

Smarter Technology Empowering a Changing World

Thank you, Eva.

Hello, and welcome to Lenovo Tech World!

Every year we come together to celebrate the power of innovation, one of the most reliable forces to shape the world for the better.

At a time of uncertainty, technology provides a level of predictability. In a context of constraints, technology breaks barriers to unleash imagination. And in a world where digital divide persists, technology brings access to a leveling ground and unlimited possibilities.

And that technology is only getting more advanced over time, to drive global digital and intelligent transformation, and to solve humanity's greatest challenges.

At Lenovo, we believe in technology. We are doubling our investment in innovation. In a fast-changing world, our commitment remains unchanged – to make life better, work more productive, and our planet more sustainable.

This has to be done through New IT, with client, edge, cloud, network and intelligence working together to deliver the promise of technology.

Smarter technology changes how we define the future workspace.

It will be an evolution into a combination of our virtual and physical worlds. The object you work on might be real or virtual, like a virtual room for an interior designer, or a virtual experiment in the future classroom. The colleagues you work with might be real or virtual, like an A.I. assistant. The environment you work in might be real or virtual, like in the Metaverse. And the outcome you build might be real or virtual, like a digital twin.

There was a time when work meant coming to a designated place and meeting others in person. Then it became collaborating from different locations, using different devices or technology, but having similar experience as before or in person. Now you can even meet your co-workers in a virtual room, and customize the room for different formats like one on one discussions, one to many presentations and townhalls, and many to many roundtables and brainstorming. The boundaries and limitations of the traditional workspace are disappearing. Eventually, workspace will no longer be a physical space, but an infinite space for collaborative or immersive experience.

Here is how Lenovo innovation is enabling this to happen.

[YY walks to the big screen, waves to the other person.]

Hi Team! I feel like we are truly together through Lenovo HyperReality Meeting Space.]

[DEMO to be inserted here]

The future workspace liberates us. We get the best of the two worlds – the touch and feel of the real workspace, and the access and reach of the virtual workspace, and the convenience and flexibility of switching between the two.

As we innovate on how we engage, interact, communicate and share in the future workspace, we have an important partner – Qualcomm. Let's welcome Cristiano Amon, CEO of Qualcomm to join me and share his views on this topic.

[Cristiano video message]

Thank you, Cristiano. Definitely, there is so much we can do together in the Metaverse.

[showcase of ThinkXR Metaverse by Lenovo + Qualcomm product managers]

Nice job, team!

What's supporting this future workspace is an ongoing trend - **from computer to computing.**

Even in computer, there is ample room for innovation. Besides faster computing, faster transfer of data, and bigger storage capacity, our device innovation focuses on adaptive intelligence, security, environment friendliness and of course, innovative form factors.

But with data explosion, computing devices alone can no longer meet customers' computing needs today. Computing needs to take place anywhere. This ubiquitous computing demand has inspired a new computing architecture - from client to edge and to cloud, connected through high speed network. Computing has become a new type of utility like water or electricity – expected, pervasive, and on demand. And customers can choose to own it, deploy it, or use it with “as a **S**ervice” model.

While cloud has become more and more popular, edge has just started to emerge. It's actually the companion of cloud. Edge computing allows data to be acted upon closer to where it is generated. So it reduces reliance on connectivity, responds more effectively, and improves user experience.

Today we are showcasing Lenovo's full-stack edge capabilities and offerings. Lenovo **ThinkEdge** series of servers – like SE350 and SE450 - perform well under extreme conditions of dust, vibration and extreme temperature, with top-performance GPUs to

support heavy A.I. workload. Our unified **XClarity** software helps manage all Lenovo edge devices. And **Lenovo Edge Cloud Platform** enables a secure, reliable and manageable software-defined edge infrastructure for various applications across vertical industries.

From Australia's largest retail chain to Japan's franchise restaurants, from Dubai's gas stations to the world's most remote island, our complete, comprehensive edge computing solutions are working everywhere, from faster and smarter checkout to more intelligent and dependable hotel services, and all the way to restoring biodiversity.

In addition, we launched our hybrid cloud solution in June. Our solution covers the full lifecycle of building, migrating, using and managing hybrid cloud. And we've expanded our TruScale brand, an all-inclusive, subscription-based model, to more customers.

Talking about the future of computing, let me invite **Intel CEO, Pat Gelsinger**, to share his vision. Pat, please.

[\[Intel CEO video message\]](#)

Thank you, Pat.

With these come the trend of **digitalization across all industries**. ICT companies have become the enablers - to not only sell IT products but solve customer pain points with industry know-hows.

We have grown beyond the "Old IT" or traditional IT, with client-server based, on-prem only hardware, and software like ERP, CRM. We are in a new phase of **digital** and intelligent transformation, under the New IT architecture of "Client-Edge-Cloud-Network-Intelligence". Lenovo has built its advantages in every element of New IT, not only in devices, but also as horizontal solutions, including Smart Workspace, Metaverse, Edge, Hybrid-Cloud and A.I. solutions. These are building blocks we can leverage to construct different types of buildings as our smart vertical industry solutions.

Take manufacturing industry for example. Supply chain security and efficiency are critical for every company in today's business environment. Factories struggle with matching materials with orders and optimizing production scheduling. Lenovo's **Production Decision Engine** uses A.I. and big data to address those pain points, and plan for "what-if" scenarios. Our **Supplier 360** identifies, analyzes and mitigates supply chain risks with knowledge graph. Our **Smart Services solution** forecasts repair needs, and optimizes the network of parts, service engineers and logistics support. We

always test these **digital operations solutions** in our own operations first, before we offer them to customers.

And we started to pioneer **Industry Metaverse** solutions several years ago. Lenovo **Virtual Classroom** features virtual teachers to help students learn better and give personalized tests and recommendations. And in manufacturing, our **remote video collaboration solution** connects frontline workers with remote experts to perform repair jobs through real time marks. Our CTO, Dr. Rui will elaborate more Metaverse solutions in detail today.

Digitalization is critical to every company's success and survival today. On this topic let's hear from **CEO of Accenture, Julie Sweet**, to share her perspectives.

[\[Accenture CEO video message\]](#)

Thank you Julie!

But we must not just innovate to drive productivity. We must not just use technology to create economic value. We all have a responsibility to helping make the world a better place. And specifically, in the face of so many challenges related to climate change and energy shortages, we must all strive to make our planet more sustainable.

Technology has a role in that. Innovation is Key. And Lenovo is ready for this challenge.

Many of you are aware of Lenovo Neptune™ liquid cooling technology. It saves energy consumption for data center customers around the world, enabling sustainable supercomputing with reduced carbon footprint. Most recently, Lenovo is building some of the most powerful supercomputers, for scientific computing in the world with **our** Neptune™ inside, including MareNostrum 5 at the Barcelona Supercomputing Center and Snellius in Netherlands. This is an innovation that makes an impact.

Lenovo is using innovative new materials, like vegan leather made with recycled content, and other materials like recycled aluminum and closed-loop plastic.

And **Yoga Slim 9i** is our first carbon neutral certified laptop. [\[Turn YOGA to the camera\]](#)

We apply low temperature solder in manufacturing to reduce carbon footprint. We package with more bio-based material like bamboo. And we offer sustainability services, like data removal and material reuse, for products approaching the end of their lifecycle. In fact, we're working to make our new factory in Tianjin "carbon neutral".

Toward the end of the show, I will have exciting news to share **with you**.

There is a lot we CAN do to make a difference. Innovation is the ultimate force that drives humanity forward. We believe in it. We invest in it. And we invite YOU, to build and share a smarter future together.

Thank you.

Draft Speech for YY at 2022 GLT VF

Transcending the Cycle 2.0: Forging Ahead in a Changing World

Hello Team!

It's great to be together, especially with many of you here in person in Dubai. Face-to-face connection has become so precious over the last...well, 30 months! This morning I walked on the beach outside the hotel, and ran into some colleagues at the gym. I almost could not believe it was real. It has been a memory from so long ago. You know I've tried my best to spend some time in every geo, even if every time I got the reward-- weeks of stay still in a hotel room 😊

This travel challenge is just one of the many changes the world is undergoing. Last year at GLT, we were able to predict some of these changes driven by fundamental industry cycles, although not every specific factor driving them.

Entering Post-Hypergrowth with Strong Business Fundamentals

We predicted that we were about to enter a post-hypergrowth phase of our industry. And now, the global economy has obviously slowed down and the PC market is clearly softening, although we couldn't forecast consumer spending to be further impacted by inflation hitting 40-year record in U.S and Europe.

We predicted that supply shortages would likely continue, although we had no way of knowing a Covid-resurge would cause more manufacturing and logistics disruptions.

And, finally, we predicted that the macro context would remain challenging, but no one could imagine the geo-political tension between R & U.

Team, business is all about creating value despite uncertainties. Leadership is all about delivering results and leading teams through ambiguity. Together, we've made the right judgement about the overall trend.

We asked the right questions at the right time – how to transcend the cycle better than competition, build an aerial ladder, and smooth out potential volatilities. We aligned in

the right strategy to build diversified growth engines through technology innovation and business model enhancement. We adjusted our mindset quickly to be prepared for any imminent storm. And in fact, we began to take preemptive actions long before to ensure we stayed alert, agile and resilient.

As a result, we've now entered this post-hypergrowth phase with strong business fundamentals.

Our revenue continued to grow year on year even with exchange rate fluctuations, although at a slower pace now than before. Our profitability continued to improve despite component shortages, operational challenges and fierce competition. We beat consensus in both topline and bottom line last quarter. Market was anxiously waiting for our results after Intel, AMD and Nvidia all gave pessimistic views about the PC market, only to hear our diversified growth engines – SSG, ISG and MBG – had offset the PC market decline.

Even as we rebalance resources toward strategic growth areas, our commitment to doubling R&D investment remains unchanged. And we have a healthy balance sheet to fund our innovation and growth. Lenovo was named one of the 50 Most Innovative Companies in 2022 by Boston Consulting Group for the second consecutive year, moving up one spot. Our valuation has not reflected our true value yet, as investors still need more time before they are fully convinced that our new and diversified growth engines are solid and our profitability improvement is sustainable.

And our strong position goes beyond financials. On Gartner's Top25 list, Lenovo has the ninth strongest supply chain in the world. On Corporate Knights 2022, Lenovo is one of the 100 most sustainable companies on the planet. Our employees are finding purposes and staying engaged, as shown in our historic high Lenovo Listens results.

Even if a global recession is not impossible, Lenovo is now in a much stronger position than the last recession in 2008-2009. We are prepared, so we don't panic. We are **not changing direction but forging ahead** - on a clear strategic path, only in a constantly changing world.

Adding breadth and Depth to Our Transformation

That clear path, I believe, will continue to be paved with our service-led, innovation-driven transformation, through **broader, deeper** technology innovation and business model enhancement.

Our job as leaders is to **elevate our strategy to the next level** with foresight, and **refine it** to make it more detailed, more actionable, and more grounded for execution.

Strategic breadth

The “broader” dimension is what we’ve been doing – diversifying beyond PCs to other smart devices, infrastructure, services and solutions. We have achieved one milestone after another, from MBG turned around nine quarters ago, to ISG breaking even three quarters ago, and to SSG established almost six quarters ago. We’re incubating even more businesses like Metaverse, Edge Computing, Hybrid Cloud, CNBU, DIBG etc., based on our Client-Edge-Cloud-Network-Intelligence New IT architecture.

This “breadth” has brought us diversified engines to drive growth, deliver higher margin and diversify risks of concentration in just PC and hardware market. It builds Lenovo’s comprehensive, end-to-end, cross-sellable portfolio to meet more complex demand from more customers. This breadth is gradually evolving into horizontal building blocks of solutions, ultimately, changing Lenovo’s perceived identity, from a PC or hardware company to a solutions and services company. It’s the expansion of our “breadth” that makes our transformation real, compelling, and accepted as a new reality.

Expanding our strategic breadth is a job well done so far. After some steep learning curve, we still have room for improvement, but the three BGs are in solid position today. And we are investing in innovation along three tracks – strengthening existing business, incubating new business and achieving technology breakthroughs – to further expand our race lanes and build new competitive advantages.

