

ALWAYS
MOVING
FORWARD



Lenovo™

Our commitment to corporate citizenship and sustainability reflects both our rich heritage and values and our company-wide attitude of never standing still. We are unrelenting in improving not only our performance and products, but also how we conduct our business, how we serve our local communities and our role as global stewards of the environment. Sustainable practices are integral in every aspect of Lenovo's business and are an important catalyst for the company's growth and success. As Lenovo moves forward, so does our pledge to deliver superior product quality, promote a safe and healthy workplace and the betterment of the community and environment we live in.

LENOVO
ALWAYS
MOVES
FORWARD.

CONTENTS

0.0	REPORT PARAMETERS	4
1.0	EXECUTIVE LETTERS	7
1.1	Letter from Yang Yuanqing, Our Chairman and CEO	8
1.2	Letter from Peter Hortensius, Our Chief Sustainability Executive	10
2.0	INTEGRATING SUSTAINABILITY	13
2.1	Materiality and Stakeholder Engagement	14
2.2	FY 2014/15 Consolidated Metrics	16
2.3	FY 2014/15 Performance	22
2.4	FY 2015/16 Objectives and Targets	26
3.0	PERFORMANCE	31
3.1	Lenovo at a Glance	32
3.2	Corporate Governance	34
3.3	Lenovo Manufacturing and Supply Chain Operations	36
3.4	Lenovo Products	39
4.0	PEOPLE	43
4.1	Lenovo Employees	44
4.2	Human Rights in Lenovo's Supply Chain	54
4.3	Social Investments	55
5.0	PLANET	61
5.1	Lenovo's Environmental Commitment	62
5.2	Environmental Impact of Lenovo Operations	73
5.3	Lenovo's Environmentally Conscious Products Program.	87
5.4	Product End-of-Life Management (PELM)	94
6.0	APPENDIX	99
6.1	Lenovo Reference Documentation	100
6.2	The Global Reporting Initiative	101
6.3	The UN Global Compact.	101

0.0 Report Parameters

This is Lenovo's ninth annual sustainability report. It covers the Fiscal Year 2014/15 (April 1, 2014 through March 31, 2015). The most recent report prior to this was published in December 2014 for the Fiscal Year 2013/14. This and previous reports are available at: <http://www.lenovo.com/sustainability>.

This report is considered a companion document to Lenovo's annual and interim reports. Those can be viewed at: http://www.lenovo.com/www/lenovo/annual_interim_report.html. The FY 2014/15 Annual Report contains a CSR/sustainability overview on pages 102-120.

Scope of the Report

- All references are to Lenovo's fiscal year, which ends March 31, unless otherwise stated.
- This report covers Lenovo's global operations including previously reported joint ventures and acquisitions, except where noted. In FY 2014/15 Lenovo completed its acquisitions of Motorola Mobility from Google and the System x server business from IBM. Motorola Mobility and System x are not covered in this report except where noted.
- Our operations:
 - » Primary operational hubs in Beijing, China; Singapore, Republic of Singapore; and Morrisville, North Carolina, USA
 - » Major research centers in Yokohama, Japan; Beijing, Shanghai, Xiamen, Chengdu and Shenzhen, China; Essen, Germany; and Morrisville, North Carolina, USA
 - » Manufacturing and assembly facilities in Beijing, Chengdu, Shanghai, Huiyang, Shenzhen, Wuhan, Hefei and Xiamen, China; Pondicherry, India; Monterrey, Mexico; Manaus and Itu, Brazil; Gunma and Yonezawa, Japan; and Greensboro, North Carolina, USA
 - » Call centers in North America, South America, Europe, Asia and Australia

Report Content

The content of this report is informed by the Global Reporting Initiative (GRI) G4.0 Sustainability Reporting Guidelines, the Environmental, Social and Governance Reporting Guidelines of the Hong Kong Stock Exchange, and the needs of Lenovo's stakeholders. Lenovo's sustainability stakeholders are discussed in the Materiality and Stakeholder Engagement section on [page 14](#)

Notes

Notes in the [Consolidated Metrics](#), [FY 2014/15 Performance](#) and [FY 2015/16 Objectives and Targets](#) sections apply to all places throughout the document where that data is used.

External Assurance

Bureau Veritas provided verification services for the following:

- All Greenhouse Gas (GHG) emissions data in this report
- Waste and water data in this report
- Certification for our compliance to ISO 9001, ISO 14001 and OHSAS 18001

Certificates for the above can be seen on our website. Please go to the Appendix or [click here](#).

Basis of Calculations

- All financial data is denoted in U.S. dollars.
- Lenovo may in some instances face various challenges when measuring its performance. If there are contingencies associated with the data provided, those contingencies will be noted in the documentation.
- Lenovo continues to strive for excellence in measuring and improving its performance by adding new indicators. When new indicators are added, it may take time to deliver trending information. Therefore, we may not always provide information publicly until we are certain that this data can be delivered in a high-quality and consistent manner.

Contact Information for This Report

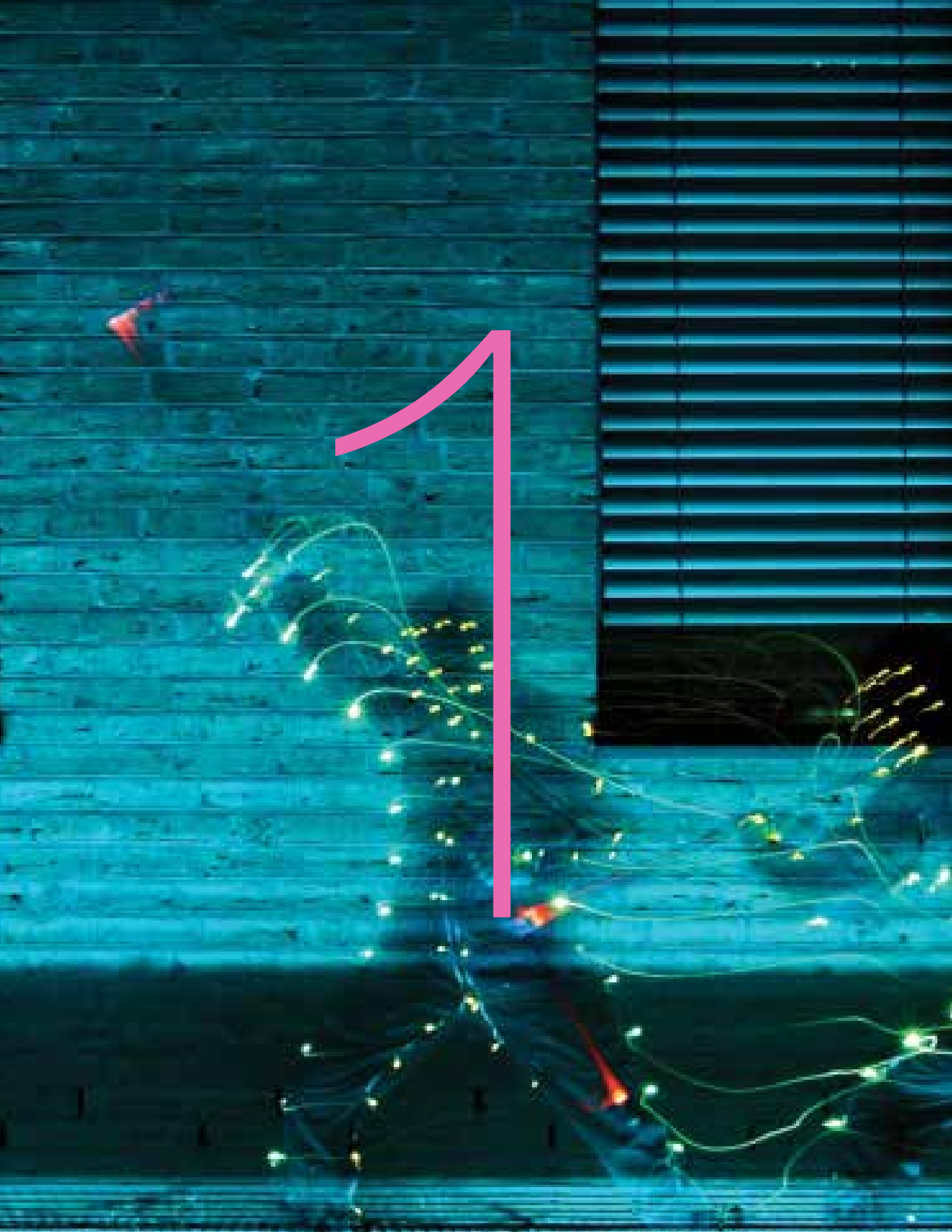
For questions or other information about this report or its content, please contact:

Mark Thomsen
Sustainability Project Manager
1009 Think Place
Morrisville, NC 27560
Email: environment@lenovo.com

Feedback

We welcome your comments and suggestions about Lenovo's sustainability performance and reporting. Please email Mark Thomsen at environment@lenovo.com





EXECUTIVE LETTERS

1.0	EXECUTIVE LETTERS.....	7
1.1	A Message from Yang Yuanqing.....	8
1.2	A Message from Peter Hortensius	10



1.1 A Message from Yang Yuanqing Our Chairman and CEO

At Lenovo we are focused on building not just one of the world's leading technology companies, but also one of the most admired global companies. That vision has seen us grow in the last decade from the top PC maker in China to the world's clear leader in PCs. It has sparked our expansion into new business areas such as mobile, enterprise and cloud services with the goal of being a top player in each business we enter. And we apply the same drive and strategic vision that guides our business growth to building our position as a leading global corporate citizen. Corporate social responsibility has been, is now and will always be an important part of Lenovo's constant effort to improve the daily lives of our customers, our local communities, the environment and society overall.

This past fiscal year was historic for Lenovo. We achieved record revenue and profits. We strengthened our position as the world's number one PC company even in a challenging worldwide PC market, hitting record market share. In addition, we also completed our two largest acquisitions to date, Motorola Mobility and the IBM x86 server business.

As a more diverse company, we now have even more opportunity for growth – and more opportunity to make an impact as a responsible corporate citizen. As we expand from our core PC business into mobile, enterprise and cloud services, we carefully consider the environmental impact of every business decision we make and hold ourselves to the highest standards for ethical business practices, a healthy workplace, and product quality and safety.

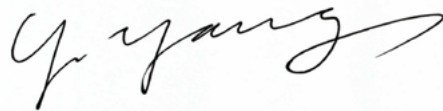
Lenovo's 60,000 plus workforce resides in more than 60 countries and our products are sold in more than 160 countries. We know that each of us – in every country in which we operate – must play an active role in creating a better future through sustainable and responsible business practices globally. This is our pledge to investors, employees, customers and our communities, now and for the future.

We are aggressive in how we grow our business. And we are equally aggressive in challenging ourselves to achieve our social responsibility goals and meet our sustainability targets. In our ninth annual Lenovo Sustainability Report, you'll learn about our progress in the following areas:

- Our continued progress in reducing greenhouse gas emissions and focus on our 10-year initiative to reduce Scope 2 emissions 16% by March 31, 2016.
- The commitment of Lenovo's employees to serving their local communities through programs like the Lenovo Scholar Network in the U.S. and partnerships with nonprofit organizations such as Room to Read to support the group's literacy and girl's education programs throughout Asia.
- Lenovo achieved a 2014 CDP disclosure score of 98 (out of a possible 100) and a ranking of performance band B. Lenovo received honors from CDP over the past year, including one of the highest-ranked companies in the Climate Disclosure Leadership Index and recipient of the "Sustainability Leadership Model Enterprise Award" in China.
- Lenovo was selected as a constituent stock of the 2014 Hang Seng Corporate Sustainability Index, the fifth year in a row Lenovo was named to this important list. In addition, Lenovo was the top-rated company in the index's Information Technology sector.
- Lenovo's role as member and signatory of the United Nations Global Compact and the alignment of our operations and strategies with its policies and principles in the areas of human rights, labor, environment and anti-corruption.

I am proud of our accomplishments in the past fiscal year, but at Lenovo we are never satisfied. We always move forward. We will continue to innovate and execute our strategy to ensure we achieve our aggressive and impactful environmental sustainability targets. Our commitment will not waiver, and we will ensure that we build a sustainable company, as well as a successful one.

Thank you.



Yang Yuanqing
Chairman & CEO, Lenovo



1.2 A Message from Peter Hortensius Our Chief Sustainability Executive

There has never been a more exciting time to work on developing personal technology. Whether through smartphones, tablets, laptops or desktop computers, the world will soon have more than 3 billion people online. And no matter how people want to access the Internet, Lenovo is providing people the best technology, the powerful infrastructure, and also the best online experience so they are empowered to generate progress in countless ways.

Lenovo experienced a dramatic transformation this past year, and is no longer just a PC company. We sell more smartphones and tablets than PCs. We are a global leader in servers; we have built a large ecosystem of applications and cloud services to help connect people, devices and content; and we continue to grow, diversify and reach new customers in new markets with new ideas. Lenovo is a truly global technology leader – a \$46 billion Fortune 500 company with more than half of our business outside China. And this growth only increases our commitment to operating in a sustainable way and in line with our long-held values of global citizenship.

As Lenovo's Chief Technology Officer, I lead the teams at Lenovo that are inventing the future. We are combining hardware, software and cloud services to develop the next round of technological breakthroughs that empower our customers to reach their goals. As Lenovo's Chief Sustainability Officer, I also lead our efforts for sustainable practices, ensuring this viewpoint is a guiding influence in all aspects of Lenovo's business. I am proud that Lenovo has always been a leader in contributing to its local communities and protecting the environment while simultaneously growing its business both efficiently and profitably.

We know that social responsibility is increasingly important – from young consumers who buy our smartphones, to the professionals who rely on our Think products, to the CIOs who are buying servers and storage that comprise their critical infrastructure. How we operate is, in many cases, just as important as what we make or sell.

Lenovo stands as a company with the best balance of innovation and efficiency – and this is at the heart of our competitive advantage. This relates to performance, but also to the company's approach to sustainability. We practice

corporate citizenship in everything we do at Lenovo, including a commitment to the highest ethical standards, product quality and safety, workplace health and safety, as well as a focus on the environment and philanthropy. This approach is what differentiates Lenovo as we work to maintain our leadership in the PC, Enterprise and Mobile businesses and expand our Ecosystem and Cloud business.

We continued to demonstrate sustainability and social leadership in FY 2014/15 with the following programs:

- Our passion for encouraging students to pursue science, technology, engineering and mathematics (STEM), including a partnership with the National Academy Foundation (NAF) that brings a robust mobile app development curriculum and delivery program to NAF academies in the United States.
- Lenovo was selected for inclusion in the second United Nations Global Compact 100 (GC 100) – a global stock index that combines corporate sustainability and baseline financial performance. The GC 100 marries corporate performance on environmental and social issues with a requirement of basic profitability.
- Lenovo continues to be recognized in the area of occupational health and safety management. In June 2014, the Lenovo Information Products Company (LIPC) Shenzhen location received its fourth consecutive “Work Safety Management Outstanding Contribution Unit” award from the Futian District, Shenzhen, China. Lenovo’s United States Fulfillment Center (USFC) in Whitsett, North Carolina, received its sixth consecutive “Gold Award” in May 2014 and Lenovo’s Morrisville, North Carolina, headquarters received its ninth “Gold Award” in June 2014 from the North Carolina Department of Labor.
- Lenovo’s Enterprise Business Group continues to drive data center energy efficiency with Lenovo Smart Grid technology which maximizes power efficiency at the server and device level and provides policy-based control to significantly lower a data center’s energy consumption and reduce its carbon footprint.

We always strive to bring the same innovative thinking that leads to breakthrough products to our sustainability efforts and goals for product quality, safe workplace practices, and reducing our carbon footprint. Lenovo has a growing global presence that continues to impact more markets, communities, organizations and individuals. We have the skill, expertise and passion to find a better way and make things happen. Therefore, we are never satisfied with the current status of our sustainability program, and we are looking critically at our current successes to find areas where we can improve and where we can set even more ambitious goals. Lenovo will never stand still in its march to becoming a leading example of a global citizen and one of the most respected companies in the world.

Thank you.



Peter D Hortensius
Chief Sustainability Executive
Chief Technology Officer
Senior Vice President, Lenovo



2

INTEGRATING SUSTAINABILITY

2.0	INTEGRATING SUSTAINABILITY	13
2.1	Materiality and Stakeholder Engagement.....	14
2.2	FY 2014/15 Consolidated Metrics.....	16
	Data Footnotes	21
2.3	FY 2014/15 Performance	22
	Data Footnotes	25
2.4	FY 2015/16 Objectives and Targets	26
	Data Footnotes	28

2.1. Materiality and Stakeholder Engagement

Materiality

Lenovo's integration of sustainability impact concerns into its strategy, planning, implementation and reporting activities begins with an assessment of materiality. We believe proper identification of sustainability-related material concerns is integral to achieving our business goals of minimizing risk and maximizing growth and returns on capital, along with fulfilling our commitment to outstanding corporate citizenship.

Internally, Lenovo regularly conducts assessments to identify and categorize all material concerns, including sustainability-related issues. Lenovo's environmental management system, for example, provides regularly scheduled audits, measurement of key performance indicators and continuous improvement. The benefits of this system include monitoring our progress on previously identified material concerns and more quickly spotting emerging issues.

Another example is Lenovo's annual "Lenovo Listens" survey, which provides insights on employee satisfaction. Employee satisfaction can significantly affect employee retention directly and customer relationships and general business performance indirectly. Survey results can inform decisions on benefits, compensation and other work practices.

Lenovo has been employing such tools to inventory, evaluate and improve performance on sustainability-related material issues since before publishing our first sustainability report in 2009.

Lenovo acknowledges that a variety of external perspectives are relevant to identifying material issues. We regularly engage with a variety of stakeholders and consider their feedback as we affirm what is material to our business, develop our sustainability strategy and report on our progress. This includes interactions with customers, employees, investors, regulators, suppliers, the communities in which we operate, nongovernmental organizations (NGOs), industry peers and others.

The results of our internal assessments and stakeholder engagement guided the creation of this report and our [GRI G4 Index](#). Please note that our GRI G4 Index is dynamic and provides direct responses to G4 indicators.

Stakeholder Engagement

Lenovo continued to enhance and formalize our stakeholder engagement strategy as part of our FY 2014/15 sustainability programs.

Lenovo determines which stakeholders are important to the development of our sustainability strategy by evaluating a number of factors, including:

- Relevance of stakeholder concerns to Lenovo's core business, product set and sustainability strategy and focus areas
- Extent of stakeholders' expertise, both in terms of subject matter and regional knowledge
- Importance of issues raised by stakeholders to Lenovo customers and investors

Potential stakeholder input is evaluated by Lenovo subject matter experts including representatives from most major business areas. Currently, Lenovo engages with individual stakeholder groups on an ad hoc basis as needed by the subject matter and individual stakeholder concerns.

We also engaged heavily with our suppliers to drive enhanced compliance and reporting tools such as Lenovo's full materials disclosure declarations and reporting system and EICC reporting requirements. This was done via Lenovo's annual supplier environmental conference as well as numerous other interactions with our suppliers, including regular reviews and report cards. Local stakeholder engagement at the site level is primarily done through Lenovo's community relations (see the [Community Outreach, Collaborations and Partnerships section](#)) and communications teams, who work closely with Lenovo's global organization on sustainability issues.

Key issues that have been raised through Lenovo's engagement with stakeholders include climate change, carbon disclosure, packaging, energy efficiency, recycling, and the use of environmentally preferable materials. Lenovo has responded to these concerns by:

- Enhancing our climate change commitments and renewable energy portfolio
- Reporting carbon emissions data and strategies to CDP (formerly Carbon Disclosure Project) (see the [Environmental Impact of Lenovo Operations section](#)). In 2014, CDP rated our disclosure score as 98 out of a possible 100, and awarded Lenovo the Sustainability Leadership Model Enterprise Award.
- Helping launch "Green Freight Asia" and becoming one of the first companies to be certified as a "Green Shipper" (see [page 76](#))
- Making [energy efficiency data available on our website](#)
- Providing free consumer recycling options in many geographies (see the [Recovery and Recycling Trends section](#))
- Increasing the use of post-consumer recycled content (see the [Product Life Cycle Management section](#))

2.2 FY 2014/15 Consolidated Metrics

General Data

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Revenue (Millions USD)	\$21,594	\$29,574	\$33,873	\$38,707	\$46,296
Revenue Analysis by Geography¹	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Mature Markets	36%	42%	—	—	—
Americas	—	—	19%	21%	26%
EMEA (Europe, Middle East, Africa)	—	—	22%	25%	28%
Emerging Markets (excluding China)	18%	16%	—	—	—
Asia Pacific (excluding China)	—	—	16%	16%	14%
China	46%	42%	43%	38%	32%
Revenue Analysis by Business Group	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
PC	94%	90%	84%	82%	72%
Mobile Internet/Digital Home (MIDH)	4%	5%	9%	14%	20%
Enterprise	—	—	—	1%	6%
Others	2%	5%	7%	3%	2%
Research and Development	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Expenditures/Sales	1.41%	1.53%	1.84%	1.89%	2.64%

Employees, Health and Safety

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Number of Employees - Total	27,039	27,897	35,026	54,372	50,348
Number of Employees by Region¹	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Americas	11%	12%		23%	25%
North America			7%		
Asia Pacific (excluding China)	6%	10%		7%	8%
Asia Pacific/Latin America (excluding China)			21%		
China	77%	68%	63%	63%	59%
EMEA (Europe, Middle East, Africa)	6%	10%	8%	7%	8%
Percentage of Employees by Gender					
Males			61%	60%	64%
Females			39%	40%	36%
Hours of Training per Manufacturing Employee (including part-time employees)	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
	35	35	35	35	35
Incident Rates	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Recordable Rate	0.41	0.30	0.21	0.19	0.13
Lost-Time Rate	2.06	2.40	2.96	2.27	2.20
Number of Employee Fatalities (work-related)	0	0	0	0	0
Number of Contractor Fatalities (work-related)	0	0	0	0	0
Number of OHSAS 18001 Registered Facilities	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
	8	8	9	9	10

Communities and Philanthropy²

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Cash Donations					
Corporate and Rest of World	\$2,500,000	\$1,655,000	\$100,000	\$417,500	\$590,000
China	—	\$76,454	\$533,991	\$358,000	\$176,000
North America	\$625,303	\$641,549	\$211,742	\$156,500	\$411,450
Lenovo Match of North America Employee Donations	\$140,000	\$181,000	\$215,000	\$214,988	\$259,431
EMEA (Europe, Middle East, Africa) ³	—	—	—	—	\$105,000
Asia Pacific (excluding China) ³	—	—	—	—	\$10,880
Product and Other In-Kind Donations					
Corporate and Rest of World	\$500,000	\$925,000	\$50,000	\$262,086	—
China	—	\$65,000	\$216,823	\$542,000	\$113,000
North America	\$87,783	\$69,172	\$241,367	\$366,409	\$280,766
EMEA (Europe, Middle East, Africa) ⁴	—	—	—	—	\$60,000
Asia Pacific (excluding China) ⁴	—	—	—	—	\$155,928
Employee Giving (through efforts sponsored by Lenovo)					
All	\$327,513	\$440,325	\$506,587	\$510,994	\$575,941
Employee Volunteering Hours (through efforts sponsored by Lenovo)					
China	3,000	3,200	>5,000	>5,000	>5,000
North America	1,300	1,500	4,000	7,500	16,000

Environmental Data

GHG Emissions⁵(metric tons CO₂ equivalent - MT CO₂e)

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Scope 1	3,465	3,109	3,595	5,604	6,539
Scope 2	77,865	95,299	100,641	125,642	157,947
Total Scope 1&2	81,330	98,408	104,236	131,246	164,486

Scope 3

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Business Travel	24,316	31,588	24,793	26,844	34,600
Product Transportation	N/A	387,250	267,530	316,594	293,102
Emissions from Waste	N/A	524	870	1,058	2,138
Employee Commuting	N/A	22,219	23,196	24,720	30,700
Purchased Goods and Services	N/A	N/A	1,270,866	1,117,052	1,054,683
Fuel-and-Energy Related Activities (not included in Scope 1 or 2)	N/A	N/A	7,134	8,936	10,737
Use of Sold Products	N/A	N/A	N/A	14,300,000	12,800,000
End-of-Life Treatment of Sold Products	N/A	N/A	N/A	400,000	300,000
Capital Goods	N/A	N/A	N/A	N/A	37,700

Emissions Intensity: GHG Emissions - Scope 1 & Scope 2⁵

(metric tons per \$ million revenue)

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
	3.77	3.33	3.08	3.39	3.55

Operational Energy Intensity Use - Scope 1 & Scope 2⁵

(MWh per \$ million revenue)

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Fuel Combustion	0.72	0.50	0.51	0.54	0.14
Purchased Energy (electricity and steam)	5.55	4.05	3.67	4.14	3.41

Operational Energy Use - Scope 1 & Scope 2⁵

(MWh)

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Fuel Combustion	15,531.23	14,900.80	17,309.71	20,953.29	33,201.65
Purchased Energy (electricity and steam)	119,947.82	119,685.48	124,275.67	160,298.07	215,753.86

Voluntary Purchases of Renewable Energy⁵

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Solar Energy			210	332	201
Renewable Energy Credits	10,500	10,500	35,303	12,621	15,000
Carbon Offsets	3,000	3,000	9,457	45,765	80,000

Water⁶

(in cubic meters)

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Water Use	302,391	508,935	602,155	874,742	1,202,689
Waste Water Discharge Values	272,541	484,072	549,678	811,807	1,127,164
Wastewater Exceedances	0	0	0	0	0

Environmental Data

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Waste⁷ (in metric tons)	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Non-Hazardous Waste	12,691.89	16,764.67	20,088.68	27,316.95	35,944.75
Hazardous Waste	17.87	11.24	12.66	26.57	210.29
Recovery and Recycling Trends (in metric tons)	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Product End-of-Life Management (PELM) ⁸	13,468.63	13,664.74	11,126.50	12,806.00	14,587.00
Product Take-Back (PTB) ⁸	9,664.08	12,743.25	9,876.70	10,578.00	11,252.00
Product End-of-Life Management (PELM) Disposition (in metric tons)	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Reused	547	899	1,094	1,239	788
Recycled	10,992	11,587	9,352	11,130	13,209
Waste to Energy (WTE)	1,472	817	351	264	251
Incinerate	171	88	29	46	78
Landfill	286	273	302	127	256
Total	13,469	13,665	11,128	12,806	14,587
Product Take-Back (PTB) Disposition (in metric tons)	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Reused	160	388	238	266	534.00
Recycled	7,583	11,273	9,007	9,895	10,205.00
Waste to Energy (WTE)	1,472	811	350	261	251.00
Incinerated	166	82	29	45	78.00
Landfill	284	189	254	111	184.00
Total	9,664	12,743	9,878	10,578	11,252
Product Take-Back (PTB) by Geography (in metric tons)	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
EMEA (Europe, Middle East, Africa)	8,327	9,424	7,619	6,056	6,732
The Americas	365	2,112	1,110	1,556	1,999
Asia Pacific (excluding China)	972	1,208	1,148	2,966	2,521
Total	9,664	12,743	9,877	10,578	11,252
Use of Recycled Plastics in Products (in pounds)	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014
Plastics Containing Recycled Content (PCRC)	19,114,655	23,949,989	24,759,119	22,988,393	23,850,027
Net Post Consumer Recycled Content (PCC)	7,155,703	10,508,749	12,165,750	11,338,718	13,883,806
Net Post Industrial Recycled Content (PIC)	183,914	117,892	15,013	8,818	18,739

Environmental Data

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Number of ISO 14001 Registered Sites	15	17	18	24	25
ENERGY STAR® Certified Products Availability (% of product)					
Notebook Platforms	93	98	98	100	98
Desktop Platforms	50	71	71	73	82
Workstation Platforms	92	92	92	73	71
Server Platforms		50	50	83	94
Monitors	93	96	96	97	97

Data Footnotes

1. Lenovo changed its management of geographies in FY 2012/13.

2. Lenovo is working to provide charitable giving and volunteer hours for more work sites in future reports.

3. FY 2010/11 to FY 2013/14 EMEA and Asia Pacific cash donations are included with "Corporate and Rest of World."

4. FY 2010/11 to FY 2013/14 EMEA and Asia Pacific in-kind donations are included with "Corporate and Rest of World."

5. Lenovo's GHG Emissions and Energy Inventory Specifics:

Lenovo started to verify energy and GHG emissions data in FY 2009/2010.

At the end of FY 2012/13 Lenovo adjusted its historical CO₂e emissions data to account for acquiring Medion in Germany and creating joint venture with NEC in Japan. Lenovo will integrate emissions data from x86 IBM Server and Motorola Mobility beginning with the FY 2015/16 reporting year.

Approximately 5% of purchased energy (electricity and steam) is estimated based upon energy use at similar Lenovo facilities with metered usage.

Product transportation emissions include key downstream suppliers representing the majority of global logistics spend.

Emissions from waste include non-hazardous waste, hazardous waste and waste water from all manufacturing, R&D locations and some large offices. No product waste is included.

Purchased goods and services include suppliers covering 90% of direct global suppliers spend. The EICC Carbon and Water Reporting Tool was used for main collection of suppliers data. Data was allocated based on revenue.

Fuel-and-energy related activities (not included in Scope 1 or 2) include transmission & distribution (T&D) losses from Lenovo's worldwide purchased electricity and natural gas. A World Bank database and Energy Star Performance Rating document were used for determining T&D loss rates.

Lenovo used the current Product Attribute Impact Algorithm (PAIA) notebook, desktop and monitor tool for calculating emissions of Lenovo's typical notebook, desktop and monitor. The calculated results show emissions distribution by different parts and also for use, packaging, transportation, and end-of-life treatment categories. The emissions associated with use and end-of-life treatment of sold products were estimated on a "narrow" baseline for the typical notebook, desktop and monitor multiplied by sold/shipped product volumes.

Emissions from capital goods are based on purchased capital goods in a given year. The 2012 Guidelines to Defra GHG Conversion Factors for Company Reporting, Annex 13 was used for emission factors for different types of capital goods adjusted for inflation rate and exchange rate.

Solar energy is measured in MWh.

Renewable Energy Credit represents 1 MWh and carbon offset represents 1 MT CO₂e. These are not deducted from Lenovo's reported GHG emissions (reported and calculated separately) but they are taken into consideration internally when evaluating progress toward emissions targets.

6. Water data includes manufacturing, research & development sites and some large offices.

Lenovo started to verify waste and water data in FY 2011/12.

7. Waste data includes site waste from manufacturing, research & development sites and some large offices.

Waste data includes processes and operations waste; product waste is reported separately.

Lenovo started to verify waste and water data in FY 2011/12.

8. Lenovo's Product End-of-Life Management (PELM) includes product take-back (PTB) from customers and Lenovo-owned country returns, manufacturing and R&D scrap, and employee equipment from real estate sites.

