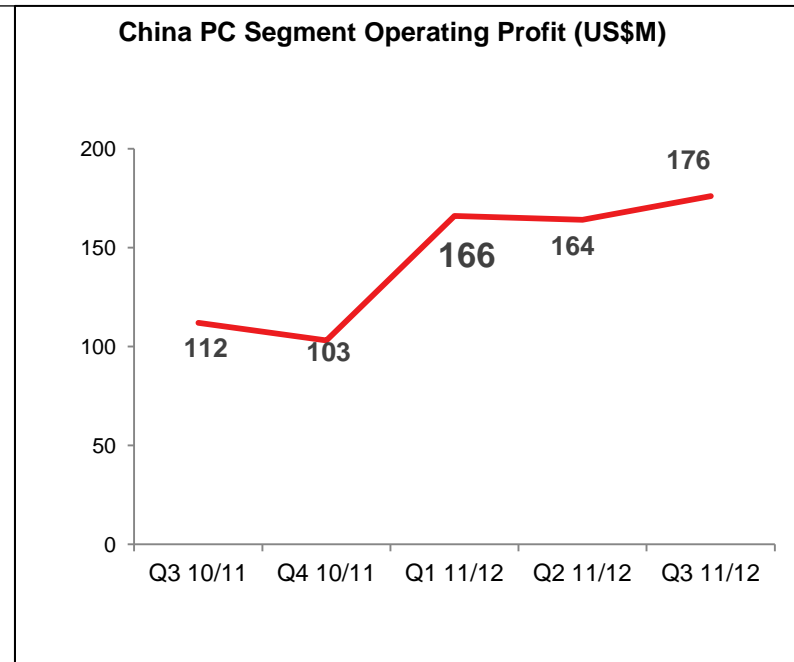
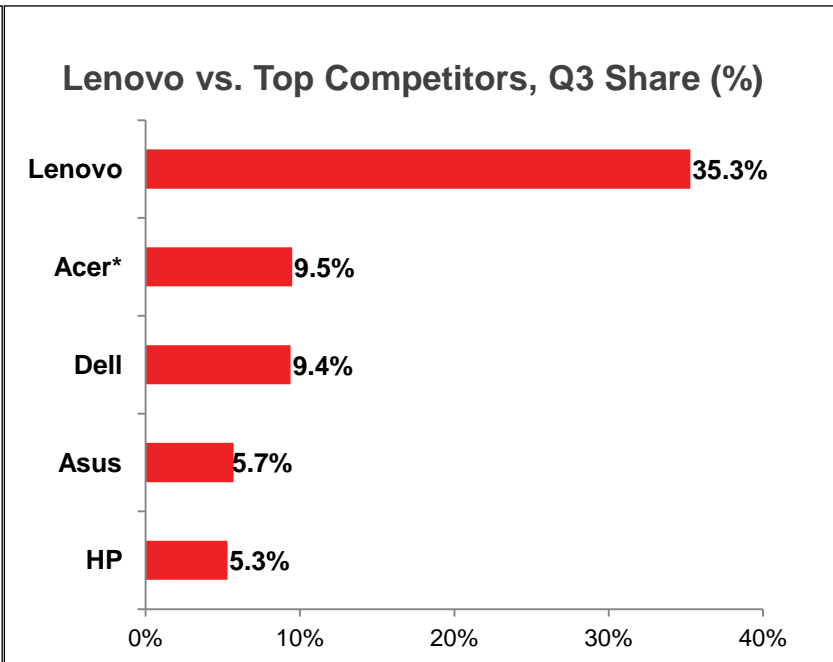
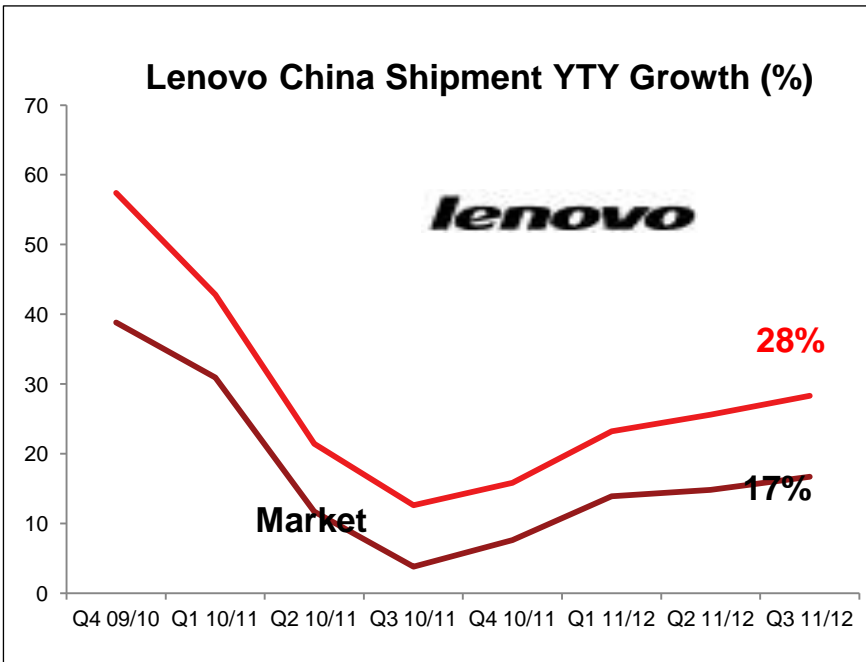