Strategic Depth

Strategic depth is about how far and how deep Lenovo wants to vertically extend our capabilities in an increasingly complex industry. It means having better access to components and better management of cost and efficiency. It also means making products more innovative, making solutions easier to design, deploy and manage, providing simpler purchase experience to customers and partners, and building our unique competitiveness.

Recently I have been thinking a lot about the tech industry evolution. Before PCs came into existence, IT was just the IBM model, and its computers actually integrated hardware, software, everything - chips, hard drive, peripherals, as well as operating system, middleware, and applications. Actually, they built computers first and then looked for applications, for airlines to provide instant passenger reservation, for insurance companies to speed claims processing. All are based on themselves’ hardware and software.

Then, with the arrival of PCs, the technology industry began to dis-aggregate, with more specialties, and more niche players, each focusing on a narrowly defined area. If we

call the previous model “integrated model”, then we can call this “dis-integrated model”. The key players became the operating system provider, who drove the ecosystem, and the chip company, who drove hardware optimization for faster computing, faster transfer of data, and bigger storage. Competition happened at every level, not just in component specialty, but also in business model differentiation. Some choose ODM model, some choose OEM model, and some choose to design and manufacture the products in house or in a mixed model. This variety and vibrance drove the industry to innovate and prosper.

But now, the industry has come to another conjunction, because it has probably become too fragmented, which has generated at least two challenges in my view. First, users cannot get the best experience when ecosystems like Windows, Android and iOS are incompatible, and devices running on different chipsets and operating systems cannot synchronize to collaborate. Second, enterprise customers find it’s harder rather than easier to choose the latest technology for their infrastructure and application solutions, because the New IT has become so complex.

Our industry evolution reminds me of the opening line in the ancient Chinese classic, *Three Kingdoms*: **“When integrated for too long, divide. When divided for too long, integrate.”**

Tech industry probably has reached this point to integrate after being so fragmented for so long. Apple became so strong over the past decade because of its ability to integrate chips and operating system with its hardware. Now, when other companies like Microsoft, Intel, Qualcomm, Google...all want to have a product to compete with Apple, they have realized that their business model is not set up for that kind of integration.

On the other hand, Lenovo has clearly become more competitive over the past decade. And our secret is also in our business model. When everyone else ran on OEM/ODM model and outsourced manufacturing or even design and development to 3rd parties, we focused on investing in innovation and building a strong, resilient supply chain and manufacturing capabilities. The establishment of LCFC actually changed the landscape and gave us unique competitiveness.

So for our next step, we probably want to further go down this path, to get deeper, to integrate more. This might be an opportunity for Lenovo to take the driver’s seat in vertical integration.

Take our Cloud Service Provider business for example. When we used an ODM outsourcing model, our cost was higher that our price was not competitive, because we

have to compete with our vendors themselves. There's almost no chance to win. It was not until we began to design motherboard inhouse that the CSP margin started to improve. And the benefit goes beyond just the CSP business, because the inhouse design capability and scale helped Enterprise/SMB business as well. As a result, we can now achieve the right balance between scale and profitability, and between efficiency and innovation.

That's what I mean by strategic depth. It's about vertical extension of capabilities. It's a model with proven success from our own experience. But certainly, it succeeds only in the right industry dynamics.

I wonder if this represents the next big opportunity for Lenovo. After all, we are the hub where all hardware and software meet. And we are at the forefront of direct interactions with end users.

If you view the above discussion as “**downward integration**” opportunity, there is another opportunity of “**upward integration**”.

In “downward integration”, we go **deep** into our value chain, from system to component, from motherboard level to chip level.

In this “upward integration”, we go **forward** to build horizontal solutions instead of individual products and embed them into the vertical solutions. Let me use an analogy. No matter what kind of building the customer is constructing - an office, a mall, a house or an apartment, these categories all share some common, off-the-shelf building blocks. Our horizontal solutions are like those building blocks, and our vertical solutions are like the buildings. Although Lenovo may not be the expert in all industries, such as retail or education, but we have the technology building blocks they can share in common - in client computing and IoT, in AR/VR or metaverse, in edge computing, in hybrid multi-cloud, and in A.I. enabled decision tools. Simply put, in all elements of New IT.

Take edge for example. Our building blocks include not only durable edge servers that perform well under rugged conditions, but also A.I. capabilities happening closer to where data is being generated, all supported by Lenovo's very own edge cloud platform. With hardware, software and platform capabilities, we have a highly specialized, full edge computing solution to offer to customers across different industries, from faster checkout in retail to smarter services in hospitality and all the way to restoring biodiversity in nature conservation.

That's what I meant by building blocks. They are modules, ready to be integrated into different kinds of buildings. These building blocks represent our specializations. The

better we make them, and the more specialized we are in horizontal solutions, the more credibility we will gain in front of our prospective customers for vertical solutions.

Aiming Higher, Digging Deeper

So team, we've talked about expanding strategic breadth and extending strategic depth.

The first is effectively changing who we are - from a PC company to an intelligent solutions provider. And the second is making our new identity even more convincing, more competitive – through building deeper capabilities in our component technologies and value chain, creating more building blocks for vertical solutions.

Simply put, this leadership team need to **aim one step higher** and **dig one level deeper** as One Lenovo at the same time.

Aiming Higher

We can aim higher only if leaders think deeply and act boldly. Stay close to our customers, analyze our market dynamics, and make one move with the next three moves planned in our mind. Dare to dream big and make it happen.

We can aim higher only if our unique value proposition is clearly presented and understood throughout our ecosystem. Talk to our partners more often. Meet with customers face to face whenever possible. Pitch Lenovo for its entire portfolio and capabilities, and always ask what else we can do for them.

We can aim higher only if we inspire others and unleash everyone's full potential. Transformation is never easy, so please care for your people, support their growth and recognize their accomplishments.

Digging Deeper

We can dig deeper only if we lead with persistence and resilience. Get down to the root cause of a challenge. Have patience for details. Don't give up in front of resistance. And always bounce back after failures.

We can dig deeper only if we navigate ambiguity well. Be comfortable with making decisions with incomplete information. Have contingency plans. Strategize with "what if" scenarios. And stay alert, agile and adapt quickly.

We can dig deeper only if we use data to drive our decisions. Understand our instincts and guts are not always correct. Trust data in telling a deeper, more objective story. Encourage data access and transparency when making business decisions.

And finally, we can aim higher and dig deeper only if we are truly **One Lenovo**. Our vision can only be achieved through our collective efforts beyond internal boundaries.

Our execution can only be successful through supporting each other with complementary strengths. And our competitiveness can only be maximized through leveraging a global footprint and a pocket-to-cloud portfolio.

Closing

Team, we are still in the early part of the post-hypergrowth phase of our industry cycle. And it might be a while before the context becomes any better. In the meantime, we need to focus on dealing with the market decline and winning the competition. The market hasn't bottomed yet, so we have to allow its dynamics to play out, set realistic targets but pursue premium-to-market performance. We need to tightly control expenses from corporate to BG level. Let's closely monitor our landscape, stay agile, and adjust our responses when necessary in a fast-changing market.

But ultimately, we should believe in our strategy and execute persistently. We are perhaps in a far better position than many others, so let's not waste this crisis.

Let's use this time as a window of opportunity - to start finding Lenovo's best strategic spot in the global technology industry, and building the capabilities required to make that happen.

What a privilege to dream big at a time of challenges and uncertainties. What a task to be prudent but ambitious at the same time. And Theodore Roosevelt said it better than I can, "**Keep your eyes on the stars and your feet on the ground.**"

Thank you, Team!

FY2022/2023 Annual Earnings YY Video Script EN Actual 3'50"

Hello team!

We have now officially closed our fiscal year 2022/2023. In a very challenging market, Lenovo delivered stable, strong profitability, comparable to the previous year. Given the macro context of PC and smartphone inventory correction and market softness, it was not easy to deliver such solid results.

Our **diversified growth engines** once again achieved outstanding growth and contributed good profit.

Our **SSG** grew to a new record high in revenue, reaching \$6.7B while keeping high operating margin of 21%. **ISG** grew even faster to almost \$10Bn revenue and has been profitable for six consecutive quarters. Additionally, our

smartphone business has been profitable for three full years in a row and achieved premium-to-market revenue growth in most of our Geos. Together, Non-PC revenue mix increased to nearly 40%. Our consistent efforts on building diversified growth engines are paying off.

In **PC** market, we successfully maintained our #1 position and industry leading profitability. We believe that, overall channel inventory digestion will come to an end, and the trends of shipment and activation will become more consistent. The entire smart devices market is expected to resume growth in the second half of this year. Lenovo is well prepared when the industry is back expanding again.

Going forward, we will continue to leverage our diversified growth engines and further sharpen our operational efficiency. Our strategy has proven its effectiveness, our persistence in transformation and innovation is paying off, and we are continuously strengthening our ESG position. Lenovo is now stronger and better prepared than ever to deliver sustainable growth and profitability improvements.

I would like to express my sincere appreciation for your dedication and hard work to deliver another solid year. When I traveled to all geographies for our kickoffs last month, I heard so many inspiring stories about our teams, overcoming challenges, navigating uncertainties, and working as One Lenovo. It's precisely this spirit that will propel us towards even greater success in the new fiscal year.

Thank you, team!

FY22/23 KO YY Keynote Speech Actual

Hello Team!

Time flies...It's our third year of gathering virtually to kick off the new year.

I want to start with a unifying message. We are all concerned about the situation in Ukraine and have been doing everything we can to take care of our employees in the impacted regions. We are also providing humanitarian relief through Lenovo Foundation. Together, let's hope that peace is restored soon.

Record Results

So team, this past year was full of challenges, but despite the geopolitical situation, the pandemic, and the supply shortages, we have been enabling people with our technology and delivering record business results for our stakeholders.

For the first three quarters combined, Lenovo has reached historic highs. We grew our revenue by 22%, and our net profit rose even faster at 76%. Just less than **one** year ago, you heard me announcing Lenovo became a \$60 billion company. Now, guess what? Team, we are very hopeful to reach the \$70 billion mark this year! Congratulations!

You've signed up for your goals, and you've delivered your commitments! SSG – continuous high profit, high growth. ISG – broke even, and kept outgrowing the market. IDG – PCSD, record revenue, record profit with profitability improved for 16 quarters in a row. Mobile, healthy profit for seven consecutive quarters, and now driving hypergrowth. Emerging businesses - including edge computing, cloud services, and Metaverse-based AR/VR - just entered incubation phase. And LCIG – 48 new investments, three IPOs completed.

[For NA/EMEA/LA KO] For ISO, our North America and EMEA teams both grew revenue by over 20% and Latin America by nearly 40%. The team is marching forward as One Lenovo to boost SSG and ISG sales.

[For AP KO only] Here in Asia Pacific, IDG sustained No. 1 position in PCs and grew Mobile revenue by nearly 30%. ISG grew premium to the market, and SSG won multiple signature deals!

Team, definitely, we have every reason to be proud of what we've accomplished together.

But let's also keep in mind that our success was part of the ICT industry growth story, driven by the accelerated digitalization and intelligent transformation. Every industry has its cycles. An endless hypergrowth does not exist. So it's not time to feel complacent. We must stay hungry and aim higher. Smarter powers what's next.

Transcending the Cycle

“Cycle” refers to an industry’s expansion, peak, contraction, and bottom, until the next expansion. Over time, it will create an upward momentum through multiple spirals.

So after a period of expansion in technology industry, we might enter a post-pandemic, post-hypergrowth period. To sustain the momentum, businesses need to build new growth engines and invest early while we are still in the expansion phase.

The challenge ahead of us is how to transcend this cycle better than competition.

Team, that’s what we are going to do now - building new pillars and strengthening our foundation, to become **a more innovative, more profitable, more ESG focused company** when the next cycle begins.

Our Pillars, Our Foundation

Innovation

Our first pillar has to be **innovation**, often the most effective game-changer in our industry. We will invest BIG in innovation, and it’s our long-term priority.