2.3 FY 2014/15 Performance

Target Type	Objective	Key Performance Indicator(s)	Target(s)	Status	
Product energy	Drive reductions in product energy use.	Energy standard compliance	100% of newly released AIO, notebook and visual products will be qualified to the most current version of ENERGY STAR. ^{1,2}	Target met.	
			100% of all newly released desktop, server and workstation offerings shall be available in a configuration which qualifies for certification under the most current version of ENERGY STAR. ^{1,2}	Target met.	
		# of products available with 80 Plus Power Supplies	Increase the quantity of products available with 80 Plus certified PSUs. ^{3,4}	Target met.	
			Desktop, Workstation and Servers products certified by CELP ⁵ shall use 80 Plus PSUs.	Target met.	
		Energy Efficiency	In support of the MIIT Voluntary Energy Conservation Program, DT, WS, Server, Visuals and NB BUs will increase the energy efficiency of a mainstream product line by 5% YTY over the next 3 years. ⁶	Target met.	
	Quantify and reduce lifecycle CO ₂ e emissions associated with the use of Lenovo products.	% products with PCF established	Establish PCF for 100% of newly released ² notebook, desktop and visual products.	Target met.	
		Task completion	Begin calculating PCF for 100% of newly released tablets within 90 days following Lenovo's receipt of the PAIA tool for tablets.	Target met.	
			Continue to support external development of PCF methodologies and standards. ⁷	Target met.	
	Product materials	Minimize the use of hazardous or potentially hazardous materials and continue to increase the use of sustainable materials.		By end of FYQ2 GEA will facilitate establishment of a Green Materials & Product Packaging Team. ⁸	Target met.
			Task completion	Support ongoing research on the reduction of persistent organic pollutants used in PC products. ¹⁰	Target partially met. This work is in support of a Chinese government project and progress is dictated by their request for participation and input.
Complete submission of materials declaration xmls through GDX or equivalent tool prior to checkpoint exit review.				Target met.	
Product LH Score			All BUs shall improve the generation to generation low halogen score for at least one mainstream high volume product released during FY 2014/15. ⁹	Target met.	
Use Post-Consumer Recycled Content (PCC) in all Lenovo products.		% products containing PCC	All product BUs shall use PCC in every product. ¹¹	Target partially met. Some BUs have not implemented the use of PCC in all products due to cost or technical issues.	
		% PCC in product	Maintain or increase current percent PCC usage levels in the next generation of existing products. ¹²	Target partially met.	

Target Type	Objective	Key Performance Indicator(s)	Target(s)	Status
Product end-of-life management	Ensure customer access to convenient, reliable and compliant product take-back programs.	% regional coverage for take-back programs	Provide take-back programs in 100% of direct sales markets.	Target met.
		# countries with take-back programs	Increase number of countries with in-country product recycling services. ³	Target met.
		Task completion	Establish baseline for 3rd party certification status of Category 3 suppliers by 4/1/2015. ²²	Target met.
Waste management	Minimize environmental impacts associated with solid waste generated from Lenovo operations and products.	Waste intensity	Achieve a global waste intensity ¹³ equal to or better than previous year.	Target met.
		Landfill avoidance (MT)	Monitor and report global landfill avoidance rate. ¹⁴	Target met.
		% Non haz solid waste recycled	Achieve a global non-hazardous solid waste recycle rate ¹⁵ equal to or better than previous year.	Target not met. Lenovo recycling rate fell to 86.7% for the year. Addition of new sites with lower recycle rates is the main contributor to not meeting the target.
		kWh / unit produced	Achieve a global energy intensity rate ¹⁶ equal to or better than previous year.	Target met.
Site energy consumption	Maximize energy efficiency and minimize CO ₂ e emissions associated with the development, manufacture and delivery of Lenovo products.	% total energy from renewable sources	Achieve a YTY increase in the % of energy purchased from renewable generation sources relative to previous FY for FY 2014/15. ¹⁷	Target met.
		Task completion	Prior to the end of FYQ2 GEA will facilitate the establishment of a global energy & carbon management team. ¹⁸	Target partially met. Team has been established and is active in China. Global Real Estate and Global Environmental Affairs are driving improvements at rest of world locations.

Target Type	Objective	Key Performance Indicator(s)	Target(s)	Status
Packaging and paper	Minimize the consumption of packaging material while driving the use of environmentally sustainable materials.	% packaging FSC certified	Maintain 100% FSC or equivalent certification for all virgin fiber used for packaging of Think branded products.	Target met.
		Product weight / volume	All BUs to target at least one product to make at least 5% reduction in volume or weight.	Target met.
		Task completion	All BUs to target at least one new product to use 100% PCC packaging material. ²⁰	Target partially met due to costs.
			Identify one new product for which to implement use of 100% biodegradable packaging. ²⁰	Target not met due to costs.
			All BUs will appoint a packaging expert to support the Green Materials & Product Packaging Team. ^{8, 21}	Target met.
Site air emissions	Absolute reduction in CO ₂ e emissions from Lenovo operations worldwide.	Metric Tons CO ₂ e	Achieve a 1% reduction in global CO ₂ e emissions relative to previous fiscal year for FY 2014/15. ¹⁷	Target met.
			Reduce CO ₂ e emissions relative to FY 2009 as detailed below: -16% by 3/31/2016. -20% by 3/31/2020. ¹⁷	Lenovo was on track to meet this target, but we have increased the target to 40% by 2020.
Supplier environmental performance	Minimize potential environmental impact of Lenovo's Category 1,2 and 3 suppliers.	% Cat 3 Suppliers audited	100% of Category 3 suppliers shall be audited ¹⁹ and approved per Lenovo requirements.	Target met.
			Release Lenovo Specialized Disclosure & Conflict Minerals Report by 5/31/2014.	Target met.
			Complete CY2104 CMRT cycle by 12/31/2014.	Target met.
	Voluntary compliance with the Dodd-Frank Act.	Task completion	Expand program into MIDH, NEC, Medion.	Target partially met. (NEC coverage @89% spend coverage, Medion@52%, MBG@50%)
		Supplier conflict-free status	Improve conflict-free status by 10%.	Target met.
	Monitor and drive good water management practices in the Lenovo Supply Chain.	Task completion	Establish supplier water baseline and implement actions to drive responsible water management in the Lenovo supply chain.	Target partially met. Supplier Water Baseline established. Actions initiated but not completed.
	Monitor the Supplier FMD readiness.	Task completion	Complete the Supplier FMD Readiness Survey before 10/31/2014.	Target met.

Target Type	Objective	Key Performance Indicator(s)	Target(s)	Status
Transportation	Establish the foundation for driving future reductions in Lenovo international product transport carbon emissions.	Task completion	Continue to improve Lenovo's transportation emissions data collection.	Target met.
		Supplier participation	Increase % of transportation suppliers providing emissions data.	Target met.

Data Footnotes

1: This target does not apply in cases where the BU can clearly demonstrate achieving the target places the Lenovo product at a large price disadvantage against its competition.

2: Newly released means plan exit after April 1, 2014.

3: Relative to the previous fiscal year.

4: To help drive this target, Desktop, Workstation and Servers shall include power supplies that are 80 Plus bronze, silver or gold certified in their MRD and RFI/RFQ.

5: New version of CELP (China Environmental Labeling Program) standard request.

6: The Chinese MIIT (Ministry of Industry and Information Technology) requested major OEM suppliers to sign a Voluntary Energy Conservation Commitment. In support of this commitment the BUs identified as impacted organizations shall select one mainstream product family/mode of their choice for participation in the program.

7: Actions include:

- Continued participation in the Product Attribute to Impact Algorithm project. (Project will be administered by ITI with technical work by MIT, Quantis and IEK.)
- Participation in the MIIT/CIE (China Institute of Electronics) project to establish China ICT LCA platform (ePCF database).
- Notebook groups shall participate in the development and publishing of a PCF report for at least one selected Notebook product by using LCA method by Mar. 31st 2015.

8: This team is established to drive improvements in materials-related product and packaging environmental attributes across all BUs. All BUs shall appoint a subject matter expert to participate in the Green Materials & Product Packaging Team.

9: To support this activity all BUs shall include a requirement for the evaluation of LH components (including raw card PCBs) in MRD and RFI/RFQ. Qualified LH parts available at cost parity shall be used.

10: This is a Four-Year project sponsored by Chinese Ministry of Environmental Protection and Global Environmental Fund.

11: To drive increased usage of PCC all BUs shall include a requirement for the identification of applications for the use of PCC in MRD and RFI/RFQ. PCC shall be used when technical specifications and cost parity are met.

12: PCC percentage is calculated using EPEAT methodology (i.e., net amount of post-consumer recycled content as percentage of total weight of plastic in product).

13: Waste intensity is the MT of waste generated per unit of product produced for manufacturing sites and per employee for office sites.

14: Land field avoidance rate is the metric tons of solid waste that are recycled, reused, resold, composted or incinerated.

15: This includes all waste streams at the location (i.e., process waste, domestic waste, office waste, etc.).

16: Energy intensity is the kWh of electricity consumed per unit produced for manufacturing sites and kWh per employee at R&D and office sites.

17: The purchase of renewable energy credits and carbon offsets may be used to support reaching this target.

18: This team is being established to drive top-down activity towards reduction in Lenovo's global energy use and carbon emissions.

19: Audited means Lenovo or 3rd party on-site supplier facility and processes environmental evaluation has been carried out.

20: MBG cannot support.

21: One of the initial actions of the team will be to re-evaluate Lenovo's packaging specifications relative to the results of the ongoing EPS study. Lenovo's objective is to eliminate the use of EPS.

22: For example, R2, ISO 14001, etc.

2.4 FY 2015/16 Objectives and Targets

Target Type	Objective	Key Performance Indicator(s)	Target(s)
Product energy ²⁰	Drive reduction in product energy use.	Energy efficiency ¹	New products must show improvement in energy efficiency relative to the previous generation of the product.
			Continue to support external development of PCF methodologies and standards. ²
	Quantify and reduce lifecycle CO ₂ e emissions associated with the use of Lenovo products.	Task completion	Develop format and methodology for publishing PCF on the Web. ³ Product BUs will use this format and methodology to begin publishing PCF for all newly released products after July 1, 2015.
			Based upon PAIA generated PCF, product BUs will identify a product lifecycle stage GHG "HOT SPOT" ⁴ for a high volume, mainstream product and develop and implement a plan for reducing GHG emissions in the area.
Product materials ²⁰	Minimize the use of hazardous or potentially hazardous materials, driving the use of environmentally sustainable materials.	Task completion	Complete submission of Full Materials Declaration (FMD) xmls by using GDX or equivalent tool prior to checkpoint exit review.
		Use of environmentally friendly materials	Investigate opportunities for use of biobased polymers in products.
		Product low halogen score	All BUs shall improve the generation-to-generation low halogen score for at least one mainstream high volume product released during FY 2015/16. ⁵
	All products across all business units shall contain some Post Consumer Recycled Content (PCC).	% products containing PCC	All product BUs shall use PCC in every product. ^{6,7}
Waste management	Minimize environmental impacts associated with solid waste generated from Lenovo operations and products.	% PCC	Maintain or increase current percent PCC ⁸ usage levels in the next generation of existing products.
		Waste intensity	Achieve a global waste intensity ¹¹ that is less than or equal to FY 2014/15 waste intensity.
Site energy consumption	Maximize energy efficiency and minimize CO ₂ e emissions associated with the development, manufacture and delivery of Lenovo products.	% Non haz solid waste recycled	Achieve a global nonhazardous waste recycling rate that is greater than 90%. ¹²
		kWh/unit produced	Achieve a global energy intensity ¹³ that is less than or equal to FY 2014/15 energy intensity.
Site air emissions	Absolute reduction in CO ₂ e emissions from Lenovo operations worldwide.	Metric tons CO ₂ e	Lenovo will achieve a YTY increase in the % of energy purchased from renewable generation sources globally, relative to the previous FY. ¹⁴
			LME, MBG, GRE, LCRE and GEA will establish global action plan to reduce combined Scope 1 and Scope 2 GHG emissions by 40% by March 31, 2020, relative to FY 2009/10. The plan will be reviewed and updated annually, at a minimum. ¹⁵
			Reduce Lenovo's global Scope 1 + Scope 2 GHG emissions by 40% by March 31, 2020, relative to FY 2009/10. ¹⁵

Target Type	Objective	Key Performance Indicator(s)	Target(s)
Supplier environmental performance	Minimize potential environmental impact of Lenovo's Category 1,2 and 3 suppliers.	% Cat 3 suppliers audited	100% of Category 3 suppliers shall be audited ¹⁶ and approved per Lenovo requirements.
	Monitor and drive good environmental management practices in the Lenovo Supply Chain.	Task completion	Establish and communicate formal/quantitative GHG, water and waste reduction goals for Lenovo suppliers prior to FY2016/17.
	Voluntary compliance with the conflict minerals requirements of the Dodd-Frank Act.	Task completion	Release Lenovo's Specialized Disclosure and Conflict Minerals Report by 5/31/2015. ¹⁷
		Supplier conflict-free status	Improve conflict-free status by 10% relative to FY 2014/15 by 3/31/2016.
Transportation	Establish the foundation for driving future reductions in Lenovo international product transport carbon emissions.	% suppliers providing data	90% of international air and ocean logistics service providers submitting emissions data. ¹⁸
Packaging and paper	Minimize packaging material consumption while driving the use of environmentally sustainable materials.	% packaging FSC (Forest Stewardship Council) certified	Maintain 100% FSC or equivalent certification for all virgin fiber used for packaging for all product brands.
		% PCC in packaging material	All BUs to ramp up the implementation ratio of 100% PCC (10% increase by shipping volume).
		Use of recyclable packaging materials	Enhance packaging recyclability and encourage the more easily recyclable materials, especially those that can be recycled in municipal waste streams. ⁹
		Product weight / volume	All BUs to target at least one new product (mainstream) to make at least 5% reduction in volume or weight.
		Use of biodegradable material	Identify one new product for which to implement use of 100% biodegradable packaging.
		# of labels	All Windows 10 preload systems will implement Rainbow, which includes enhanced power settings application and electronic ENERGY STAR label. ¹⁰ Target implementation date is July, 2015.
Product end-of-life management	Ensure customer access to convenient, reliable and compliant product take-back programs.	% regional coverage for take-back programs	Maintain current level of global coverage for product take-back programs.
		% recycled	Establish baseline recycling rates for recyclers globally.
		Task completion	Increase # of Category 3 suppliers that have 3rd party certification by 4/1/2016. ¹⁹

Data Footnotes

- 1: Each product business unit is responsible for establishing the energy efficiency metric that demonstrates generation-to-generation improvement for its products. Metrics must be established and submitted to GEA for approval by May 31, 2015. Metrics may be normalized relative to product specifications.
- 2: Actions include:
 - Continued participation in the Product Attribute to Impact Algorithm project.
 - Participation in the CIE (China Institute of Electronics) project to establish China ICT LCA platform (ePCF database).
 - MBG shall participate in the development and finishing of a PCF report for at least one selected mobile phone product by using LCA method by Mar. 31, 2016.
- 3: GEA is responsible for ensuring development and implementation of Web publishing requirements for Lenovo product PCFs.
- 4: HOT SPOT is defined as a stage in the life cycle of the product that generates a large percentage of the product's total life cycle emissions. The specific PCF reduction target will be determined by the BU. The target must be for a mainstream product from generation to generation.
- 5: To support this activity all BUs shall include a requirement for the evaluation of LH components (including raw card PCBs) in MRD and RFI/RFQ. Qualified LH parts available at cost parity shall be used.
- 6: Availability of PCC plastics can be determined through consultation with environmental affairs and/or suppliers on the Lenovo Approved PCC Supplier list.
- 7: To drive increased usage of PCC all BUs shall include a requirement for the identification of applications for the use of PCC in MRD and RFI/RFQ. PCC shall be used when technical specifications and cost parity are met.
- 8: PCC percentage is calculated using EPEAT methodology (i.e., net amount of post-consumer recycled content as percentage of total weight of plastic in product).
- 9: Special focus should be put on the phase-out of EPS.
- 10: Electronic ENERGY STAR logo will be displayed in this application. Physical ENERGY STAR logo label will be removed from Windows 10 systems.
- 11: Waste intensity will be calculated at the global level as total nonhazardous waste generated per unit of product produced during the fiscal year.
- 12: Percent of nonhazardous solid waste disposed of through reuse, recycle or incineration with energy recovery.
- 13: Energy intensity will be calculated at the global level as total electricity consumed per unit of product produced during the fiscal year.
- 14: This goal may be accomplished through installation of onsite renewable energy generation, entry into power purchase agreements (PPA) with power providers, and /or the purchase of renewable energy credits and carbon offsets.
- 15: These goals may be accomplished through energy efficiency, installation of onsite renewable generation, entry into power purchase agreements (PPA) with power providers, and/or the purchase of renewable energy credits and carbon offsets.
- 16: Audited means Lenovo or 3rd party on-site supplier facility and processes environmental evaluation has been carried out.
- 17: Lenovo Specialized Disclosure and Conflict Minerals Report will include the recently acquired X86 and Motorola Mobility organizations beginning with CY 2016 reporting.
- 18: As of March, 2015, Lenovo has a total of 8 suppliers globally. Seventy-five % are providing data on monthly basis. UPS and K&N are missing.
- 19: For example, R2, ISO 14001, etc.
- 20: An exemption from targets in this area may be requested where the BU can clearly demonstrate achieving the target places the Lenovo product at a large price disadvantage against its competition.





3

PERFORMANCE

3.0	PERFORMANCE	31
3.1	Lenovo at a Glance	32
3.2	Corporate Governance	34
	Board of Directors	34
	Chairman and Chief Executive Officer	34
	Communication with Shareholders and Investor Relations	35
	Compensation Policy	35
	Intellectual Property	35
	Employee Code of Conduct	35
	Public Policy	35
3.3	Lenovo Manufacturing and Supply Chain Operations	36
	Lenovo Manufacturing Operations	36
	Lenovo Procurement Operations	37
	Contractual Stipulations	37
	Supplier Performance Evaluation and Business Reviews	37
	Environmental Risk Management	38
	EICC Compliance	38
	Supplier Diversity	39
3.4	Lenovo Products	39
	Sustainable Quality	40
	Customer-Focused Testing	40
	Safety and Ergonomics	41
	Accessibility	41
	Compliance	41

3.1. Lenovo at a Glance

Lenovo Group Limited

Lenovo is a US\$46 billion global Fortune 500 personal technology company — the number one PC company in the world and an emerging PC Plus leader, serving customers in more than 160 countries. Dedicated to building exceptionally engineered PCs and mobile Internet devices, Lenovo's business is built on product innovation, a highly efficient global supply chain and strong strategic execution. Formed by Lenovo Group's acquisition of the former IBM Personal Computing Division in 2005, the company develops, manufactures and markets reliable, high-quality, secure and easy-to-use technology products and services. Its product lines include legendary Think-branded commercial PCs and Idea-branded consumer PCs, as well as servers, workstations and a family of mobile Internet devices, including tablets and smartphones.

Additional information about Lenovo including financials, committee reports and more can be found in our annual and interim reports which are available online at http://www.lenovo.com/www/lenovo/annual_interim_report.html.

Lenovo Corporate Summary

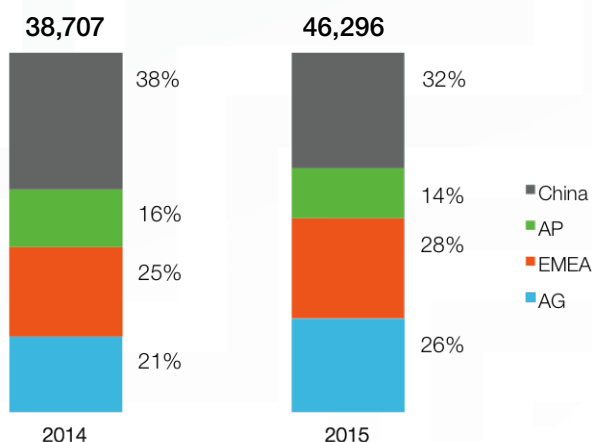
- Founded: Beijing, China in 1984
- Incorporated: Hong Kong in 1988
- #231 on Fortune's 2015 Global 500; named Fortune "World's Most Admired Companies"
- Chairman & CEO: Yang Yuanqing
- Employees: Approximately 50,000 worldwide
- Headquarters: Beijing, China and Morrisville, NC, USA
- Public shares listed: Hong Kong Stock Exchange, stock code 992, February 1994; American Depository Receipts, stock code LNVGY, March 1995
- FY14/15 revenue: US\$46.3 billion

Acquisitions/Joint Ventures

In FY 2014/15 Lenovo completed its acquisitions of Motorola Mobility from Google and the System x server business from IBM. A list of Lenovo's principal associates and joint ventures can be found on page 180 of the [FY 2014/15 Annual Report](#).

Revenue Analysis by Geography

for year ended March 31 (US\$ million)



Revenue Analysis by Business Group

for year ended March 31 (US\$ million)

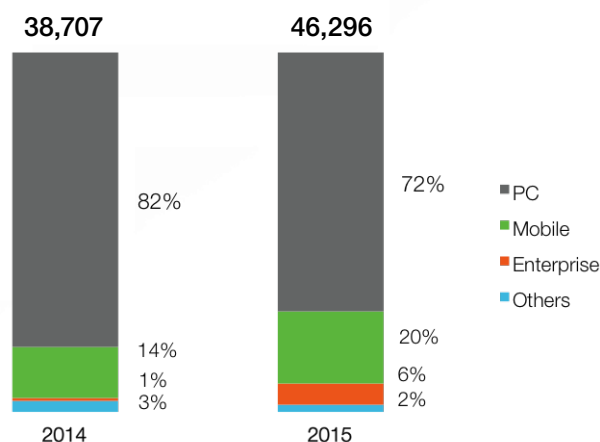


Figure 3.2 Net Sales

\$U.S.billion

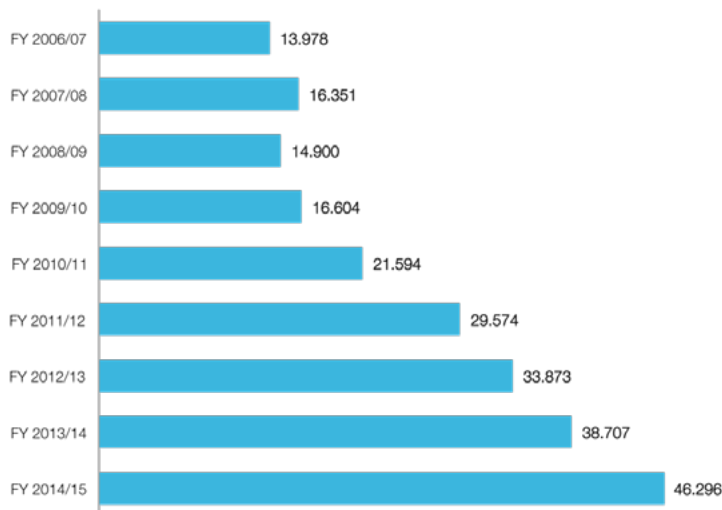
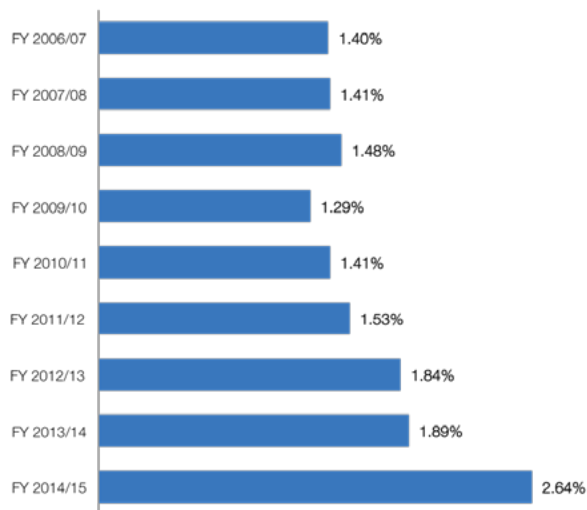


Figure 3.3 Research and Development Expenses as Percent of Sales



Lenovo Products

ThinkPad®
 ThinkPad Edge
 ThinkPad Helix
 ThinkPad Twist
 ThinkPad YOGA
 ThinkPad Tablet
 ThinkCentre®
 ThinkStation®
 ThinkServer®
 ThinkVision®
 IdeaPad®
 IdeaPad YOGA
 IdeaCentre®
 IdeaTab
 IdeaTab Lynx
 Essential
 Erazer
 Miix
 YOGA Tablet
 Flex
 LenovoEMC Storage
 Vibe

Worldwide Operations

- Operations in more than 60 countries worldwide
- Serving customers in more than 160 countries
- Primary operational hubs in Beijing, China; Singapore, Republic of Singapore; and Morrisville, North Carolina, USA
- Major research centers in Yokohama, Japan; Beijing, Shanghai, Xiamen, Chengdu and Shenzhen, China; Essen, Germany; and Morrisville, North Carolina, USA
- Manufacturing and assembly facilities in Beijing, Chengdu, Shanghai, Huiyang, Shenzhen, Wuhan, Hefei, and Xiamen, China; Pondicherry, India; Monterrey, Mexico; Manaus and Itu, Brazil; Gunma and Yonezawa, Japan; and Greensboro, North Carolina, USA
- Call centers in North America, South America, Europe, Asia and Australia

Principal Corporate Locations

Morrisville

1009 Think Place, Morrisville, North Carolina 27560, USA
 Phone: 866-45-THINK (866-458-4465)

Beijing

6 Chuang Ye Road, Haidian District, Beijing 100085, China
 Phone: 86-10-5886-8888

Singapore

151 Lorong Chuan, #02-01, New Tech Park, Singapore 556741
 Phone: 65-6827-1000

See http://www.lenovo.com/ww/lenovo/investor_relations.html for more information about Lenovo.

3.2 Corporate Governance

Responsible and ethical governance is the foundation of a sustainable company. Lenovo provides detailed information about its governance structure, policies and performance on pages 43-68 of the [Annual Report](#). For quick reference, the following overview is provided:

The governing structure of Lenovo consists of the Board of Directors (the “Board”) led by the Chairman. The Board and the Company’s senior management strive to attain and uphold a high standard of corporate governance and to maintain sound and well-established corporate governance practices in the interest of shareholders and other stakeholders.

The Company abides strictly by the governing laws and regulations of the jurisdictions where it operates, and observes the applicable guidelines and rules issued by regulatory authorities. The Company regularly reviews its corporate governance system to ensure it is in line with international and local best practices.

Throughout the year ending March 31, 2015, the Company complied with the provisions of the Corporate Governance Code required for companies traded on the Hong Kong Stock Exchange except for the deviation as explained on page 44 of the [Annual Report](#). The Company has also adopted the Model Code set out in Appendix 10 of the Listing Rules and has implemented a company policy based on this Model Code to govern securities transactions by directors and designated senior management of the Company. Finally, to address potential conflicts of interest at the Board level, it is expressly provided in the Company’s Articles of Association that, unless otherwise permissible in the Articles of Association, a director shall not vote on any resolution of the Board approving any transaction, arrangement, contract or any other proposal in which he or she is materially interested nor shall he or she be counted in the quorum present at the meeting.

Board of Directors

The Board is responsible for overseeing the overall strategy of the Company and directing and supervising its affairs in a responsible and effective manner. Management is responsible for the daily operations of the Company under the leadership of the Chief Executive Officer (“CEO”). The Company has a formal schedule of matters specifically reserved to the Board and those delegated to management. The Board has given clear directions to management as to the matters that must be approved by the Board before decisions are made on behalf of the Company or entering into any commitments on behalf of the Group.

As of March 31, 2015, there were 11 Board members including one executive director, two non-executive directors and eight independent non-executive directors. The biographies and responsibilities of directors and senior management are set out in the [Annual Report](#), pages 124-128.

The Company has established three Board Committees: the Audit Committee, Compensation Committee, and Nomination and Governance Committee. Each Board Committee has defined terms of reference, which are available on both the websites of the Company (www.lenovo.com/hk/publication) and Hong Kong Stock Exchange (www.hkex.com.hk). Further details on the duties and operation of these Board Committees are included in the [Annual Report](#) on pages 62-64.

Chairman and Chief Executive Officer

The Chairman leads the Board in the determination of its strategy and in the achievement of its objectives, and ensures that all directors are properly briefed on issues arising at Board meetings and receive adequate, complete and reliable information in a timely manner. The CEO has delegated authority of the Board to take direct charge of the Group on a day-to-day basis. Both the Chairman and CEO positions are currently held by Mr. Yang. The Board believes that the current governance structure, with a combined Chairman and CEO, the appointment of a Lead Independent Director and a vast majority of independent non-executive directors, provides an effective balance of power and authority for the management of the Company in the best interests of the Company at its present stage.

Communication with Shareholders and Investor Relations

The Company is committed to safeguarding our shareholders' interests. Shareholders are provided sufficient notices of the Company's annual general meetings and are encouraged to attend and to actively participate in such meetings. All resolutions at the general meetings are conducted by way of poll voting. Results of the poll are published on the Company's website (www.lenovo.com/hk/publication) and the Hong Kong Stock Exchange's website (www.hkex.com.hk).

Lenovo has also established an investor relations team to promote open, transparent, efficient and consistent communications with shareholders, investors and equity analysts. The team commits to proactively providing the investment community all necessary information, data and services in a timely manner, in order to promote a solid understanding of the Company's strategy, operations and new developments. During the fiscal year 2014/15, the Company's senior management team presented its annual and quarterly earnings results through webcasts and physical meetings to communicate with shareholders, investors and analysts. Through various investor relations activities such as analyst briefings, conference calls and global investor roadshows, the senior management team presented and communicated with investors and analysts on the Company's strategy and developments.

Further information about Lenovo's 2014 Annual General Meeting and investor relations activities is available in the [Annual Report](#) on pages 75-79.

Compensation Policy

Lenovo recognizes the importance of attracting and retaining top-caliber talent, and is strongly committed to effective corporate governance. Consistent with this philosophy, the Company has a formal, transparent and performance-driven compensation policy covering its directors and senior management. Through this policy, Lenovo ensures that compensation is aligned to support the Company's strategy, attract and retain top talent, reinforce the Company's performance-driven culture, and reflect the market practices of other leading international and IT- and PC-focused enterprises. Please see the Compensation Committee Report on pages 91-101 of the FY 2014/15 [Annual Report](#).

Intellectual Property

Lenovo respects intellectual property rights. It is the Company's policy to avoid any infringement of copyright or other intellectual property rights of other companies and individuals in the conduct of its business. Employees are expected to obtain and abide by licenses or other permissions as appropriate and as required.

Employee Code of Conduct

Lenovo strives to always operate in an ethical and legal manner. The Company has created a Code of Conduct (available online — [click here](#)) to inform and to guide employees in their everyday conduct at the Company. All employees undergo a training program to promote further understanding and compliance with the Code.

Public Policy

Lenovo maintains good relationships with local governments around the world and seeks to be a responsible corporate citizen in the countries in which it operates. Lenovo requires its employees to be truthful and accurate in all communication with all government authorities. The Company strives to adhere to the highest standards of integrity and accountability when dealing with government rules and regulations. From time to time, Lenovo engages in lobbying, as appropriate and usually through industry trade association groups, to ensure that its voice is heard on matters of importance to the Company and its stakeholders.

3.3 Lenovo Manufacturing and Supply Chain Operations

Lenovo's end-to-end business model for vertical integration leverages owned manufacturing capabilities for greater control over both product development and supply chain operations. This model is unique among major personal technology manufacturers and is a significant source of competitive advantage, helping us to bring more innovation to market and more efficiently and aggressively attack new market opportunities. As Lenovo expands globally, we are establishing even deeper roots in each major market, investing not only in sales and distribution, but also in local domestic manufacturing, R&D and other high-value functions. With its innovation partners, Lenovo has built the industry's most resilient, speedy and efficient global supply chain — it provides significant time-to-market and time-to-volume benefits, enabling us to efficiently drive innovation and sharpen product differentiation as a significant and sustainable source of competitive advantage.

Lenovo focuses on sustainability across our manufacturing and supply chain organizations, and has key program owners in our manufacturing, logistics and procurement departments. The team also fully supports corporate environmental and sustainability program efforts for green and efficient products, corporate greenhouse gas emissions reductions, avoidance of hazardous substances, reporting transparency, post-consumer content use, and policy development.