**What contributed to Lenovo's
continuous solid growth?**

Protect China Leadership

- Extended lead vs. competitors in world's largest PC market
- Achieved record market share of 35.3%
- Improved PC operating profit by 57% YTY



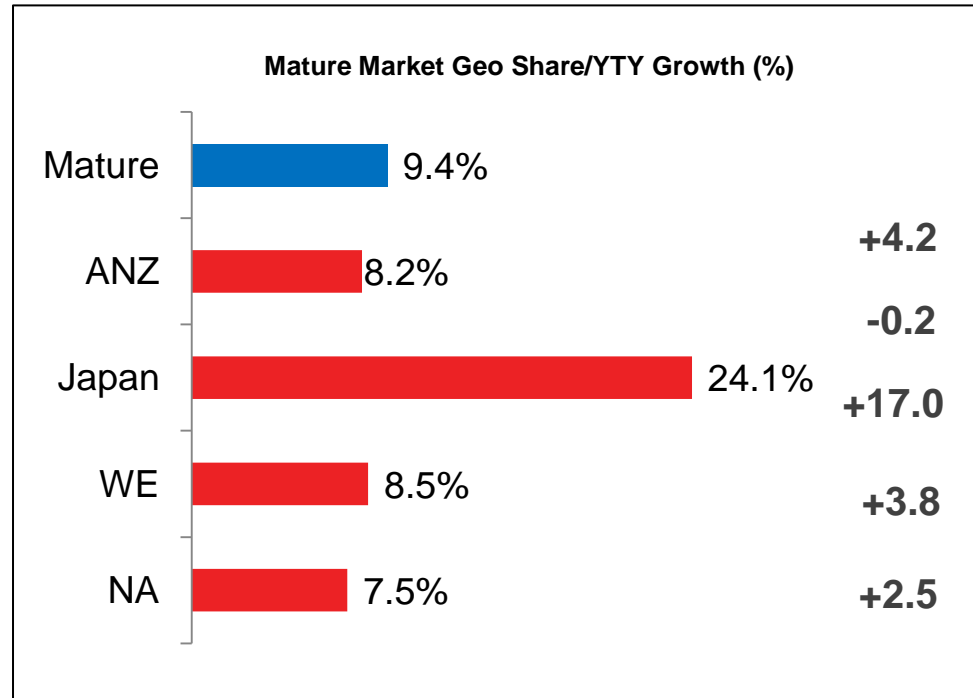
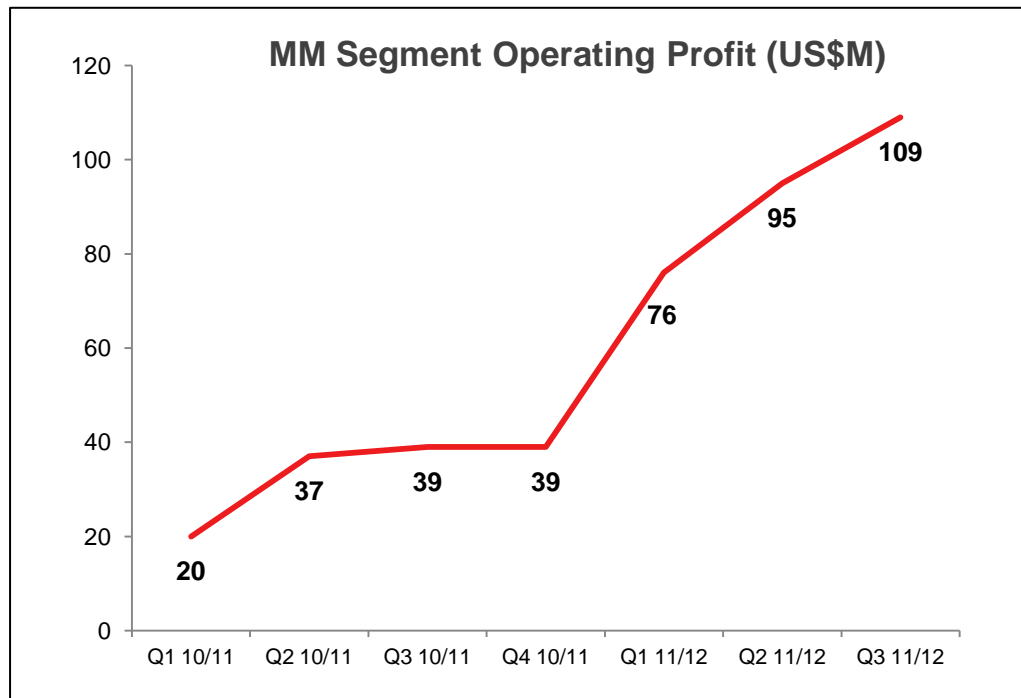
*Includes Founder