My vision for Lenovo’s innovation is to become one of the world’s leading ICT companies, a pioneer and enabler of intelligent transformation. And we will use our technology to solve humanity’s greatest challenges.

We are **doubling** our R&D investment by fiscal year 23/24 from the baseline of fiscal year 20/21. And we plan to hire 12,000 R&D professionals. In fact, 5,000 colleagues have joined Lenovo last year. I am sure Lan will appreciate more **recommendations from you** 😊

Our investment plan will center around the “Client-Edge-Cloud-Network-Intelligence” architecture, with a 3-track approach to focus on short, medium and long term payback. Our intention is to optimize between technology with quick market returns and foundational research, and between continuous improvement and breakthrough innovation.

Track One covers product and business model innovation within the existing business, including devices, infrastructure, key components, applications and as-

a-Service model. Business Groups own this track. Returns on investment are expected within 1-2 years.

Track Two covers technology-driven incubation businesses. Besides DIBG and CNBU, three areas have entered incubation.

Specifically, we've consolidated edge-related businesses; created cloud services business to help customers manage the entire lifecycle of multi-cloud or hybrid cloud. And we **focus** AR/VR efforts on metaverse-driven B2B opportunities with a complete ecosystem.

Business Groups are the main owners of this track with technical guidance from our CTO. The payback period is 2 to 3 years.

Track Three is about core technology and emerging innovation. It focuses on foundational, breakthrough innovation like next gen Artificial Intelligence, communication protocols, and new computing scenarios such as vehicle computing, privacy computing, heterogeneous computing and Metaverse. CTO owns this track, and the payback period would be beyond three years.

So with this 3-track approach, we will not only capture the high margin, high growth opportunities in the market, but also build new core technology competences and create barriers to entry.

[Service-Led Transformation](#)

The second pillar is **definitely service-led transformation**.

What we are pursuing is a trillion-dollar global IT service market by 2025. Huge growth potential, much higher profitability, and adjacent to our capabilities. In fact, this transformation will decide who we are in the future – a low margin device company or a much more profitable, technology-driven solution provider.

After creating SSG and launching our TruScale brand, we've recently streamlined our organization structure, appointed leaders of all three towers. And we have integrated sales resources into **ISO** and China teams to achieve synergy in scale.

Now, all three towers have clear objectives and strategic intent. Support services are all about increasing attach rates, and further expanding the mix of premier services. Managed services, including as-a-Service, are expected to grow aggressively. Projects and solutions will build system integration skills, vertical know-how, and develop more repeatable solutions with our own IPs.

Service-led transformation is not just about SSG's growth. It drives sales across businesses and serves customers from various angles. So, when talking to our customers, let's always tell Lenovo's stories in services and solutions first.

[ESG](#)

And, there is one more pillar that helps define who we are – ESG.

On **environmental** aspect, after exceeding our 2020 emissions reduction goal, one year ahead of target, we've now set a vision to achieve net-zero by 2050. And we're working with the Science Based Target initiative to establish goals that supports this vision.

On **social** aspect, many of you have contributed time during our Global Service Month. By 2025 we plan to impact 15 million people through our social partnerships and programs. We will continue to promote diversity, equity and inclusion. Lenovo was listed in Bloomberg Gender-Equality Index again in 2022, and continues to lead the industry with 36% female representation in our workforce. We won 24 discrete best employer and best workplace awards around the world, including the World's Most Admired Companies by Fortune magazine recently.

On **governance**, we must always operate with compliance and ethics everywhere we do business. Our transparency and accountability have earned us strong confidence from our investors. For nine years in a row, Lenovo has won the Best Corporate Governance and ESG Awards from Hong Kong Institute of CPAs. I am also proud to see our supply chain ranked as one of the top 25 in the world by Gartner. And we all need to emphasize security, which is critical in assuring our customers that we are transparent and trustworthy, and in strengthening Lenovo's reputation globally.

And that is how ESG leads to a smarter future for all.

[\(30-second video on ESG\)](#)

[One Lenovo & Digital Foundation](#)

Last but not least, on strengthening our foundations.

First, Compete as **One Lenovo** – with pocket to cloud offerings, global footprint and a culture of teamwork. It's a rallying cry internally, and a competitive advantage externally.

Second, Build our **digital foundation**. Support selling services and solutions as effectively as selling devices. Digitalize our entire value chain from R&D to supply chain, manufacturing and sales. This will not only enhance our own operational efficiency, but also offer proven solutions to empower our customers.

New Heights, New Mission

So team, let's build these pillars and foundations to transcend the cycle and enter a new era of sustainable, profitable growth.

Despite all the uncertainties in the world, Lenovo will stand united as ONE strong team, more empathetic and striving for larger purposes.

Lenovo is much more than business growth and financial success. We are innovators. **We are solving** humanity's greatest challenges.

I know I can count on you for full support, to build Lenovo into a more innovative, more profitable, more ESG focused company!

Smarter powers what's next. Thank you, Team!

Responses for CRN 2023 CEO Outlook Special Report

Yuanqing Yang, Chairman & CEO, Lenovo

1. What is the biggest market opportunity you and your channel partners will tackle together in 2023?

The acceleration of digital and intelligent transformation continues to be the biggest market opportunity for us in 2023. Specifically, the hybrid work model which was established over the

last three years will likely evolve into a future workspace with a combination of real and virtual experience.

This evolution will continue to elevate the importance of the New IT architecture, which includes smart devices, edge, cloud, high-speed networks and intelligence, as well as more advanced IT services for remote collaboration. Building on this reality, I envision a future like this: the object you work on might be real or virtual, like a virtual room for an interior designer, or a virtual experiment in the future classroom. The colleagues you work with might be real or virtual, like an A.I. assistant. The environment you work in might be real or virtual, like in the Metaverse. And the outcome you build might be real or virtual, like a digital twin. The future market opportunity comes from the power of technology to free us more and more from physical distance, location constraints and communication barriers. The better we can create that experience for the customers through our devices, infrastructure, solutions and services with our channel partners, the better we can capture that opportunity.

2. What are the key technology investments you plan to make in 2023?

We are committed to doubling our investment in R&D in medium term. This year, our investment will continue to focus on the “New IT” architecture that covers not only client devices and IoT endpoints, but also edge computing, cloud computing, network capability, and artificial intelligence.

We will invest with a 3-track approach to focus on short, medium, and long-term innovations, covering product and business model innovation, technology-driven incubation businesses, and core technology and emerging innovation.

Most importantly, we will strengthen our horizontal building blocks including digital workplace, industry metaverse, edge computing, hybrid cloud and A.I. solutions, etc., and then embed them into our vertical solutions to support the digital and intelligent transformation of selected industries.

And it's important to us that our technology investment must bring not only financial paybacks but also positive environmental and social impact. Lenovo has set our net-zero target by 2050 and received the approval from Science Based Target initiative [[editorial note: News on embargo until Jan 19th, 2023](#)], collaborating with our partners to build a smarter, more sustainable future.

3. What do you see as the toughest challenges facing customers in 2023?

[Given the complex New IT architecture, our customers find it challenging to choose the right infrastructure and application solutions for their business. They expect their IT solution vendors to have full-stack capabilities from design to deployment, from maintenance to migration, and from upgrade to replacement.](#)

And according to our recent [CTO survey](#) that surveyed 500 CTOs across different industries and countries, there are major challenges that exist with cybersecurity, accessibility in emerging technology, regulation/compliance, and compatibility issues in enterprise infrastructure and user experience.

4. What is the key to success for your channel partners in 2023?

The key success factor is to grow, learn and transform together in a changing world.

Today, many small and medium businesses and large enterprises are moving toward the “Everything-as-a-Service” consumption model, and Lenovo has built our solutions and services business into a new growth engine. We will work with our channel partners and seize these opportunities together.

In the past few years, the industry has faced many uncertainties such as manufacturing disruptions, supply risks, and the global pandemic, and some of them are likely to persist for a while. So, we will continue to help our channel partners and navigate through these challenges together.

Our Lenovo 360 program was designed with all these intentions in mind, bringing together global channel team structures and solutions that enable greater workforce productivity, collaboration, infrastructure flexibility, sustainability, and industry-specific solutions to address common business challenges.

5. Fill in the blank: My top priority for 2023 is ...

Innovate in New IT; transform from a device company to a solution and service company; and build ESG further into our core competency.

Title: Building the backbone for innovation, speed, and thriving humanity

Deck: *“New IT” is an evolution built on smart devices, edge and cloud computing, 5G networks, and AI.*

From AI-powered platforms that can detect abnormal activities in supermarkets, to edge servers helping preserve biodiversity in remote locations, today’s technologies drive innovation in ways never before imaginable. “Innovation serves the purpose of making our life better, our work more productive, and our planet more sustainable,” says Yang Yuanqing, CEO and chairman of Lenovo.

Technology leaders are reimagining an infrastructure where multiple technologies join to spur innovation in a secure, compliant, and user-friendly environment. Long gone are the days of “traditional IT and its client devices, servers, data centers, and on-premises applications,” says Yuanqing. He says traditional IT, shorthand for “information technology,” is being replaced by what Lenovo calls “new IT,” or “intelligent transformation.” Yuanqing explains that “The new IT enables digital transformation based on five key elements: smart devices, edge computing, cloud computing, high-speed networks, and artificial intelligence. This new IT architecture can create countless opportunities.”

This technology paradigm promises to support innovation and boost employee productivity, and also to power AI, revolutionize how enterprises use data, support business agility, and confront climate change with sustainable solutions.

The five elements of new IT

Although new technology and powerful applications are constantly emerging, Lenovo identifies five key components of a future-ready IT environment: smart devices, edge computing, cloud computing, high speed networks such as 5G, and AI. This definition resonates with technical leadership too, says Yuanqing, citing a 2022 Lenovo global research [study](#) of 500 chief technology officers in which four out of five CTOs agree it “captures and describes the future of information communications technology (ICT) ‘extremely’ or ‘very well.’”

Smart devices connect AI to human problems: According to [Statista](#), the number of internet of things (IoT) devices worldwide will reach 29 billion IoT devices by 2030. IoT’s exponential growth—smart devices empowered by advanced sensors—provide a wide range of industries with competitive advantages.

Manufacturers can use smart devices like robots to stand in for workers in dangerous or remote workspaces, and accelerate and automate assembly lines. For example, Lenovo’s [Daystar Robot](#) works remotely in real time using telepresence and teleoperation and learns tasks as it goes. The robot is operated by a streaming augmented reality headset with 3D video to give the user a realistic view of the work being done. The user’s head position controls the robot arm, and a handheld device controls movements.

Edge computing helps data eliminate boundaries: Processing volumes of data can lead to performance issues. In response, many organizations are turning to edge computing, which processes data close to the source to enable fast and real-time analysis and response, while maintaining privacy and security requirements. “Edge computing allows data to be treated closer to where data is generated—directly at the edge site, lowering latency for faster response times, increased agility, and greater resilience,” says Yuanqing.

For example, Kroger, one of the largest grocery chains in the United States, teamed with Lenovo and visual AI technology provider Everseen to build a system of secure self-checkout kiosks. AI servers capture unstructured data at each checkout from 20 high-resolution cameras. The system detects if an item is not scanned, and prompts the customer to rescan. It can also ping an associate’s mobile device. Since this requires enormous computing power, an edge solution processes the data near the source. “Over 75% of checkout errors can be corrected without employee intervention,” says Yuanqing.

And global biodiversity nonprofit [Island Conservation](#) uses edge computing to bridge 400 miles of Pacific Ocean. At Robinson Crusoe Island, one of the most remote places on Earth, it uses camera traps to document endangered and invasive species. Camera data used to be stored on a hard drive and periodically flown to Santiago, Chile to process, taking as long as three months. Today, edge computing data centers process data on the island—time-savings that can save lives. “The Island Conservation team can process six months’ worth of visual data within

just one week, enabling them to draw analytical insights within minutes instead of weeks,” Yuanqing says.

Cloud computing provides connection: If the pandemic taught technology leaders anything, it’s that public, private, hybrid, and multicloud computing is imperative for fast and agile services and development.