- Lenovo's manufacturing organization ensures compliance with the Electronic Industry Citizenship Coalition (EICC) Code of Conduct and all applicable regulations, with a specific focus on occupational health and safety at our production facilities. Details on our sustainability manufacturing programs are included below.
- Lenovo's logistics organization is focused on increasing environmentally preferable shipping methods, reducing carrier greenhouse gas emissions and engaging external and regulatory agencies to pursue continual improvement actions. Details on our successful carbon reduction initiatives are included in the GHG Emissions Performance section of this report.
- Lenovo's procurement organization has standard programs covering supplier contractual stipulations and performance, environmental risk management and auditing, EICC Code of Conduct compliance, hazardous substance avoidance, greenhouse gas emissions transparency and reduction, conflict minerals avoidance, and supplier diversity.

Lenovo Manufacturing Operations

All Lenovo global manufacturing locations are ISO 9001 (Quality), ISO 14001 (Environmental) and OHSAS 18001 (Health and Safety) certified. As required by these globally accepted standards, aggressive objectives and targets are being implemented at each Lenovo manufacturing facility to ensure ongoing continual improvement and a safe and healthy work environment for our employees.

Lenovo has been an active and ongoing member of the [EICC](#) since 2006. We have implemented the EICC Code of Conduct internally in our own operations and externally with our suppliers. We conduct regular occupational health, safety and environmental assessments at all internal global manufacturing locations to ensure high levels of regulatory and external management systems compliance, and to ensure that our commitment to social responsibility is continually improving.

We have completed independent EICC audits on our seven manufacturing facilities in China, Mexico and India. Overall results were rated strong by the third-party auditing organization and prompt corrective action was taken on identified improvement opportunities.

In addition, global supply chain (GSC) manufacturing assessments are regularly conducted at our top outsourcing manufacturing suppliers to validate the effectiveness of our suppliers' management systems and to ensure a high level of regulatory compliance and safety performance.

Lenovo Procurement Operations

As a member of the [EICC](#), Lenovo has implemented the EICC Code of Conduct with our suppliers. This includes the full use of EICC programs, tools and auditors. The EICC code is our Supplier Code of Conduct and we require compliance with formal and specific EICC agreements. The EICC code covers many elements of labor, environmental and health concerns. In particular it addresses child labor, working hours, overtime, time off, recruitment fees and flow-down of requirements upstream to all levels.

Additionally, Lenovo directly participated in multiple EICC activities such as team work groups (e.g., conflict-free smelter initiatives, due diligence and environmental sustainability work groups), conflict-free conferences, and implementation of Enablon solutions for self-assessment results and carbon reporting.

It is important to note that in FY 2014/15, over 75 percent of our procurement spend was with EICC members and 88 percent of our procurement spend published formal corporate sustainability reports.

Contractual Stipulations

Lenovo's standard purchase order (PO) terms and conditions stipulate supplier compliance with environmental specifications, hazardous material avoidance, ozone-depleting substance elimination, product safety, liability insurance and full compliance with all applicable laws, including export and import and product safety. Suppliers must also implement and maintain documented quality and environmental management systems that meet ISO 9001 and ISO 14001 certification standards.

Our base legal contracts executed for suppliers further expand the standard PO terms, and include standard legal protections and responsibility assignments for Lenovo and the supplier. In particular, they stipulate that the supplier cannot discriminate against employees based on race, color, religion, sex, age, natural origin or any other legally protected class.

Supplier Performance Evaluation and Business Reviews

Lenovo's goals are to measure performance to specific criteria, to provide regular scorecard feedback and to engage suppliers in business reviews and conferences. These activities serve as the foundation for mutual discussions on improving the business relationship, standards compliance and future business volume increases or decreases.

- Supplier performance is measured in key areas, including: quality, delivery/flexibility, technology, cost reduction and service. Participation in sustainability programs is included as a penalty/credit multiplier in the calculations. We specifically track and trend supplier EICC audit results performance. One of our primary goals is to increase our business with suppliers who meet our expectations and reduce business with under-performing suppliers. We also encourage suppliers to provide Lenovo with assessments of our performance as a customer.
- We engage suppliers tactically through quarterly business reviews where we discuss supplier operational and control performance. We engage suppliers strategically through supplier conferences, a Lenovo Supplier Advisory Council (representing the top 20+ Lenovo suppliers) and reciprocal interlocks with key executives.
- We use supplier performance report cards to drive participation in our sustainability programs. As part of the performance evaluations, suppliers are rated against a number of criteria. Suppliers' overall scores can be reduced if for example they do not have self-assessments and audits in place. Suppliers are given the opportunity for additional credit for going beyond current Lenovo supplier requirements, for example by reporting GHG emissions.
- In FY 2015/16 we plan to modify those penalties and credits to transition from transparency and participation to compliance and performance attainment. For EICC compliance, we plan to pursue deeper evaluations and performance measurements around key issues. To assess performance around greenhouse gas emissions, water usage and waste, we will develop a system for master score tracking against qualitative and quantitative targets. For conflict minerals we will take stronger action and focus on supplier policies (see [Human Rights in Lenovo's Supply Chain section](#)).

Environmental Risk Management

As required by the Lenovo Corporate Environmental Standards policy governing supplier relationships, the procurement team identifies areas of environmental risk based on specific criteria and then conducts prescribed actions to ensure risk is mitigated. Specifically, suppliers are classified by a risk category which drives the needed actions below.

- Category 1 suppliers are those from whom Lenovo purchases off-the-shelf goods, or uses processes or services produced or offered commercially and that are consistent with the supplier's normal business activities. In these situations, we typically do not require environmental audits because Lenovo is not directing specific activities of potential environmental risk.
- Category 2 suppliers are those that may or may not present environmental risks. In these situations, Lenovo specifies raw materials, process materials and/or process methods outside the typical business activities of the supplier, or the supplier alters its normal environmental activities as a result of Lenovo's business, such as changes to its environmental controls or permits. In these cases, a pre-assessment is conducted to determine if formal environmental audits must occur.
- Category 3 is for suppliers who handle hazardous waste, special waste and product end-of-life management services. In these cases, approval of the Global Environment Affairs organization and environmental on-site audits are required. These suppliers are also subject to additional contractual terms and conditions and semiannual activity reporting.

In FY 2014/15, all required environmental audits were conducted as required.

EICC Compliance

We implement a full EICC compliance program with our suppliers using formal contractual agreements separate from production or service agreements and statements of work. Following are details on requirements and implementation.

- The agreements require the supplier to:
 - » Comply with the EICC Code of Conduct
 - » Self-assess annually with EICC tools (EICC-ON)
 - » Effectuate audits bi-annually with EICC-approved auditors
 - » Provide audit reports and corrective action plans
 - » Require their own suppliers also comply with the Code (which reinforces the code requirements also for flow-down of requirements through the supplier chain)
- Key statistics are as follows:
 - » At least 90 percent of our procurement spend is covered with EICC agreements
 - » At least 95 percent of Lenovo suppliers are completing self-assessments on time
 - » At least 93 percent of suppliers are completing their audits on time
 - » In FY 2014/15 the average audit results were:
 - 90 percent compliance versus 83 percent in FY 2013/14
 - Score of 122 points (on a scale of 200) vs. 111 points in FY 2013/14

In FY2015/16 we will be integrating the Lenovo and Motorola EICC programs with an increased focus on human rights.

Supplier Diversity

Lenovo sees mutual value in promoting diversity in our business relationships. It is a natural part of our business strategy to create a diverse and competitive supplier base and to strengthen economic development in historically underutilized communities. Through its Supplier Diversity Program, Lenovo is committed to maximizing the inclusion of diverse suppliers through identifying opportunities, developing and incubating relationships, creating processes that encourage diverse supplier integration, and building on our already strong culture of inclusion – The Lenovo Way.

Lenovo identifies diverse suppliers as those that are at least 51 percent owned and controlled by women, minorities, veterans, service-disabled veterans and persons with a disability. Lenovo also includes suppliers that are defined by the U.S. Federal Government as a Small Disadvantaged Business, HUB Zone business or small business.

Lenovo partners with a variety of national and regional organizations, such as National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC) and the North Carolina Institute of Minority Economic Development (NCIMED), to facilitate supplier identification and program development. Lenovo is also active in local and regional events aimed at promoting, creating opportunities for, and celebrating diverse suppliers. Our Supplier Diversity Program has grown significantly over the last year and we currently conduct more than US\$135 million in business annually with small and/or certified diverse suppliers.

For more information, please visit our Supplier Diversity website at www.lenovo.com/supplierdiversity.

Lenovo showcases products at 2014 National Minority Supplier Development Council (NMSDC) Conference.



3.4 Lenovo Products

Our vision for products and services in the Internet+ era centers on device innovation, delivering powerful infrastructure, and most importantly, creating deep, smart connectivity. Device innovation is important. But the device itself cannot fulfill increasing user needs anymore. In short, smart connectivity will dramatically change the daily lives of our customers – providing convenience, simplicity and personalization. Connectivity is the key and involves the following five elements:

- Always connecting people to devices in a more natural fashion;
- Establishing reliable and seamless connections between devices and the network, ensuring seamless connectivity anytime, anywhere;
- Connectivity not only between smart devices like phones and PCs, but more importantly between traditional devices;
- Connecting customers with their personal data and big data; and
- Enabling access to services through one-stop shopping in the most natural way

Our formula for success is a clear strategy, innovative products, operational excellence, a diverse global team with three growth engines – PC, mobile and enterprise – and an expanding ecosystem/cloud business.



Lenovo sponsors Connection Café at the largest regional Women's Business Enterprise National Council (WBENC) conference, enabling attendees to stay connected and engage with our products.

Sustainable Quality

Lenovo has a well-earned reputation for delivering superior-quality products and is committed to ensuring that its products are safe throughout their life cycle. Lenovo relies on the principles of Product Life Cycle Assessment to ensure that every stage of the product's life is taken into consideration, including manufacturing, transportation, installation, use, service and recycling. This enables Lenovo to gain deep insight into opportunities for risk and cost minimization as well as insight into new opportunities for enhancing and increasing product marketability to meet the preferences of an increasingly informed public.

Corporate strategies, policies and guidelines have been designed to support Lenovo's commitment to product safety. Lenovo strives to ensure that our products meet all applicable legal requirements as well as voluntary safety and ergonomics practices to which Lenovo subscribes wherever our products are sold.

Lenovo's global Quality Management System, which has earned ISO 9001 (International Organization for Standardization) certification, ensures the continual delivery of design improvements into Lenovo's current and future products. Lenovo strongly embraces the ISO 9001 commitment to an effective quality management system, and is dedicated to exceeding industry standards for product quality and reliability.

To maintain this quality level, Lenovo employs an active closed-loop process with various feedback mechanisms. These feedback mechanisms provide quick resolution of customer issues. When product issues are discovered we perform root cause analysis and feed the results back into manufacturing, development and test organizations ensuring that similar issues don't arise with current or future products.

Because Lenovo products fail less often and have a longer lifespan, fewer resources are required for their upkeep and end-of-life management.

Lenovo's comprehensive product development process includes prototype development, product testing and focus groups to ensure the Company meets the diverse needs of our global customers. For instance, Lenovo proactively seeks input on design and product features from customers and partners. Prototypes are extensively evaluated, and final



products undergo rigorous testing to ensure that they meet stringent standards specific to their application and use before they are cleared for shipment.

Lenovo's Technical Evaluation Center provides information and recommendations to Lenovo engineering. Lenovo's Lessons Learned feedback loop aids in refinement and the maturation of our processes and elimination of recurring problems. As a result, Lenovo's product repair action rates are among the lowest in the industry.

Lenovo leaders are responsible for establishing objectives and using measurements to drive continual improvement in quality and customer satisfaction. All Lenovo employees are expected to contribute to this continual improvement as an integral part of our quality management system.

Lenovo's Corporate Quality Policy is available at: <http://www.lenovo.com/quality>.

Customer-Focused Testing

Once the product development phase is completed, Lenovo products undergo a series of customer-driven tests prior to production. Testing includes ongoing customer simulation evaluations and customer simulation audits to evaluate product quality by removing systems from the box and setting them up in typical customer configurations. Additionally, extended customer simulation tests are conducted on a sample basis with various configurations of product options and software. The last evaluation simulates the performance of the product through various standard customer applications.

Lenovo has continued to enhance our customer-focused program by sending technical teams to support on-site installations for customers.

During and after the installation, there is ongoing dialogue between the customer and Lenovo to ensure timely feedback on installation progress. This allows corrections to be quickly put in place, and for the team to pre-empt potential issues. Our methods have proven to be highly advantageous during new product releases, as potential issues can be promptly addressed to minimize the impact on all customers.

Safety and Ergonomics

Lenovo is committed to ensuring that our products are safe throughout their life cycle, including manufacturing, transportation, installation, use, service and disposal. Corporate strategies, policies and guidelines have been designed to support this commitment to product safety. Each employee bears a personal responsibility to advance the following objectives:

- Meet all applicable legal requirements, as well as voluntary safety and ergonomics practices to which Lenovo subscribes wherever we sell products.
- Select suppliers that demonstrate a similar commitment to safety.
- Provide customers with adequate information to enable them to safely use Lenovo's products.
- Foster employee involvement and provide appropriate resources to develop and implement successful product safety initiatives.
- Continually improve product safety initiatives.
- Investigate product safety incidents and take prompt remedial actions to protect Lenovo's customers and employees.
- Report on safety initiatives and incidents to senior executive management.

The following table shows the product life cycle stages in which health and safety impacts of products are assessed for improvement. All significant Lenovo products are subject to these assessments.

Figure 3.4 Hardware Safety Assessment Requirements at Life Cycle Points

Point in Product Life Cycle	Hardware Safety Assessed?
Development of product concept	No ¹
R&D	Yes
Certification	Yes
Manufacturing and production	Yes
Marketing and promotion	No ²
Storage distribution and supply	Yes
Use and service	Yes
Disposal, reuse or recycling	Yes

¹ Too early at this stage

² Not relevant at this stage

With a focused emphasis on product safety and quality, Lenovo is achieving high customer satisfaction and delivering quality products, solutions and services.

Lenovo promptly investigates and responds to any potential safety or quality issue associated with our products. On March 27, 2014, Lenovo voluntarily recalled certain lithium-ion batteries. These batteries were manufactured for use with ThinkPad notebook computers that shipped worldwide between October 2010 and April 2011. Lenovo is offering replacement batteries free of charge regardless of warranty status. Click this link for information about past [Lenovo product recalls](#) (or go to <http://support.lenovo.com/us/en/documents/ht002608>).

Click this link for [Lenovo's Corporate Product Safety and Ergonomics Policy](#) (or go to <http://www.lenovo.com/CSRPolicies>).

Accessibility

Lenovo is committed to providing people with disabilities greater access to information and technology. We are widely recognized for our focus on human factors and ergonomics and have a long-standing commitment to deliver world-class products and services that can be used by everyone. Smart design and intuitive functionality benefit everyone who uses technology, including those with disabilities. Lenovo products are developed to ensure compliance with established best practices and are tested with a variety of Assistive Technologies (AT) including screen readers, screen magnifiers and speech recognition software spanning different price ranges.

For more detailed information about how Lenovo provides assistance to users who have hearing, vision and mobility limitations and helps them get the most out of their computer experience, please see <http://www.lenovo.com/accessibility>.

Compliance

Lenovo products comply with the laws and regulations in each country to which we ship. Lenovo products are designed, tested and approved to meet worldwide standards for product safety, electromagnetic compatibility, ergonomics and other regulatory requirements, when used for their intended purpose. For more information, click on this link: [Lenovo Compliance Information](#) (or go to <http://www.lenovo.com/compliance>).



PEOPLE

4.0	PEOPLE	43
4.1	Lenovo Employees	44
	Our Culture and People	44
	Labor Practices and Human Rights	44
	Compensation, Performance and Recognition	45
	Global Benefits	46
	Employee Development and Training	46
	Employee Communications	48
	Diversity	50
	Employee Retention	50
	Privacy	50
	Ethics and Compliance	51
	Occupational Health and Safety	52
4.2	Human Rights in Lenovo's Supply Chain	54
4.3	Social Investments	55
	Commitment	55
	Next Generation Hope Fund	55
	Global Disaster Assistance	55
	Community Outreach, Collaborations and Partnerships	56

4.1 Lenovo Employees

Lenovo is a truly global company. Our leadership team is diverse and balanced: The top 10 company leaders come from six nationalities while 17 nationalities are represented in the top 100. Lenovo's workforce speaks more than 40 languages and lives in more than 60 countries around the world. At Lenovo, we view our diversity as a key competitive advantage. This diversity in leadership and talent allows the Group to take advantage of far-reaching industry trends, while at the same time leveraging the unique strengths of local leadership to drive success in key markets. While incredibly diverse, our team is united by our commitment, ownership and pioneer culture. Our cohesive global culture and shared set of values are critical to driving the speed, efficiency, innovation and execution that separates us from the competition.

Our Culture and People

Our Culture

Our culture defines us ... it's our DNA. We call it The Lenovo Way — it's the values we share and the business practices we deploy. It's how we address our day-to-day commitments. The Lenovo Way is embodied in the statement: "We do what we say and we own what we do."

This culture also drives how we work every day, through what we call the 5 Ps:

- We **PLAN** before we pledge
- We **PERFORM** as we promise
- We **PRIORITIZE** the company first
- We **PRACTICE** improving every day
- We **PIONEER** new ideas

Our culture is what has enabled us to consistently raise the bar on delivering breakthrough innovations, award-winning designs and strong financial performance.

Our People

At Lenovo, our people share a common aspiration to be the very best. Whether serving our customers, working together as a team or contributing to the community, we are working to build a unique company delivering unparalleled products created and supported by people who represent a wealth of cultures and experiences. Our strength lies in this diversity. And every day, on every project, we are creating a better place for inclusion and respect for others. We are dedicated to fostering an environment that

encourages entrepreneurship and ownership. A workplace where people's talents can be challenged and their results recognized and rewarded.

Labor Practices and Human Rights

Lenovo's human resource policies strictly comply with labor laws and government regulations and also provide competitive rewards, equity policies and development opportunities. Lenovo's labor policies apply to all operations and locations globally.

Lenovo is committed to providing a work environment free from harassment, including harassment based on race, color, religion, gender, gender identity or expression, national origin, ethnicity, sexual orientation, sex, age, disability, veteran status or any other characteristic protected by law. [Click here](#) to see Lenovo's Diversity and Nondiscrimination Policy (or go to <http://www.lenovo.com/CSRPolicies> and follow the link from there).

Lenovo is an Affirmative Action — Equal Opportunity Employer. [Click here](#) for Lenovo's Equal Employment Opportunity and Affirmative Action Policy Statement (or go to <http://www.lenovo.com/CSRPolicies> and follow the link from there).

Lenovo is signatory to the United Nations Global Compact (UNGC). Lenovo joined in 2009 with a letter committing itself to the Compact's Ten Principles and to submitting an annual Communication on Progress, reaffirming its commitment each year. As signatory to the UNGC, Lenovo joins other signatories in affirming the labor principles, including: Principle 3 (businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining); Principle 4 (the elimination of all forms of forced and compulsory labor); Principle 5 (the effective abolition of child labor); and Principle 6 (the elimination of discrimination in respect of employment and occupation).

Lenovo's labor practices include but are not limited to the following:

- Lenovo complies with laws relating to child labor in every jurisdiction in which we operate and also, as a participant in the UN Global Compact, to the principles set forth in the International Labour Organization Child Labour Conventions.
- Lenovo does not discriminate against candidates with disabilities.
- Direct laborers are offered competitive total rewards including base pay, performance bonus and other cash allowances. No Lenovo employee is paid less than the minimum wage specified by the government.

- Overtime is paid to direct laborers according to government regulations. An internal overtime control process is in place to ensure a healthy work environment.
- Social insurance is enrolled for each direct laborer, which includes pension, injury insurance, unemployment insurance, medical insurance and maternity insurance.
- Lenovo also offers annual leave, a department activity fund and an employee club to enable direct laborers to enjoy a good work-life balance.

Lenovo is also a member of the Electronic Industry Citizenship Coalition (EICC) and is an adherent to the EICC Code of Conduct ([click here](#) or go to <http://www.eiccoalition.org/standards/code-of-conduct/>) with respect to our own operations as well as that of our supply chain.

Compensation, Performance and Recognition

We believe that our employees are the most valuable strategic resource at Lenovo. We recognize the importance of each unique individual and their need to be recognized frequently and rewarded fairly. A fully engaged workforce is the key to our differentiation and exceptional business performance. Lenovo believes and invests heavily in the concept of Total Rewards, which consists of five key elements: compensation, benefits, work-life balance, performance and recognition, and development and career opportunities. We believe that collectively, these five elements are critical to attract, motivate and retain our most valuable strategic resource — our people.

As an embodiment of Lenovo's ownership culture, we tie pay to performance. We believe that exceptional individual performance will support and drive exceptional business performance, which will result in exceptional pay for individuals. All "Key Performance Indicators" throughout the organization are linked to a business strategy.

In terms of our pay practices, we carefully monitor and evaluate market trends in each of our geographic locations to ensure that we remain competitive. Our culture allows us to react quickly when we see trends changing.

In addition to maintaining competitive wages, we have a comprehensive and globally consistent performance management and bonus program that we call the P3 Program. P3 stands for Priorities, Performance and Pay and is closely aligned to The Lenovo Way, the touchstone of our company culture that focuses us on delivering on our commitments and taking ownership in everything we do.

Lenovo's performance management system is critical, as our success depends on how well each of us achieves our individual goals and contributes to the company's strategic objectives. The P3 program is the means by which all Lenovo employees worldwide set their goals for the year, receive feedback on their performance and development needs, get evaluated on their performance, and, if eligible, receive a performance bonus payment. Sales employees and executives are formally assessed annually and non-sales employees are formally assessed semiannually. In addition to annual formal assessments, sales employees also receive quarterly reviews. While formal assessments occur once or twice a year for all employees, managers are expected to provide ongoing feedback to their employees throughout the year.

Completion of employee performance reviews is formally tracked at the end of the performance review cycle to ensure each employee has received a performance review according to protocol.

Reward and recognition are very important at Lenovo, so much so that we also encourage every business unit leader to develop supplemental programs, based on broad global guidelines, to reinforce frequent and continuous recognition of successful collaborative efforts and exceptional performance within their organizations.

Lenovo's compensation programs are designed to provide market-competitive compensation that will attract, motivate and retain talent:

- Base pay makes up an important part of an employee's total cash opportunity at Lenovo; it reflects the value of the job in the marketplace, performance and the value of individual contribution to the Company.
- Short-term incentive plans (including sales compensation) — These plans reward employees on overall corporate or team performance, while recognizing both individual performance and potential.
- Long-term incentive plans — These plans are specifically targeted to executives; however, top-performing, high-potential employees may also be eligible.

Global Benefits

Lenovo recognizes the importance that employees and their families place on a comprehensive benefits package. To ensure that Lenovo can attract and retain high-quality talent in the competitive technology marketplace, a variety of benefits are offered that are intended to aid in managing and protecting the physical and financial well-being of employees and their families. Benefit packages are designed to follow these strategic guidelines:

- Position Lenovo competitively within the local marketplace
- Align with and support Lenovo business and cultural strategy
- Emphasize Lenovo's commitment to wellness

To achieve these goals, Lenovo must be flexible and consider varying customs, practices, legal requirements and employee expectations around the world to design impactful benefits programs.

Health and Wellness Benefits

Private health benefits such as medical, dental and vision care are offered in many countries to supplement government-provided health care. These arrangements often permit employees to provide coverage for dependents, including spouses, domestic partners, children or other family members. Employees may share in the cost of these benefits, especially when coverage for dependents is available. However, Lenovo shoulders the majority of these costs as an investment in the well-being of employees. Wellness is a critical component of a comprehensive benefits package. Lenovo believes that a successful wellness program can result in benefits that go way beyond the financial measure of reduced medical costs, with more productive employees and less absenteeism most notable among them.

"Live Well with Lenovo," the Lenovo wellness brand, was re-launched in 2012. The wellness and incentive program in the U.S. includes a health risk assessment and biometric screenings, health coaching, expanded nutrition and fitness tools, wellness seminars and other educational content, and a free employee membership in Lenovo's PowerUp fitness facility located at the Morrisville, North Carolina campus.

Lenovo currently offers a variety of wellness programs around the world, including fitness facility discounts, employee assistance programs, health coaching, stress and lifestyle management programs, medical consulting and screening services and access to health educational material. Informational resources are made available globally to assist employees on wellness matters and disease prevention. To ensure successful business

continuity planning, Lenovo has developed and activated comprehensive pandemic plans and procedures to limit the potential impact of health-related concerns, such as the H1N1 virus. As dictated by these procedures, health and safety information/requirements are available and shared with employees and non-employees as needed. Lenovo's long-term wellness goals include the evolution of its wellness brand and related programs globally, under one comprehensive umbrella.

Income Protection

In the event that an employee is unable to work due to illness or injury, Lenovo provides for protection of income in many countries. These benefits may take the form of salary continuation for a period of time and generally supplement government-provided benefits. For longer periods of illness or injury, Lenovo commonly provides additional disability benefits.

Retirement or Post-Employment Savings

To supplement the income of employees and survivors after retirement or separation from Lenovo, a variety of savings programs are offered. These programs may be mandatory or voluntary, depending on legal and marketplace considerations. It is quite common for programs to have both an employee and employer contribution component, with the latter signifying Lenovo's willingness to make a current investment to provide future security for employees and their families.

It should be noted that even during volatile economic times and company performance, Lenovo did not reduce its contribution levels to employee retirement programs.

Employee Development and Training

Lenovo is committed to its investment in talent development and has a robust and systematic approach to employee, manager and executive development. Lenovo's development agenda is targeted at building the capabilities of our people and our organization through three primary ways:

- Through experiences on the job — learning while doing. This is how 70 percent of all learning occurs.
- Through colleague relationships at Lenovo — mentors, guides, coaches, managers. Employees learn through their successes, failures, guidance and advice. This is how 20 percent of learning occurs.
- Through education — formal training in the classroom or online that teaches key principles and skills. This is how 10 percent of learning occurs.

Our systematic approach combines all three methods to maximize learning. It includes formal employee and leadership education programs, targeted people planning and international rotations, Global Leadership Project Teams, Women in Lenovo Leadership Forums, formal coaching networks, executive coaching, informal mentor programs, 360-degree feedback processes and a variety of additional assessment and development tools.

Lenovo University

Lenovo University is the company's personal educational development initiative. It is designed to give employees the opportunity to acquire core competencies and skills needed for the future, while helping Lenovo retain a competitive global workforce. With a growing list of innovative educational offerings, Lenovo University offers programs ranging from online training to individual development planning.

There are many formal learning and development opportunities at Lenovo. We create opportunities internally and encourage our employees to seek opportunities externally when appropriate as well. Internal programs include both technical and soft-skills development. We offer more than 100 different training courses on our "Lenovo University" e-learning database.

Lenovo's training includes regular mandatory online training courses for all global employees on "Code of Conduct" and compliance subjects.

Most recently, Lenovo has implemented Learning@Lenovo, a suite of employee development initiatives that reaches executives, people managers and individual contributors through four global programs (Leading@Lenovo, Managing@Lenovo, For Those Who Manage and Contributing@Lenovo).

All Lenovo employees receive ongoing training in areas such as culture, compliance, information security, and performance management throughout the year. All employees have career discussions at least annually.

Mentoring

Lenovo encourages mentoring relationships. They are an excellent way to grow an employee's skills and knowledge in order to develop his or her full potential. Mentees and mentors both gain from participation in a mentoring relationship. Mentees can increase their understanding in the targeted subject area, and mentors can sharpen their leadership and coaching skills. To aid employees in the mentoring process, Lenovo provides two online courses: "Mentoring: Identifying Your Goals" and "Mentoring: Developing Relationships." Both courses include a simulation.

Orientation & Training

For over three decades, one of our key differentiators in the marketplace has been our people. We believe that our employees are our greatest asset. Our organization's practice has been to attract, develop and retain the best people around the world. With these philosophies in mind, we place a high emphasis on staff development and ensuring that our talented employees are able to take on new and different challenges. This philosophy begins on each employee's first days of employment in New Employee Orientation. This program introduces new employees to a wide variety of topics including Lenovo's history and culture, diversity, business policies and practices as well as the tools and resources available to employees.

Lenovo encourages cross-cultural development by means of diverse experiences. Development is strengthened by the frequency and quality of the career-focused discussions that employees have with their managers. The management development program Managing@Lenovo has a particular focus on improving career development discussions. The primary source of career development support comes from an employee's immediate manager.

Employees are encouraged to take ownership of their careers and utilize a mix of work experiences, education and relationship building to aid in their growth, development and upward movement.

Succession Planning

Lenovo has an established organization and human resources planning process that ensures we:

- Have the right structure in place to deliver on our strategy,
- Identify the talent needed now and in the future,
- Invest in attracting, retaining and developing top talent, and
- Continue raising the bar on internal and external talent.



First aid training in Beijing, China

Employee Communications

Lenovo actively fosters open communication among employees — as well as communication between employees and the company — in several ways.

Meetings

To help make our employees effective and informed “brand ambassadors,” Lenovo holds regular “All Hands” meetings in each of its business units and functions, typically on a quarterly basis. Employees attend in person when possible, with remote participation enabled through a combination of Web stream and conference calls. These meetings feature ample opportunities for employees to ask questions, interact with each other and their senior leaders, and hear the latest on Lenovo’s strategy and mission. Guest speakers help employees deepen their knowledge about other areas of the company. Meetings are recorded for later playback to ensure employees can review anything they may have missed. Lenovo’s “All Hands” meetings help ensure that our employees are fully informed on the strategic direction of the company and that they have first-hand access to our senior leaders.

Lenovo Listens Employee Engagement Survey

Lenovo seeks the insights of its employees worldwide through its Lenovo Listens employee engagement survey. This survey is designed to gain insight on how Lenovo employees view their jobs, their management, their teams, their rewards and the company as a whole. Lenovo Listens is an important measure of employees’ pride, motivation and their commitment to staying at Lenovo. Research shows that measures of employee engagement can be used to predict the amount of effort that employees are willing to invest in their jobs, as well as employee retention. In addition, employee engagement can be tied to important measures of organizational performance, including financial results, customer satisfaction and operational efficiency.

Lenovo analyzes the data from the survey and encourages meaningful action planning to address any areas of concern. Post-survey focus groups are also conducted to better understand employees’ input and drive action planning at the management and corporate level for continuous improvement.

Worldwide executive task forces created following the 2011 and 2012 surveys remain a focus for enhancing both innovation capabilities and operational efficiencies around the world. As in past years, results from the 2015 Lenovo Listens survey will help managers and employees identify specific actions to further increase team engagement and productivity.

Office of the Ombudsman

Lenovo is committed to the well-being of all employees and expects that decisions made regarding the management of the company and our people reflect Lenovo’s core values and business conduct expectations.

Lenovo recognizes that regardless of efforts made to administer processes fairly, and consistent with our policies and practices, there may be occasions where employees have concerns and are not sure how to address them, or where to go to get the help they need; and would just like to have a confidential and off-the-record conversation with a knowledgeable person.

In these instances, the Ombudsman serves as a designated resource who is independent of the formal management structure, and available to all employees for a confidential and off-the-record discussion.

The Ombudsman was created to be an independent, confidential, neutral resource. The Ombudsman is neither an employee advocate nor a member of management, but rather an advocate for problem resolution. The Ombudsman, as a thought partner, helps employees by providing information, guidance and the available options for addressing and resolving problems. The Ombudsman also helps Lenovo with risk management by identifying systemic issues and areas for possible change without breaching the confidentiality of individual employee communication.

Meeting with the Ombudsman is voluntary, but employees who do consult with the Ombudsman agree to abide by the principles of independence, neutrality, informality and confidentiality upon which the Office was established and not call the Ombudsman to testify in formal or legal proceedings about confidential communications with the Office.