Source: IDC and Internal Data



Mature Markets: Protect Relationship / Attack Transactional

- More than doubled operating profit YTY
- Record high market share of 9.4%, up 4.2 points YTY
- Successful integrations of NEC and Medion

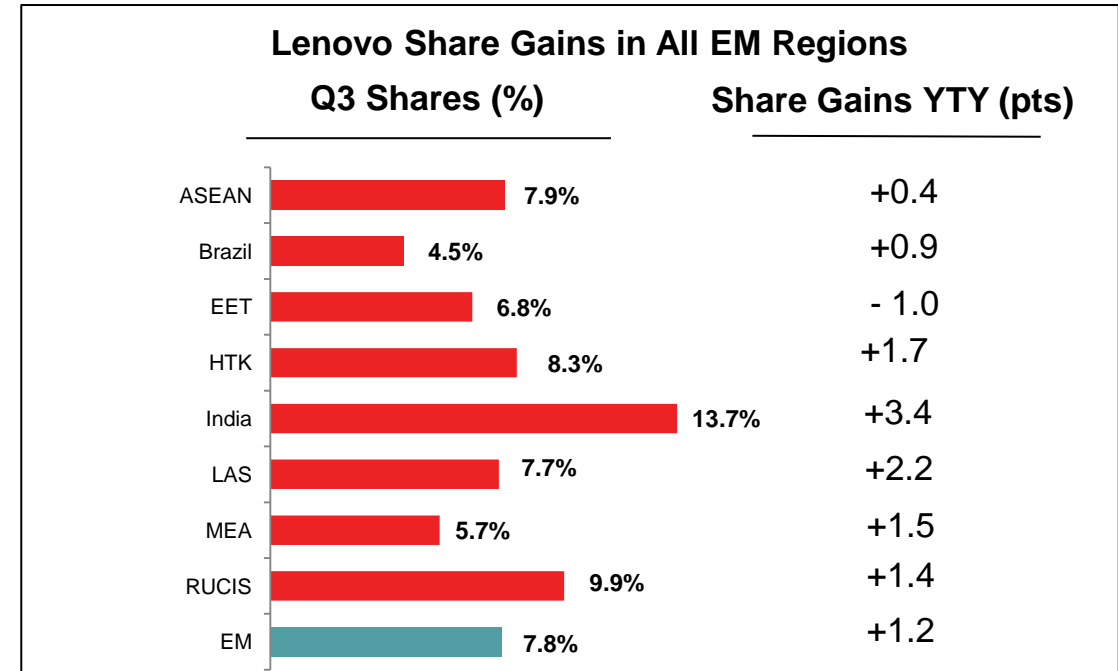
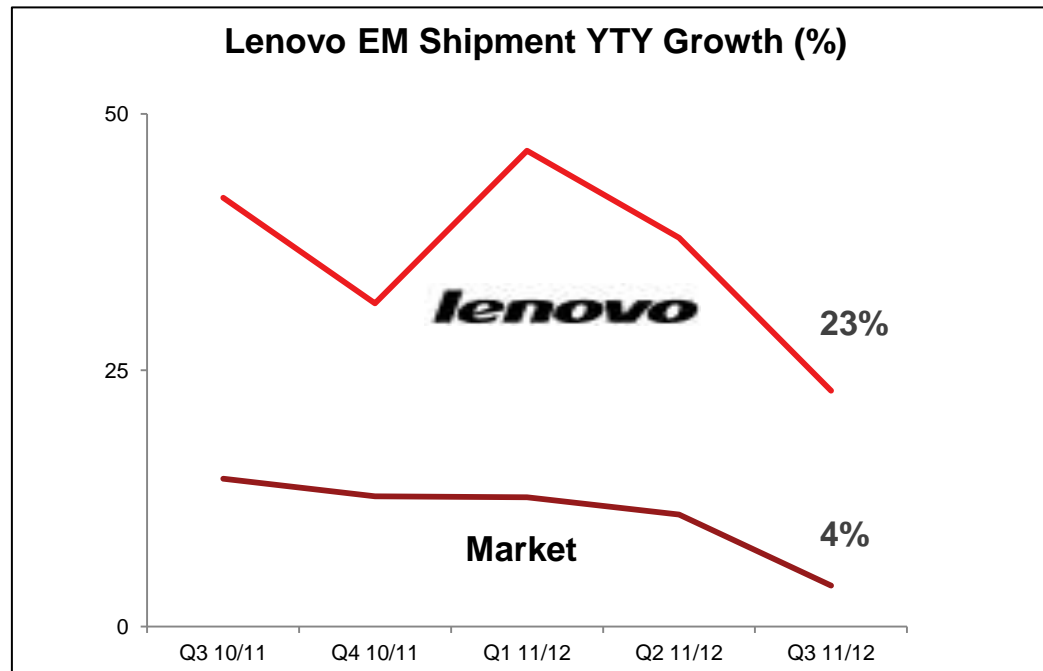