“Normally, we wouldn’t think of tablets as life-saving equipment, but when emergency hospitals needed to be built during the Covid-19 outbreak, these devices and innovative infrastructure played a critical role,” says Yuanqing.

“In tough times, like the pandemic, it was new IT that kept us connected, productive, and engaged.” He continues, “The public cloud became more popular by providing the flexibility, scalability, and on-demand accessibility that we needed at the time. But, many enterprise applications and data are still running and stored in private cloud or on-prem data centers. In fact, we will continue to see the co-existence of private, public, and hybrid cloud for compute, storage, and network needs.”

The same Lenovo study found that cloud, software, and computing are key components for the future of a hybrid work environment, with 84% of respondents optimistic about the future of hybrid cloud.

5G networks enable innovation and flexibility: Connecting the essential components of a new IT architecture requires fast, efficient, and customizable networking. The answer: 5G—the next generation of mobile wireless voice and data communication technology. The 2022 Lenovo study also found that 72% of CTOs see opportunities for their companies to use 5G multiaccess edge computing (MEC) even more with the demand for hybrid options dominating the workplace. “The popular hybrid work model that many companies have adopted over the last three years is only possible with a high-speed network,” says Yuanqing.

AI tools mimic human intelligence to solve problems: By combining data, computing power, and sophisticated algorithms, AI can handle much more data much faster than a human worker, can be adjusted by users to accommodate change, can help users learn better processes, and can help anticipate risks such as cost overruns, accidents, and maintenance needs. Using multiple AI technologies and optimized algorithms, Lenovo Research created new processes for its manufacturing facility that [dramatically improved production planning processes](#), with some six-hour processes cut to 90 seconds. Lenovo estimates the AI solution improved order fulfillment by 20% and productivity by 18%.

Consider that a single PC order will launch a series of complex tasks across multiple production lines, and requires alignment of thousands of parameters, such as employee schedules,

materials, production processes, and equipment statuses. Lenovo's largest manufacturing base for PCs, LCFC Electronics, [processes up to 690,000 orders](#) per year. While accounting for these large-scale calculations is a challenge for people, an AI engine can easily carry them out, and can flexibly make real-time adjustments for broad or granular objectives. The AI solution's autonomous learning ability also means the more it operates, the smarter it becomes. "This smart solution has also improved energy efficiency and reduced greenhouse gas emissions by thousands of tons a year," says Yuanqing.

A look to the future

Technologies such as smart devices, edge computing, cloud computing, 5G, and AI are facilitating a shift from information technology to intelligent transformation. "New IT is shaping the future in many innovative ways," says Yuanqing. "In the future, the objects you work on, the colleagues you work with, the environment you work in, and the outcome you deliver might all be real or virtual, ranging from AI assistants and digital twins to the metaverse."

As always, while change surges ahead, technology executives must carefully consider the real-life outcomes of deploying new IT infrastructure. Security, compliance, and usability standards must still be upheld. "Environmental, social, and governance (ESG) goals must be a major consideration," says Yuanqing. "In the future, every element of new IT architecture must incorporate ESG. When you assess the returns on innovation, it's not just financial payback but also social impact."

FY22/23 Q2 YY Earnings Video Script EN Actual

Hello Team! Today Lenovo released its second quarter results of fiscal year 2022/2023. It's a challenging time but we delivered **solid** performance.

We continued to transform from a device provider to a solution and service provider with diversified growth engines. Our revenue beyond PCs now accounts for over 37% of Group revenue. Both SSG and ISG grew by strong double digit to help effectively offset the softening of PC and smartphone market.

We maintained strong position by outperforming the market and key competitors. In PCs, we strengthened our #1 market share and enlarged the gap with #2. In smartphones, we defended our #2 and #3 market position in Latin America and North America respectively, and achieved hypergrowth in the expansion markets. In infrastructure solutions, we outgrew the overall market forecast in both cloud service providers **and** Enterprise/SMB businesses. In solutions and services, we continue hyper growth with high margin. For the first time, revenue from non-hardware-tied **solutions and services** accounts for more than half of SSG business. In China, we just surpassed IBM to become No.3 IT service provider.

We became a more profitable company in a tougher market. Despite PC and smartphone market softness, we improved net margin year on year. Driven by SSG's high operating margin, ISG's record operating profit, and IDG's industry leading profitability, we are making progress toward doubling profitability and R&D investment in medium term.

We wowed the industry with New IT and are building horizontal solutions. We have built pretty comprehensive capabilities across client, edge, cloud, network and intelligence. We are turning them into building blocks as smart IoT, digital workplace, industry Metaverse, edge computing, hybrid cloud, and artificial intelligence horizontal solutions. Then, we can embed them into vertical solutions across industries, like smart retail, smart education, smart cities and smart manufacturing, etc. This is our strategic priority going forward.

Team, the macro context will remain challenging for a while. We must remain agile and focused on both pursuing our strategy, and managing expenses to ensure ongoing profitability and competitiveness. **But our goal continues to be - outperforming the market to transcend the cycle better than competitors.**

We have a clear strategy and strong execution. We have resilient operations. We have a unique global / local model **and capability**. And we have YOU - One Team, executing One Strategy, delivering One Result as One Lenovo. Together, we will navigate the challenges and deliver on our commitments. Thank you, team!

YY's TW Closing Remarks

So, that's how we are using technology to empower a changing world.

A world where you get the best of the real and the virtual space. A world where you access computing anywhere, anytime and anyway you like. A world where digitalization accelerates to transform every industry. And hopefully, a world where mankind takes better care of our one and only planet.

[Lenovo may receive approval from Science-Based Target initiative before 10/18, so we've prepared two scenarios to film below]

- 1) To that end, I am proud to announce that Lenovo is committed to reach Net-Zero by 2050. We have received validation from the Science Based Targets initiative of these goals – a major step towards achieving a real, measurable objective.

- 2) To that end, I am proud to announce that Lenovo is committed to a vision of Net-Zero by 2050, and we are working with the Science Based Targets initiative right now to validate our plans.

And we can't do it alone. It's our partnerships throughout the entire ecosystem that make it all happen. It's our customers around the world who not only trust us but also challenge us to do better. And it's a global community of innovators who collaborate to drive technology forward.

No matter how the world changes, it's the belief we all share in innovation that will help us build a smarter future for all.

Thank you.

A Smarter Future for All: How Digital Transformation and ESG Go Hand in Hand

By Yuanqing Yang, Chairman & CEO, Lenovo

Digital transformation and ESG are two prominent and high priority topics in business community globally. The first focuses on applying technology throughout the value chain to produce faster, smarter and more desirable business outcomes. And the latter emphasizes the broader value a business is expected to create for its stakeholders from environmental, social and governance perspective.

These two goals can and should go hand in hand in today's stakeholder economy. I can speak from the [experience of Lenovo](#), a technology and manufacturing powerhouse operating in 180 markets around the world.

To begin with, **digital transformation is often inspired by a broader purpose that goes beyond an organization's immediate commercial success.** This is particularly true for the tech industry because of its power to bring profound and breakthrough changes to the way people live, work and play. It has perhaps been most evident and relevant during the global pandemic over the last three years, when digital workplace solutions, supported by cloud, high-speed network and smart devices, have kept us connected despite the physical distance or periods of isolation. Similarly, e-commerce boomed not only as a channel to market for business but also as the primary means to access essential goods at difficult times for many with physical vulnerabilities and limitations.

So, if technology is a privilege, with it comes a mission. For us, that mission is to help solve humanity's greatest challenges. In scientific research like climate change or vaccine research, a tremendous amount of data is analyzed to identify the patterns, and scenario analyses are run to draw meaningful inferences. This requires powerful high-performance computing. Historically this has also come with a high level of energy consumption and environmental impact. In our experience of building some of the world's most powerful high-performance computers, we combined a liquid cooling technology, Neptune™, with our High-Performance Computing cluster to help data center customers become more energy efficient. This is the type of innovation that generates both direct benefits and impact and value beyond immediate business outcomes.

Even more, we've found **customers are increasingly using ESG as part of the criteria in selecting vendors of ICT solutions.** This is particularly true as the industry is quickly moving from traditional IT which features on-prem data centers and applications to what's now called "New IT." New IT architecture covers not only client devices and IoT endpoints, but also edge computing which allows data to be acted upon close to where it's generated, cloud computing which stores and processes data remotely, network capability that enables data to be transmitted at much higher speed, and artificial intelligence which is the critical capability to draw inferences that support decision making. Simply put, New IT enables data to be transmitted, stored, processed and analyzed from anywhere, any time. Because of that, data security, user privacy, and equitable access to the benefits of technology have become increasingly important to customers, regulators and other stakeholders.

These considerations have definitely become an important part of customers' standards in choosing IT solution vendors. On the one hand, IT infrastructure is expensive and complex to design, deploy, maintain, migrate, upgrade and replace, so customers want to get it right from the very beginning by filtering out those vendors that don't have stringent ESG commitments. On the other hand, IT vendors that demonstrate strong ESG efforts tend to gain more trust, credibility and brand equity with their end users. An example of these efforts is setting up a product diversity office and working with external experts to review a company's products, such as having special computer keyboard features for vision impaired users. It's a way to demonstrate a company's commitment to make its smart devices accessible to everyone regardless of their physical attributes or abilities.

And finally, **digital transformation has already generated tangible and measurable results in promoting environmental sustainability and human well-being.** New IT capabilities, such as edge computing, are being deployed in use cases that preserve biodiversity. For example, to observe animal behavior patterns in hard-to-reach areas, edge servers become very handy. When we partnered with the nature conservancy on the world's most remote island, [Robinson Crusoe Island](#), our edge computing capabilities supported the team's requirements, helping them process six months' worth of visual data within just one week.

More and more companies including Lenovo are now building supply chain data management platforms and adopting full material disclosure and life cycle assessment to evaluate the environmental impact of their supply chains, from manufacturing to transportation, and from product use to product recycling. In manufacturing, big data and machine learning have enabled solutions to [optimize production scheduling decisions](#) and navigate a wide array of complex factors including customer orders, batch sizes, line capacity and workers' skill levels. As a result, plant productivity is increased, carbon footprint is reduced, and shopfloor employees' wellbeing is improved.

For large companies with strong influence in their ecosystems, **working with partners together toward the sustainability goals is essential.** For example, Lenovo has set a vision to achieve net-zero by 2050, and we're working with SBTi to get our targets approved. We participated in United Nations Global Compact (UNGC) Global Development Initiative (GDI) for SDG pilot program for mitigating marine plastic pollution and helping the low carbon economy transformation. But we know we can't do this alone. We must work with our entire ecosystem to make a real difference and lasting impact.

In conclusion, the more the digital transformation, supported by New IT, incorporates ESG factors, the more likely it is to be successful. The more the ESG initiatives take advantage of what technology has to offer, the more efficient and effective they will be. The ICT industry can

contribute so much more to the [17 United Nations Sustainable Development Goals \(SDG\)](#), especially in helping build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation. **It's perfect timing now to combine the two, because we are still in the early stages of the New IT era.** We have the opportunity to build ESG considerations into every element of New IT from the very beginning. It's precisely with this approach that we can build a smarter future for all.