As part of an ongoing, systematic, company-wide employee outreach process, the Lenovo Ombudsman schedules site visits to every major Lenovo location at least once during the calendar year. Through listening, coaching and discussion, the Ombudsman provides confidential and informal assistance and options to help employees resolve their issues. Interpreters are available in all languages. Examples of the types of issues employees may discuss with the Ombudsman include, but are not limited to: interpersonal conflict and misunderstandings that occur among colleagues; business conduct violations; security matters; perceived unfair treatment or harassment; job performance; or any behavior that is inconsistent with Lenovo policies, local practices or values.

The mandate of the Ombudsman role is to act as an advocate for the resolution of problems and for fair and equitable process. All discussions with the Lenovo Ombudsman are considered off the record and held in strict confidence unless, in the course of the conversation,

permission is given to the Ombudsman to make a disclosure. The only other exception is when the Ombudsman determines there is imminent risk of serious harm to an individual or the company, and that disclosure is necessary.

The Ombudsman Program is based on four principles established by the International Ombudsman Association (IOA) Code of Ethics and Standards of Practice. The principles are:

Independence: The Ombudsman has access to the senior management team and the board of directors. The role is independent of the Company's formal management structure and the Ombudsman is not authorized to receive notice of claims against Lenovo. In this way, it offers an "informal and independent channel" for employees to talk freely without worry of interference or that "official notice" of the exchange will be reported or lead to further action.

Confidentiality: All conversations with the Ombudsman are considered confidential and off the record unless permission is given to the Ombudsman during the course of conversation to make disclosure. The only other exception to confidentiality is if the Ombudsman determines that there is an imminent threat of serious harm to an individual or the company and disclosure is necessary. No permanent records are kept of confidential communication.

Impartiality/Neutrality: The Ombudsman is neither a representative of management nor an employee advocate. Rather, the Ombudsman is nonpartisan, open-minded and unbiased and does not make decisions, conduct investigations or set policy for the company.

Informality: Because the Ombudsman is not a member of the company's formal management structure, the Ombudsman does not participate in any formal adjudicative or administrative procedure related to concerns.

Diversity

As a global company with a rich heritage drawn from the many countries where we have major investments and operate our business today, valuing and respecting diversity is instrumental to Lenovo's success. By leveraging the diversity of our workforce, Lenovo is able to exceed market expectations, attract and retain top talent and create a workplace where employees achieve their greatest potential.

Lenovo bases its corporate policies on the company's core values: customer service, an innovative and entrepreneurial spirit, teamwork across cultures, and trustworthiness and integrity. Lenovo's diversity policy is also grounded in these core values, seeking to drive innovation and creativity at Lenovo by leveraging both the similarities and differences of our diverse, talented and global workforce.

Diversity Executives

Lenovo has a globally dispersed, multicultural management team with broad expertise that sponsors key culture initiatives. Lenovo's key diversity executives are:

- Yang Yuanqing, Chairman and CEO, serves as executive diversity sponsor
- Gina Qiao, SVP — Human Resources, serves as executive sponsor of Women In Lenovo Leadership (WILL), Lenovo's global women's initiative
- Yolanda Conyers, VP — Human Resources, serves as Lenovo's Chief Diversity Officer

Key Diversity Initiatives

- Women in Lenovo Leadership (WILL) was launched in 2007 on International Women's Day with the purpose of addressing key priorities that support women's growth in and contribution to the company. WILL has regional leaders around the world including in Australia/New Zealand, Brazil, Canada, China, France/Western Europe, UK, India, Japan, South Africa and the United States. These leaders provide developmental activities based on the interests and needs of women in their region.
- Fran O'Sullivan Scholarship was initiated in 2010. Women attending any U.S. accredited college majoring in math, science or engineering are eligible to receive this \$5,000 scholarship.
- Diversity Book Review is a U.S. initiative designed to support the growth and development of U.S. minority employees through leading and participating in the discussion of books. The books selected for review promote the development of leadership, professional and personal skills.
- Veteran Forum is an informal group led by Lenovo veteran employees who participate in internal and external activities designed to increase the recruitment and retention of military veterans.
- Participation in lesbian, gay, bisexual and transgender (LGBT) activities including the Gay Pride parades, forums and employee groups.

Supplier Diversity

Lenovo also sees mutual value in promoting diversity in our business relationships. To read more about our Supplier Diversity program, please see the [Supplier Diversity](#) section.

Employee Retention

To ensure retention of key talent, Lenovo uses the following strategies and programs:

- Conducts global employee engagement survey (Lenovo Listens) to help identify opportunities to reduce the loss of key talent.
- Leverages compensation programs such as long-term incentive stock-based awards and recognition to help retain key talent.
- Ensures pay (base and incentive) is differentiated so top performers are paid on par with peers in the marketplace.
- In cases where key, critical talent have opportunities outside Lenovo, the company takes specific "critical save" actions in an effort to retain these employees.

The Lenovo population comprises regular (permanent) employees, supplemental (temporary) employees, and contract workers. From time-to-time, the senior leadership makes a business decision to move work from one country or region to another in support of the business strategy and objectives. When these decisions are made, great care is taken to ensure affected employees and non-employees alike are provided with notice as required by local and/or country laws. Employees are provided with severance packages and career and training assistance where possible, and as required by local/country laws.

Privacy

Lenovo is committed to protecting the personal data of our employees, customers, resellers and others. Corporate strategies, policies and guidelines support this commitment to protect personal information. Managers and employees are responsible for following Lenovo's Data Privacy Policy for collecting, using, disclosing, storing, accessing, transferring or otherwise processing personal information.

[Click here](#) to see Lenovo's Data Privacy Policy (or go to <http://www.lenovo.com/CSRPolicies> and follow the link from there).

Ethics and Compliance

Lenovo has a global ethics and compliance program, which is guided by our Code of Conduct. The company's Ethics and Compliance Office oversees ethics and compliance across the organization, working in partnership with our business units to see that we achieve our business goals while meeting the letter and spirit of the legal and regulatory framework in which we operate. Our ethics and compliance program promotes an organizational culture that encourages the highest ethical standards of business conduct and a commitment to compliance with the law.

The Ethics and Compliance Office is committed to raising awareness about the importance of ethics and compliance in the workplace and plays a critical role in providing employees with the guidance, resources and information they need to make informed and appropriate choices and decisions. With these systems in place, we describe clear expectations for employees and hold them accountable for their behavior.

Our Code of Conduct helps to ensure that employees understand the company's expectations. The Code applies to all employees worldwide and is an integral part of our ethics and compliance program. The Code also demonstrates Lenovo's commitment to a culture of uncompromising integrity and assists employees so that they can make well-informed decisions. In addition, the Code helps employees determine when to seek advice and where to obtain it.

In keeping with best practices, Lenovo has also developed and implemented an Anti-Bribery and Anti-Corruption Policy, which reinforces the Code of Conduct and provides additional specific guidance regarding compliance with rules and laws related to bribery and corruption. All Lenovo employees are required to comply with all policies and the Code, which is available in seven languages and is accessible on our website along with other policies at <http://www.lenovo.com/CSRPolicies>.

Each newly hired Lenovo employee receives training and information about our ethics and compliance program, and all employees are required to participate in subsequent mandatory training sessions held on a regular basis to reinforce the company's commitment to compliance and to conducting business with integrity. Additional information about ethics and compliance is provided through the company's intranet and other periodic communications.

Raising Questions or Concerns

Lenovo provides guidance to its employees regarding how to raise questions or concerns about any aspect of their work at Lenovo, and has established clear processes and reporting channels. Employees are directed to report to their managers or other resources, including but not limited to, human resources, the Ethics and Compliance Office, internal audit, corporate security or the Lenovo legal department, any information pertaining to:

- Fraud by or against Lenovo
- Unethical business conduct
- Violation of legal or regulatory requirements
- Substantial and specific danger to health and safety
- Violation of Lenovo's corporate policies and guidelines, in particular its Code of Conduct

In addition, Lenovo provides formal, confidential ways to report when potential violations of law, company policy or the Code of Conduct occur. These include postal mail, email and our LenovoLine, which is a confidential reporting system accessible 24 hours a day, seven days a week by secure website or toll-free telephone with translators available. Where allowed by law, employees may report concerns about business practices anonymously if they choose. The LenovoLine and other resources are also available to help counsel employees who may have questions or concerns.

Reports of inappropriate behavior, policy violations or alleged retaliation will, to the extent permitted by law and consistent with an effective investigation, be kept anonymous and confidential. Lenovo regards any suspected violation of law, policy or the Code as a serious matter and is committed to following up on all reported concerns, which are addressed and tracked to resolution.

Lenovo has a clear non-retaliation policy, and will not tolerate harassment, retaliation, discrimination or other adverse action against an employee who:

- Makes an internal report in good faith
- Provides information or assists in an investigation regarding such a report
- Files, testifies or participates in a legal or administrative proceeding related to such matters

Managers are required to report and help resolve any suspected violation of the non-retaliation policy. Complaints of alleged retaliation will be promptly addressed and investigated.

Questions about anything relating to ethics and compliance may be sent by email to Lenovo's Ethics and Compliance Office at ethics@lenovo.com. Lenovo also provides detailed information about its internal controls framework and enterprise risk management, including ethics and compliance, on pages 43-73 of its Corporate Governance Report in the Lenovo [2014/15 Annual Report](#).

Occupational Health and Safety

Health and Safety is ingrained into Lenovo's culture. Through our Occupational Safety and Health Management System, we expect and deliver world-class health and safety programs and processes throughout our global manufacturing footprint. We do so through education, prevention, checks and controls that are viewed as vital to innovation, productivity and continual improvement.

Our core values are emphasized in [Lenovo's Corporate Policy— Responsibility for Employee Health and Safety](#). Our corporate policy establishes a framework for ensuring a healthy and safe work environment for all our worldwide employees. Every employee and contractor follows this policy and must report any safety or health concerns to management. As Lenovo's business changes, new facilities are fully integrated and measured to meet this high standard.

Health and Safety Performance

We believe that workplace injuries and illnesses are preventable, and as a result our incident rate continues to be consistently below the industry average. Lenovo's standardized occupational health and safety programs are designed to meet or exceed regulatory compliance. Our efforts have resulted in a significant decline in incident rates at our global manufacturing locations over the past six years. It should also be noted that during this reporting period, there were no significant accidents involving Lenovo employees, fires, property damage or regulatory violation at any of our locations in the more than 60 countries in which we do business.

The Occupational Health and Safety (OHS) organization is committed to ensuring the implementation of an effective health and safety management system. All global manufacturing locations are OHSAS 18001 certified by Bureau Veritas, a leading independent certification body.

In addition, all our manufacturing locations go through a rigorous internal audit process to ensure a high level of regulatory and OHS compliance. All China manufacturing locations were certified to the national Work Safety Standardization regulation within China. Lastly, we continue to monitor the performance of our key world-wide contract manufacturing locations to ensure a high level of regulatory standards compliance.



Stretching exercises in Itu, Brazil



Immunization clinic in Monterrey, Mexico

Training

All our global manufacturing employees take part in mandatory safety training and are required to follow all Lenovo safety and health requirements. In addition, all manufacturing and select field locations have formed Safety Committees. These committees provide a means for employees to bring forward potential safety concerns and allow employees to participate in the necessary corrective action process. Applicable health and safety training and tips such as workstation ergonomics are provided to our field location employees as well.

Employee Wellness

Informational resources are made available to assist employees on disease prevention and various wellness matters. Health and safety information is offered and shared with non-Lenovo employees on an as-needed basis. In support of business continuity planning, Lenovo has developed and activated comprehensive plans and procedures to limit the potential impact of health-related concerns. Additionally, at our world-wide manufacturing locations we offer and implement a number of comprehensive wellness initiatives to support the wellness of our manufacturing colleagues. Examples include medical screening, immunization clinics, eye examinations, health promotion, diet and nutrition, exercise and healthy lifestyle management.

Recognition and Awards

Lenovo receives a number of annual awards for outstanding environmental, product and service performance.

In particular, we are proud of the recognition we have received at the external, local and national governmental levels for our occupational health and safety performance.

Following are a few examples:

- In December 2014, Lenovo Shanghai received the “First-Class Enterprise” award by the Shanghai Free Trade Government.
- In March 2015, Pondicherry, India received “Environmental Health and Safety (EHS) 3-Star” Award by the Confederation of India Industry.
- In May 2015, the Lenovo United States Fulfillment Center (USFC) in Whitsett, NC received its seventh consecutive “Gold Award.”
- In June 2015, Lenovo Morrisville, NC headquarters received its tenth consecutive “Gold Award” while Lenovo Enterprise Business Group in Morrisville collected its first “Gold Award” by the North Carolina Department of Labor for low incident rates reported in 2014 at ceremonial peer banquet events.
- Also in June 2015, Lenovo Beijing was recognized with the “Safety Culture Demonstration Enterprise” award by the local Government.
- In July 2015, Lenovo Shenzhen, China attained the “Work Safety Standardization” certification by the local Government.
- In August 2015, Lenovo Itu, Brazil attained “OHSAS 18001” certification by Bureau Veritas (BV). All Lenovo manufacturing locations are certified to OHSAS 18001 and all Lenovo China manufacturing locations have attained the “Work Safety Standardization” certification from their respective local Governments.



4.2 Human Rights in Lenovo's Supply Chain

Lenovo is committed to respecting human rights in everything we do. Since 2009, Lenovo has been a signatory and active participant supporting the United Nations Global Compact, which is a public-private strategic policy initiative for businesses committed to aligning operations and strategies with 10 universally accepted principles in the areas of human rights, labor, the environment and anti-corruption. As a signatory, we support and respect the protection of internationally proclaimed human rights and ensure that our business practices are not complicit in human rights abuses.

Lenovo manages all operations consistent with the spirit and intent of the United Nations Universal Declaration of Human Rights and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

In addition, as an Electronic Industry Citizenship Coalition (EICC) member Lenovo has adopted the EICC Code of Conduct (<http://www.eicc.info/documents/EICCCodeofConductEnglish.pdf>) as operating principles for our company and our suppliers. In FY 2014/15 the EICC code was strengthened by adding requirements for new human trafficking governmental regulations and to specifically address prohibited behaviors. Our EICC contracts essentially serve as required compliance plans and our supplier self-assessments and audits serve as compliance certifications. Taken as a whole, the contracts, self-assessments and audits signify our commitment to the Code's principles and willingness to uphold its standards, which include protecting the human rights of workers.

Conflict Minerals

Lenovo recognizes the importance of concerns regarding the sourcing of materials containing tin, tantalum, tungsten and gold (3T/G). When sourced from regions experiencing political and social conflict, which may include the Democratic Republic of the Congo or surrounding countries, these materials are referred to as "conflict minerals." We fully support the efforts of the EICC, Conflict Free Smelter Initiative, NGOs and governmental bodies to solve this complex issue, and have supported these efforts with our EICC membership dues since 2006 and direct participation in EICC programs.

In FY 2014/15 we continued our comprehensive due diligence program to understand the chain of custody of conflict minerals in our supply chain. This program included compliance to the requirements of the U.S. Securities and Exchange Commission's "Dodd-Frank" ruling and to the OECD

Due Diligence Guidelines for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

A benchmark analysis of 23 major international companies indicated that Lenovo has a high-quality program delivering transparency and performance. Furthermore, an independent study of 1,267 SEC filings corroborated the comprehensiveness of both Lenovo and Motorola conflict minerals reports.

Full details and statistics on our reasonable country of origin inquiry, due diligences and smelters can be found at:

http://www.lenovo.com/social_responsibility/us/en/Lenovo_Conflict_Minerals_Update.pdf.

Lenovo's specific activities included:

- Updating and strengthening the Conflict Minerals policy
- Conducting due diligence through the newly created management system
- Engaging suppliers through formal agreements and audits which require due diligence regarding conflict minerals
- Participating in EICC Conflict Mineral conferences
- Holding education sessions for internal employees and publishing quarterly newsletters
- Utilizing the EICC Conflict Minerals Reporting Template (CMRT) for Reasonable Country of Origin Inquiry (RCOI) efforts across 90 percent of our procurement spend
- Conducting outreach to over 50 smelters to drive them toward conflict-free certification
- Utilizing the EICC Conflict Free Smelter Program (CFSP) and the Smelter Information Exchange to identify the status of smelters reported as being in our supply chain
- Reporting the program status to Lenovo's Chief Sustainability Officer
- Publicly reporting the smelters and refiners in our supply chain

In FY 2014/15 we significantly improved our overall conflict-free status from 12 to 50 percent. We anticipate an average annual increase of 5 to 10 percent as we continue to drive improvement in responses and associated metrics established from the CMRT surveys. Our aim and expectation is to attain a fully conflict-free compliant smelter supply chain.

In FY 2015/16 we will integrate the Lenovo and Motorola conflict-mineral programs to increase our leverage in the supply chain and accelerate becoming fully conflict-free.

4.3 Social Investments

Commitment

Lenovo annually commits up to 1 percent of its pretax income to global social investment programs and initiatives. Therefore, the size of our programs continues to grow as the company grows. The more success we achieve, the more we are able to share that success with those around us. Our investments focus on three program areas:

Next Generation Hope Fund; Global Disaster Assistance; Community Outreach, Collaborations and Partnerships.

Next Generation Hope Fund

Lenovo's *Next Generation Hope Fund* invests in social programs targeting education, entrepreneurship, disaster relief and regional community outreach. Lenovo provides assistance through financial contributions, equipment donations and employee volunteer hours. To measure success, we evaluate the effectiveness of each investment against predefined goals.

Lenovo aims to advance, enhance and extend education at all levels. We support education-related programs and initiatives through our industry-leading products and technologies, community investments and program sponsorships. We do not limit the scope of our education-related social investments, but rather we consider each opportunity based on its own merits. Lenovo donates equipment, provides financial contributions and lends expertise to schools and related organizations across all global markets. Lenovo supports global education investments in both K-12 and higher education.

Objectives

- Advance, enhance and extend education at all levels
- Donate equipment, provide financial contributions
- Lend our expertise to schools and related organizations across all global markets
- Support global education investments in both K-12 and higher education

Framework

- We enable communities to do more through social investment that supports a wide range of programs, including those focused on education, research, entrepreneurship, disaster relief and regional community outreach.
- Lenovo provides assistance through financial contributions, equipment donations and employee volunteer hours.
- Regional offices establish extensive relationships with their local communities and regional nongovernmental organizations.

Global Disaster Assistance

Lenovo has a long-standing practice of assisting communities around the world when disaster strikes. Lenovo and its employees are committed to helping those less fortunate and to lending a hand to those who are unable to provide for themselves. In July 2014, for example, Lenovo donated notebook and desktop computers to the State of Washington to assist in recovery efforts after the Oso landslide, which claimed 43 lives and covered 40 houses and other structures in mud and debris.

Community Outreach, Collaborations and Partnerships

Americas

Lenovo North America invests in causes that support K-12 disadvantaged youth with a focus on science, technology, engineering and math (STEM) education. In 2014, Lenovo launched a partnership with the National Academy Foundation (NAF) and created The Lenovo Scholar Network, a mobile application development curriculum at 10 NAF academies in public high schools across the U.S. As a result, over 400 underserved high school students have learned how to code and created mobile apps that serve a community need. In addition to demonstrating their skill and their knowledge of the mobile app development curriculum, the students have the opportunity to earn a Lenovo App Scholar badge by competing in local and national competitions. These competitions culminate in the announcement of the Lenovo Scholar Network finalists at NAF Next 2015. Visit www.lenovoscholars.com for more information about the students' mobile apps.

Lenovo is a long-standing partner of Boys & Girls Clubs and supports students by tutoring and mentoring, renovating club spaces, and providing technology to create state-of-the-art media centers. In 2014, Lenovo employees donated 50,000 school supply items for back-to-school programs, donated technology for Youth of the Year winners and volunteered with club members to package 50,000 meals for children at risk of hunger.



Lenovo
Scholar Network



Lenovo also invests in various programs that provide support to the U.S. military and veterans. In FY 2014/15 we announced a partnership with the United Services Organization (USO) to become the laptop technology partner of the

newest USO Warrior and Family Center located on base at Walter Reed National Military Medical Center in Bethesda, Maryland. Lenovo employees donated more than 50,000 items and built 6,000 personal care packages for deploying

military travelling through USO centers. Lenovo employees also volunteered with Durham, North Carolina-based nonprofit Kramden Institute to help refurbish and award PCs for students of military families stationed at Camp Lejeune and Fort Bragg military bases.

Lenovo North America has worked closely with Dress for Success Triangle for several years and launched a new partnership in 2014 to expand the organization's outreach and career mentoring to serve women veterans. In addition, Lenovo provides technology to equip Hero Homes built by Operation: Coming Home and offers veteran job shadowing opportunities through Enable America.



Since 2005, Lenovo and its U.S. employees have contributed more than \$10 million to nonprofit organizations. Through a #GivingTuesday social media campaign in December 2014, Lenovo significantly increased employee giving and raised awareness for nonprofit impact. In addition, Lenovo employees in the U.S. and Canada more than doubled their reported employee volunteerism year-to-year, with more than 16,000 volunteer hours reported for a variety of causes and charities in FY 2014/15. Lenovo volunteer hours are tracked for team service projects as well as the paid time off employees receive annually to volunteer in the community. Many Lenovo individuals and teams regularly volunteer at Habitat for Humanity. In fact, when the Lenovo Canada team moved into their new Canadian headquarters in Markham, Ontario, they celebrated their new home by volunteering with Habitat for Humanity, helping to provide new homes to 15 deserving families.

Asia Pacific

In FY 2014/15, Lenovo continued its partnership with Room to Read with further donations to support the group's literacy and girls' education programs in Laos. Since the partnership began in 2012, 250 ThinkPad laptops have been deployed across India, Laos, Sri Lanka and Vietnam, helping Room to Read's operations staff and volunteers put more than 16,000 at-risk girls through basic education, and building a strong foundation for future studies. This deployment will extend to Cambodia, Nepal and Bangladesh in 2015.

The donated Lenovo PCs have had a significant impact on improving Room to Read's operational efficiency in

numerous areas, including communications, program administration and monitoring and documenting the progress of the at-risk girls. For girls nearing the end of their secondary studies, the laptops have also been used for university research and to assist in tertiary education applications. Lenovo's technology contribution has set the foundation for future education opportunities, giving the girls career options that they otherwise would have lacked due to poor information accessibility.

In Indonesia, Lenovo partnered with Relawan TIK, a nonprofit organization, to leverage donated YOGA tablets in furthering information and communications technology (ICT) education in east Indonesia, where IT literacy is still low. The YOGA tablets were used in the classrooms for presentations, teaching and providing hands-on experience to the students.

Lenovo India, together with Guru-G and Agastya International Foundation, two nonprofit educational trusts that seek to transform education in semi-urban and rural schools, announced two distinct initiatives in Pondicherry and Bangalore aimed at making education more interactive and effective in government schools. While the initiative in Pondicherry aims at empowering the teacher, the Bangalore initiative, called Lab-On-a-Tab, aims to provide self-paced, high-quality hands-on education to supplement the existing teaching and learning methods. These efforts will be implemented by using Lenovo technology to convert physical experiments into e-experiments for the children. In both these initiatives, government schools will be provided with Lenovo A-1000 tablets. Based on the outcomes of these two pilot projects, the program will be expanded to reach more schools in the subsequent phases of implementation. The tablets are pre-loaded with applications to enable teachers to engage students through interactive learning.

In Australia and New Zealand, Lenovo team members invested their own time through volunteer efforts in various community initiatives. In September 2014, they raised money and awareness for research and equipment to assist those suffering from cerebral palsy. Getting into the spirit of the holiday season, employees volunteered at the Make-A-Wish Foundation Christmas party in November, manning stands and assisting with food service to children with special needs and their families.

In December, the holiday spirit continued with staff volunteering with The Smith Family charity to sort and pack presents to be given to children in underprivileged families. In the spring, employees put on their hiking boots and completed a 55 kilometer coastal trek while raising money and awareness for The Fred Hollows Foundation, which works to treat and prevent blindness.

Room to Read Project



Laos



India



Sri Lanka



Vietnam



Lenovo-supported project in Liverpool, United Kingdom



Lenovo delegation to the 2014 Women's Forum

Europe, Middle East and Africa (EMEA)

Lenovo EMEA entered into a partnership with United Way in January of 2015 to support the organization on important projects designed to provide children and young people with greater access to education. The agreement enables Lenovo to support specific projects in France, Israel, Romania and the United Kingdom with cash donations and Lenovo products.

Our support will enable disadvantaged children to have access to both Lenovo technology and an array of community partners with the aim of helping them to enter school ready to learn and, as young adults, ready to enter a career.

In Romania, for example, the computers donated by Lenovo will be used by 50 young adults from disadvantaged families. The project helps young adults learn to use a computer, connect to the Internet and access information and resources while teaching computer skills which will help them find jobs and become independent. They are guided by counselors and participate in IT courses online.

Lenovo Bratislava, which established the "Give Autistic Children a Voice" program in 2012, continued to expand the program in FY 2014/15. Noting findings that many autistic children can use technology to facilitate interacting with family, teachers and other members of society, Lenovo Bratislava donated 110 tablets to autistic centers across Slovakia.

For the past eight years, Lenovo has been a corporate sponsor and technology partner of the Women's Forum for the Economy and Society. The 2014 the Women's Forum Global Meeting was held in November in Deauville, France. The mission of the organization is to highlight and enhance women's contributions to the economy and society and to provide new approaches to issues.

Gina Qiao, senior vice president of Human Resources and Yolanda Conyers, vice president of Human Resources and chief diversity officer, presented and discussed how gender diversity is part of the DNA of Lenovo's culture and The Lenovo Way. Lenovo's EMEA delegation was led by Aymar de Lencquesaing, Lenovo EMEA president.

China

The Lenovo China Volunteers Association (LCVA) was established by Lenovo China employees in 2008 to encourage participation in volunteer activities. Lenovo China supports LCVA not only by organizing volunteer competency training but also through the “Employee Hope Foundation,” which provides financial support for philanthropy proposals developed by Lenovo China employees.

LCVA has been instrumental in helping Lenovo China realize the concept of “everyone can do public good” as a key tenet of its corporate social responsibility (CSR) activities. For example, in March 2014 LCVA visited the Welfare Center in Liucun Town, Beijing, with a donation of supplies worth more than 10,000 yuan. Volunteers spent time with underprivileged elderly and children, sharing laughter and joy. This visit was strongly supported by the company and employees, with nearly 100 employees donating clothing, toys, books and other items and 54 employees signing up for the event.

LCVA and Lenovo China prioritize four areas of activity: environment, education, narrowing the digital divide, and alleviating poverty. In FY 2014/15, Lenovo China innovatively used its venture philanthropy project structure to create a new education initiative.

Previously, Lenovo China had invested in venture philanthropy projects aimed at supporting grassroots NGOs in China with grants, technology, marketing exposure and capacity building. In FY 2014/15, with the cooperation of YouChange China Social Entrepreneur Foundation, Lenovo China initiated the 2014-2015 Lenovo-YouChange Venture Philanthropy on Education Informatization Innovation Project.

The project began with an open call nationwide to teachers and education research groups for proposals promoting education informatization. By providing Lenovo digital devices and guidance from education experts, the project inspired teachers to create new means of education and subsequently promote the process of education informatization. In January 2015, five schools were selected as the best at promoting education informatization and awarded Lenovo interactive classroom solutions worth 1 million yuan.



China education informatization innovation award ceremony 2015



PLANET

5.0	PLANET.....	61
5.1	Lenovo's Environmental Commitment	62
	Our History of Environmental Leadership	63
	Lenovo's Environmental Management System.....	66
	Compliance – Regulatory and Voluntary – The Foundation of Our EMS.....	67
	Product Life Cycle Management	70
5.2	Environmental Impact of Lenovo Operations	73
	Energy and Climate Change.....	73
	Operational Energy Efficiency.....	74
	Renewable Energy	74
	Renewable Energy Credits and Carbon Offsets.....	74
	Climate Change Risk/Opportunities Management.....	75
	Supply Chain Management	75
	Minimizing the Environmental Impact of Lenovo's Logistics	75
	Understanding Greenhouse Gas Emissions and Water Usage of Our Supply Chain.....	77
	Global Real Estate Operations	77
	FY 2014/15 Environmental Performance	80
	Energy Reductions in Operations.....	80
	GHG Emissions Performance	81
	Operational Waste Management	85
	Other Environmental Aspects.....	86
5.3	Lenovo's Environmentally Conscious Products Program	87
	Product Materials	87
	Use of Recycled Plastics	87
	Other Materials of Interest	89
	Product Energy Efficiency.....	90
	Environmentally Responsible Products	91
	Product Packaging	92
5.4	Product End-of-Life Management (PELM)	94
	Key Elements of PELM	94
	Achievements	94
	Product Take-Back Programs.....	95
	Management of Lenovo's PELM Suppliers.....	95
	Recovery and Recycling Trends.....	96

5.1 Lenovo's Environmental Commitment

Lenovo's long-term, comprehensive approach to environmental management encompasses everything from site operations to product design to recycling and end-of-product-life management. Lenovo has developed a set

of corporate strategies, policies and guidelines designed to support environmental responsibility. Each manager and employee, as well as any contractor working on a Lenovo site, bears a personal obligation to uphold Lenovo's environmental commitments.

[Lenovo's Corporate Policy on Environmental Affairs](#) is provided below.

Corporate Policy on Environmental Affairs

Lenovo is committed to exhibiting leadership in environmental affairs in all of its business activities. The requirements listed below apply to all of Lenovo's worldwide operations. Every Lenovo organization must support this policy and each manager and employee, as well as any contractor performing work on behalf of Lenovo, shall bear a personal responsibility for the following objectives:

Compliance

- Meet or exceed all applicable environmental requirements for all Lenovo activities, products, and services, including legal requirements, standards, and voluntary commitments to which Lenovo subscribes.

Prevention of Pollution

- Use sustainable business practices and processes that minimize waste and prevent pollution, conserve energy and minimize Lenovo's carbon footprint, minimize health and safety risks, and dispose of waste safely and responsibly.

Product Environmental Leadership

- Conserve natural resources by developing products and packaging that minimize material usage, use recycled and environmentally preferable materials, and maximize reuse and recycling opportunities at the end of a product's life.
- Develop, manufacture, and market products that are energy efficient and minimize their impact on the environment.

Continual Improvement

- Strive to continually improve Lenovo's environmental management system and performance.
- Work with Lenovo's supply chain to improve environmental protection and promote the use of environmentally preferable technologies.
- Be an environmentally responsible neighbor in the communities where we operate and act promptly and responsibly to correct conditions that may endanger health, safety, or the environment.
- Provide appropriate resources to fulfill these objectives.

Corporate strategies, policies and guidelines must support this commitment to leadership in environmental affairs. Every employee and contractor of Lenovo must follow this policy and report any environmental, health, or safety concerns to Lenovo management, who must take prompt corrective action.

Our History of Environmental Leadership

Lenovo is an innovative, global personal technology company that has a history of being recognized for our environmental performance and leadership. Following is a summarized chronology of our environmental accomplishments.