Source: IDC and Internal Data

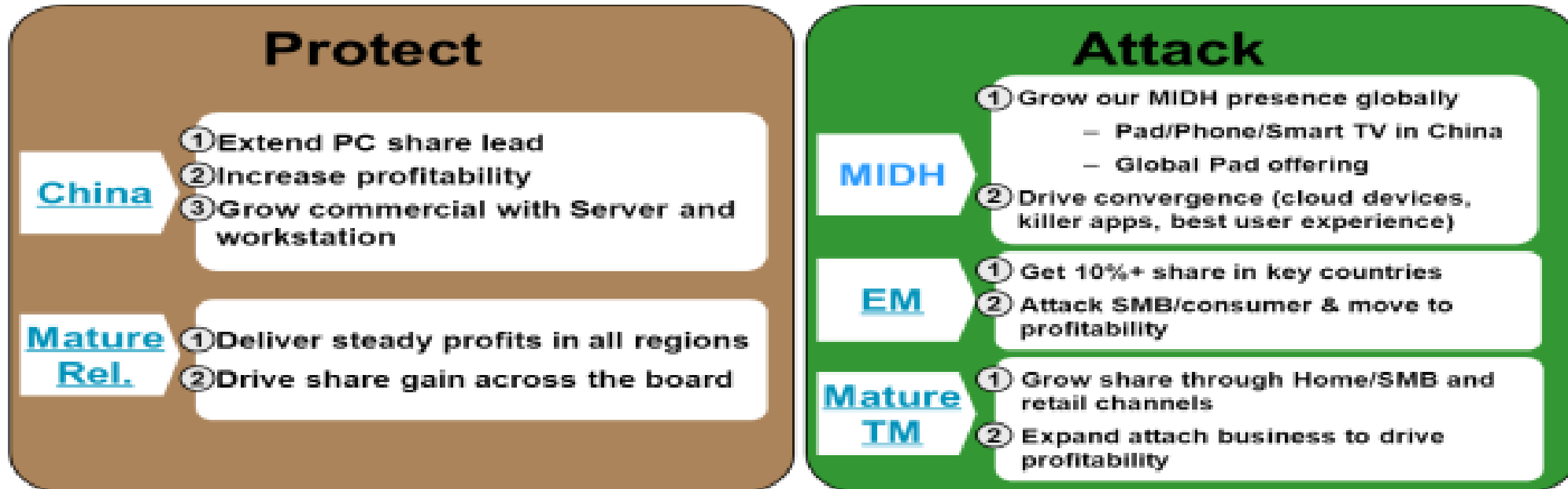


Attack Emerging Markets

- Grew more than 5x the market
- Share outside China grew 1.2 points YTY
- Strengthened #1 position in Global Emerging Markets
- Gained 3.4 points in India, 1 point in Russia



Execution of Strategy Continues to Drive Growth

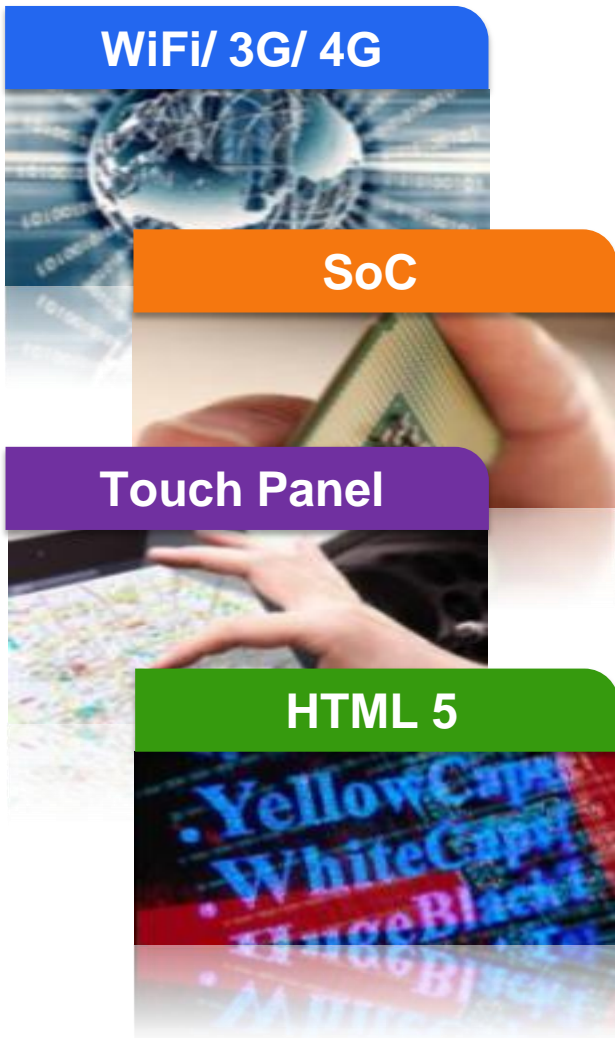


- | | | |
|---------------------------------|---|--|
| Innovation leadership | <ul style="list-style-type: none"> • Innovative Products & UE • Business Model | <ul style="list-style-type: none"> • Quality focus • Global Branding |
| Effective business model | <ul style="list-style-type: none"> • Streamline E2E model for 3 customer segments • Improve E2E speed | <ul style="list-style-type: none"> • Focus on customer voice |
| Global culture | <ul style="list-style-type: none"> • Lead "The Lenovo Way" • Meet commitments/Take ownership | |



What are Lenovo's next steps?

Technology Revolution Drives Up Convergence



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Our Beliefs in the Convergence Era

Smart devices to offer the **best user experience**, integrating HW, SW & cloud service



One customer,
multiple smart devices



Opportunities and Challenges Created by the Coexistence of Smart Devices



End users will...