联想 2023/24 财年誓师大会主旨演讲 Actual

小伙伴们，大家好！

经过了三年的“云誓师”，今年，我们终于可以走下云端，和大家线下、线上联动相聚，共同开启这崭新的一年，我真是既充满喜乐，又感慨万千。

三年来，我们每个人都经历了很多。我们共同克服了种种困难，在每一个迷茫和焦虑的时刻为彼此鼓劲加油。

经此一役，我们变得更成熟，更坚韧，也更加珍惜生命中那些无比宝贵的时刻，就比如此时此刻。

三年的历程，值得做一个阶段性的总结。我们抓住了混合工作模式所带来的增长机遇，显著提升了盈利能力，稳健应对种种不确定性，坚定不移地推进技术驱动的创新和服务导向的转型。更重要的是，面对疫情的侵袭，我们积极贡献社会价值，用我们的技术、产品和服务，为国家、为社会做出了应有的贡献。

这是众志成城，千锤百炼的三年。这是攻坚克难，志存高远的三年。

转危为机，韧性成长

2020年我们第一次“云誓师”的时候，我跟大家谈到，这将是一个“转危为机的时刻”。不久以后，我们**果然**迎来了智能设备、智能基础设施、IT 解决方案和服务的井喷式增长。联想率先意识到，在家工作、学习、娱乐的“新常态”必将引爆个人电脑等智能终端的需求。而对企业而言，混合办公模式和电子商务将愈发不可或缺，因此在 IT 基础设施和数字化转型方面的投资也必然要加速。

事实证明，我们的判断是准确及时的，行动是果断高效的，成果更是鼓舞人心的。

三年前，联想是一家年营业额 3500 亿人民币的企业。到去年，我们已经跨越了 4600 亿人民币的里程碑，增加了一千多亿，而净利润更是几乎飙升到三年前的三倍。

尽管资本市场风云变幻，过去三年联想的价值增幅比大市高出了 120 个百分点。

业绩的背后，是几个关键性的战略举措。

首先，我们持续推动从设备/硬件厂商到解决方案和服务提供商的转型。

与 3S 战略相适应，我们精准匹配了新的组织架构，形成了新的战队。

三年来，SSG 方案服务业务实现了高增长与高利润率的并行。TruScale 联想臻算服务品牌让我们在“一切皆服务”市场中开辟了新的领地。

ISG 基础设施方案业务不仅扭亏为盈，而且成长为高增长引擎，迅速成为全球第三大服务器提供商、第五大存储设备厂商，势头强劲而稳健，再一次验证了我们独特的 ODM+模式和卓越运营对业务的修复功底。

IDG 智能设备业务领域，手机业务去年的营业额比疫情前增长了超过 50%，同样实现了从扭亏为盈到盈利性增长的跃升。其他智能设备、数字化办公空间解决方案等新业务同样表现出强大的增长潜力。

正是得益于这些多元化增长引擎的高速增长，我们的非个人电脑业务在整体营业额中的占比上季度首次超过了 40%的里程碑，而在一年前，这个数字还仅仅是 31%。这标志着我们以服务为导向的转型取得了重要的阶段性成果。

而个人电脑领域，市场虽然近期从增长转为下跌，但是三年来，PCSD 对集团业绩的贡献无疑是最大的，你们功不可没！

这里我也要特别感谢兰奇，他不仅领导 IDG 业务多年，也曾引领过很多同事的职业发展，我们将永远怀念他。

而我们的各项业务汇聚在一起所形成的强大推力，已经将联想推升到了一个全新的高度，不仅仅是规模，是盈利能力和现金流，更是战略方向。

而这里，中国区的小伙伴们，你们是转型的先锋军！在“擎天”智能 IT 引擎的驱动下，你们大力推进客户直达业务模式，不仅让个人电脑市场份额连年创下新高，还实现了 3S 业务的高速成长，其中方案服务业务的规模三年来猛增了 140%。

作为中国最大的算力提供商，我们也全力推动普惠算力的落地和普及。所有业务齐心协力，推动中国区的营业额扩大到疫情前的近 1.5 倍。

我们的联想创投，紧紧围绕着 3S 战略，投资于早期硬核科技并推动技术产业化。三年来完成了 9 个 IPO，实现了近 40 亿人民币的投资收益。

这是第一个关键举措——转型。我们的第二个关键举措，是在业界率先提出了“新 IT”的理念，定义了“新 IT”的技术架构，将它与传统 IT，也就是以本地部署的服务器、数据中心和应用为特征的信息技术区别开来。我们围绕着“新 IT”的五个关键要素——“端-边-云-网-智”，设立了研发投入中期翻番的目标。过去三年，我们加大了硬核科技人才的招聘力度，共增加了研发人员 8800 人，相比 2020 年初接近翻番。

第三个关键，我们充分发挥了“**全球资源，本地交付**”模式的优势作用。一方面我们充分调用全球的优质资源、广纳贤才、建立广阔的伙伴关系；另一方面我们贴近市场，保持敏捷性、灵活性，以此更好地服务我们各地的客户。生产供应环节，我们充分利用全球的供应网络和规模优势，有效地应对了行业的供应短缺；而我们分布广泛的工厂、物流网络以及多元的制造模式保障了对各地客户需求的及时响应，即使在疫情**最严重**的期间，我们也韧性十足。市场营销方面，我们充分利用全球范围内所打造的品牌资产，以及 **Global Might Local Fight** 的模式，在每一个关键市场扩大影响、激发需求。而在服务方面，我们在全球范围内通过人工智能、知识图谱技术不断优化在线服务的同时，在本地提供优质的上门服务、备件更换，现场解决用户问题。在整个世界充满不确定性的今天，我们还将与时俱进，不断优化、升级这个独特的运营模式。

还有一个关键，那就是“**同一个联想**”。

今天，数字化、智能化带来了更高的效率、更高的生产力，但是由于支撑数智化转型的新 IT 技术远远比传统 IT 更加复杂，客户需求因此更趋向于从购买产品转为购买端到端整体解决方案和服务。幸运的是，我们耕耘多年所打造的多元化业务，让我们已经拥有构成数智化解决方案及服务的主要零部件，而“同一个联想”，

让我们能够以统一的通路、整体的战略来把这些分散的零部件整合成完整的解决方案，同时借助我们全球一体的信息/交易平台和运营体系，更好地解决客户痛点、满足客户需求。

除了响应、满足客户的需求，“同一个联想”也是促进相邻业务更好发展的有效路径。我们的几个主营业务虽然处于不同的发展阶段，但都是构建在新 IT 技术架构之上的相邻业务，在客户群体、底层技术、运营流程、品牌认知等方面具有很多共同点或协同性，成熟业务已经构建起来的体系和能力实际上为多元业务的快速增长提供了最好的“土壤”，而新业务又能打开更多触达客户、黏住客户的窗口。**所以**“同一个联想”，能够让业务更好地相互借助和紧密协同。

三年来，我们不仅有了跨业务销售的市场通路，而且秉承同一个愿景，执行同一个战略，运营于同一个平台，践行同一个文化，把“同一个联想”的理念融入到各个业务、各个区域、各个团队的行动中。

除了以上几点，如果你要我选择一点**最重要的成功要素**，那我的回答应该是人，是我们的员工，是我们的团队，是你我身边的每一位小伙伴。

是我们的一线员工保证了生产线，也是联想的生命线的运转。是我们的志愿者，将设备和物资送给最需要帮助的人们。是我们每个人的勤奋自律和远程协作确保了公司的效率和产出。在疫情冲击的三年间，联想没有进入休眠模式，没有躺平！因为有你们！所以在这里，我要真诚地道一声，大家辛苦了！

[video plays] [video ends]

谢谢大家！

[lead applause]

接下来，我们将迈入“后疫情”和“后高速增长”的新阶段。尽管迎接我们的是新一轮新的挑战，但因为有了我们经过考验的战略、文化以及团队，我们没有理由不对我们的未来充满激动，充满期待！

直面挑战，砥砺前行

大家先来看这张图[\[高科技公司业绩图\]](#)。很明显，大部分科技公司在 2022 年都过得不太舒服，大多数利润下降。但这里联想暂时是一个例外，我们 2022 年自然年度依然获得了盈利增长，在科技公司中表现卓越。

但我们决不能盲目乐观。我们的挑战其实很多，也很严峻。

首先是当前个人电脑市场的整体低迷。根据 IDC 的预测，个人电脑出货量还将继续下降一段时间，预计最早也要到今年下半年，才有望恢复年比年增长。当然根据我们掌握的实际激活量数据，真实的市场需求比厂家出货量要乐观一些，每年真实需求依然会高于疫情前的 2019 年。

其次是全球经济衰退的风险依然存在，近期银行倒闭风潮就是明显信号。在一定时期内，我们大概率仍然要在高通胀、高利率、汇率波动的国际经济环境中开展业务。

当然令人欣慰的是，今年一开年，特别是两会以后，国内就形成了拼经济、促发展的浓厚氛围，而数字化智能化的大趋势还将持续掀起新一轮政企改革的浪潮。这些都在为企业源源不断地注入信心。

最后则是宏观环境的复杂性和不确定性，这涉及到地缘风险等企业自身无法掌控的因素。在可以预见的未来，我们还将继续在一个复杂多变的全球环境中运营。因此我们要做到灵活机敏，处变不惊，周密考量，审慎行事，并且与时俱进，不断探索。

穿越周期，深化转型

小伙伴们，新的一年，我们的核心要务依然是坚定不移地执行 3S 战略，加速以服务为导向的转型，全力推进以技术为驱动的创新。

首先，我们要在 **Zone to Win** 多域共赢方法论的引导下，继续打造多元化增长引擎。

我们之所以引入 **Zone to Win** 的分域管理体系，是因为多元业务处在不同的发展阶段，各自为集团贡献的价值不同，目标当然也就有所不同，根据其进展，我们会对它们所属的域进行动态调整。我们的 **IDG** 业务，当然继续会是我们绩效域的业务担当，贡献利润当然依然是它的首要考量。而 **ISG**，因为已经高速增长至百亿美元的规模，而且连续 5 个季度保持盈利，将从转型域毕业，升级到绩效域，在追求更加均衡的增长和盈利的同时，近期，增长仍然是其主旋律，**IDG** 中的 **MBG** 也是一样的目标诉求。与此同时，我们转型业务 **SSG** 中重要的组成部分运维服务，**会获得全公司所有业务的支持**，将进入到转型域，今后一段时间以快速增长、提升规模为其主要目标。

我们还有几个关键的通用解决方案，包括数字化办公空间、AI 赋能的边缘计算、混合云、可持续发展解决方案以及 TruScale 联想臻算服务，这其中产品化程度和客户认知度较高的将进入转型域，以增长为主要目标；其余将进入孵化域，以技术突破和头部获客率为主要目标。这几个通用性的解决方案，是积木式的，能够被嵌入到**各行各业客户**的行业解决方案中，我们将这样的方向称之为“向上整合”。

在多域共赢的框架下，我们将根据业务的成长情况，阶段性地不断做出更新调整，保持源源不断的活力。

那么什么是这个动态过程的源头活水呢？答案是**创新**，这也是为什么我们承诺，**将围绕“新 IT”实现研发投入中期翻番**的根本原因。

高科技行业从最早的 IBM 软硬件一体、叠加应用的整合模式，到以操作系统和芯片为主导的分化模式，目前已经过于复杂和分散。用户无法获得跨设备、跨生态的无缝体验，而企业级客户也很难选择最适合自己的基础架构和方案。**我们判断**，再一次整合的时机，也许已经到来。

那么，联想是否具备天时地利人和，来抓住这一机遇呢？我想是有的。我们处在硬件软件的枢纽位置和面向客户的前沿位置。我们也有垂直整合的成功经验和能力。像 CSP 云基础设施业务，我们就是通过从外包到自主设计主板的转换，大大提升了竞争力。通过垂直能力的延展，我们能够实现从整机到主板，再到关键零部件的“向下整合”。

也就是说，方案要向上，技术要向下，这是我们垂直整合的全新内涵，也是我们服务导向的转型、技术驱动的创新继续深化的灵魂所在！

使命清晰，目标明确

小伙伴们，战略的深化依赖于脚踏实地的工作，依赖于我们对大战略按业务单元和时间单元所做的层层分解，更依赖于我们坚定有力的执行。

新财年，我希望我们的个人电脑业务，不但要继续保持超越市场的增长，更要保持行业领先的盈利能力，无愧于绩效域领头羊的角色。在 2023 年自然年下半年恢复年比年增长。

我更希望我们的非个人电脑业务，营业额在总营业额中的占比要更进一步提升！至少提升 **2** 个百分点。

希望 **MBG** 的营业额能够实现 **15%** 的同比年增长，**SSG** 实现 **20%** 的增长，两个业务都能成长到 **80 亿美元** 的规模！

希望 **ISG** 跑得更快，以超越市场 **20** 个百分点以上的速度，继续高速增长，并继续提升利润水平！

希望联想创投 投资更多优秀科技企业，做好我们的科技瞭望塔。

新财年，我还希望每个部门都能更高效地管控费用和成本，让集团整体的运营利润得以继续改善。

小伙伴们，中国式现代化的新征程，是充满光荣和梦想的远征。在这催人奋进的时代大背景下，联想最重要的使命，是要继续把企业发展与国家富强、人民福祉紧密联系起来。作为“双实企业”的典范，我们将不遗余力地助力国家“数实融合”的经济发展方向，用科技带动各行各业的数字化、智能化转型。同时，我们还要扶植中小企业，稳定就业，促进可持续发展。我们的 **2050 年** 净零排放目标已经获得批准，接下来要认真执行，稳步推进。以创新突破为己任，以创造社会价值为使命，这是联想发展的灵魂，也是我们长期主义的承诺。

让我们一同锐意进取，深化转型，踏上新征程，赢取新胜利！谢谢大家！
[Draft Speech for YY at FY23/24 Global Kickoff AP Actual](#)

Hello Team!