- **2001** – Lenovo China achieved ISO 14001 certification.
- **2002 and 2003** – Lenovo's desktop commercial PCs and desktop consumer PCs awarded the supreme award for PC design, the "2002 Autumn Innovative PC Award."
 - » Among them, the Kaitian 6800 PC pioneered the PC miniaturization design in China, using 50 percent less plastics and hardware materials than that used in traditional PCs.
- **2004 and 2005** – Lenovo China received the "Green Product" award for the desktop PC from the China Environmental Protection Foundation. Lenovo also received the "Green Innovation" award for the Lenovo Innovation Center building.
- **2005** – All of Lenovo's commercial products met China's energy savings targets.
- **2006** – Lenovo successfully completed a comprehensive integration of legacy environmental management systems.
- **2007** – Lenovo actively participated in ENERGY STAR 4.0, released in July 2007. All of Lenovo's global notebook, desktop and monitor models introduced since the effective date of ENERGY STAR 4.0 meet the new standard, either in the base models or as an optional configuration.
- **2007** – Lenovo led the effort in writing the General Technical Specification for China's PC industry.
- **2007** – Lenovo, in cooperation with The World Wildlife Fund (WWF) and other NGOs, participated in the launch of the Climate Savers Computing Initiative (CSCI).
- **2008** – Lenovo introduced the first China Energy Efficiency Tier One monitor.
- **2008** – In April 2008, Lenovo ThinkVision monitors became the first full line of monitors to score a Gold rating in the EPEATTM registry.
- **2008** – In May 2008, the Lenovo ThinkVision L174 and L197 Wide monitors won seven awards:
 - » "China IT Coalition" awarded by Computer World
 - » "Green Energy Efficient Product" awarded by C WEEK
 - » "Strongly Recommended Product" awarded by C WEEK
 - » "Green Power-Saving Model" awarded by PC Info
 - » "Green Energy Efficient Product" awarded by IT 168
 - » "Green Certificate" awarded by PC Magazine
 - » "Editor Recommended Product" awarded by CHIP
- **2008** – In July 2008, the Lenovo YangTian A6800v desktop gained SP "Editor's Choice Green Award."
- **2008** – In August 2008, the Lenovo ThinkVision L196 Wide and L2240p Wide monitors won two awards:
 - » "Recommended Green Product" awarded by PC Magazine
 - » "The Energy Efficient Champion" awarded by PC Magazine
- **2008** – In October 2008, the Lenovo YangTian desktop won China Information World's "Green IT Product Award."
- **2008** – In December 2008, the Lenovo ThinkVision L196 Wide monitor won PC Magazine's "Green Choice Award."
- **2009** – Lenovo Norway awarded Eco-Lighthouse certification.
- **2009** – In January, Lenovo ThinkVision monitors became the first full line of monitors to achieve ENERGY STAR 5.0 — nine months ahead of the launch of the new standard.
- **2009** – In January 2009, Greenpeace produced the report "Green Electronics: The Search Continues," and recognized the Lenovo ThinkVision L2440x Wide monitor as the "Best Product Overall."
- **2009** – In May 2009, the ThinkCentre M58p Eco Ultra Small form factor and ThinkCentre M58e desktops were "GREENTECH approved" by PC Magazine.
- **2009** – In July 2009, the ThinkPad T400s was "GREENTECH approved" by PC Magazine.
- **2009** – In August 2009, the IdeaPad U350 was "GREENTECH approved" by PC Magazine.
- **2009** – In September 2009, the ThinkPad T400s (Multitouch) was "GREENTECH approved" by PC Magazine.
- **2009** – In December 2009, PC Magazine listed the GREENTECH Approved ThinkPad X200 Tablet (Multitouch) notebook as one of the "Best Green Products of 2009."
- **2010** – In January 2010, the Lenovo T100 G10 and T400 G10 servers achieved China CEC certification.
- **2010** – In January 2010, Lenovo's Think Centre A70z All-in-One PC was awarded the new TCO Certified All-in-One PCs label.
- **2010** – In March 2010, Lenovo was awarded the 2000th Nordic Ecolabel. In the first step, twelve laptop computers, including nine ThinkPad models were recognized by the Nordic Ecolabel.
- **2010** – In June 2010, TCO awarded the M90z the prestigious TCO Certified Edge designation.
- **2010** – In July 2010, Lenovo was selected as a constituent stock of the Hang Seng Corporate Sustainability Index Series.
- **2010** – In July 2010, IdeaPad Y460 has achieved the TCO Certified designation.
- **2011** – In February 2011, the ThinkPad T420 achieved the highest UL Environment Gold rating.
- **2011** – In August 2011, TCO awarded the ThinkCentre M71z AIO TCO Certified Edge designation.
- **2011** – In August 2011, TCO awarded the ThinkVision LT2452p display TCO Certified Edge designation.
- **2011** – In September 2011, several Think Vision monitors achieved Gold rating with UL Environment (e.g., Think Vision LT 1952, LT 2252p, and LT 2452p).

- **2011** – In September 2011, several Think Pad products were certified with UL Environment (e.g., ThinkPad X1 or T420 laptops).
- **2011** – In October 2011, 56 notebooks held the SWAN ecolabel, environmental certification in the Nordic region of Europe.
- **2012** – In February 2012, Lenovo took the lead in the Nordics with most products registered with Nordic Ecolabel — 60 products including the first registered tablet.
- **2012** – In March 2012, TCO awarded the ThinkVision LT2323p and LT2323z displays TCO Certified Edge designation.
- **2012** – During May – August 2012, numerous additional ThinkPad products (e.g., Think Pad T430, T430s, T530, W530, X230, X1 Carbon, X131e, L430, L530, S430 and T430u) achieved UL Environment Gold certification.
- **2012** – In June 2012, Lenovo was the first PC manufacturer to meet sustainability requirements for the socially responsible manufacturing and achieved the new generation TCO Certified for its All-in-One ThinkCentre M92z and M72z series with 20- and 23-inch displays.
- **2012** – In June 2012, Lenovo's convertible tablets X230 Tablet and S230 Twist were certified with UL Environment Gold.
- **2012** – In September 2012, Lenovo offered the first displays that met the new generation TCO Certified Displays requirements.
- **2013** – In February 2013, Lenovo qualified additional products to the new version 4 TCO requirements, including the ThinkCentre M92, M92p SFF, M92 and M92p Tower.
- **2013** – In March 2013, Lenovo launched the Lenovo IdeaCentre Horizon 27 Multimode Table PC which was ENERGY STAR qualified and contains 4.18 percent post-consumer recycled content plastics based on the total weight of plastic in the product.
- **2013** – In September 2013, the Lenovo YOGA 2 Pro notebook received TUV Rheinland's green product certification based on testing to energy efficiency, avoidance of hazardous chemicals, and carbon footprint standards among other criteria.
- **2013** – In December 2013, the U.S. EPA recognized two Lenovo monitors – ThinkVision LT2223d Wide and ThinkVision LT2452p Wide – among its ENERGY STAR Most Efficient 2014 designation. The ENERGY STAR Most Efficient mark is an extension of the ENERGY STAR brand and is designed to recognize and advance the most efficient products among those that qualify for the ENERGY STAR designation. This recognition is for specific categories and awarded for a specific year. The goal of this effort is to encourage new, more energy-efficient products into the market more quickly by targeting early adopters.
- **2013** – During FY13/14, numerous products received TCO certification including the ThinkPad T430, X230 and T530. In addition, 13 ThinkPad products received ULE Gold Sustainable Products Certification including the X1 Carbon (2nd generation) and the S1 YOGA.
- **2014** – In March 2014, the Lenovo Miix 2 11-inch tablet received the first ECOLOGO (to UL2841) and GREENGUARD Dual Certification for tablet products.

- **2014** – Lenovo was certified as a “Green Shipper” by the China Green Freight Initiative at their annual meeting held in Beijing on July 1-2, 2014.
- **2014** – Lenovo was recognized by the US Environmental Protection Agency as a Top 30 Tech & Telecom Green Power Partner.
- **2014** – The Lenovo YOGA Tablet 2 obtained the TUV Green Label for Portable Computers. This was the first tablet to obtain this certification. As part of the process, the product was tested to confirm compliance to energy efficiency, product carbon footprint calculation, WEEE and chemical testing requirements.
- **2014** – The ThinkPad 11e, ThinkPad 11e Chromebook, ThinkPad YOGA 11e and ThinkPad YOGA 11e Chromebook were all rated “Gold” to the 1680.1 standard by UL Environment as part of their Sustainable Products Certification process.
- **2014** – Lenovo ThinkCentre M93/p and M83 received the TUV Green Mark for Personal Computers.
- **2014** – The Lenovo YOGA 3 Pro received the first China Consumer Laptop PCF certificate.
- **2014** – Lenovo Group Limited achieved CSR Gold Rating with 71/100 points by EcoVadis, putting Lenovo in the top 2 percent of suppliers assessed by EcoVadis in all categories.
- **2014** – Lenovo was awarded the Sustainability Leadership Model Enterprise Award by CDP.
- **2014** – In December 2014, the US EPA recognized the ThinkVision LT1421d Wide monitor among its ENERGY STAR Most Efficient 2015 designation. The ENERGY STAR Most Efficient mark is designed to recognize and advance the most efficient products among those that qualify for the ENERGY program.
- **2015** – Two buildings on Lenovo's Morrisville, North Carolina campus were certified LEED Gold for existing buildings.
- **2015** – Lenovo's India Manufacturing operations were awarded the CII Award for 2014 for Excellence in Environment, Health, and Safety (see box on next page). The award was based on Lenovo's policies, performance monitoring, management focus, training, and other factors.



Lenovo's business model is based on developing and manufacturing outstanding technology products. As such, it is the product that forms the basis for all elements of the environmental strategy. Everything from product design to supplier selection, facility management, distribution and logistics and product life cycle management evolves from our focus on products.

Lenovo India Recognized for EHS Excellence

Lenovo India received a 3-star rating award from The Confederation of Indian Industry (CII) for demonstrating best-in-class environmental, health and safety (EHS) practices in 2014. The award was given at the CII-EHS Excellence Awards (Southern Region) ceremony in March 2015.

For the award, CII assesses companies on a number of aspects, including:

- EHS policy
- Compliance with statutory requirements
- Regular safety and risk assessments
- Objectives and targets fulfillment
- Effective monitoring of performance
- Management focus
- Training and competencies
- Resource conservation
- Emergency prevention and response

The Lenovo India plant is ISO 9001/14001/OHSAS 18001 certified and manufactures laptop and desktop computers. It has been operating since 1999 and is located in Pondicherry.

CII is a widely known and well-respected non-government, not-for-profit, industry-led and industry-managed organization. It has more than 7,900 members from the private and public sectors, and an indirect membership of more than 200,000 enterprises from approximately 240 national and regional sectoral industry bodies.



Lenovo's Environmental Management System

Lenovo manages the environmental elements of its operations through a global environmental management system (EMS) that covers Lenovo's global manufacturing, research, product design and development activities for personal computers, servers, and digital and peripheral products. Lenovo China manufacturing and R&D sites are certified to the requirements of ISO 14001:2004 by the China Electronics Standardization Institute (CESI). Lenovo's manufacturing and product development facilities outside of China are certified to ISO 14001 by Bureau Veritas (BV).

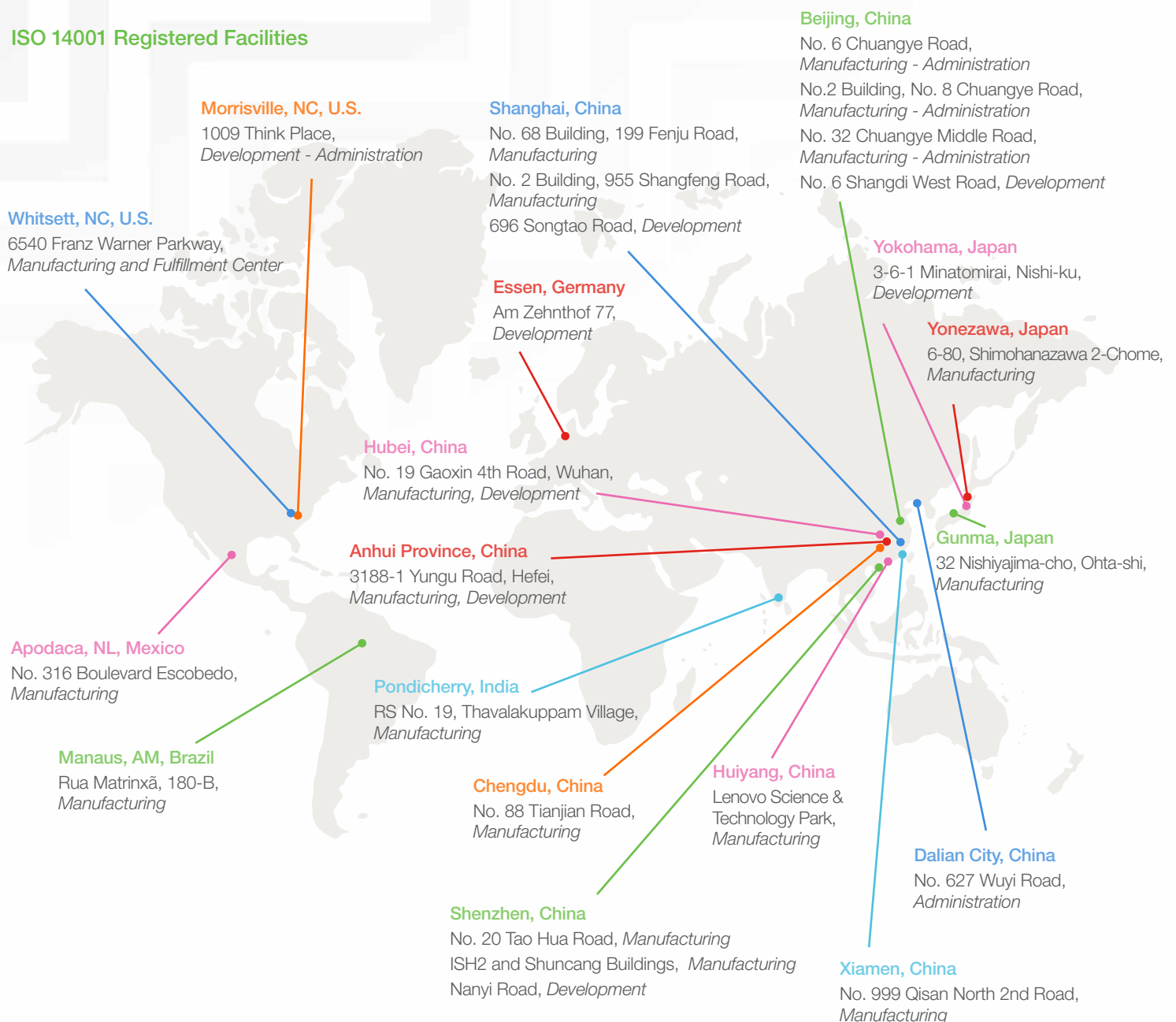
Lenovo NEC is ISO14001 registered with the Japanese Quality Assurance Organization (JQA).

[Click here](#) to view Lenovo's Global ISO 14001 registration certificate.

During FY 2014/15, Lenovo's growth continued as we maintained our position as the world's largest PC company and expanded our footprint in the server and mobile device markets with the acquisition of IBM's x86 server business and Motorola Mobility. Managing the integration of these new businesses, employees and facilities into Lenovo's existing EMS is an ongoing



ISO 14001 Registered Facilities



process. During this significant growth period Lenovo is maintaining its focus on our key commitments to ensure compliance, prevent pollution and reduce our environmental impact, develop products with industry-leading environmental attributes, and continually improve our global environmental performance.

Within the framework of our EMS, Lenovo annually identifies and evaluates the aspects of our operations that have actual or potential significant impacts on the environment. Metrics and controls are established for these significant environmental aspects. Performance relative to these metrics is tracked and reported on an ongoing basis. Performance improvement targets are established for select environmental aspects annually, taking into consideration performance relative to the environmental metrics, the Environmental Policy, regulatory requirements, customer requirements, stakeholder input, environmental and financial impact, and management directives.

During FY 2014/15 our significant global environmental aspects included:

- Product materials — including use of recycled plastics and environmentally preferable materials
- Product packaging
- Product energy use
- Product end-of-life
- Site energy consumption
- Site air emissions
- Supplier environmental performance
- Transportation
- Waste management
- Water management

[Click here](#) to see the status of Lenovo's FY 2013/14 global environmental Objectives & Targets.

Lenovo began external verification of a portion of its reported environmental data during FY 2010/11. The verification included FY 2009/10 and FY 2010/11 energy and GHG emissions data. In FY 2011/12, FY 2012/13, FY 2013/14 and FY 2014/15 Lenovo performed at a reasonable level of assurance for energy, GHG emissions, waste and water data.

[Click here](#) to see the FY 2014/15 GHG Verification Statement or visit <http://www.lenovo.com/climate> and follow the link from there.

[Click here](#) to see the FY 2014/15 Waste and Water Verification Statement or visit <http://www.lenovo.com/WaterandWaste> and follow the link from there.

Compliance — Regulatory and Voluntary — The Foundation of Our EMS

Lenovo's commitment to environmental stewardship begins with a commitment to compliance. This includes compliance with both regulatory requirements and voluntary standards set forth by associations and standards organizations to which Lenovo subscribes in support of managing and minimizing the environmental impact of our operations and our products. We verify our compliance through regular periodic internal and third-party audits of our facilities and operations. In FY 2014/15, Lenovo received no notices of violation nor incurred any known breaches of regulatory requirements. Our commitments to voluntary programs and standards are described in the sections below.

1. Associations

- **[DIGITALEUROPE](#)**

DIGITALEUROPE represents the digital technology industry in Europe. Members include some of the world's largest IT, telecom and consumer electronics companies and national associations from every part of Europe. DIGITALEUROPE aims for European businesses and citizens to benefit fully from digital technologies and for Europe to grow, attract and sustain the world's best digital technology companies. Lenovo signed the membership agreement in March 2014 and became a full member of DIGITALEUROPE starting April 2014.

- **[Electronic Industry Citizenship Coalition \(EICC\)](#)**

As a member of EICC, Lenovo adopts the EICC Code of Conduct in all five critical areas: labor, health and safety, environment, management system, and ethics. Lenovo actively participates in EICC's Environmental Sustainability group, which includes projects related to supply chain carbon emissions/water/waste reporting systems and tools, among others. Lenovo also participates in the EICC Extractives working group/Conflict Free Sourcing Initiative, which focuses on issues surrounding conflict minerals.

- **[Information Technology Industry Council \(ITI\)](#)**

Lenovo has a board-level position on the ITI Environmental Leadership Council, which provides guidance on key environmental issues, including recycling, energy, materials and green procurement.

- **[Consumer Electronics Association \(CEA\)](#)**

Lenovo is a member of the Consumer Electronics Association and participates in industry discussions around recycling, product materials, energy, and other topics as hosted by CEA.

2. Green Programs (Eco-Labels)

- **IEEE 1680.1 Standard for Environmental Assessment of Computer Products**

Many Lenovo products meet the [IEEE 1680.1](#) standard and are certified to the standard by our partner UL Environment in many cases. In addition, Lenovo registers products that meet 1680.1 standard to the Electronic Products Environmental Assessment Tool (EPEAT™), which rates computers and monitors based on 51 criteria in categories including toxics reduction, recycled content, energy efficiency, ease of recycling, product longevity, company environmental performance, product take-back and recycling programs, and packaging. Computers and monitors are awarded a rating of Bronze, Silver or Gold based on their performance. Gold-rated computers meet all required criteria, plus at least 75 percent of the optional criteria that apply to the product type being registered.

- **ENERGY STAR**

ENERGY STAR is a joint program between the U.S. Environmental Protection Agency and the U.S. Department of Energy conceived



to promote energy efficiency and reduced greenhouse gas emissions. Products meeting certain standards earn an ENERGY STAR label. Such labeling identifies and promotes energy-efficient products and helps customers make smarter buying decisions based on lowering electricity costs.

- **GreenGuard®**

GreenGuard Certificates are awarded by UL Environment's GREENGUARD® Certification program for contribution toward improving public health and quality of life through improvement of indoor air. Performance-based standards are incorporated in the selection criteria for products with low chemical and particle emissions.



- **TCO Certified**

TCO Certified is an international third-party sustainability certification for IT products. By choosing TCO Certified computers, displays and other devices, businesses and organizations around the world are able to help meet environmental and social challenges associated with electronics. Certified product models must meet all criteria in TCO Certified and are tested and verified for compliance by independent, accredited third parties. This applies to environmental and product performance criteria as well as socially responsible manufacturing.



- **TCO Certified Edge**

For best in class products, TCO Certified Edge offers additional recognition for leading edge performance in a specific area, such as ergonomics or use of recycled materials. TCO Certified Edge is a supplemental certification intended for products that are at the forefront of technology and sustainable design.



- **TÜV Rheinland Green Product Mark**



TÜV Rheinland Green Products Green Mark provides consumers and buyers with guidance in identifying green and

sustainable products. Products are awarded the Green Product mark signifying compliance with various sustainability regulations and requirements.

- **UL Environment's Sustainable Products Certification**



To earn this certification, products must undergo rigorous in-house testing at Underwriters Laboratories to the IEEE 1680.1 standard on various dimensions including energy efficiency, design for recycling, and materials usage.

3. Programs, Workgroups and Initiatives

- **Call2Recycle**

The Call2Recycle program provides free recycling of rechargeable batteries at over 30,000 drop-off locations in the U.S. and Canada. Lenovo has been a licensee of Call2Recycle since 2006.

- **CDP (formerly Carbon Disclosure Project)**

Lenovo discloses its quantitative GHG emissions data and qualitative information such as risks and opportunities, and climate change strategy through CDP's worldwide public database. Lenovo was also a member of CDP's Technical Working Group and has been collaborating on the development and improvement of the CDP ICT Module.

- **Coalition for Energy and Environmental Leadership in Leased Space**

Lenovo is a member of this coalition and uses the Environmental and Energy Efficiency Attributes checklist as an evaluation process for new leased buildings.

- **ECMA-370 — The Eco Declaration Standard**

Developed in accordance with international standards, ECMA-370 provides guidelines for the type of environmental data that should be disclosed about a given product. Lenovo's environmental data sheets provide basic information on the environmental attributes of each product covering material use, energy efficiency, acoustics, packaging, disassembly and recycling that follow the ECMA-370 standard.

- **EcoVadis**

EcoVadis aims at improving environmental and social practices of companies by leveraging the influence of global supply chains. EcoVadis operates the first collaborative platform enabling companies to monitor the sustainability performance of their suppliers by an independent third-party assessment. Lenovo has been a participating in EcoVadis since 2012. In 2014, Lenovo was rated 71/100 Points, putting Lenovo in the highest EcoVadis Category — CSR Gold. Lenovo was therefore in the top 5 percent of suppliers assessed by EcoVadis in the category Manufacture of Computers and Peripheral Equipment and in the top 2 percent of all suppliers assessed by EcoVadis in all categories.

- **[Electronic Product Stewardship Canada \(EPSC\)](#)**

Lenovo is a board member of this organization which supports innovation and enhanced end-of-life solutions for electronics products in Canada.

- **[Global Reporting Initiative \(GRI\)](#)**

GRI is a network-based organization that issues the world's most widely used sustainability reporting framework. This framework establishes principles and indicators that organizations can use to measure and report their economic, social and environmental performance. Lenovo supports this standardized approach to reporting and structures its annual sustainability report based on the GRI framework.

- **[Green Freight Asia \(GFA\)](#)**

GFA is an organization that promotes better air quality and more livable cities in Asia. Lenovo joined two GFA working groups in November 2012: the Private and Public Stakeholder Engagement group that is focused on developing stakeholder strategies, processes and platforms for engagement between public and private stakeholders; and the Methodologies and Tools group that is working on developing the mechanism and tools for measuring energy efficiency of carriers and aligning verification procedures with accredited certifiers. Lenovo was a member of GFA's Steering Committee in 2013 and was one of the founding members that officially launched GFA in October 2013.

- **[International Electronics Manufacturing Initiative \(iNEMI\)](#)**

Lenovo is active in five programs with iNEMI including Qualification Test Development for Creep Corrosion, Copper Wire Bonding Reliability, Metals Recycling, Ultra Low-Loss Laminate PCB High Reliability and Performance Materials, and DC-DC Conversion.

- **[International Standard ISO 14001:2004, Environmental Management Systems](#)**

All Lenovo's manufacturing and research and development sites are ISO 14001 certified.

- **[Leadership in Energy and Environmental Design \(LEED\)](#)**

In 2012, Lenovo's Real Estate organization set goals to ensure that future spaces will be LEED Certified or Equivalent and to help embed energy-efficient/green features. Additionally, LEED training was provided to several Lenovo real estate managers worldwide during 2012. Some of Lenovo's buildings are LEED certified or are working toward being recognized as LEED certified.

- **[Product Attribute Impact Algorithm \(PAIA\) Project](#)**

Lenovo is engaged with academic and industry partners in the development of a streamlined carbon life cycle analysis methodology for calculating the PCF of ICT products.

- **[Responsible Recycling \(R2\)](#)**

Lenovo follows the development of implementation activities and uses many electronics recyclers that comply with this standard and is a member of R2 Leaders.

- **[United Nations Global Compact \(UN Global Compact\)](#)**

Lenovo joined the UN Global Compact in January 2009. Lenovo's annual Communication on Progress expresses a commitment to continued support of the UN Global Compact and its 10 principles, identifies targets, defines performance indicators and reports outcomes.

- **[U.S. Environmental Protection Agency's Green Power Partnership \(EPA GPP\)](#)**

Lenovo has been a partner with this voluntary program supporting organizational procurement of green power by offering expert advice, technical support, tools and resources since September 2010.

- **[World Resources Institute \(WRI\) and World Business Council for Sustainable Development \(WBCSD\)](#)**

Lenovo continues its support of the WRI/WBCSD GHG Protocol, most recently supporting development of the Product Accounting and Reporting Standard – ICT Sector Supplement. Lenovo has been a part of the WRI/WBCSD Stakeholder Advisory Group.

Lenovo recognizes the importance of environmental leadership in China and has participated in numerous environmental initiatives in the country, including:

- **[China Energy Conservation Program \(CECP\)](#)**

This program is a voluntary initiative/certification for saving energy and reducing emissions by motivating manufacturers to produce more energy-efficient products and supporting consumers in making more sustainable purchases. This certification, qualified by the China Quality Certification Centre (CQC), sets forth minimum allowable values of energy efficiency and energy grades for microcomputers. Lenovo has the largest number of PC products certified by CECP.

- **[China Environmental Labeling Product \(CELP\)](#)**

This labeling program is a voluntary initiative assessing electronic products. It includes mandatory and optional environmental criteria such as reduction/elimination of environmentally sensitive materials, product longevity/life extension, high energy efficiency/energy conservation, end-of-life management and other dimensions. This certification is qualified by the China Environmental Labeling Certification Centre (CEC). Lenovo has the largest number of PC products certified by CELP.

- **[PC+ China Energy Law \(CEL\)](#)**

Lenovo was an active participant in the establishment of this series of standards. Lenovo provided internal test data, test machines and technical and human resources to support establishing the standards. Lenovo led work on establishing the PC energy efficiency standards. Lenovo also organized the PC industry meeting and coordinated the gathering of stakeholder input. Lenovo was also the major owner of the upgraded Visuals energy efficiency standard, and the upgrade of the Printer energy efficiency standard. Lenovo continued to support the establishment of the Server energy efficiency standard.

- **[Energy Saving Work Association of the Chinese Institute of Electronics](#)**

Lenovo is the Vice Chair of the Energy Saving Work Association of the Chinese Institute of Electronics. In this capacity, Lenovo actively supports the Chinese government on Green ICT policies. Through the Association, Lenovo helps lead the PC industry to participate in and perform projects that support the development of green product attributes. Participation in the Association provides a platform for sharing best practices in China. Lenovo continues

to provide resources to support the development of the Energy Saving Work Association.

- **China RoHS Standard Working Group**

Lenovo is the Vice Chair of the China RoHS Standard Working Group. Lenovo actively participates in the establishment of this series of standards. Lenovo provides technical expertise to support establishing the standards.

- **China WEEE Working Group**

Lenovo actively participates in this work group, supporting the development of Chinese governmental WEEE policies, regulations and standards.

- **China MIIT EPR (extended producer responsibility) Recycling Pilot Project**

Lenovo is actively participating in a recycling pilot project managed by four Ministries (Ministry of Industry and Information Technology, Ministry of Finance, Ministry of commerce, and Ministry of Science and Technology). Lenovo hopes to find a solution to promote the recycling rate of ICT products through the project.

- **China ePCF Project**

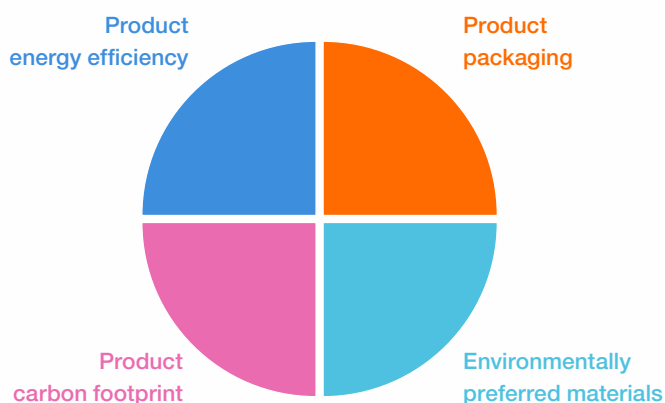
Lenovo is leading the work on establishing the ePCF platform/database to calculate product carbon footprint based on LCA methodology. Lenovo is co-working with the Chinese Institute of Electronics (CIE), Sichuan University and Sichuan IKE Company to provide support to establish calculation tools, data/information collection and related standards in the project.

- **China MIIT Eco-Design Pilot Enterprises Program**

Lenovo was recognized as an Eco-Design Pilot Enterprise by China MIIT (Ministry of Industry and Information Technology). Through the platform, Lenovo will share sustainable practices with others in industry in China. Lenovo will continue to provide resources to support the development of the program.

Product Life Cycle Management

Lenovo strives to show that the effective use of more efficient Information and Communication Technology (ICT) equipment can deliver tremendous environmental results. Lenovo's product environmental strategy focuses on:



Energy-Efficient Products

Lenovo's historical and continued focus on product energy efficiency provides a strong product differentiator in a market and regulatory environment that increasingly values these attributes. With a development process that places a premium on energy efficiency, and an already outstanding offering of energy-efficient IT products and internal processes in place to drive continued improvements in operational efficiency, Lenovo is well positioned to benefit from an increasing demand for energy-efficient products with smaller carbon footprints.

Energy efficiency is a targeted attribute of the Lenovo product development process. Improvements in product energy efficiency are consistently part of our key environmental objectives and targets. Lenovo offers a full complement of notebooks, desktops, workstations, monitors and servers that meet ENERGY STAR and other certification standards.

[Click here](#) for more information about Lenovo's energy-efficient products or visit <http://www.lenovo.com/energy>.

Product Energy Management Features

Lenovo offers several innovative tools for taking control of PC power consumption, determining energy savings and reporting on the energy performance of building management, equipment and IT devices.

Lenovo PCs come with built-in energy-efficiency tools and eco-friendly features that include:

- **For recent Windows systems, the "Lenovo Settings" app** — provides power management features for the user (i.e., Connected Standby).
- **For other operating systems, Power Manager™** — helps optimize energy used by a running machine and saves up to 69 percent on energy consumption per desktop, per year.
- **Adaptive Thermal Management** — adjusts system power and fan speeds based on ambient levels.
- **Active Directory and LANDesk®** — supports remote deployment of power schemes and global settings to allow administrators the ability to control and enforce ThinkPad® energy savings company-wide.
- **Cisco EnergyWise software application** — allows Cisco networks to control and perform energy management and enables customers to monitor, control and report on the energy use of building equipment and IT devices using a Cisco EnergyWise enabled network.
- **Lenovo EasyResume** — gives quick recovery from computer lid close, balancing low power state by suppressing CPU usage at lid close.
- **Intelligent Cooling** — balances thermal performance to adjust settings to provide a cooler surface for comfort while optimizing product energy performance.