- Select suitable gear based on environment and purpose
- Demand almost the same contents from each gear
- Expect comparable experiences with different interface/performance
- Desire continuous workflow and gapless transition between devices

Lenovo Four Screen Strategy

PC



Drive Monetization
Utilizing the Cloud to create new forms of "monetization"

SMARTPHONES



TABLETS



Deploy Cross All Platforms
'One Lenovo Cloud' deployed across all platforms:

TV



Lenovo Personal Cloud Platform

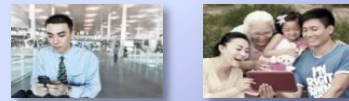
Lenovo Store



Content mgmt



Interconnectivity



Social sharing



Optimized UE, integrated core apps

乐Magic



Compatibility with mainstream OS

OS



Products cover all market segments

H/W



(Lenovo Cloud)



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Solid MIDH Roll Out in China

- Smartphone sales grew over 400% QTQ in China, double-digit share in December.
- Tablets: Dominating Android-based player in China
 - 51.9% Android-based market share; 16.5% overall, strong #2 in China
- Smart TV leads slate of new, innovative products coming to market



A60



IdeaPad Yoga



IdeaTablet S2110A



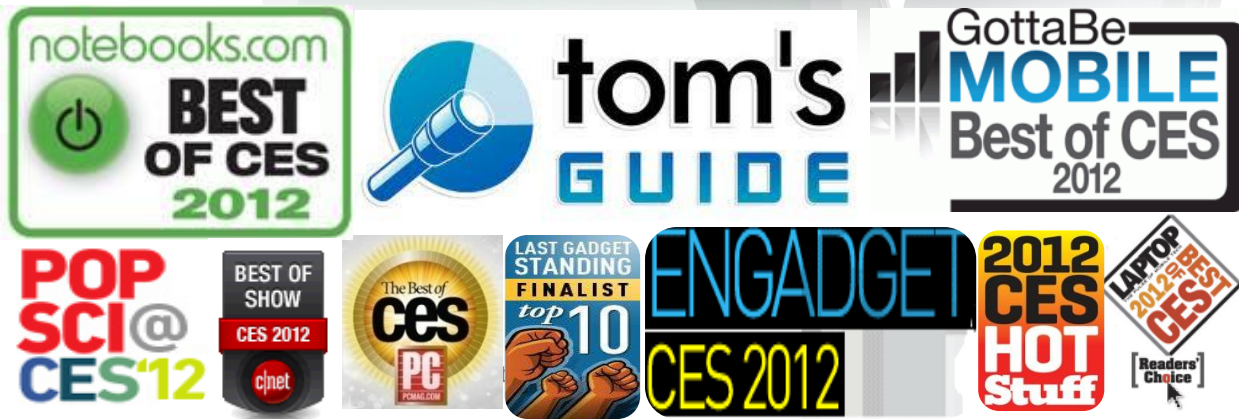
Smart TV **lenovo**. FOR
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Innovations Bring Opportunities