It's GREAT to SEE you all, finally, after three years of virtual kickoffs, when I could only speak to a camera in an empty hall. Once again, we are shaking hands, hugging and taking selfies together. It feels like a dream.

Everyone has been through a lot. Now, team, we have been tested and become stronger and more resilient. And we have learned to appreciate life's most precious moments like now, when we are surrounded by people that we know we can count on in good times and tough moments.

Yes, counting on each other - to grow our business and improve our profit, to manage all sorts of uncertainties, to drive our transformation, and to truly care about our customers, our communities, and our planet.

That's exactly what we did, TOGETHER, over the last three years. That's exactly who we are ---- determined, united, proven, and hungry for more.

Our Achievements

You may recall that three years ago, at our first virtual kickoff, I talked to you about "Turning a crisis into opportunities." We were quick to realize that the "new normal" of work, study and entertainment from home would drive up demand for PCs and other smart devices. And to support a hybrid workplace and e-commerce, enterprise customers would have to invest in their IT infrastructure and accelerate their digital transformation.

Our judgement and your hard work paid off. We grew from a \$50 billion company three years ago to a \$70 billion company in fiscal year 21/22. And we almost tripled our net profit!

Over the last three years, despite all the uncertainties in the macro context, Lenovo outperformed Hang Seng index by over 120 points. [\[lead applause\]](#)

What's behind these achievements are some critical, strategic moves.

First, we continued to drive our **transformation from a device or hardware company to a solution and service company.**

We realigned our organizational structure around our 3S strategy.

SSG has delivered high growth with high margin. With our TruScale brand and on-demand services, Lenovo has established its presence to compete in "as a service" market.

ISG has been fully turned around to become a high growth engine, and has quickly grown into the 3rd largest server player and 5th largest storage provider. Once again, these results have proven the competitiveness of our ODM+ model; and operational excellence is truly our unique advantage to turn around the business.

Within IDG, Mobile became a healthy business and grew significantly from the pre-pandemic level, with steady profit contribution. Other non-PC smart devices as well as smart space solutions all showed strong growth momentum.

So, in total, driven by the fast growth of these diversified engines, in last fiscal Q3, our non-PC business exceeded 40% of total revenue for the first time! And that number was only 31% the year before. This marks an important milestone in our service-led transformation.

And PCSD has made the biggest contribution to the company over the last three years despite the PC shipment decline in recent quarters.

We owe big thanks to our beloved old friend, Gianfranco Lanci, who led this business for years and guided so many colleagues' career. We will remember him forever.

The fast expansion of all our business groups has elevated Lenovo to a new height – not just in scale, profitability and cash flow, but also in strategic direction.

[for AP]

And here in Asia Pacific, you have defended #1 in PCs with premium. You are crossing the billion-dollar revenue mark in ISG. And as the pioneer of service-led transformation, our SSG team here achieved the highest service penetration rate among all Geos, and won breakthrough customers with our solutions and services. And I am so proud that eight markets here have been certified as “Great Places to Work”. Congratulations, Team!

Second, we've defined our vision of **New IT** and been investing in it. In this complex and fragmented industry, Lenovo was the first company to use the term New IT, which stands for Intelligent Transformation. It differentiates from traditional IT which features on-prem servers, data center and applications. And we are committed to doubling our R&D investment around the five elements of New IT, Client, Edge, Cloud, Network and Intelligence. Today, one in every five of Lenovo employees works in R&D or innovation, and that definitely includes our growing Yamato Lab team here. Without you, we wouldn't have been able to launch iconic products one after another, like the latest ThinkPad X1 Fold.

Third, our “**Global Sourcing, Local Delivery**” model has made a huge difference throughout every part of our value chain. Globally, we have access to advantageous resources, attract talent and build partnerships. And locally, we stay agile and flexible to serve customers' needs. In supply chain, when demand increased dramatically and supply was in shortage, our global scale helped us secure key components. In manufacturing, we have our own factories to ensure capacity and uninterrupted supplies, while most of our competitors outsourced production so they didn't have as much resilience and flexibility as we had. Here at Yonezawa and Shimane, our factories are supporting local customers with best customization and best serviceability.

Similarly, in Marketing, we are using a “Global Might Local Fight” approach to build Lenovo’s global brand equity while generating local influence and demand in key markets.

And finally, there is **One Lenovo**.

Today, customers need not just products but total solutions. Lenovo has all the pieces – devices, infrastructure, solutions and services to serve their needs as One Lenovo.

We have been exploring how to leverage our existing platform, processes and structure, and build on our existing core competencies to grow adjacent business. It’s about optimizing between scale and scope.

We do see a lot of similarities and synergy in our business portfolio, in terms of customer base, underlying technology, operation processes and brand awareness. Although they are at different stages of maturity, they are all built on the New IT architecture. In fact, the capabilities we’ve built with our core business are now the best soil that nurtures the growth of new, diversified growth businesses. That’s precisely the original intent of One Lenovo. And ISO drove this with a sales blueprint and Lenovo 360 program with our channel partners.

What we’ve built was not just a go-to-market platform for cross-selling. As One Lenovo, we are sharing the same vision, executing the same strategy, operating on the same platform, and building the same culture, in every business, every region, and every team.

Besides all these critical moves, there is another single most important success factor - **our people, our team**. None of us went into a sleep mode during the pandemic. We captured our opportunity, and we delivered.

[video plays] [video ends]

Yes, all because of you. Thank you, team!

[lead applause]

Now, it’s time for a new chapter – the post-pandemic, post-hypergrowth era. It greets us with plenty of challenges. But our strategy has been tested. Our team and our culture have been tested. We have every reason to embrace our opportunities, our future.

Our Challenges

Let's start with this chart. For most global technology companies, 2022 was a year of profit drop. But at least on the chart, Lenovo is an exception. In fact, we entered the downturn with improved profitability in last calendar year.

But, and this is a big BUT, we cannot feel too optimistic. I know you all have concerns so let me address them directly.

First, the PC market. IDC predicts that PC shipments will continue to drop for a while, expecting the earliest time to resume year-on-year growth to be the latter half of this year. But the slightly more encouraging news is that, based on our visibility of actual activation data, the real demand is better than shipment data. And for every year going forward, the real demand will still likely be higher than the pre-pandemic level in 2019.

Second, the global economy. Recession remains a valid concern. The recent wave of bank failures is a strong signal. In my view, business will likely still operate in a high inflation, high interest rate, and strong US dollar environment, which poses challenges for global companies like us.

Third, the macro context. This involves many factors beyond our control, such as geopolitical risks. We assume that we will continue to face a highly complex global environment with a lot of uncertainties. Let's stay alert and agile. Be prudent and thoughtful. And leverage our global local approach as I mentioned earlier.

Our Path Forward

So team, in such a complex and tough environment, we cannot expect to rely on anyone **else** but ourselves. It's this team. It's our strategy. Our most important job is still to execute our 3S strategy, accelerate service-led transformation and technology-driven innovation.

Essentially this is about continuing to **build our diversified growth engines with Zone to Win** as our operating system.

This year, we will remap our different businesses into different zones.

IDG, as our core business, definitely will continue to be in the performance zone, measured by profit as the primary dimension. ISG, because of its fantastic progress growing to \$10B and being profitable for five consecutive quarters, it has reached the critical mass of scale and profitability to graduate from the transformation zone. Congratulations to ISG! **In new year, we** will measure it with a more balanced approach, but growth is still the primary metric in short term.

MBG within IDG is similar. There will be other newly incubated business entering the transformation zone, including managed services. And the goal here is about growth to reach the desired scale and profitability, just like **ISG in the past couple of years**.

And finally, we have several Hero horizontal building blocks – digital workplace solution, edge/AI, hybrid cloud, sustainability and TruScale solutions. Some of them will enter transformation zone to focus on growth, if their offerings are more complete with established customer base. Others will occupy the incubation zone, driving innovation breakthrough and flagship customer acquisition. These horizontal building blocks can be embedded into vertical solutions for customers across all industries. I call this direction “upward integration”.

That’s why we need a dynamic process, with Zone to Win model. This is the methodology for us to execute our 3S strategy and build diversified growth engines.

But what’s the ultimate source, or feeder, of this ongoing momentum? My answer is Innovation. So that’s why we are committed to **doubling our R&D investment in mid term around New IT**.

The technology sector started from an integrated model, or IBM model, with hardware, software and components, all in one. Then, with the arrival of PCs, it evolved into a “dis-integrated model”, with more specialties [*ˈspeʃəltiz*], and more niche players. Now, the industry has perhaps become too fragmented. Users cannot get the best experience across devices and ecosystems. And enterprise customers find it’s harder rather than easier to choose their infrastructure and application solutions. Time seems to have arrived for the next integration.

Does Lenovo have an opportunity here?

After all, we are the hub where all hardware and software meet. And we are at the forefront of direct interactions with end users. And we have experience and capability in vertical integration. For example, in our **ISG** Cloud Service Provider business, we brought motherboard design in house to become more competitive. This is what I call “downward integration” to extend our capabilities, from system level to board level, all the way down to component level.

In other words, our vertical integration now entails going upwards in solutions, and going downwards in technologies. This represents the essence of our service-led transformation and technology-driven innovation.

Our Goals

Team, our continued success depends on our solid execution to **cascade** our strategy into **every** business, **every** tier, and to breakdown the timetable into **every** year, every quarter.

In the new fiscal year, for PC business, I wish you will continue to exemplify what it means to **lead** our business in the performance zone - not only maintain premium-to-market growth, but also keep industry leading profitability. And I wish we can get back to growth in the second half of this year.

For non-PC business, I wish we can further lift its percentage of total revenue by at least 2pts.

This year, I think we will have two \$8B businesses – MBG and SSG.

For MBG, that means 15% year on year growth, and for SSG that means 20%!

And there is ISG, let's continue driving hypergrowth at over 20 points premium to market with improved **profitability!**

And finally, we will start executing our validated plan to achieve net-zero by 2050.

And I wish every team can control cost and manage expenses efficiently, so that we can continue to improve our Group operating profit.

Here comes the new year. Let's embrace it. Let's own it. Let's drive our transformation forward.

Thank you, Team!

[for North America]

And here in North America, over the last three years, multiple businesses have surpassed \$1B in annual revenue, including Lenovo Canada (FY20/21), eCommerce (FY20/21), and Workstation (FY21/22). SSG is nearly doubling its revenue and ISG is approaching the billion-dollar mark (FYQ1-3 plus Q4 M3). Even more, you are the first Geo to implement the One Lenovo structure. You have donated over \$10M and tens of thousands of volunteer hours to serve our communities. Well done, Team!

[for LA]

And here in Latin America, you became #1 in PCs and remained the solid #2 in Mobile. You've achieved an amazing share in Brazil smartphone market of

almost 30%. You've doubled ISG revenue and quadrupled its PCON. And I heard you've set goals even more ambitious than your STAMP - to drive 22% market share for PCSD, MBG and ISG, and 22% year on year growth for SSG! Even more, you've donated almost \$8M and nearly 7800 volunteer hours to serve our communities in the last three years. Great job, Team!