Lenovo servers come with built-in energy-efficiency tools and eco-friendly features that include:

- **For ThinkServer management model, the “New Customer WebUI” app** — provides power management features for the user.
- **For ThinkServer management model** — supports remote deployment of power schemes and global settings to allow administrators the ability to control and enforce ThinkPad® energy savings company-wide.
- **For other operating systems, Power Manager™** — helps optimize energy used by a running machine and saves up to 30 percent on energy consumption.
- **Lenovo ASHRAE Management** — adjusts processor and fan speeds based on ambient levels.
- **Rack Planner** — helps users better plan for rack efficiency by increasing rack density and calculating power consumption based on specific configurations.
- **Smart Grid** — helps users monitor and manage power consumption and temperature of ThinkServer with Intel Node Manager. It can save power, increase rack density and avoid data center hotspots.
- **PSU smart-on** — when system detects that the power loading is low in redundant PSU configuration, system can transfer the loading from 2 PSU to 1 PSU to get higher power efficiency and save power.
- **Diagnostics** — capabilities and Easy OS installation (LEPT) embedded.
- Several System x servers are available with 80 PLUS Titanium™ server power supplies or PSUs. By improving the efficiency of the server PSUs, energy efficiency improvements can be cascaded up through the datacenter for both power and cooling.
- Liquid cooling solutions can reduce the facility demands for data center chillers resulting in facility infrastructure savings.
- Lenovo Efficiency Mode™ works in cooperation with the operating system to fine tune the operating efficiency of the server. It ensures that just enough CPU performance is provided to the current tasks without over-speeding the CPU core. The algorithm optimally tunes the CPU operating frequencies based on both the operating system scheduler and also by monitoring independent CPU performance meters in hardware.
- Unused devices embedded in System x servers are either powered down or placed into a very low power state automatically during boot time and/or dynamically at run time. Examples of devices where power is intelligently managed include:
 - » CPU cores
 - » Memory channels and DIMMs
 - » PCI Express ports
 - » QPI links
 - » SATA and SAS storage controllers
 - » Network controllers
 - » Serial ports
 - » USB controllers
 - » Voltage regulatory devices (VRDs)

Product Carbon Footprint

Lenovo is engaged with other members of the information and communication technology (ICT) industry and academia in the development of a tool to simplify and expedite determination of the Product Carbon Footprint (PCF) for ICT products through the Product Attribute Impact Algorithm (PAIA) project. This work aims to move the industry toward a standard methodology for establishing PCF.

Lenovo’s product development groups currently use the PAIA notebook, desktop, monitor, all-in-one and tablet PCF calculation tools, and are engaged in development of a tool for servers and thin clients. PCFs calculated using the PAIA tools are shared with customers upon request. PCFs for typical products and Lenovo’s PCF strategy are published on our [environmental website](#).

Lenovo has used the results of the PAIA calculations to identify opportunities to drive reductions in PCF. As an example, based upon PAIA-generated PCF Lenovo developed a new objective and target for FY 2015/16 to identify a product lifecycle state greenhouse gas (GHG) “hot spot” for a high volume, mainstream product in each of our product business units and develop and implement a plan for reducing GHG emissions in the identified area. After this is accomplished, the specific PCF reduction target for a mainstream product from generation to generation will be determined by the business unit. We will also continue to support the development of more accurate and efficient resources for carrying out PCF calculations.

In China, Lenovo continues our engagement in the development of standards and tools to accurately quantify the lifetime impact of our products. Lenovo’s China Standards and Compliance Group is engaged in the Chinese government’s development of a product category rule for establishing the product carbon footprint for ICT products. Lenovo has also been actively involved in the following carbon footprint projects:

- Product Carbon Footprint China Standard
- China ICT Product Life-Cycle Assessment Data Service Platform
- IEC Technical Report GHG Quantification Methodology for Computers
- China ICT Supporting Low Carbon Economy
- EICC Product Carbon Footprint Data Allocation Algorithm Development

Due to its strong local presence in China, Lenovo is leading advocacy efforts in China's energy and carbon standards and policies in the IT products field, and is active in the following energy efficiency and carbon-related workgroups, associations and initiatives: China PCF (PCR) Standard Working Group, China Energy Label Standard and Technical Committee, China Energy Saving Work Association of Chinese Institute of Electronics, China ePCF Platform Union and China Energy Conservation Program, and China Ministry of Industry and Information Technology Eco-Design Pilot Enterprises Program.

In 2014, Lenovo kicked off the Notebook PCF part of the project. Lenovo used the ePCF system for the supply chain data collection and product carbon evaluation, calculation and verification. The online ePCF tool and database system was developed by China Institute for Electronics, Sichuan University, IKE Environmental Technology and Lenovo. After completion of the product life cycle analysis and two rounds of audits, Lenovo received the first consumer Notebook Product Carbon Footprint certificate for the YOGA 3 Pro-1370 based on the PAS2050 and China Product Category Rules. The project strongly supported the establishment of the industry standard "China Notebook Product Category Rules."

Lenovo has also continued to be engaged in the International Electrotechnical Commission (IEC) TC100 Technical Report (TR) Project "Quantification methodology for greenhouse gas emissions for computers and monitors." This TR will provide specific guidance on how to quantify the carbon footprint of computer devices using a methodology consistent with existing guidance documents.

Lenovo, along with EICC, MIT, HP, Seagate and Cisco, has been working on development of product-specific allocation methods that link facility-wide carbon data to the specific product types manufactured within that facility. Please read the results of this project in the paper, [Standardizing Methods for Performing Allocation of Supplier Carbon Data for IT Products](#).

[Click here](#) for more information about Lenovo's work on product carbon footprint or visit <http://www.lenovo.com/climate>.

Environmentally Preferred Materials

Lenovo's product development process is also focused on integrating environmentally preferred materials into our products. Transitioning to low halogen components where feasible and inclusion of post-consumer recycled content (PCC) and post-industrial recycled content (PIC) plastics continues to be instrumental to our development strategy. Lenovo has demonstrated significant leadership in the use of PCC and design of environmentally sustainable products. From early 2005 through 2014, Lenovo's use of PCC and post-industrial recycled content (PIC) plastics in its products exceeded 157 million pounds. Lenovo's use of post-consumer recycled content and post-industrial recycled content plastics in its products has resulted in the avoidance of up to 71 to 213 million pounds of CO₂ emissions since we began using these materials.¹ Lenovo is committed to incorporating some amount of PCC into every PC product we develop and continuously increasing the use of PCC in each product family.

[Click here](#) for more information about Lenovo's use of environmentally preferred materials or visit <http://www.lenovo.com/materials>.

Product Packaging Initiatives

Lenovo reduces the overall volume of materials used for packaging by using recycled and recyclable material, smaller-sized boxes and reusable bulk packaging. In 2014, Lenovo refined our packaging design for ThinkPad T440 and increased pallet density from 63 units per pallet to 84.

[Click here](#) for more information about our efforts to reduce the environmental impact of our product packaging or visit <http://www.lenovo.com/packaging>.

¹ Using the conversion factors defined by TCO in its report from April 2014 entitled "Post Consumer Recycled Plastics in IT Products." This avoidance of emissions is not included in Lenovo's GHG accounting as it was realized by our suppliers.

5.2 Environmental Impact of Lenovo Operations

Overview of Our Footprint

Lenovo's operational footprint spans the globe. We have dual headquarters located in Beijing, China, and Morrisville, NC, USA. We also operate research and development (R&D) centers in Yokohama, Japan; Beijing, Shanghai, Xiamen, Chengdu and Shenzhen in China; Essen, Germany; and Morrisville, NC, USA. Manufacturing and assembly facilities are in Beijing, Chengdu, Hefei, Huiyang, Shanghai Shenzhen, Wuhan and Xiamen, China; Pondicherry, India; Monterrey, Mexico; Itu, Brazil; Gunma and Yonezawa, Japan; and Greensboro, NC, USA. Sales headquarters are located in Paris, Beijing, Singapore and Morrisville. Further, Lenovo has sales and administrative offices in more than 100 locations in more than 60 countries around the world.

Our worldwide operational footprint continues to grow. In October 2014, Lenovo finalized the acquisitions of IBM's x86 server business and Motorola Mobility. The manufacturing and development operations from these acquisitions will be integrated into Lenovo's global environmental management system (EMS).

In order to ensure consistent and effective management of the environmental aspects of our global organization, Lenovo maintains a Corporate Environmental Policy ([click here](#) to see Lenovo's Corporate Environmental Policy) and Corporate Instruction on Environmental Programs. These documents establish baseline environmental requirements for all Lenovo operations and facilities and are endorsed by Lenovo's Chairman and CEO, Yang Yuanqing. In addition, all of our manufacturing and R&D facilities are operated within the scope of our ISO 14001 registered EMS.

Lenovo's significant operational environmental impacts continue to be waste generation and energy consumption. Objectives and targets are established annually for our manufacturing and development facilities relative to both of these environmental aspects. [Click here](#) to view them.

Each Lenovo manufacturing and R&D site is supported by a site environmental affairs focal point, whose role is to ensure proper implementation of Lenovo's EMS and drive the site team to achieve the environmental objectives and targets. Similarly, our office and administrative facilities are supported by regional focal points.

As a responsible corporate citizen, Lenovo is proudly committed to demonstrating leadership in environmental affairs in all aspects of our business. Lenovo consistently

meets or exceeds applicable regulations around the globe. As part of the continual improvement of our environmental performance, Lenovo looks for opportunities to exceed customer and legal requirements as can be seen on [page 67-70](#) showing Lenovo's participation in numerous voluntary environmental initiatives in an effort to reduce our impact on the environment.

Energy and Climate Change

Lenovo recognizes that human activities are contributing to climate change. Lenovo also recognizes that if left unchecked, current trends in climate change present serious economic and societal risks. We are working both internally and externally to minimize and mitigate those risks. Lenovo is committed to continually reducing the global carbon footprint of all of its business activities. Lenovo has demonstrated its commitment by developing a corporate Climate Change Policy, implementing a long-term comprehensive Climate Change Strategy and setting aggressive corporate-wide objectives and targets aimed at combating climate change.

Lenovo's climate change policy was updated in February 2015 to support the conclusions represented in the Fifth Assessment Report (AR5) of the Intergovernmental Panel on Climate Change (IPCC) – "Climate Change 2014." Lenovo concurs with the findings and agrees that specific actions are needed to stabilize atmospheric greenhouse gas levels and hold global average temperatures to acceptable increases. The actions supported by Lenovo include reducing global emissions from 40 to 70 percent between 2010 and 2050 and alignment with the global scientific community's generally accepted recommendations for maintaining global warming below two degrees Celsius over the 21st century relative to pre-industrial levels.

Reducing energy consumption and associated carbon emissions is the primary focus of our climate change programs and strategy. Management of energy and carbon emissions reduction activities and programs is carried out within the scope of Lenovo's global EMS. Lenovo aims to achieve its energy and carbon reduction goals through improvements in operational and logistical energy efficiency, reductions in energy consumption, switching to renewable energy sources where practicable, supporting an increase in renewable energy available via the grid, and purchasing renewable energy credits and carbon offsets.

As we continue rapid growth in infrastructure, organization and product sales, meeting our long-term climate change goals becomes more challenging. To address this challenge, we have engaged with external partners to help drive continual improvement in this area. The energy and emissions project hierarchy that Lenovo uses to evaluate and implement projects favors energy efficiency first, use of renewable energy second, and finally, the purchase of renewable energy credits or carbon offsets. Lenovo is monitoring the development of climate change regulations and voluntary carbon reduction programs, the development and impact of cap and trade programs, renewable energy portfolio standards and product carbon footprint and labeling requirements both globally and regionally.

Visit <http://www.lenovo.com/climate> for more information on Lenovo's climate change policy, strategy, objectives and targets.

with the government's "Golden Sun" program. The solar panels became operational in July 2012. During FY 2014/15, the solar panels generated 201,103 kWh of solar energy. The generated electricity was used at the site and helped avoid approximately 163 MT CO₂e.¹

We are exploring other opportunities to improve our renewable energy initiatives by implementing other solar projects, using alternative fuels and purchasing green power. As an example, we are considering solar energy as the source to provide hot water and potentially electricity at our new headquarters in Beijing, China, and solar panel installation on roofs and carports in some U.S. and China sites.

The U.S. Environmental Protection Agency (EPA) recognized Lenovo for green power purchase. In 2014, Lenovo was again recognized by the U.S. EPA as a Top 30 Tech & Telecom Green Power Partner. Please click here for more information: www.epa.gov/greenpower/toplists.

¹ Based on 2013 Baseline Emission Factors for Regional Power Grids in China.

Operational Energy Efficiency

Given that one of Lenovo's most significant environmental aspects is emissions associated with energy consumption, Lenovo's goal is to continuously improve the energy efficiency of operations. Lenovo's initiative for energy reduction includes activities such as installation of low-energy lighting and related electrical equipment, energy efficiency improvements to HVAC systems, eliminating or improving usage of transformers and air compressors, manufacturing area optimization, manufacturing line optimization, improving computer server room energy efficiency, consolidation of operations, and employee education.

For more information on our performance relative to energy efficiency, please see the section "[Energy Reduction in Operations](#)" below.

Renewable Energy

Lenovo is committed to installing local renewable energy generation sources where feasible. Our initial actions in this area include installation of a solar-powered hot water system at our campus in Huiyang, China, and solar-powered lamps for parking lots in Beijing, China.

In FY 2011/12, Lenovo committed to installing solar panel arrays at our manufacturing site in Shanghai, in conjunction

Renewable Energy Credits and Carbon Offsets

Where actual direct energy reductions or use of renewable energy sources are not technically or economically feasible, Lenovo chooses to purchase Renewable Energy Credits (REC) and carbon offsets.

Lenovo partnered with Sterling Planet and purchased carbon offsets to carbon balance 80,000 MT CO₂e and invested in Green-e Energy certified RECs with an offset value equivalent to 7,531 MT CO₂e. Carbon offsets and RECs supported 100 percent renewable energy projects in China (small hydro) and the United States (wind).

[Click here](#) to view the certificate for RECs retired by Lenovo in 2015, or visit: <http://www.lenovo.com/climate> and follow the link from there.

[Click here](#) to view the certificate for carbon offsets retired by Lenovo in 2015, or visit: <http://www.lenovo.com/climate> and follow the link from there.

Climate Change Risk/Opportunities Management

Climate change risks and opportunities are identified and evaluated as part of two processes within Lenovo's business management systems. These include our global annual risk registration process and our annual environmental significant aspect evaluation. These two processes are connected, meaning that if climate change risks are identified in the global risk registration, they are considered in the environmental aspects analysis — and vice versa.

1. Lenovo's formal risk management process includes, among other sustainability factors: environmental risk categories such as environmental incidents, catastrophic weather conditions, supply chain disruptions due to electricity outage, and other elements. Each business unit is required to annually identify risks and assess their impacts on Lenovo's strategy execution, then develop mitigation plans for the risks identified. This process is managed by Lenovo's Enterprise Risk Management team.
2. Climate change risks are also evaluated, and the results of this evaluation are submitted to the annual risk registration process described above. Energy consumption, the associated greenhouse gas emissions and climate change are identified as significant environmental aspects and impacts for Lenovo. As such, associated risks and opportunities are evaluated and prioritized annually, based on Lenovo's significant aspect methodology in accordance with the requirements of our environmental management system. Per these requirements, climate change is evaluated relative to its actual and potential influence on the environment and the business. This process is managed by Lenovo's Global Environmental Affairs team.

As a demonstration of Lenovo's long-term approach to risk management in this area, in May 2014, Lenovo's Board of Directors and Executive Committee (LEC) acted to increase Lenovo's GHG emissions reduction commitment from 20 percent to 40 percent by FY 2020/21, relative to FY 2009/10. We will meet this commitment through investment in onsite renewable generation, energy efficiency and renewable energy credits or offsets.

Supply Chain Management

Lenovo is committed to corporate social responsibility and sustainability across the end-to-end supply chain process. This includes processes and employees at Lenovo manufacturing and non-manufacturing locations, at outsourced manufacturers and in procurement and logistics processes. We are focusing on compliance with

all applicable labor, environmental, health and safety, and ethics standards; reducing greenhouse gas emissions; mitigating environmental risk and avoiding the use of materials mined in regions where their profits could contribute to conflicts. We are steadily widening the scope and deepening the extent of our policies, programs and oversight activities. Environmental highlights from our supply chain management teams are included below. Additional supply chain highlights are included in the People and Performance sections of this report.

Minimizing the Environmental Impact of Lenovo's Logistics

Lenovo plans to continue optimizing our logistics programs and working closely with our partners to ship products in the most environmentally responsible manner. Lenovo has established a product transportation carbon emissions baseline for FY 2011/12 and since then has been working to improve the data collection process and increase carriers' coverage in the baseline through the use of a web-based carbon dashboard. Lenovo's Scope 3 emissions can be viewed on [page 82](#).

Global Logistics has been working on a pallet pooling system project. This project involves the collection of used pallets from carriers' facilities in Hong Kong and their reuse in Lenovo's distribution center in Shenzhen. This initiative is estimated to reduce approximately 640MT CO₂e per year. The program was launched in May 2014 in the Lenovo Shenzhen plant.

Lenovo's Global Logistics team proactively drives ocean-transport consolidation opportunities to reduce the number of containers shipped out of China manufacturing sites with the goal of reducing carbon emissions.

In Asia Pacific, Lenovo is a founding member and board member of Green Freight Asia (GFA) (see box on next page). This nonprofit association's goal is to promote and improve fuel-efficient freight transport and decrease air pollution in Asia. Lenovo China has committed to join the GFA label soft launch and has nominated local carriers to engage. In addition, Lenovo China established a China domestic transportation carbon footprint baseline for FY 2013/14 from April 2013 to March 2014.

Lenovo Certified as “Green Shipper” in China

In July 2014, Lenovo received certification as a “Green Shipper” in China at the third China Green Freight Initiative International Conference held in Beijing.

In being certified, Lenovo was recognized not only for its leadership in reducing the environmental impacts of shipping in China, but also for its commitment to support green freight practices under the China Green Freight Initiative (CGFI) platform.

CGFI was launched in April 2012 as a national program to improve fuel efficiency and reduce CO₂ and air pollutant emissions from road freight transport in China. The goals of the program are to adopt cleaner technologies and smarter freight management practices.

Lenovo and Procter & Gamble are the first two companies to receive “Green Shipper” certification.

CGFI is the first national program in China aiming to develop and promote lower impact freight practices. Starting with a focus on road freight, it will eventually expand to intermodal transport and other freight modes.



Anderson Gao, right, accepting Lenovo's “Green Shipper” certification on behalf of Lenovo's VP of Supply Chain DG Liu

Understanding Greenhouse Gas Emissions and Water Usage of Our Supply Chain

Lenovo continues to participate with EICC efforts for measuring and reporting carbon emissions and water usage and waste across our supply chain. We ask key Lenovo suppliers to submit GHG, water and waste information via the EICC reporting program either through completing the EICC GHG and Water Questionnaire or providing copies via [CDP](#) reports.

In FY 2014/15, suppliers representing 95 percent of our procurement spend reported total Scope 1 and 2 emissions. Lenovo suppliers achieved overall GHG emissions reductions even though Lenovo's business volumes are growing significantly annually. In addition, a significant number of Lenovo suppliers have public GHG reduction goals and submit their data for third-party verification. Lenovo will establish formal quantitative GHG reduction goals in FY 2015/16. Details on supplier carbon emissions are included later in this report under "GHG Emissions Performance," entitled "[Additional GHG Emissions Performance and Related Initiatives](#)."

Even as Lenovo's revenues and units shipped increased by approximately 50 percent over the past two years, this represented a:

- 2.9 percent absolute total emissions decrease
- 30 percent per unit reduction in emissions

Additionally, we determined that suppliers representing 93 percent of our procurement spend have formally published reduction goals and that suppliers representing 72 percent of our procurement spend have third-party verification of their emissions reductions.

In FY 2014/15, Lenovo drove efforts to establish baselines for supplier water consumption and waste inventory data using the EICC reporting tool. It is our goal to continue to improve our understanding of our supply chain's impact on water resources and to take action to reduce water usage and waste.

Global Real Estate Operations

Lenovo's China Real Estate

Lenovo's China Property (CP) function is responsible for managing all office real estate activities in China and for meeting Lenovo's real estate needs through the most appropriate operations in China.

As of March 2015, CP managed four Lenovo-owned sites in Beijing with a total of 233,000 square meters. Additionally, the total leasing real estate portfolio represented 325,000 square meters across 47 locations in China.

Energy efficiency was a key target of Lenovo's CP team throughout FY 2014/15.

We replaced the dated high-energy consumption generators in our New Building, R&D Campus and Sanbiao Building in Beijing, investing RMB 676,800. This project helped improve working efficiency by 2 percent at each site.

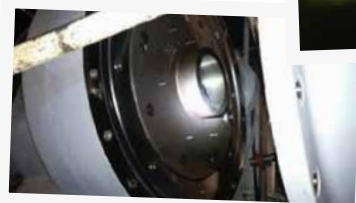
Refrigerators in the New Building and R&D Campus in Beijing were also optimized in terms of energy use. Operational efficiency was improved and resulted in a 3 percent energy consumption reduction.

We also replaced open fans in the R&D Campus, which reduced temperature loss in the summer and winter seasons. This allowed us to achieve a power saving rate of 8 percent on average during FY 2014/15 after optimization.

In addition to our focus on improving energy efficiency, we also investigated other areas for improvement. For example, we modified the water system in the R&D Campus waterscape pool. This change has enabled the water system to have much greater flood control capacity if there are heavy rains from severe weather.



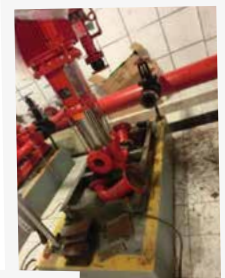
Refrigeration equipment optimization



Fan replacement



Water system modification



Emergency generator upgrade



Lenovo's Real Estate Outside of China

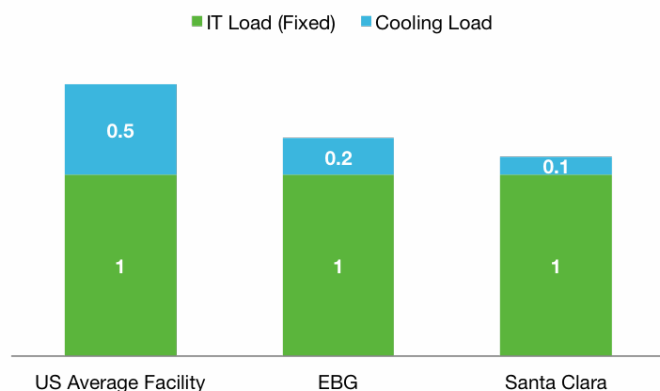
In FY 2014/15, the Real Estate and Workplace Solutions (REWS) Team continued to drive innovation in creating a workplace that is productive for our employees and more sustainable for our planet. Throughout the year we focused on helping Lenovo achieve our 2020 sustainability goals through better site selection, environmental performance and workplace design.

Our activities in FY 2014/15 were impacted by the integration of the x86 server business and Motorola Mobility into the Lenovo portfolio. Many of the newly acquired sites feature energy-intensive IT infrastructure such as R&D server labs, constituting a new challenge for the Lenovo Team. Throughout integration, sustainability has stayed at the forefront of our planning and implementation.

Our sustainability approach is focused on choosing the right sites to work, enhancing the environmental performance of our operations and improving workplace design. This approach helps us to limit our exposure to environmental risks, lowers our environmental footprint, and creates value for our clients, employees, communities and shareholders.

We prioritize office attributes that meet our business, environmental and social objectives when we choose a site. We also continually work to advance the environmental performance of our buildings — for example, we implemented leading-edge technologies to reduce energy consumption in R&D labs throughout the portfolio, particularly in Santa Clara, CA, and the Enterprise Business Group site in North Carolina. As shown below, the lab cooling energy required is substantially lower than that of the U.S. average data center/lab facility, saving considerable amounts of energy and money.

Figure 5.1 Lab Cooling Power Usage Effectiveness (PUE)



At the new Enterprise Headquarters in North Carolina, we achieved LEED Commercial Interiors Gold Certification for buildings 7 and 8. The buildings now include LED lighting with daylight harvesting and occupancy sensors; state-of-the-art cooling systems for the R&D servers; and an advanced building automation system to improve energy efficiency and reliability. We also integrated high-efficiency bathroom & kitchen fixtures throughout the sites and use municipal recycled graywater for landscaping, saving millions of gallons of potable water per year.



The new Enterprise site design has multiple sustainability features, including numerous green walls.

At our nearby Morrisville, North Carolina location, we achieved the LEED Existing Building Operations and Maintenance (EBOM) Gold Certification (see box, next page). The certification rewards projects with high performance in energy and water efficiency and demonstrates our commitment to operational excellence. We also performed an Investment-Grade Energy Audit to maximize efficiency on-site.

We made substantial investments in our new x86 R&D Lab in Santa Clara, CA including lab cooling and lighting. Our cutting-edge lighting technology uses daylight and motion sensitivity for each individual lighting fixture, resulting in a 63 percent reduction compared to the California baseline.

In EMEA, we delivered improvements to major sites including Bucharest, Madrid, Milan, Paris and Stuttgart. In Bucharest, we integrated sub-metering, smart building controls and high-efficiency cooling systems in labs to reduce energy use throughout much of the year. In Paris, Milan, Madrid and Stuttgart, we designed the workplace interiors to maximize natural daylight, increase views to the outside and reduce energy through the use of lighting occupancy sensors.

Lenovo PC Headquarters Achieves Leadership in Energy and Environmental Design (LEED) Gold Certification

On February 4, 2015, the global real estate team at Lenovo scored a major victory by achieving LEED Gold certification for the Lenovo headquarters buildings in Morrisville, North Carolina. The buildings were certified under the U.S. Green Building Council's LEED for Existing Buildings - Operations and Maintenance (EBOM) certification system, which identifies buildings and operation staff that excel in sustainability performance. The certification system rewards projects by awarding points in five areas of sustainability, including sustainable sites, water efficiency, energy and atmosphere, materials and resources, and indoor environmental quality.

The team paid close attention to the buildings' exterior operations, including the ways in which storm water is handled, how exterior lighting contributes to nighttime light pollution, and refining the materials and techniques used to maintain the grounds. Improvements became achievable through a strong partnership with the landlord. In addition, occupants of the buildings contributed to earning Sustainable Sites credit by using alternative means of transportation 22.2 percent of the time and answering the site-wide transportation survey.

Opportunities for saving water were realized early in the planning process for certification, and included minimizing use by building occupants and the mechanical systems. Water purification systems were added to the buildings' cooling towers, allowing them to operate with less waste, and a retrofit of urinals and faucet aerators resulted in an annual savings of 530,300 gallons of water.

Lighting retrofits and changes to the way automation systems in the buildings operate the mechanical systems were implemented to help push energy savings. A close look was taken at the way the data centers in the buildings use energy, as each data center consumes a significant portion of the energy required by its respective entire building. The project was also helped by Lenovo's ongoing commitment to purchase renewable energy certificates to offset emissions generated on-site and from purchased electricity for this site.

The buildings' operations team used the EBOM certification process as a springboard for developing sustainable purchasing and waste management policies. A waste audit was conducted to better identify what type of waste the buildings (and their occupants!) are generating and improve recycling programs. All lamps and electronic equipment purchased have met strict sustainability requirements and contributed to the success of the project.

Indoor environmental quality in the workplace is a top priority for the Lenovo real estate team. Guided by the results of a survey, the project team verified the performance of fresh air systems and upgraded to higher quality air filters. The cleaning crew of the buildings earned top marks in their assessment by using sustainable equipment, materials, products and techniques. Lenovo was also able to earn extra points for its employee wellness program, which provides gym access and assistance in defining and achieving health and wellness goals.

In Latin America, we implemented a three-year path to move into a LEED Certified building in Guadalajara. Sixty percent of the interior of the current space will be eligible for re-use once the future building is ready for occupancy. In Campinas, Brazil, we installed high-efficiency cooling and lighting at the R&D Lab and server rooms. We also selected a new site in São Paulo which is in the process of pursuing LEED Certification.

In the Asia Pacific region, we spearheaded a major consolidation effort to combine NEC, Lenovo and x86 offices in Tokyo. This site now features efficient lab cooling systems. In Taipei, we added a greater diversity of workspaces including combining lab and office features. In Singapore, we added a number of popular collaborative workspaces and mediascapes.

Motorola added LEED Certified sites in Chicago and Sunnyvale, CA, to the Lenovo portfolio. The sites demonstrate Motorola's industry-leading commitment to environmentally sustainable and innovative workplace design.

In FY 2014/15, we completed the rollout of our environmental data collection software Credit360 across all regions. We utilize the software to increase our environmental monitoring and management capabilities and further understand the needs of our sites and identify opportunities to improve local environmental performance.

We look forward to making further strides in FY 2015/16. REWS is committed to making continued improvements to the quality of the workspace interiors, indoor environmental quality, and the energy efficiency of our facilities.

FY 2014/15 Environmental Performance

Energy Reductions in Operations

Improving operational energy efficiency is a fundamental element of Lenovo's strategy to meet its GHG reduction targets. Since establishing climate change objectives and targets, Lenovo has implemented more than 100 operational energy-efficiency projects worldwide. All sites continue to strive to identify and implement energy-efficiency projects and evaluate the opportunity to implement the use of renewable energy. Throughout the organization, these activities are driven by site energy champions who lead energy teams that help implement energy reduction projects.

During FY 2014/15 Lenovo implemented 28 new energy-efficiency projects. Implemented projects focused on (1) improving energy efficiency of lighting (e.g., LED lights installation, light control box line modification, lighting time reduction, light sensors installation) in Beijing, Shanghai, Wuhan, Xiamen, Shenzhen, Hefei, China; Medion, Germany; Morrisville, NC, USA; and Pondicherry, India. (2) improving efficiency of air conditioning (e.g., separately controlled AC, replacement of transform frequency on AC, turning off water chillers, installing ceiling fans in lieu of AC units) in Beijing, Shanghai, Huiyang, Chengdu, Shenzhen, Hefei, China; Whitsett, NC, USA; and Pondicherry, India and (3) improving the energy efficiency of equipment (e.g., replacement projectors with flat screen monitors, extensive maintenance of existing equipment) in Beijing, Shenzhen, China and Morrisville, NC, USA.

These projects will generate approximately US\$650,000 in savings per year and reduce energy consumption by 4,800 MWh (17,280 gigajoules [GJ]) annually. It is estimated that the total annual CO₂e savings will be over 3,908 MT CO₂e.

We achieved LEED Gold Existing Buildings Operations and Maintenance certification for Lenovo's Think campus in Morrisville, NC and are working toward LEED and China National Green Star certifications for our new headquarters in Beijing, China.

Energy Consumption

Lenovo's direct and indirect energy consumption by primary energy source for FY 2014/15 is detailed in Figures 5.2 and 5.3 below.