IdeaPad YOGA



IdeaCentre A720



Best Desktop at CES **PCWorld**
Lenovo's IdeaCentre A720



CES Success Demonstrates Lenovo's Innovation Capability

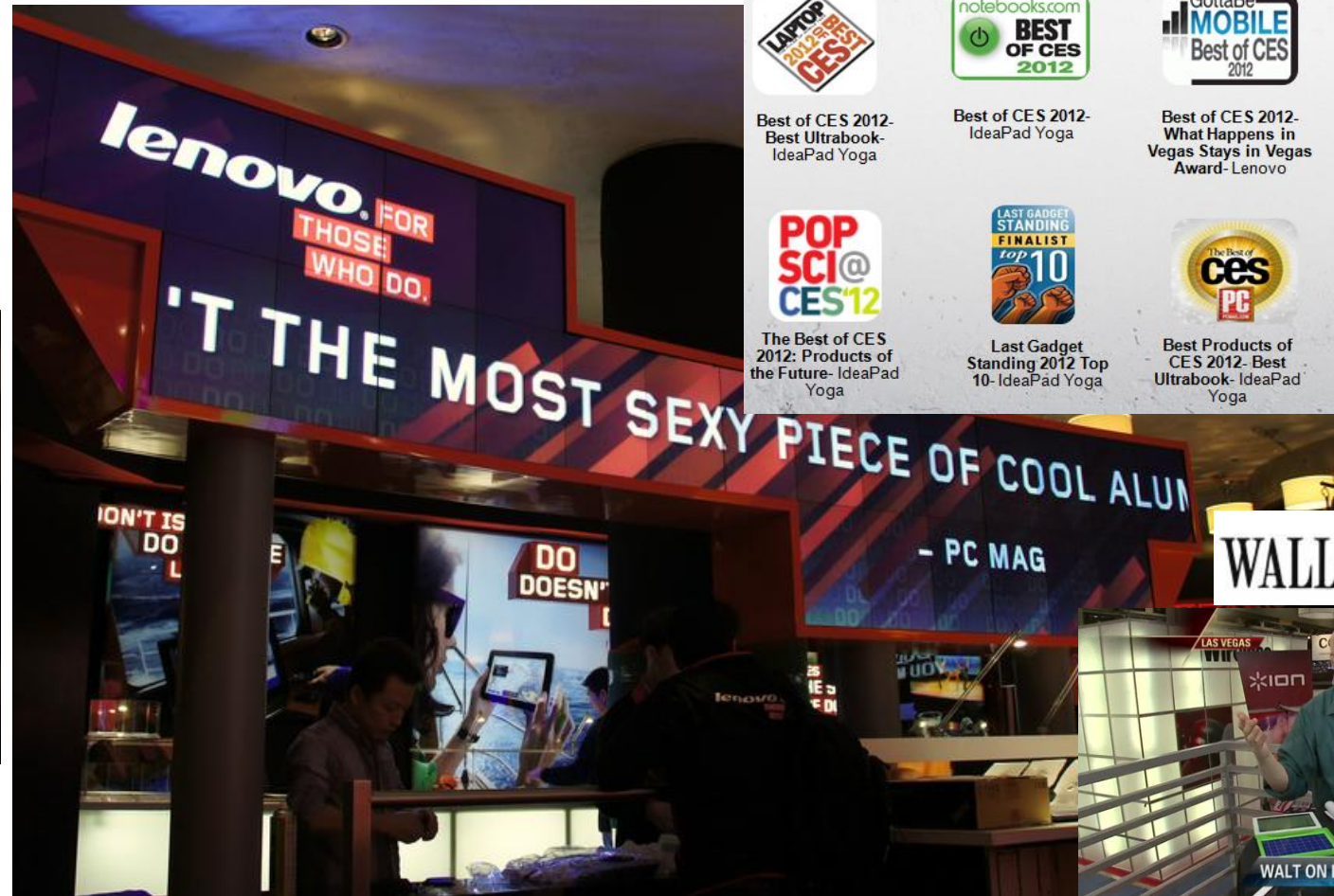
- Lenovo won 23 awards, more than next 5 competitors combined