[for EMEA]

And here in EMEA, you have demonstrated amazing speed having built the Budapest factory in just ten months during the pandemic. You have competed aggressively to defend our PC market leadership. You achieved record ISG revenue became #1 in entry storage (#1 in units in FYQ3 for the 1st time) for the first time. You championed all Geos in DaaS and TruScale contract signing. And you have shown your care to your colleagues in the geo-politically impacted region in a challenging time. Great job, Team!

Draft Speech of Global Digital Summit Actual

Hello everyone! It's my pleasure to speak at this year's Global Digital Summit. I want to thank Nikkei for this opportunity to share my thoughts and learn your perspectives about the future of digital transformation empowered by emerging technologies.

The Global Digital Summit is one of the most important platforms for leaders across the ICT industry to exchange ideas that might shape the future technology landscape. The topics discussed in recent years, such as building digital trust and a resilient society with technology, have precisely captured the most noteworthy subjects of our era. They demand deep thinking and open collaboration from this community to shape the world for the better.

[Digital & Intelligent Transformation: Accelerated by New IT]

If you ask me to summarize my view on digital and intelligent transformation with one word, it should be "**accelerating**".

"Accelerating", because consumers have found it indispensable to stay connected and collaborative in order to be productive. That's particularly true, having gone through a global pandemic.

“Accelerating”, because enterprise customers have found it essential to support a hybrid workplace and expand e-commerce channel with strong IT infrastructure and services.

“Accelerating”, fundamentally because technology has advanced to a point where we see more possibilities. And this is where digital transformation meets emerging technology.

Just think about the critical elements that lead to digital transformation.

First, we need **devices or IoT** to generate **data**. Then, **cloud computing** allows data to be stored remotely and accessed on-demand. Connecting devices with cloud using 5G/6G **network** enables fast transmission of large volume of data. And to reduce the traffic jam between devices and cloud, **edge computing** enables data to be processed closer to where it’s generated to achieve faster response at lower latency. And finally, we need artificial **intelligence**, including voice technology, natural language processing, computer vision, machine learning, knowledge graph and so on, and training and inferencing models to help us analyze data and make decisions.

So you see, each of these elements – **client, edge, cloud, network** and **intelligence** – was once an “emerging technology.” Some still have **not** “fully emerged” yet even at this point, and that means there is a lot more untapped potential to be explored.

But over years they have all advanced, and they have been adopted and applied to more use cases, more scenarios, and more vertical industries, to solve more pain points for more customers. And they have grown from discrete elements into a more complete architecture, dependent on and complementary with one another, to form full digital and intelligent solutions.

This newly emerged technology architecture can be described as “**New IT**”. It’s in contrast to **traditional IT**, which features on-prem servers, data center and applications. The New IT architecture is like a tree with five branches. It provides a structure that nurtures more emerging technologies to be borne like fresh fruits on the tree.

Today customers need New IT because they need the total solutions made possible only by having client, edge, cloud, network and intelligence all working together. So when we build digital and intelligent transformation solutions in manufacturing, education, retail, smart city, environmental protection, etc., what's really happening underneath is New IT in action.

Let me give you an example of digital solution for sustainability.

The Nature Conservancy of Robinson Crusoe Island, the world's most remote workspace, has partnered with Lenovo to help restore biodiversity. Their pain-point was that it's hard to observe animal numbers and behavior patterns in hard-to-reach areas, so they couldn't make informed decisions fast enough on biodiversity. Our edge computing modules were installed in remote areas, working with cameras, to process wildlife images with minimal human interference. The team processed six months' worth of visual data within just one week.

Another example is, we work with one of the largest supermarket chains in the world to build smart retail solutions. The customer uses Lenovo's edge A.I. servers to build its smart self-checkout solutions. Each server can capture unstructured data from 20 high resolution cameras in real time. Over 75% of checkout errors can be corrected without employee intervention.

[Emerging Technology: Endless Possibilities, Real Challenges]

Supporting these digital and intelligent solutions was the once-emerging, now-proven technology. But at any given time, there are always emerging technologies on the horizon, igniting hope while causing controversies at the same time.

Two most recent examples are **Metaverse** and **ChatGPT**. In both cases, it didn't take long before the general public to go from curiosity and excitement to scrutiny and caution.

Indeed, we now live in a world where the **real** and the **virtual**, the human wisdom and the artificial intelligence are increasingly mixed together. How do we take full advantages of the flexibility and efficiency provided by emerging technologies, and at the same time, mitigate the risks and manage the unknowns?

In metaverse, especially industry metaverse, there is a lot of value to be created in our future workplace through collaboration across the **physical** and **virtual** worlds. The **object** you work on might be real or virtual, like a virtual room for an interior designer. The **colleagues** you work with might be real or virtual, like an A.I. assistant. The **environment** you work in might be real or virtual, like in the Metaverse. And the **outcome** you build might be real or virtual, like a digital twin.

Besides these advantages, and there is certainly the flipside, especially in consumer Metaverse. People have realized that the virtual could inherit the problems in the real world, not every use will be fair, kind and honest.

Similarly, more people have realized that **ChatGPT** seems to be capable of invading the sacred domain of human intelligence, and may even threaten our **jobs**, our **culture norms** and our **values**. It inherits our existing biases, misunderstandings and human imperfections because of the data used to train it. What's most worrisome is that it seems so good at "making up stuff" that now it becomes even harder to tell the real from the fake. Some people even predict that ChatGPT might invent its own language to surpass and control mankind.

All these concerns are valid and important for innovators to address. But here is my view. Throughout history technology advancement has enabled far more **good**, far more **progress**, and far more **human benefit** than it has stopped or limited. It does bring **risks**, hence innovators, entrepreneurs and whole society must constantly assess in order to make the right decisions.

Our goal should be using technology to free mankind from the routine, repetitive work, so that we can focus on more value-added work where human intelligence truly matters. For example, tasks that require emotional intelligence, moral judgement, creativity and originality. We must not be fearful of technology, but rather learn how to harness this power and embrace a digital mindset to leverage technology to increase **efficiency**, **productivity** and **creativity**. We have to dream big and bet on our beliefs. We take risks but also need to take responsibility for the impacts and consequences of what we do.

In emerging technology, "accelerating" does not mean a linear progression, but involves multiple rounds of **start** and **pause**, **promises** and **disappointments**, **investments** and **failures**. And we could only succeed with patience,

persistence, resilience, seeking stakeholders' feedback and addressing various concerns, and most importantly, insisting on using technology to do the **good**, to solve humanity's **biggest challenges**.

So, if digital and intelligent transformation is the **outcome** to be achieved for the customer, then emerging technology is its **fuel**. There is still a critical gap between an emerging technology and digital transformation. The technology itself must be **commercialized** to make this leap. If a company could **foresee** which emerging technology to bet on, then **invests** big in it, and turns it into a **practical solution** faster than others, it would have cracked the secret code to be one step ahead of competition. That takes **strategic foresights** and **strong execution**.

[Turning Emerging Technology into Digital and Intelligent Solutions]

So, at Lenovo, how do we do it? As part of a \$70 billion global technology powerhouse, my team and I ask this question every day.

Specifically, how do we **choose and prioritize** our emerging technology portfolio? What's our **risk tolerance level** and when do we decide to forego an opportunity? How do we **balance** between foundational research and market returns? And the most challenging part of all these – how do we **nurture** innovation in a large, complex company that is dominated by a mature, leading PC business?

I can't say I have all the correct answers, but let me share my thoughts with you.

First, we try to set a **high-level goal** for the **scale** of our investment in emerging technology for a **manageable period of time**. For us, it's **doubling** our R&D investment in mid term. It shows a clear, time-bound focus and commitment on R&D for the entire company, so that we can measure our success and adjust our strategy in a timely manner.

So, that's how much and how long. The next question is, **where** to invest.

When growing emerging technology within a mature company, we have **separate tracks** for different races. That way, we can strike the right balance between **short, medium, and long** term returns, and between **immediate market needs** and **game-changing breakthroughs**.

For examples, in our industry, a **game changing breakthrough**, such as AR/VR, large language model, might take **5-10** years or even longer to see the investment returns. Meanwhile, innovation for **better user experience**, such as improving flagship mobile phone's experience, is often based on existing market demand and the ROI is relatively quick. There are other opportunities in between, like hybrid cloud, that will likely play out in **3-5** years.

For emerging technology to materialize into key elements of digital and Intelligent solutions, a **3-track approach** is critical in our experience. It keeps the mature business competitive to generate strong cash flow, so that we have the money to invest in emerging technology portfolio. It gives the emerging portfolio more freedom to focus and experiment. Lenovo is **not** an "**all-in**" type of company. A more **balanced** rather than extreme approach works out the best for us to nurture the new while keeping our core strong.

Along that line, Lenovo has adopted the **Zone to Win framework** to dynamically manage our portfolio of business.

For us, **PC** is the core business whose main goal is to generate profit and cash flow. It's in **performance zone**.

For any company at any given time, there needs to be one business whose growth potential is so high that it can transform our identity. Our **infrastructure solution business**, including hybrid cloud, edge computing, has been focusing on growth and finally reached the critical mass of scale with steady profit, so it has graduated from the **transformation zone**.

And most of our emerging technology, like next generation computing, are in **incubation zone**. We don't measure their success by growth or profit. Instead, we measure them by technology breakthroughs and flagship customer acquisition.

Businesses over time move from **incubation** to **transformation** and then graduate into **performance** zone. The ultimate source of this dynamic process is **technology innovation**.

So these three elements – a defined R&D risk appetite, a 3-track investment approach, and a Zone to Win model – have become an organic, systematic methodology for us to drive emerging technology into proven digital and intelligent solutions.

I am sure every company has its own way of managing emerging technology and digital transformation, and I hope to continue learning more about how you do it. Exchanging ideas will help us all move the world forward.

And finally, I want to emphasize that empathy is critical when we get deeper and deeper into the unknown territory of emerging technology. Empathy is about feeling what others are feeling, and no machine, robot, or A.I. is capable of doing that.

With that final thought, I invite you to join me on this journey of developing emerging technology to power the acceleration of digital and intelligent transformation.

It's a journey that mixes progress with setbacks, hope with caution. It ignites discovery by forcing us out of our comfort zones. And that's how humanity has often made any meaningful leaps. The future will arrive sooner than many are prepared for it, as Hemingway said, "**Gradually**, and then **suddenly**."

Thank you all.

YY Script V4

Hello everyone. I am proud to announce **Lenovo's Net-Zero Target for 2050**, validated by the **Science Based Targets initiative**.

As a global technology powerhouse, Lenovo has been working to reduce our emissions [*/ɪ'mɪʃənz*] for over a decade, across our products and value chain.

For example, we are providing Neptune water cooling technology to help customers improve energy efficiency of their data centers.

We are optimizing the design of our smart devices to require less energy.

We are making our packaging lighter, smaller and more sustainable to ship.

And we are expanding Lenovo's renewable energy installation at our facilities.

We will continue and strengthen our efforts going forward.

In the fight against climate change, we believe collaboration and **accountability** are the two critical elements for success. We must follow climate science, standardize our measurements, and seek validation for our targets and progress.

We look forward to more companies joining us on this journey to net-zero.