Figure 5.2 Energy Consumption by Primary Energy Source

Energy Type	GJ
Fuel	119,525.95
Electricity	719,691.89
Steam	57,022.01
TOTAL	896,239.85

Figure 5.3 Direct Energy Consumption by Source (Fuel Detail)

Fuel	GJ
Gas/diesel oil (stationary combustion)	3,984.81
Natural gas (stationary combustion)	102,047.94
Liquefied petroleum gas (LPG) (stationary combustion)	6,742.83
On road diesel fuel (mobile combustion)	989.00
Gasoline/petrol (mobile combustion)	3,763.29
Liquefied petroleum gas (LPG) (mobile combustion)	275.29
Compressed natural gas (CNG) (mobile combustion)	0.69
Jet kerosene fuel	1,722.10
TOTAL	119,525.95

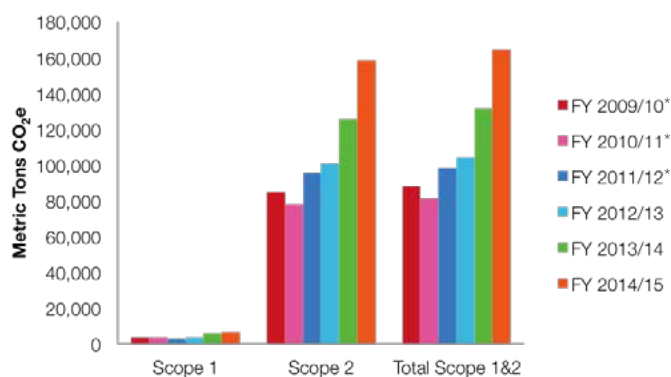
GHG Emissions Performance

Lenovo reports GHG emissions and tracks performance relative to our fiscal year, which runs from April 1 through March 31. Lenovo's GHG objectives and targets are set and tracked relative to a base year of FY 2009/10.

A. Lenovo's Global Scope 1, 2, 3 GHG Emissions

Lenovo's Scope 1 and 2 CO₂e Emissions Inventory from our base year is detailed in Figure 5.4. Lenovo's Scope 3 CO₂e Emissions Inventory from our last six fiscal years is detailed in Figure 5.5. The table in the "[Consolidated Metrics](#)" section of this report includes Scope 1, 2 and 3 emissions for Lenovo's global operations.

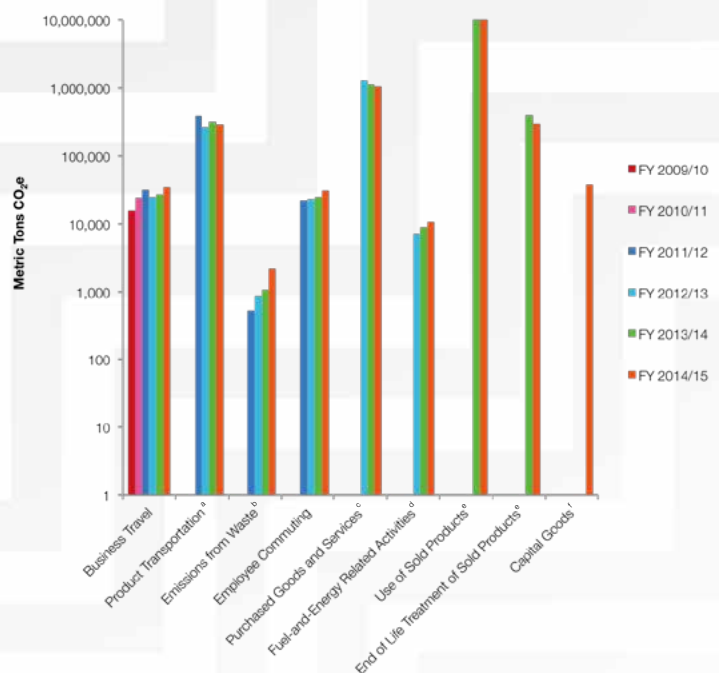
Figure 5.4 Lenovo's GHG Emissions — Scope 1&2²



² Scope 1 GHG emissions are calculated based on the purchased quantity of commercial fuel and using published emission factors from DEFRA, U.S. EIA, EPA and 2006 IPCC Guidelines for National Greenhouse Gas Inventories. Worksheet guidance from the World Resources Institute's *GHG Protocol Tool for Mobile Combustion* and the *GHG Protocol Tool for Stationary Combustion* was used in making the calculations. The World Resources Institute's tools and guidance are copyrighted. They are available at <http://www.ghgprotocol.org>.

Scope 2 GHG emissions are associated with the purchase of electricity from the grid and steam. Information on emissions from all Lenovo non-retail facilities worldwide is included in this report. For facilities solely owned or operated by Lenovo, emissions were calculated using actual quantities of purchased electricity and steam and the international emission factors for the relevant country or region (provinces in China, states in the USA). Lenovo emissions from shared facilities were calculated using the floor area occupied by Lenovo and international electricity emission factors for the relevant country. World Resources Institute's *GHG Protocol Tool for Stationary Combustion* was used as guidance for calculating emissions associated with purchased electricity. The Similar Building/Facility Estimation Method was used for facilities that are partially occupied by Lenovo operations.

*At the end of FY 2012/13 Lenovo adjusted its historical CO₂e emissions data to account for the acquisition of Medion in Germany and joint venture with NEC in Japan.

Figure 5.5 Lenovo's GHG Emissions – Scope 3³

³ Scope 3 GHG emissions are estimated based on the guidance of the Greenhouse Gas Protocol's Value Chain (Scope 3) Accounting and Reporting Standard and its supplement named the Greenhouse Gas Protocol: Technical Guidance for Calculating Scope 3 Emissions (version 1.0).

^a Product transportation emissions include key downstream suppliers representing majority of global logistics spend.

^b Emissions from waste include non-hazardous waste, hazardous waste and wastewater from all manufacturing and R&D locations. No product waste is included.

^c Emissions from purchased goods and services include suppliers covering 90 percent of direct global suppliers spend.

^d Emissions from fuel-and-energy related activities include transmission and distribution losses from worldwide used electricity and natural gas.

^e Lenovo used the current Product Attribute Impact Algorithm (PAIA) notebook, desktop and monitor tool for calculating emissions of Lenovo's typical notebook, desktop and monitor. The calculated results show emissions distribution by different parts and also for use, packaging, transportation and end-of-life treatment categories. The emissions associated with use and end-of-life treatment of sold products were estimated on a "narrow" baseline for the typical notebook, desktop and monitor multiplied by sold/shipped product volumes.

^f Emissions from capital goods were estimated based on capital goods purchased in a given year. All capital goods were converted to the common currency unit and categorized to align with industry codes. Emission factors for different type of capital goods were taken from 2012 Guidelines to Defra GHG Conversion Factors for Company Reporting, Annex 13 adjusted for inflation rate and exchange rate.

Figure 5.6 Lenovo's GHG Emissions Inventory Specifics

Base Year	FY 2009/10	April 1, 2009 - March 31, 2010
Boundary	Organizational	Operational control approach
	Operational	Scope 1, 2 and 3 in worldwide manufacturing, research & development sites and office locations
Scope	Scope 1 (direct GHG emissions)	On-site fuel combusted, operation of controlled vehicles and fugitive emissions
	Scope 2 (indirect GHG emissions)	Purchased electricity and steam
	Scope 3 (other indirect GHG emissions)	Business travel, product transportation, employee commuting, emissions from waste, purchased goods and services, fuel-and-energy related activities, use of sold products, end of life treatment of sold products and emissions from capital goods
Greenhouse Gases	All GHG covered by the Kyoto Protocol	CO ₂ , SF ₆ , CH ₄ , N ₂ O, HFCs, PFCs and NF ₃

[Click here to see more of Lenovo's global environmental data.](#)

Lenovo's Scope 1 and 2 absolute emissions increased during FY 2014/15 due to organic growth and the acquisition of CCE in Brazil. Lenovo emissions inventory normalized by total revenue and employee population increased in comparison with the previous year. However, Lenovo's emissions intensity improved when measured against unit of production and floor area.

Increases in Scope 3 emissions were driven by employee population, production and an expansion in the number of Scope 3 categories reported by Lenovo. Previously, Lenovo's reporting categories included: business travel, emissions associated with product transportation, site waste, employee commuting, purchased goods and services, fuel-and-energy related activities not included in Scope 1 or 2, emissions from use of products and emissions from end of life of products. Lenovo now also reports emissions from capital goods. Overall, Scope 3 emissions decreased due to adjusted calculation methodology for use of sold products and end of life of products. Please see Additional GHG Emissions Performance and Related Initiatives on [page 84](#) for information on Lenovo's actions to drive suppliers and transportation emissions down.

B. Lenovo's Global Scope 1 and 2 GHG Emissions by Country

Lenovo's Scope 1 and 2 breakdown by country for FY 2014/15 is detailed in Figure 5.7.

Figure 5.7 Lenovo's GHG Emissions (MT CO₂e) – Scope 1&2 – by Country⁴

Country	Country Total Scope 1	Country Total Scope 2
Brazil	32.48	1,740.86
China	4,564.95	128,490.26
Germany	448.04	1,395.09
India	82.92	4,164.55
Japan	349.12	5,673.75
Mexico	82.99	2,456.87
Taiwan	0.00	119.91
United States	438.54	11,774.76
Rest of World	539.97	2,130.62
TOTAL	6,539.00	157,946.69

⁴ Brazil, China, Germany, India, Japan, Mexico, Taiwan and United States represent manufacturing and R&D sites in these countries. "Rest of World" represents all real estate sites across the world (small and large – except the ones in regions listed above).

C. Lenovo's GHG Emissions Objectives and Targets

Lenovo's first and second milestones of reducing Scope 2 emissions by 10 and 13 percent relative to FY 2009/10 and offsetting or eliminating all Scope 1 emissions were achieved by March 31, 2011 and 2013.

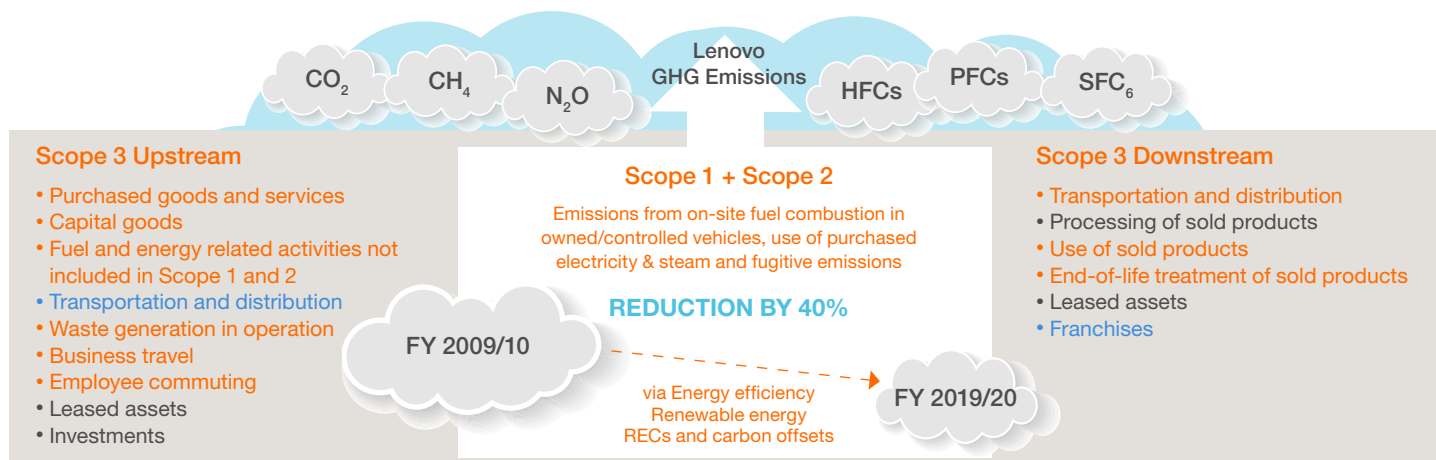
Lenovo continued its progress in reducing Scope 2 emissions during FY 2014/15 and achieved 15 percent emissions reduction relative to FY 2009/10. Lenovo's target to eliminate or offset Lenovo Scope 1 emissions was achieved again this year. The Scope 1 and Scope 2 reductions were accomplished by implementing energy efficiency projects (28 new ones such as low energy

lighting, improving efficiency of air conditioning systems or equipment replacement and/or maintenance), using solar sources on sites (solar panels in Shanghai, China; solar lamps in Beijing, China; and solar hot water systems in Huiyang, China) and purchasing carbon offsets from carbon offsets projects located in China and renewable energy certificates from renewable projects in the United States.

We are exploring opportunities to take energy efficiency and GHG emissions reductions to the next level and have started performing comprehensive energy audits to identify opportunities at manufacturing and research and development sites and develop action plans for actual energy and cost savings in China and the rest of the world and are exploring opportunities to install renewable sources on-site in China and North Carolina, USA. In addition to the actions being taken above, Lenovo continues to consider putting aside financial resources in the form of a "green fund" that would be used for energy and GHG gas reduction projects and establishing an internal carbon charge program that would make each business unit responsible for its own emissions and targeted reductions.

Although in FY 2014/15 we were on track to reduce our Scope 2 emissions by 20 percent relative to FY 2009/10 by 2020, in May 2014, Lenovo's Board of Directors approved a significant increase in Lenovo's emission reduction target from a 20 percent to a 40 percent reduction for combined Scope 1 and 2 emissions relative to a FY 2009/10 baseline. Lenovo officially adopted this new emissions reduction target of 40 percent for FY 2015/16 starting April 1, 2015. In May 2015, Lenovo's Board of Directors endorsed an additional new renewable energy target that will help us increase our renewable energy installation portfolio worldwide. New projects to support the renewable energy and emissions reduction targets will be announced as they are finalized.

Lenovo's climate change objectives and targets as of April 1, 2015 are displayed in the below graphic:



Scope 3 categories in orange are tracked and evaluated and in some cases actions are being taken to drive emissions reductions
 Scope 3 categories in blue haven't been tracked and evaluated yet
 Scope 3 categories in grey are not relevant to Lenovo

[Click here](#) to view Lenovo's Climate Change Objectives and Targets, or visit <http://www.lenovo.com/climate> and follow the link from there.

Energy and GHG emissions data for all six years included in our reporting (beginning with the baseline year FY 2009/10) was third-party verified. [Click here](#) to view the FY 2014/15 GHG Verification Statement, or visit <http://www.lenovo.com/climate> and follow the link from there.

Lenovo began disclosing GHG emissions, climate change strategies and climate change risks and opportunities assessments through the voluntary public reporting system — CDP (formerly Carbon Disclosure Project) in 2009. Lenovo's annual GHG disclosures are publicly available at www.cdp.net. The CDP disclosure includes considerations for the financial implications of climate change to Lenovo, which are quantified to the best of our ability based on current information.

Lenovo achieved a CDP 2014 Carbon Disclosure Score of 98 (out of a possible 100), which assessed the quality and comprehensiveness of Lenovo's carbon reporting. In addition, CDP placed Lenovo in the performance band B (out of the following bands: A, A-, B, C, D and E), which evaluated Lenovo's actions on combating climate change such as climate change mitigation, adaptation and transparency.

In 2014 Lenovo was awarded the Sustainability Leadership Model Enterprise Award by CDP.

Lenovo's efforts in addressing climate change have been featured in several reports:

- [Global Corporate Use of Carbon Pricing - Disclosures to Investors](#) - September 2014
- [ICT Sector's Role in Climate Change Mitigation](#) - September 2014
- [CDP China 100 Climate Change Report 2014 - Policy Push and Market Pull Promoting Low-Carbon Development](#) - October 2014
- [Hong Kong and SE Climate Change Report 2014 - Asia ex-Japan Report](#) - November 2014
- [We Mean Business - The Climate Has Changed](#) - November 2014

Lenovo has been featured in "The Business Case for Carbon Measurement and Disclosure in China" (May 2013) report as one of the Chinese companies that recognize that responding to climate change has become a business imperative. Lenovo's practices provide an example for other Chinese companies and their role to promote a low carbon future in China. Please see a full report here: [The Business Case for Carbon Measurement and Disclosure in China](#).

D. Emission Trading System

Lenovo was selected for a pilot emission trading system in China. It was determined by Beijing Municipal authority in 2013 that Lenovo Beijing is a significant energy consumption enterprise and as such, must meet an emissions trading requirement and emissions reduction of 2 percent year-to-year for our Beijing sites. Our server plant in Shenzhen, China, is also listed as a significant carbon emission enterprise but since the Shenzhen plant's allocated allowance does not exceed released emissions, further reductions are not required. Lenovo is closely monitoring other provinces where this pilot program has been imposed since our sites in Shanghai, Huiyang and Wuhan could be impacted in the future. The above implemented energy efficiency projects will help us meet the emissions reduction requirements. Additionally, Lenovo is working on establishing a comprehensive energy system for Beijing sites to minimize the amount of carbon emissions allowances we must purchase.

E. Additional GHG Emissions Performance and Related Initiatives

End-of-Life:

We estimated⁵ that Lenovo avoided more than 40,000 MT CO₂e thanks to recycling end-of-life electronic products in FY 2014/15.

Suppliers:

Lenovo continues to fully implement the EICC-On Tool's carbon/water/waste reporting tool or the CDP reporting tool for top Tier 1 suppliers. Based on our suppliers' Scope 1 and 2 GHG emissions reported for 2013, it was estimated that the emissions allocated to Lenovo from 90 percent of our direct spend (44 key suppliers) was approximately 1,054,000 MT CO₂e. Lenovo's suppliers' emissions decreased by 6 percent. Also considering the significant growth in our customer volumes (over 50 percent over the past three years), from an efficiency standpoint we have reduced emissions almost 50 percent.

⁵ U.S. Environmental Protection Agency Waste Reduction Model (WARM, March 2015)'s emission factor of 2.51 MT CO₂e per short ton was used for the estimate — http://www.epa.gov/climatechange/waste/calculators/Warm_home.html.

Transportation:

During FY 2014/15, Lenovo continued collecting and calculating product transportation emissions data via DHL's carbon data dashboard. Emissions from air, ocean, road and rail from international transport and multiple local carriers in China were estimated based on the shipment data received from key Lenovo carriers, which represent the majority of worldwide global logistics spend. We have plans for future work in this area as follows:

- Expand emissions data collection to additional key suppliers
- Assess the correlation of costs and emissions
- Closely examine upstream transportation and distribution emissions

Fuel-and-Energy Related Activities:

Lenovo included transmission and distribution (T&D) losses from Lenovo's worldwide used electricity and natural gas in the category "Fuel-and-energy related activities (not included in Scope 1 or 2)." T&D loss rates for electricity by country listed in the World Bank database and natural gas loss mentioned in the ENERGY STAR Performance Rating document were used for final emissions calculations.

Operational Waste Management

Managing Non-hazardous Solid Waste

One of Lenovo's primary environmental objectives for operational facilities involves minimizing solid waste and maximizing recycling and reuse. Lenovo manufacturing and R&D facilities, and some large office locations worldwide, achieved a reuse/recycling rate of 86.7 percent during FY 2014/15. Detailed below is the generation of solid waste during the last six fiscal years and disposition of solid waste in FY 2014/15 from these facilities.

Figure 5.8 Non-Hazardous Waste

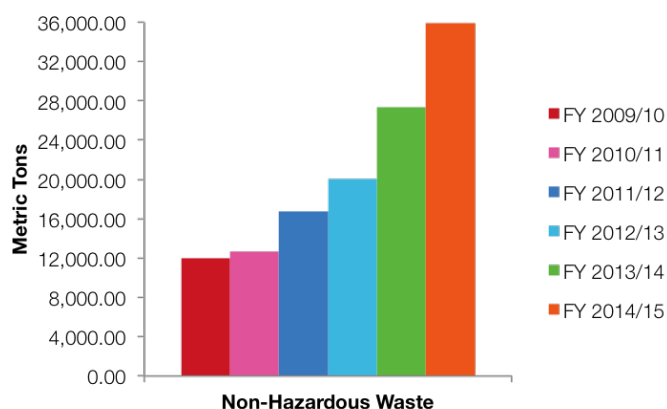
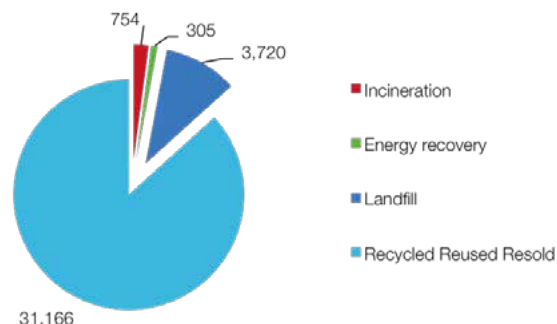


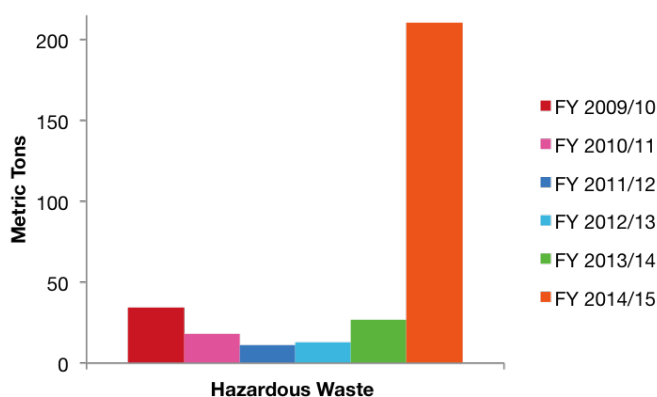
Figure 5.9 Non-Hazardous Waste Disposition (Metric Tons)



Managing Hazardous Waste

Lenovo operations generate minimal quantities of hazardous waste. Hazardous waste generated at operational facilities includes oils, coolants, organic solvents, batteries, fluorescent light bulbs and ballasts. All are disposed of in accordance with local environmental regulations with reputable vendors who are approved through a stringent Lenovo audit process. During FY 2014/15, Lenovo neither imported nor exported any hazardous waste. During this reporting year, there were no significant spills. The hazardous waste volume increased significantly in comparison with the previous year due to disposing sludge and grease from a waste water treatment facility in one of our facilities in Brazil and disposing hazardous waste from closing manufacturing lines in facilities in Brazil.

Figure 5.10 Hazardous Waste



The FY 2014/15 waste data was third-party verified. [Click here](#) to see the FY 2014/15 Waste Verification Statement, or visit <http://www.lenovo.com/WaterandWaste> and follow the link from there.

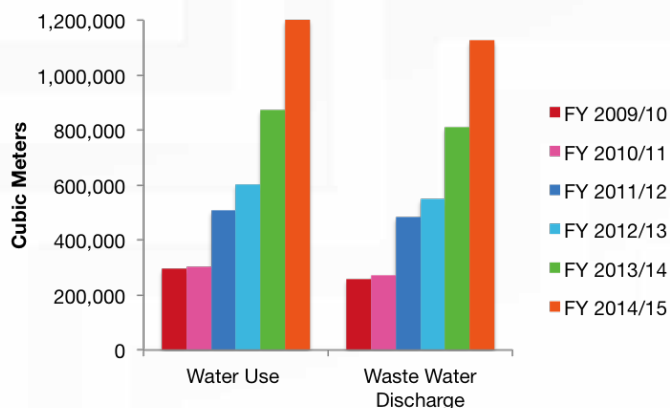
Other Environmental Aspects

Water Resources

Lenovo's manufacturing and product development operations do not have any wet processes. Since Lenovo withdraws water only from municipal sources and only for human support, we have minimal impact on local water resources. As such, there are minimal opportunities to reuse and recycle water, but this metric is tracked. We do however identify and implement opportunities to reduce and recycle the amount of water we consume. Detailed in the chart below is the water use at Lenovo's manufacturing and R&D facilities, and some large office locations over the past six years.

Lenovo does not engage in any intentional discharge of wastewater other than into municipal wastewater disposal systems. There were no accidental releases at Lenovo facilities during the fiscal year.

Figure 5.11 Water Use and Discharge



The FY 2014/15 water data was third-party verified. [Click here](#) to see the FY 2014/15 Water Verification Statement, or visit: <http://www.lenovo.com/WaterandWaste> and follow the link from there.

Other Air Emissions

Lenovo prohibits the use of ozone-depleting substances in our products and manufacturing processes except in HVAC and fire-suppression equipment as permitted by law. Ozone-depleting substances used in HVAC and fire-suppression equipment are managed in accordance with local regulations, and intentional releases are prohibited. Lenovo requires the reporting of unintentional releases of chemical substances as an environmental incident. During FY 2014/15, there were no incidents of refrigerant release. We only added refrigerants to our equipment during maintenance services.

Lenovo does not have significant direct air emissions such as NOx and SOx. In addition, Lenovo has no wet chemical or industrial processes that use volatile organic compounds (VOC) and thus has no point sources of VOC. Household and cleaning products that contain small quantities of VOC are used at some of our facilities but associated fugitive emissions are minimal and are not quantified.

Biodiversity

Lenovo is not aware of any significant impacts of its activities, products and services on biodiversity including impacts from water discharge and runoff from our operations. Lenovo requires an environmental site assessment for acquisition or divestiture of facilities or real estate. For new projects, our environmental assessment requires an internal evaluation relative to the potential for impacts on protected habitats or protected or endangered species.

5.3 Lenovo's Environmentally Conscious Products Program

Lenovo's commitment to protecting the environment dates back to our early days as a company. By the time the acquisition of the IBM PC division was completed in 2005, Lenovo had already developed technical specifications for PCs that included environmental attributes such as being energy efficient, while at the same time its commercial products were designed to meet China's rapidly evolving energy-saving targets.

With the globalization of Lenovo's reach in 2005, the company took environmental sustainability a step further by adopting a comprehensive Environmentally Conscious Products Program. Supported by Lenovo's Global Environmental Affairs team, this company-wide initiative was implemented by a network of Environmentally Conscious Product engineers and green product teams within each business unit.

In 2014, with the acquisitions of IBM's x86 server business and Motorola Mobility, Lenovo's Environmentally Conscious Products Program expanded further to encompass these new business units. The integration of existing environmental design programs from these businesses into Lenovo's management system began in 2014 and continues in FY2015/16.

Product Materials

Use of Recycled Plastics

Starting in 2007, as new grades of recycled plastics with post-consumer content (PCC) became available, Lenovo's product development teams began to use these environmentally preferred materials to satisfy corporate environmental objectives and targets, meet new customer requirements, and achieve EPEAT™ Gold registrations for our products.

Using these engineered plastics not only saves the natural resources and energy that would have gone into manufacturing new plastics, but also diverts both PCC and PIC from landfills. These environmental benefits are achieved while still creating a product that meets Lenovo's high performance standards.

Newly released products that meet EPEAT™ PCC usage thresholds (10 percent or greater) include the ThinkPad L440 and L540 (13.8 percent and 13.5 percent respectively),

ThinkCentre M93z Desktops (>30 percent), ThinkVision LT1953 Wide (31.5 percent) and the ThinkStation E32 Workstations (51 percent). Additionally, PCC material use has been implemented or planned in a number of select ThinkPad notebooks, IdeaPad notebooks, IdeaCentre desktop and all-in-one computers, and Think and Idea accessories at levels of 1 to 8 percent where technically feasible.

Lenovo explores every possibility to use PCC as much as possible, especially in ThinkPad products. In October 2009, Lenovo introduced the ThinkPad SL410 and SL510 notebook models, both of which contain greater than 10 percent net PCC. Lenovo continues to expand its emphasis on green design with the ThinkPad L Series. The LCD cover, palm rests, and top and bottom cases of these notebooks use up to 30 percent PCC from sources such as used office water jugs and IT equipment. The L512 ThinkPad contains 18 percent net PCC. Each ThinkPad L Series notebook diverts the equivalent of 10 plastic water bottles from going to landfill. ThinkPad has also succeeded in using PCC in the very thin walls of battery packs. The ThinkPad Ultra Dock, ThinkPad Pro Dock and ThinkPad Basic Dock are using PCC as well.



ThinkPad L540



ThinkCentre M93z Desktop

To overcome the continuing challenges of using recycled content in the design and manufacture of smart connected devices, especially notebooks, tablets and smartphones, Lenovo's team of engineers works closely with our PCC suppliers to develop and qualify new grades of plastic resins previously unavailable to the IT industry. Using PCC in IT products presents significant challenges due to the unique structural, performance and cosmetic requirements associated with these applications. Depending on the final application requirements, the plastic resins contain between 10 percent and 85 percent PCC. Some plastic resins also contain up to 20 percent PIC. All of these materials receive environmental and performance qualifications prior to their approval and use in Lenovo product applications.

Recycled Content Usage to Date

Since early 2005, Lenovo has used over 157 million pounds (gross) of plastic materials containing PCC and/or PIC in its products, with net PCC of over 63 million pounds and net PIC of more than 1.8 million pounds. In 2014, Lenovo used nearly 23.8 million pounds (gross) of recycled plastics with net PCC of over 13.8 million pounds. To continue this momentum, and encourage Lenovo's product groups to focus on increasing the use of these environmentally preferred materials and to reflect the maturation of this program, the following new targets were established for the fiscal year 2014/15:

- All product BUs shall use PCC in every product (when technical specifications and cost parity are met).
- Maintain or increase current percent PCC usage levels in the next generation of existing products.

In 2014, Lenovo used 23,850,000 pounds gross of recycled content plastics with 58 percent of that total being net post-consumer and post-industrial plastics.

The following graph shows Lenovo's annualized use of PCC and PIC plastics over the past five years:

Figure 5.12 Annualized Use of Recycled Plastics

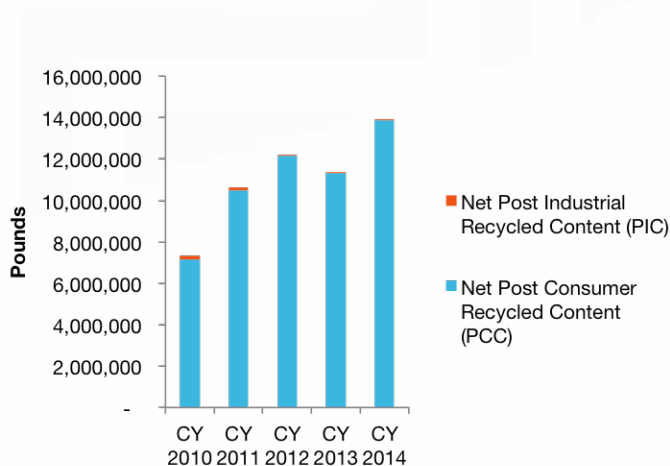
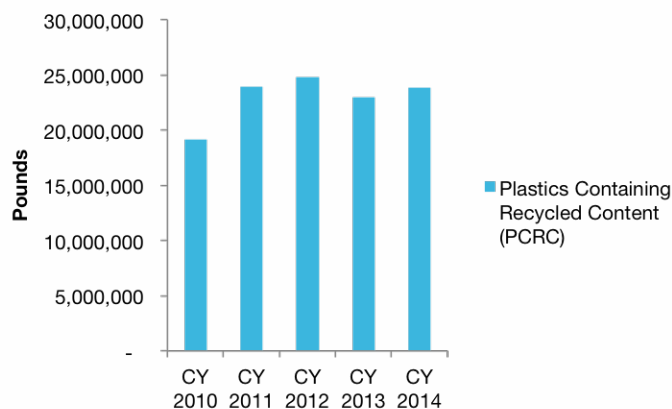


Figure 5.13 Annualized Use of Plastics Containing Recycled Content



Other Materials of Interest

Lenovo's corporate-wide environmental standards and specifications require the designers of all Lenovo IT products to consider certain environmentally conscious design practices to facilitate and encourage recycling and minimize resource consumption. Some examples include:

- All product lines adhere to the marking of plastic parts greater than 25 grams for identification of resins for recycling.
- Products are designed to minimize the types of plastics they contain, and avoid contamination of plastics by paints, glues or welded connections. Tools needed for disassembly to subsystem levels are also universally available.
- Product-specific upgradeability features are described in product literature and declarations for all Lenovo product lines.
- Recycled resins, ranging in recycled content from 10 percent to over 85 percent, are used in a number of Lenovo hardware applications and are specified as preferred materials where practical. Lenovo is working toward the goal of including some amount of recycled plastic in all new products.
- New products are evaluated for chemical emissions. To minimize potential volatile organic compound (VOC) emissions, non-solvent based powder coatings are used for decorative painted parts wherever practical.