South China Morning Post
南華早報

Lenovo beats Apple to unveil smart television



© CBS Interactive



WALL STREET JOURNAL



New Ideas and New Products Yield New Opportunities

New Acquisitions & JVs



New Usage Models



Core Business

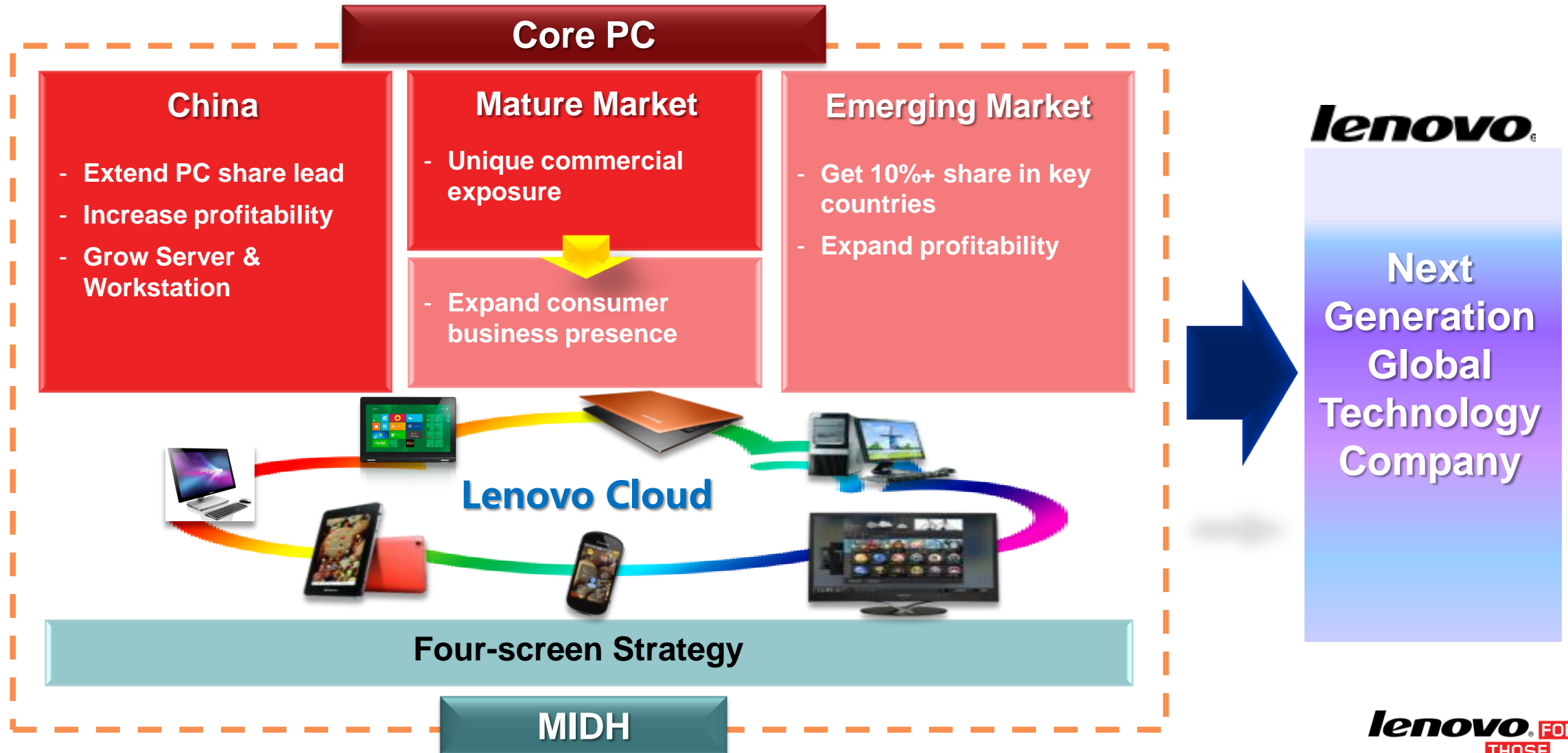


New Technologies



New Ecosystems

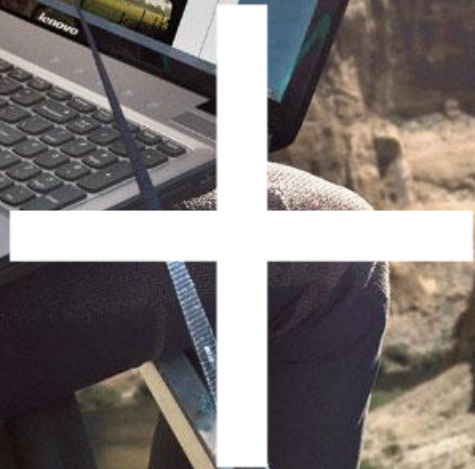
Lenovo: Next Gen Global Tech Co





WE
DO
WHAT
WE
SAY.

THE LENOVO WAY UNITES US



WE
OWN
WHAT
WE
DO.

THANK YOU **GRAZIE** **MERCI** **DANKE** **GRAZIAS** 謝謝 **СПАСИБО**
GRACIAS **OBRIGADO** ありがとう **DANK** **TAKK** **BEDANKT** **DAKUJEM**

About LENOVO

- Incorporated in Hong Kong in 1988
- Listed on The Stock Exchange of Hong Kong since February 1994 (*HKSE: 992*)
- Issued Level I American Depositary Receipts (ADRs) in March 1995 (*ADR: LNVGY*)
- The world's 2th largest PC vendor with customers in over 160 countries
- Fortune Global 500 company
- Product lines include legendary Think-branded commercial PCs and Idea-branded consumer PCs, servers, workstations, and a family of mobile internet devices, including smartphones, tablets, Smart TV, etc.
- Major research centers in Yamato, Japan; Beijing, Shanghai and Shenzhen, China; and Raleigh, North Carolina, US.