Together, we can build a **sustainable future for all.**

大家好！我很高兴地宣布：**联想 2050 年净零排放目标**已经获得“科学目标倡议组织”的正式批准！

作为一家全球化的高科技公司，多年来，联想始终致力于减少产品，乃至整个价值链中的碳排放。

我们充分运用海神温水水冷技术，为客户的数据中心提升能源效率；

我们不断优化产品设计，让智能设备更加节能高效；

我们让产品包装更加轻便小巧，助力实现可持续的运输；

我们还在世界各地的联想设施中，越来越多地采用可再生能源装置。

这样的例子，不胜枚举。今后，联想将一如既往地努力，持续推动 **2050 年净零排放目标**的实现。

我们深知，要成功应对气候变化，需要**广泛开展合作**，并**承担责任**。我们将遵循气候科学，让测算标准化，为目标和进展寻求科学验证。

期待更多的企业加入到**致力于净零排放**的队伍中来，共同打造可持续的未来！

联想 FY22/23 誓师大会 YY 主旨演讲 Actual

小伙伴们，大家好！

又到了我们一年一度**厉兵秣马**的时刻，**沙场“春”点兵**，新的一年已经开启，我们又要**生龙活虎**地再出发了！

【业绩提升，未雨绸缪】

刚刚过去的这个财年，**联想**克服了全球疫情、零部件短缺、地缘政治的重重挑战，在发挥科技的力量助力人们适应新常态下的**新生活**、工作方式，助力企业数字化、智能化进程的同时，业绩获得强劲增长，前三个季度总营业额年比年增长了**22%**，净利润额更是上升了**76%**！我们整个财年的营收有望达到新的里程碑——**跨越 700 亿美元，4500 亿人民币**大关！

这一年，我们深入推动服务导向的智能化转型，所有业务齐头并进，都为公司业绩的提升做出了重要贡献。新组建的 SSG 方案服务业务，高利润、高增长。ISG 基础设施方案业务，扭亏为盈，增长远超大市。我们的 IDG，个人电脑业务营收、利润连创新高，连续 16 个季度实现利润率改善。智能手机业务，连续七个季度健康盈利、快速增长。我们的联想创投，完成了 48 项新投资，累计投资 15 家芯片设计公司，新增了三个 IPO。

这一年，在大本营中国市场，我们以“同一个联想”协同迈进，不仅营收、利润创下新高，而且继续锐意转型，一马当先。我们的方案服务业务进入了中国 IT 服务市场的前四名，基础设施方案业务以 3 倍于市场的速度快速增长，智能边缘、消费 IoT 等更多的创新业务翻番成长，而个人电脑的份额则不断突破历史新高。

这一年，尽管跌宕起伏，但我们用实实在在的业绩，跨越了一个又一个里程碑！向大家表示衷心的感谢！

在为这些成绩欢欣鼓舞的同时，我们也要清醒地认识到，能够交出这样的答卷，也有时势助推的因素。新冠疫情加速了数字化、智能化转型的进程，而我们，把握住了由此带来的增长机遇。但是，永无止境的高速增长是不存在的，任何企业、任何行业都有自己的发展周期，我们更需要**路行长远、未雨绸缪**。

不仅如此，我们在坚定不移，走出符合自身特点的道路的同时，也需要聆听期许，不负众望。过去三十八年，联想在国家的培育下成长、壮大，**才**具备了今天这样的规模和能力，**因而**更要将自身发展与社会福祉愈发紧密地联结起来，承担起更高的使命。

和国家一样，联想也正在进入一个新的发展阶段。我们要认真学习贯彻新发展理念，构建新发展格局。新阶段中，我们的首要课题是如何成功穿越**周期**，力争在下一轮周期开始的时候，成为一个**创新能力更强，利润水平更高，创造更大社会价值，能够更高质量发展**的新联想！

【架设云梯，穿越周期】

所谓“**周期**”，是指每个企业、每个行业都会经历的一个又一个循环：扩张、触顶、下滑、触底，直到下一轮扩张重新开始。而成功的企业要做的是，在一个又一个周期中完成**螺旋式的上升**。

根据这样的规律，对于我们所处的行业来说，“后疫情”和“后高速增长”所交织的双重现实，会是当前这轮周期即将开启的新的阶段，我们要从仍在高速增长的时候就开始行动，通过技术的创新，通过业务模式的升级，尽早打造出新的增长引擎，从而能够架设起一道**云梯**，能够更稳健地穿越周期。

为此，我们要全力打造三个支柱，强化两个基石。

【三个支柱，两个基石】

技术创新

要建立新的增长引擎，首当其冲要重视，要付诸行动的，就是**技术创新**。当我们成长到今天的规模，当我们的生态影响力与日俱增，我们所肩负的期待也越来越高。我们要志存高远，以破釜沉舟的勇气，以脱胎换骨的决心，以前所未有的力度，让技术创新这一联想发展的主旋律更加发扬光大。

我们的创新主张是：我们要成为**全球ICT行业的领导企业之一**，我们要做**智能化转型的先锋和赋能者**，我们要致力于解决人类所面临的**共同挑战**！

雄心壮志背后，是真金白银的资源保障：到**23/24**财年结束的时候，我们的研发投入将在**20/21**财年的基础上实现翻番。而未来五年，我们的研发总投入将会超过**1000**亿人民币！我们同时计划增加**12,000**名硬核科技人才，在刚刚过去的第一个**财年**里，已经有近**5000**位小伙伴加入到我们的研发行列。

我们将围绕“**端-边-云-网-智**”的技术架构，着眼近期、中期、长期，分三个赛道投入资源，除了快速市场化的技术，更要有**基础性研究**；除了**持续改善型技术**，更要有**突破性技术创新**！

第一赛道是着眼于未来**1-2**年，围绕现有产品、应用和业务模式进行的创新，包括每个业务框架内的设备、关键零部件、应用以及“一切皆服务”业务模式的创新。这个赛道将由业务集团来主导。

第二赛道是着眼于未来**2-3**年，由新技术驱动的**孵化业务**。除了大家熟悉的数据智能、云网融合业务之外，今年我们又有三个领域的创新成果进入到了孵化阶段。一个是基于元宇宙应用的**AR/VR**技术，我们将聚焦于**B2B**，逐渐构建起完整的生态。第二个是**边缘计算**，我们把过去散落在各个部门里的边缘计算业务整合为一个完整的业务，将持续投入于全栈型能力的建设。第三个就是**云服务业务**，我们

将加大对云原生、智能化运维、多云/混合云管理平台的技术投入，为客户云化之路的全生命周期赋能。三个孵化业务都由业务集团主导，并且由研究院提供技术建议。

第三赛道围绕核心技术和新兴技术，着眼于 3 年乃至更长远的基础性和突破性研究，将主要由研究院主导。我们将围绕新一代人工智能、下一代通信协议等 ICT 领域的关键技术进行攻关；我们也将持续探索车载计算、元宇宙等新的计算场景，积累所需要的核心技术；我们还将立足于大计算领域，开始探索隐私计算、多元异构的先进技术架构等面向算力共享、数据流转的基础性研究，着眼长远，服务于社会、服务于人类。

三个赛道，责权分明，资源到位，让我们既能抓住现有市场中的高利润高增长机会，又能拓展到相关技术领域以及细分市场，同时打造核心技术优势，**为我们长远的竞争力**建立护城河。

服务为导向的转型

穿越周期要建立的另一个增长引擎是**业务模式升级**，也就是我们已经讲了几年的服务导向的转型。其成败将决定联想能否成为一家盈利水平更高的企业，能否从一家硬件产品厂商升级为高科技驱动的解决方案提供商。

我们瞄准的是全球 IT 服务——这个 2025 年将超过万亿美元规模的大市场。服务能力也检验着我们是否真正做到了以客户为中心，并且能以纲举目张之势带动集团内各业务的销售。

去年，我们成立了 SSG 方案服务业务集团，并且推出了 TruScale “一切皆服务”的品牌。最近，我们又进一步按照三类服务理顺了组织架构，明确了领导权责，并按照中国与国际两条线整合了销售资源，从而更好地实现规模效益。

现在，三类服务各自都有了明确的目标和清晰的战略路径。**支持服务**要不断提升设备服务渗透率，并且拓展更高比率的尊享服务。**运维服务**，包括“一切皆服务”**在内**，要扩大规模并保持较高利润率。而**项目服务和解决方案**要打造系统整合能力，积累垂直行业的知识、经验和能力，推出更多具备自有知识产权的可复用的解决方案。

转型虽然是以 SSG 为龙头，但它却是全公司的任务，所以我们要让服务成为公司整体销售的敲门砖和以客户为中心的试金石。

社会价值

第三大支柱，也正是今天压轴的重点——**企业社会价值、社会责任**。联想的社会价值，是要以服务于国家、行业、民生和环境四个方面为出发点，以科技创新赋能，做我们**应做**的贡献。

我们要当好“双循环”的标兵。作为“以国内大循环为主体，国内国际双循环相互促进”的践行者，一方面，我们要加大在国内的科创投入，用更高质量的技术、产品和服务供给，在需求侧激发和满足新需求，为扩大内需注入动力；另一方面，我们要继续做好国内、国际循环的枢纽，将更多更好中国“创造”、中国“智造”的产品和方案推向国际市场，把中国的产业链供应链优势带到全球。

我们要成为高质量发展的主力军。

高质量发展意味着**提质增效**。我们要充分运用自身转型经验，为各行各业数字化、智能化转型升级赋能，推动国内产业，尤其是制造业迈向国际产业链的中高端。

高质量发展同样意味着**绿色发展**。我们的愿景是在 2050 年底之前实现净零排放，我们正在与“科学碳目标倡议”组织合作，设立更细化的目标，并确认路线图。这个愿景一旦实现，意味着我们将提前十年完成国家交给我们的碳中和任务！我们正在天津按照“零碳工厂”的目标加紧建设新工厂，我们也将通过绿色制造、绿色供应链体系，引导和带动整个产业链上下游共同实现低碳转型，并通过“内生外化”，赋能各行各业实现低碳发展。

我们还将以实际行动助力**共同富裕**。

共同富裕，**首先**是**各类人才的高质量就业**。对外，我们将扩大招聘，白领、紫领、蓝领一应俱全；对内，我们将把“没有天花板的舞台”营造得更好，既让大家有施展才干的发展空间，又让大家没有后顾之忧。在刚刚过去的寒假里，我看到不少同事把小朋友带到公司，交给托管班老师后，再高高兴兴去工作。**这样的场景有很多**。过去这一年，我们在全球获得了 24 个各类最佳雇主奖项。大家辛勤工

作，为的当然是美好的生活！小伙伴们为公司尽心尽力，希望公司对你们的关爱，也能让大家感到踏实，感到安心！

共同富裕，也是**各类企业的共同发展**。一直以来，我们致力于**扶持中小企业**发展，带动了一大批中小型供应商、经销商和被投企业共同成长。联想创投投资的企业中，专精特新是其最重要的组成部分。我们有超过两百家供应商和**6**万家渠道伙伴都是中小企业，这些渠道伙伴中，一半以上都渗透进了县级以下地区，在全国各地为**乡村振兴**添砖加瓦。

共同富裕，更是**物质和精神文明的内外兼修**。我们在为国家经济建设添砖加瓦的同时，还将继续通过资助乡村教育、促进职业教育、支持高校科研、助力生物多样性保护等公益行动，发出更多光和热。

说了那么多，如果用一句话来总结，那就是：联想将**坚定创新、锐意转型、贡献价值**，让企业的发展更好地服务于社会繁荣和人民幸福。

两个基石：同一个联想与数字化基石

这就是支撑我们成功穿越周期、行稳致远的三大支柱。而要撑起擎天之势，我们的地基也要打得牢靠。

地基之一，是发挥“**同一个联想**”的优势。让我们既能拥有从口袋到云端的产品组合以及能力，又能在内部实现规模、效率与协同，再加上全球资源本地交付的模式，团结一致的企业文化，从而共同构成重要的差异化竞争优势。

地基之二，是**要继续**强化我们的**数字化基石**。让数字化、**智能化**贯穿“**研产销服**”整个价值链，支撑我们从卖产品到卖服务、卖解决方案的转型，让联想不仅成为智能化变革的典范，还能“内生外化”，对外赋能。

【全新高度，全新使命】

小伙伴们，新财年，联想将进入一个全新的阶段。

虽然环境**依然**有很多不确定性，但联想人必将更团结，更坚定，更怀同理心，更具使命感！

联想人推动的，不仅仅是业绩的提升，更是基础性、突破性的科技创新！

联想人实践的，不仅仅是**是能够**卖好产品，更要成为高科技驱动的解决方案企业！

联想人重视的，不仅仅是自身的发展，更是对国家、对社会、对人类的贡献！
我们将认真倾听客户声音，与合作伙伴携手共赢，与社会各界形成畅通的沟通机制，共同构建一个科技创新驱动、持续服务客户、创造更多社会价值的未来！
让我们向着这个使命，出发！