Lenovo supports a precautionary approach, ensuring that appropriate actions are taken even if cause-and-effect relationships are not fully established scientifically.

Lenovo's priority is to use environmentally preferable materials whenever applicable. In adhering to this precautionary approach, Lenovo supports restricting the intentional addition of materials that are potentially concerning when economically and technically viable alternatives exist. These restrictions may also include implementing concentration limits for incidental occurrences. For materials where economically and technically viable alternatives do not exist, Lenovo collects data on the usage of these materials above the defined concentration limit. This data can then be reported to customers or other stakeholders. Lenovo continues to actively search for environmentally preferable materials that can be used as substitutes. One example of this transition is in eliminating the use of mercury from backlighting in Lenovo displays. Lenovo completed the phase-out of mercury in all our display parts and products in 2014.

We also expect our partners and suppliers to demonstrate the same commitment to environmentally sound practices. Our supplier specifications are available at: http://www.lenovo.com/global_procurement/us/en/Guidelines/Restrictions_and_Packaging.html.

Lenovo restricts the use of environmentally sensitive materials in our products. The specification encompasses both regulatory and Lenovo-imposed material bans and restrictions. This includes the prohibition of ozone-depleting substances in all applications, the restriction on the use of persistent organic pollutants (PoPs) under the Stockholm Convention, and the elimination of materials covered under European Union (EU) Restriction on Hazardous Substances (RoHS) and Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) even beyond those jurisdictions where regulatory requirements exist. Lenovo's implementation strategy and requirements are consistent with the requirements specified in the EU's RoHS Directive and REACH Regulation. Additional information about RoHS and REACH can be viewed at:

http://www.lenovo.com/social_responsibility/us/en/RoHS_Communication.pdf
http://www.lenovo.com/social_responsibility/us/en/Lenovo_REACH_SVHC_Disclosure.pdf.

Lenovo supports the goal to phase out⁶ Brominated Flame Retardants (BFRs) and PVC, and is committed to driving its supply chain toward this goal. Lenovo has made significant progress toward the elimination of PVC and BFR from our systems. The focus continues to be on eliminating halogen from our top-selling products and across as many commodities as possible. Each product group completes a low halogen scorecard for each new product developed. The product groups have committed to improve the generation-to-generation low halogen score for at least one mainstream high volume product released during FY 2014/15.⁷

Highlights from 2014 include the following:

- Elimination of most PVC and BFR from ThinkPad notebooks. PVC is only used in power cords and cables. BFRs are used in power cords, cables, AC adapters, battery packs, planar ASMs, subcards, connectors and some modular parts. In addition, all ThinkPad notebooks have low halogen printed circuit boards.
- All Lenovo ThinkPads are low halogen with the exception of the power cord and adapter.
- Many Lenovo commercial monitors meet the iNEMI definition of low halogen with the exception of their PCBA and external cables.
- Many Lenovo IdeaVision monitors are low halogen except the PCBs and cables.
- Lenovo ThinkCentre desktops have low halogen chassis and CPUs.

⁶ Lenovo supports the definition of "BFR/PVC free" as defined in the "iNEMI Position Statement on the 'Definition of Low-Halogen' Electronics (BFR/CFR/PVC-Free)."

⁷ To support this activity all BUs shall include a requirement for the evaluation of low halogen components (including raw card PCBs) in the development marketing requirements document and RFI/RFQs. Qualified low halogen parts available at cost parity shall be used.

Lenovo has completely phased out the use of PVC/BFR in all mechanical plastic parts (such as external covers, housings, etc.) across all Lenovo product lines. Lenovo currently prohibits the following from intentional addition to any Lenovo parts:

- Polybrominated Biphenyls (PBBs)
- Polybrominated Diphenyl Ethers (PBDEs)
- Deca-Brominated Diphenyl Ethers

Lenovo has also made significant progress in phasing out halogen in many commodities across several product lines. For example, all plastic enclosures; most components and connectors (with the exception of printed board laminates); all mechanical plastic parts such as product covers, housings, bezels, etc.; and many hard disk drives, optical disk drives, solid state drives, LCD screens, memory, CPUs, chipsets, communication cards and other commodities have offerings that meet the iNEMI definition of low halogen.

Lenovo plans to release additional BFR- and PVC-free models across the Think and Idea family of products as acceptable alternative materials become available, working toward the goal to phase out the use of these materials across all newly introduced products. We continue to work with our suppliers to pilot new BFR- and PVC-free applications. Lenovo recognizes that the phase-out of these materials is dependent upon the availability of suitable alternatives that meet Lenovo's technological, quality, environmental, health and safety requirements.

Lenovo has identified a list of materials and substances of environmental interest. These substances may be candidates for further restrictions in the future. Lenovo holds suppliers accountable for reporting the use of these materials through Supplier Material Declarations using the industry standard IPC 1752 form for confirmation of compliance to the restrictions and for reporting when substances in question are above the specified concentration levels. We have made it a point to inform customers about the environmental attributes of our products and compliance with applicable laws and regulations through the presentation of a completed industry standard IT Eco Declaration (Annex B of ECMA-370 4th edition, June 2009). Declarations for newly released products are posted on Lenovo's environmental website at: <http://www.lenovo.com/ecodeclaration>.

Consistent with our precautionary approach, we continuously analyze the regulatory environment and consider input from our customers, nongovernmental organizations (NGOs) and other stakeholders in evaluating the potential health and environmental impacts of our products. We weigh these inputs to determine the restricted substances, as well as the substances of interest to be tracked for the purpose of reporting and for the consideration of future restrictions.

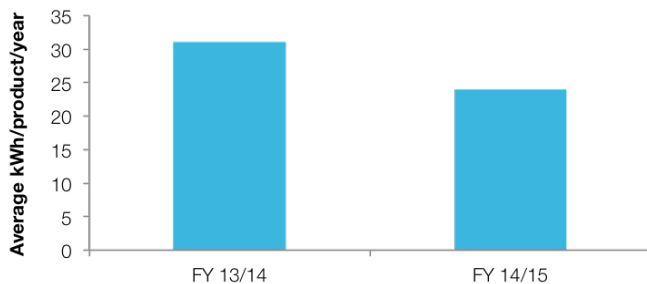
Product Energy Efficiency

Product energy efficiency remains a core focus for Lenovo. Through collaboration with other OEMs, as well as industry stakeholder work groups, existing and proposed global IT product energy efficiency policy, regulations and requirements are vetted against current and future technology. The results of which are leveraged to develop leading edge products with much improved overall and operating efficiencies. Ongoing activities include updates to the ENERGY STAR program specifications, US DOE Appliance and Equipment standards, California Appliance Efficiency Program requirements, China CEC standards and a number of other emerging protocols and regulations.

To further improve product energy efficiency for desktops, workstations and servers, Lenovo certifies internal power supplies to Ecova Plug Load Solutions' 80 Plus program for power supply efficiency. 80 Plus certified power supplies are independently tested and verified to the program's rated efficiency criteria; i.e., Bronze, Silver, Gold and Platinum. Lenovo desktop, workstation and server products equipped with 80 Plus power supplies are significantly more energy efficient than systems equipped with typical power supplies.

The Lenovo ThinkPad product portfolio in FY 2014/15 included products ranging from ultra notebooks to workstations. Lenovo has achieved generation-to-generation improvement in the energy efficiency, and resulting smaller carbon footprint, of ThinkPad products. The average energy consumption per ThinkPad product decreased from 31 to 24 kWh per year. With 10 million ThinkPad products manufactured in FY 2014/15, that translates to an improvement in overall average energy consumption from 320 million kWh in FY 2013/14 to 243 million kWh, and an overall emissions reduction of approximately 23.9 percent (159 million MT to 122 million MT of CO₂e). Lenovo ThinkPad products thus helped avoid 37 million MT of CO₂e in FY 2014/15.

Figure 5.14 Average Energy Consumption⁸
Per ThinkPad Product



⁸ This data was generated based on the entire ThinkPad notebook product portfolio, ranging from ultra notebooks to workstations. Averages were obtained using typical energy consumption (TEC) values from ENERGY STAR test reports conducted by independent third parties. TEC values for seven representative models of product series in the portfolio were averaged using equal weighting. This result was then applied across total sales of all ThinkPad products for FY 2014/15.

The energy consumption and performance of Lenovo products meets the efficiency requirements of China, Japan, the United States, Europe and other jurisdictions. Many Lenovo notebook, desktop, server and monitor products satisfy and even exceed the current ENERGY STAR requirements. The ENERGY STAR qualified models are listed at <http://www.energystar.gov>. For more information about Lenovo's energy-efficient products, go to: <http://www.lenovo.com/energy>.

Environmentally Responsible Products

Product environmental leadership is a fundamental component of Lenovo's environmental policy. This policy requires each of our product groups to develop, manufacture and market products that are energy efficient and that minimize their impact on the environment. Lenovo is an industry leader with respect to energy efficient products, the use of environmentally preferred materials and green product packaging.

Lenovo designs its products to maximize their product lifecycle and offers three-year standard warranties and five years of replacement parts availability on many of our top selling commercial products to support this extended lifecycle. Three-year warranties are offered as the base warranty on many top selling Think branded products, including all commercial monitors, notebooks, desktops and many others. In addition, customers can purchase warranty upgrades to extend the base warranty by one or two years for many products. Base warranties for Lenovo consumer

(Idea) products vary by product type and geography, but typically start at one to two years for the base warranty with the option for many products to purchase an extended warranty. For more details on Lenovo's warranties, please click here http://www.lenovo.com/services_warranty/us/en/.

Lenovo also designs innovative features into our products to help extend the products' useful life, including Lenovo Longevity Battery Technology which extends notebook battery cycle life through key technologies including:

- **Increased use of lithium polymer cells:** Used in notebooks and tablets with embedded batteries, these cells typically provide longer life cycles than lithium ion cylindrical cells.
- **Three year batteries:** Available in some ThinkPad models, these batteries are warranted for three years and are designed to last 2-3 times as long as a standard battery. The longer lifespan is made possible due to carefully selected cells and charge algorithms.
- **Dual mode charging algorithms:** These technologies adjust charge voltage and current over time to prolong the battery's lifespan.
- **Field updateable battery firmware:** Customers can download a firmware update utility which allows them to apply firmware fixes to batteries in service, eliminating the need to replace batteries due to firmware problems. This program allows customers to apply fixes quickly and at no cost, even on batteries outside of warranty.
- **Optimized battery storage modes:** Provide optimum storage to reduce battery aging. These features allow the power management application of ThinkPads and IdeaPads to detect if a user is operating on AC power and rarely using the battery. If this is detected, the application discharges the battery to optimal levels to extend the battery lifespan.

Lenovo offers end-of-life recycling and management programs for both business and consumer customers. As a global company, Lenovo offers programs in many countries around the world. Specific offerings are tailored to specific geographic location and business need. Free product recycling is offered to consumers in some locations. Please visit the [Lenovo recycling program page](#) for additional recycling information.

Product Packaging

Lenovo is committed to offering environmentally preferable packaging for its products. Over the past several years, Lenovo has had a strong focus on increasing the use of recycled and recyclable materials in packaging, reducing the size of packaging, and expanding the use of bulk and reusable packaging solutions. Since 2008, Lenovo has eliminated more than 2,000 tons of packaging consumption by weight through design optimization and refinement across all Lenovo product shipments, with 480 tons of material packaging consumption reduction during FY 2014/15 alone.

Beginning in 2008 with the ThinkCentre M58/58p ECO USFF desktop PC, Lenovo has implemented the use of 100 percent recycled and recyclable packaging material on many products. The new packaging material, made from 100 percent recycled thermoformed cushions, enables PCs to be stacked together and requires less packaging material. This new material also helps minimize shipping costs. In addition, on many Lenovo notebook product lines, Lenovo has implemented the use of 100 percent post-consumer molded fiber (paper pulp) packaging, which can typically be readily recycled in municipal waste streams. Lenovo discourages the use of polystyrene packaging wherever possible, and encourages the use of molded pulp, fiber and LDPE. For more information about the process for making and recycling LDPE thermoformed cushions, [click here](#) or go to <http://www.lenovo.com/packaging> and follow the link from there.

Lenovo continues to drive increases in the use of recycled content materials in product packaging. For example, all Think product primary carton boxes are certified to contain a minimum of 50 percent post-consumer fiber content and are required to use the maximum available post-consumer material where adequate supplies exist without compromising required packaging performance characteristics. The use of recycled content in Lenovo corrugated box packaging averages more than 70 percent. Lenovo has also transitioned 95 percent of ThinkPad products to recycled cushioning materials with the ThinkPad Edge using 100 percent recycled cushioning materials. Printing on boxes is done via flexography with water-based, non-toxic, RoHS-compliant inks.

Lenovo has a strong focus on reducing the size of our packaging to minimize the amount of materials used while maintaining adequate protection for our products. Smaller packages also contribute to increased pallet density, enabling Lenovo to increase pallet density by over 33 percent in many cases. Lenovo uses reusable bulk packaging in our own internal operations for the transportation of chassis to manufacturing locations. In addition, bulk packaging and reusable bulk packaging may be available for many of Lenovo's products for customers in many regions.

Reuse

Lenovo provides the end customer an optional returnable packaging service, where the packaging materials can be sent back to Lenovo after receiving the products and reused for new shipments by Lenovo. Lenovo is also devoted to the reuse of incoming component packaging, especially in the return of chassis packaging.

Reducing Paper

Lenovo has also eliminated the use of multi-page user manuals shipped with many of our products. For example, with our line of PC options and accessories, Lenovo was able to condense 50-page user manuals into one-page posters. This single action allowed Lenovo to save approximately 350 million printed pages per year.

Packaging Objectives and Targets

Packaging has been identified as a significant environmental aspect of Lenovo's operations, and as a result, it remains a focus item under Lenovo's environmental management system (EMS). Lenovo's primary EMS packaging objective is to "minimize the consumption of packaging material while driving the use of environmentally sustainable materials." Targets in support of this objective were achieved during 2014/15 as follows:

Fully Met:

- Maintain 100 percent Forest Stewardship Council (FSC) certification for all virgin fiber used for packaging of Think branded products.
- All BUs to target at least one product to make at least 5 percent reduction in volume or weight.
- All BUs will appoint a packaging expert to support the Green Materials & Product Packaging Team.^{9, 10}

Partially Met:

- All BUs to target at least one new product to use 100 percent PCC packaging material.¹¹
- Identify one new product for which to implement use of 100 percent biodegradable packaging.¹¹

For FY2015/16, Lenovo has announced the following targets related to packaging and paper:

- Maintain 100 percent FSC or equivalent certification for all virgin fiber used for packaging for all product brands.
- All BUs to ramp up the implementation ratio of 100 percent PCC (10 percent increase by shipping volume).
- Enhance packaging recyclability and encourage the more easily recyclable materials, especially those that can be recycled in municipal waste streams.¹²
- All BUs to target at least one new product (mainstream) to make at least 5 percent reduction in volume or weight.
- Identify one new product for which to implement use of 100 percent biodegradable packaging.
- All Windows 10 preload systems will implement Rainbow, which includes enhanced power settings application and electronic ENERGY STAR label.¹³ Target implementation date is July 2015.

⁹ This team is established to drive improvements in materials related product and packaging environmental attributes across all business units. All business units shall appoint a subject matter expert to participate in the Green Materials & Product Packaging Team.

¹⁰ One of the initial actions of the team will be to re-evaluate Lenovo's packaging specification relative to the results of the ongoing expanded polystyrene (EPS) study. Lenovo's objective is to eliminate the use of EPS.

¹¹ Does not apply to Mobile Business Group.

¹² Special focus should be put on the phase out of EPS.

¹³ Electronic ENERGY STAR logo will be displayed in this application. Physical ENERGY STAR logo label will be removed from Windows 10 systems.

Packaging Specifications

Lenovo communicates packaging environmental requirements to suppliers via a series of packaging specifications. These specifications include requirements for minimum amounts of recycled content, marking for proper recycling, banned materials and other elements. All corrugated container (box) packaging should use a minimum of 50 percent post-consumer recycled fiber, and all paperboard packaging should contain a minimum of 45 percent post-consumer recycled fiber and 100 percent recovered fiber. In addition to meeting these specifications, many Lenovo packaging suppliers provide FSC-certified products for Lenovo packaging. Lenovo is currently in the process of assessing the global availability of FSC-certified packaging to support manufacturing facilities in all geographies.

5.4 Product End-of-Life Management (PELM)

At Lenovo, PELM includes the reuse, refurbishing, de-manufacturing, dismantling, reclamation, shredding, recycling, treatment and disposal of products, parts and peripherals when they are taken out of service, reach end-of-life and/or are scrapped. This includes the recovery and reuse of products, parts subassemblies and components, including scrap electronic and electrical components such as disk drives, printed wiring boards, power supplies, and cables and cords. Lenovo-branded and non-branded products owned or accepted by Lenovo (including customer returns or take-back) are included in this definition.

Key Elements of PELM

Lenovo supports efforts to reduce the volume of end-of-life electronic products being disposed of in landfills, as well as efforts to reduce the need for new raw materials by increasing the beneficial reuse of products and parts or recycling of materials.

- We support legislation assigning financial responsibility for end-of-life management to the individual producers.
- We advocate legislative initiatives that allow at least the option for manufacturers to recover their own brand products, using the information gained from recycling their own brands to be fed back into the product design process. This practice optimizes the cost not only for the manufacturer, but the consumer as well.
- We encourage our customers to reuse or recycle products at the end of their life cycle by offering consumers and/or commercial clients a range of recycling options for disposing of products, batteries and product packaging worldwide through voluntary programs and/or country, province or state mandated programs.

If you are interested in learning more about these programs, please visit: <http://www.lenovo.com/recycling>.

Achievements

Significant achievements in Lenovo's product end-of-life management include the following:

- **2005** – Lenovo implemented legally required product take-back and recycling solutions in all regions where Lenovo directly sells products.
- **2005** – Lenovo established a product take-back and recycling program in the United States, providing free collection and recycling to consumers for Lenovo and select IBM PCs.
- **2006** – Lenovo introduced a free product take-back and recycling program in China for Legend- and Lenovo-branded PCs, notebooks, monitors and servers, ThinkPad notebooks, ThinkCentre PCs and ThinkVision Monitors.
- **2007** – Lenovo launched a free take-back and recycling program in India for the same products mentioned above.
- **2009** – Lenovo launched Asset Recovery Services to provide secure and environmentally sound return and processing of products replaced by Lenovo business customers, with coverage in over 40 countries. This offering is maturing with increased annual customer returns — with over 80 percent of returns being processed for reuse rather than disposal.
- **2011** – The free product take-back and recycling program in the United States was enhanced to provide increased collection opportunities.
- **2012** – Lenovo avoided more than 30,000 MT of CO₂e emissions due to using PCC and PIC plastics in Lenovo's machines during CY 2005-2012.
- **2013** – All Lenovo U.S. Asset Recovery Suppliers are R2 certified.
- **2014** – Lenovo India joined a new initiative, in association with MAIT, called "I am Green." "I am Green" is a program focused on increasing awareness with consumers about the importance of safe disposal of e-waste. As part of this program, several road shows were conducted in Bangalore and Delhi and a pavilion was hosted at the November 2014 consumer electronics event in Bangalore.
- **2014** – Lenovo expanded consumer access to recycling in Latin America by launching enhanced collection and recycling programs in Peru and Mexico as part of collective industry plans to comply with recently enacted regulations in these two countries.
- **2014** – Lenovo became an R2 Leader. R2 Leaders work with SERI to demonstrate leadership in electronics recycling issues, support responsible recycling practices, and actively participate in projects to advance the safe and sustainable management of used electronics. Lenovo has donated funds to help translate the R2:2013 Standard, R2 Guidance Document, and R2 Code of Practices into both Spanish and Portuguese, which will help in a broader effort to expand R2 certification in Central and South America.

Product Take-Back Programs

As a global company, Lenovo offers end-of-life recycling and management programs for both consumer and business customers in many countries around the world. Offerings are tailored to the specific location and business need and include programs for recycling products as well as packaging and batteries in many geographies.

In FY 2013/14, Lenovo's U.S. consumer recycling programs were significantly improved with an emphasis on enhancing customer access to collection mechanisms. Through Lenovo's partnership with Reverse Logistics Group Americas (RLGA), we enhanced our collection network in New York to include 468 sites with locations in every county. Lenovo's Pennsylvania collection network was improved by the addition of 49 sites for a total of 257 sites in 48 counties. In addition to ensuring environmental protection, Lenovo encourages our partners to promote social responsibility in their activities. RLGA has joined a partnership with eWorks in New York and Illinois to help collect and process used electronics to help meet Lenovo's commitments under these state programs. eWorks is a nonprofit with the mission to enrich the lives of people with intellectual and other developmental disabilities. Through eWorks' partnership with RLGA, Lenovo's recycling service provider, the program is helping 325 individuals in New York and Illinois find meaningful work in the field of electronics recycling.

In FY 2014/2015 Lenovo's partnership with RLGA in Latin America provided compliance with recycling legislation in Colombia, Mexico and Peru.

Customers can obtain information about Lenovo's recycling programs and details on offerings by country by visiting <http://www.lenovo.com/recycling>.

For our business customers, Lenovo offers Asset Recovery Services (ARS) in more than 40 countries. Customer-access information for these programs in the Americas, Asia Pacific and Europe/Middle East/Africa can also be obtained at: <http://www.lenovo.com/recycling>.

Management of Lenovo's PELM Suppliers

Lenovo maintains an extensive program for ensuring that remarketed products and parts and the refurbishing, remanufacturing, recycling and disposal of end-of-life products owned by Lenovo or returned by customers are accomplished in an environmentally conscious and legally

compliant manner. This program includes Lenovo on-site environmental evaluations and approvals in accordance with Lenovo's stringent auditing protocol.

Some of the critical evaluation requirements include:

- Supplier's completion of Lenovo's initial supplier evaluation form declaring their processing capabilities and controls, environmental, health, and safety management systems, and legal compliance.
- Supplier's full downstream disclosure identifying facilities receiving equipment or waste to point reused as a product, part or material, or disposed as a waste and ensuring their compliance.
- Successful Lenovo on-site environmental and services audit of all facilities and processes prior to their use, and documentation of audit findings and recommendations in a final report.
- Review of all audit documentation and recommendations by Lenovo's Product End-of-Life Management Program Manager, and final approval by Lenovo's Director of Global Environmental Affairs.
- Maintain Lenovo Corporate Approved Supplier Facility listing by geography and approved services for use by all Lenovo organizations, sites and programs worldwide in Lenovo's internal database.
- Establishment of Lenovo contract with each approved supplier with specific environmental terms and conditions related to expected environmental performance and reporting.

Suppliers include surplus buyers, end of lease, asset recovery services, legal and voluntary product take-back providers, field services, dismantlers, recyclers and disposal vendors. All recovered products and parts are required to be data wiped, refurbished, tested for function, labeled as refurbished and resold where they will be used as originally intended without further refurbishing before use. Suppliers are required to use Lenovo-approved recyclers for the disposition of non-working products and parts and waste generated from their refurbishing processes. Lenovo prohibits the shipment of hazardous waste to non-OECD countries.

Additionally, Lenovo incorporates specific environmental terms and conditions into contracts and agreements with all of these suppliers. Approved and contracted facilities are required to submit regular environmental reports documenting the total quantities of equipment and e-waste collected and processed on behalf of Lenovo and Lenovo customers, including the identification of methods of disposition and their percentages. Periodic follow-up audits are also completed to ensure continued compliance to legal and Lenovo environmental requirements.

Recovery and Recycling Trends

During the 2014 calendar year, Lenovo financed or managed the processing of more than 14,500 metric tons, equivalent to more than 32.2 million pounds, of Lenovo-owned and customer-returned computer equipment. Of this total, 5.4 percent was reused as products or parts, 90.6 percent was recycled as materials, 1.7 percent was incinerated with waste-to-energy recovery, 0.5 percent was incinerated as disposal treatment and only 1.8 percent was disposed of by landfill. As part of Lenovo's continual improvement activities, we look for opportunities to reduce the use of incineration and landfills, and maximize reuse and recycling.

Since Lenovo's establishment as a global company in May 2005, we have processed more than 135,200 metric tons, or 298 million pounds, of computer equipment through our contracted service providers. Trends for the most recent five calendar years are illustrated below:

Figure 5.15 Recovery and Recycling Trends (PELM)

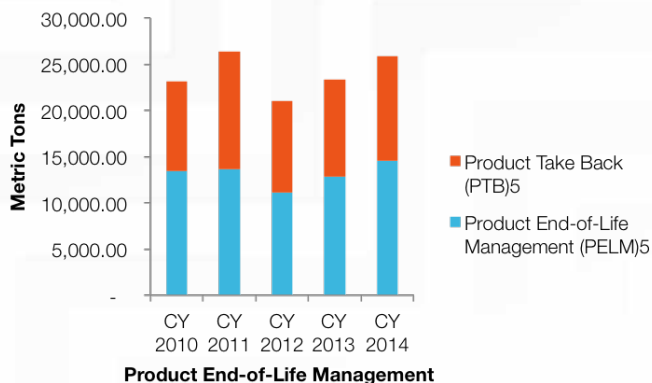


Figure 5.16 Product End-of-Life Management Disposition

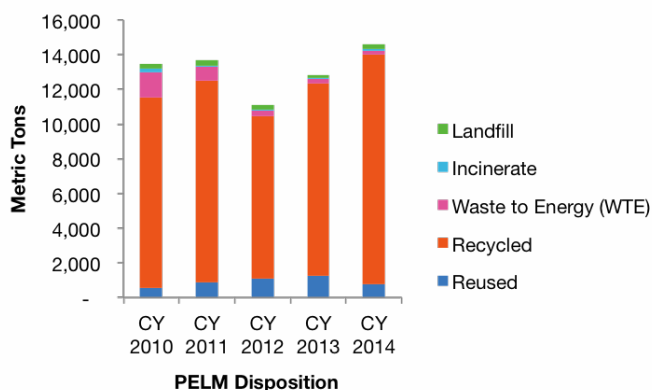
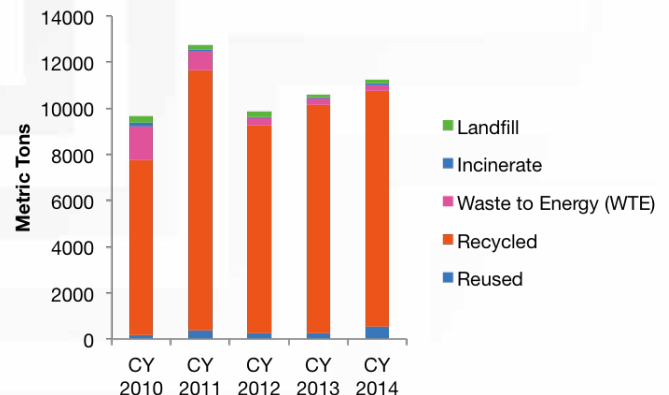
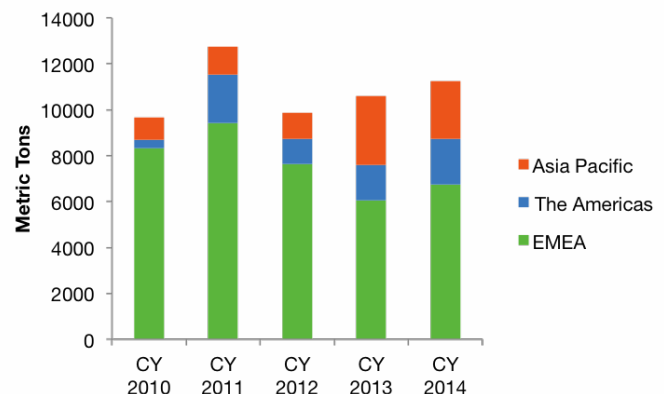


Figure 5.17 Product Take-Back (PTB) Disposition



Our customers have shown considerable interest in our recycling programs. In 2014, customer returns constituted more than 11,200 metric tons, or more than 24.8 million pounds. Our 2014 performance includes data from Lenovo's Asset Recovery Services offered to large enterprises, along with data from Lenovo's other voluntary and legally required product take-back programs for consumers and businesses. The recycled customer returns in 2014 represent 5.2 percent of the total weight of new products put on the market in 2010. Figure 5.18 illustrates customer returns by geography.

Figure 5.18 Product Take-Back (PTB) by Geography







APPENDIX

6.0	APPENDIX.....	99
6.1	Lenovo Reference Documentation	100
6.2	The Global Reporting Initiative	101
6.3	The UN Global Compact.....	101

6.1 Lenovo Reference Documentation

Lenovo has posted extensive sustainability information on its Web pages. Below are hyperlinks to some of those pages. If you are reading this as a printed document, you may get to these links by opening this Sustainability Report on Lenovo's website at <http://www.lenovo.com/sustainability>. Lenovo maintains current copies of many of the policies, certifications, verification statements and other documents mentioned in this report online. Please visit http://www.lenovo.com/social_responsibility/us/en/social_responsibility_resources/ to access these resources.

Lenovo Sustainability Web Pages

- Product:
 - http://www.lenovo.com/social_responsibility/us/en/product/
 - » Think Green Products – Energy: <http://www.lenovo.com/energy>
 - » Think Green Products – Materials: <http://www.lenovo.com/materials>
 - » Think Green Products – Packaging: <http://www.lenovo.com/packaging>
 - » Think Green Products – Recycling: <http://www.lenovo.com/recycling>
 - » Compliance Information: <http://www.lenovo.com/compliance>
 - » Accessibility Information: <http://www.lenovo.com/accessibility>
- Environment:
 - <http://www.lenovo.com/environment>
 - » Think Green – Climate: <http://www.lenovo.com/climate>
 - » Think Green – Waste and Water: <http://www.lenovo.com/waterandwaste>
- Social:
 - <http://www.lenovo.com/csr>
 - » Social Investments: http://www.lenovo.com/social_investments
- Global Supply Chain: http://www.lenovo.com/supply_chain
- Sustainability Reports: <http://www.lenovo.com/sustainability>

6.2 The Global Reporting Initiative

The Global Reporting Initiative (GRI) is an international not-for-profit organization that sets out principles and indicators for measuring and reporting an organization's economic, environmental, and social performance and impacts, as well as communicating its approach to governance.

GRI's reporting framework has informed Lenovo's reporting for many years. [Click here](#) to see the GRI Index for this report. This index is provided to assist readers in understanding how our report aligns with the GRI Guidelines for Sustainability Reporting, version G4. Lenovo's FY 2014/15 Global Sustainability Report and GRI Index are in accordance with GRI G4 Core.

For more information about the GRI Guidelines, visit the GRI website at www.globalreporting.org.

6.3 The UN Global Compact

The UN Global Compact is a public-private strategic policy initiative for businesses committed to aligning operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anticorruption. Lenovo became a signatory to the UN Global Compact in 2009 and fully embraces its policies and principles:

Human Rights

- **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- **Principle 2:** make sure that they are not complicit in human rights abuses.

Labor

- **Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- **Principle 4:** the elimination of all forms of forced and compulsory labor;
- **Principle 5:** the effective abolition of child labor; and
- **Principle 6:** the elimination of discrimination in respect of employment and occupation.

Environment

- **Principle 7:** Businesses should support a precautionary approach to environmental challenges;
- **Principle 8:** undertake initiatives to promote greater environmental responsibility; and
- **Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- **Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

[Click here](#) to see Lenovo's UN Global Compact Participant Information:
<http://www.unglobalcompact.org/participant/6103-Lenovo>

[Click here](#) to see the UN Global Compact index for this report. This index is provided to assist readers in understanding where in our reporting Lenovo addresses each of the UN Global Compact principles.

LENOVO GROUP LIMITED
2014/15 GLOBAL SUSTAINABILITY REPORT

