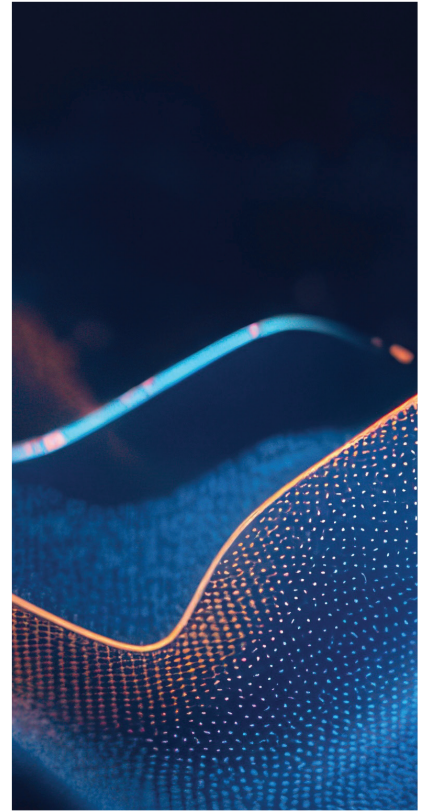
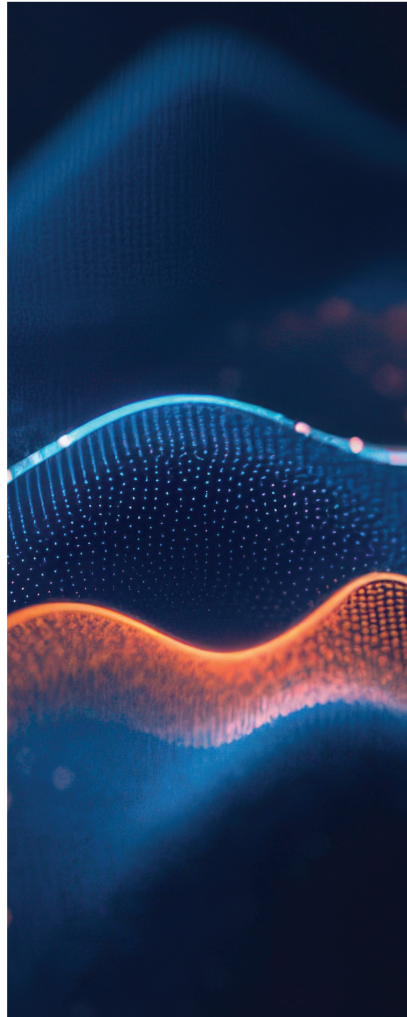


FROST & SULLIVAN
BEST PRACTICES



2026

ASIA-PACIFIC AGENTIC
AI SOLUTIONS

COMPETITIVE STRATEGY
LEADERSHIP

Lenovo

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Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Lenovo excels in many of the criteria in the Asia-Pacific agentic AI solutions space.

RECOGNITION CRITERIA	
<i>Strategy Innovation</i>	<i>Customer Impact</i>
Strategy Effectiveness	Price/Performance Value
Strategy Execution	Customer Purchase Experience
Competitive Differentiation	Customer Ownership Experience
Executive Team Alignment	Customer Service Experience
Stakeholder Integration	Brand Equity

The Transformation of the Agentic AI Solutions Industry

Agentic artificial intelligence (AI) represents the next evolution of enterprise AI, enabling autonomous systems that can reason, plan, and execute complex workflows. As organizations progress from experimentation toward production-scale deployment, AI agents are becoming increasingly embedded across business processes, customer experiences, and information technology operations.¹ This momentum is especially evident in the Asia Pacific (APAC) region, where industries including logistics, energy, manufacturing, retail, financial services, and hospitality face increasing pressure to scale AI adoption. Nearly 90% of information technology and business leaders consider AI and machine learning critical to achieving business objectives, reflecting a broader shift from isolated implementations toward enterprise-wide integration.²

Several strategic factors are shaping competition in the agentic AI market. First, agentic AI enables greater levels of automation by allowing systems to execute tasks and support decision-making with reduced human intervention, creating opportunities to improve productivity and operational efficiency across industries. Second, growing concerns around data privacy, security, regulatory compliance, and model bias are influencing AI strategies, increasing demand for infrastructure that supports data sovereignty and trusted AI deployment. As AI infrastructure, data, and talent become increasingly tied to national

¹ *Agentic AI: Emerging Trends and Opportunities* (Frost & Sullivan, September 2025)

² *Global State of AI 2025* (Frost & Sullivan, May 2025)

competitiveness, sovereign AI is gaining importance. Third, enterprises continue to face challenges related to data fragmentation, struggling to build unified data foundations. Without high-quality, real-time data, AI models cannot generate accurate or actionable insights.³

Despite growing interest, two key challenges continue to limit the transition from AI experimentation to production-scale adoption. Enterprise leaders remain concerned about trust, control, and the potential risks associated with autonomous systems operating in sensitive environments such as finance and customer service. In addition, organizations often struggle to quantify the business impact of agentic AI, as traditional return on investment (ROI) metrics do not capture the full range of benefits, complicating efforts to scale deployments.⁴ Companies that prioritize AI lifecycle management, governance frameworks, and seamless integration will be better positioned as the agent economy evolves. The Lenovo Hybrid AI Advantage™ framework and Lenovo xIQ platform suite are designed to help enterprises address these challenges and accelerate AI adoption.

Lenovo's Hybrid AI Advantage™: Enabling Enterprise AI at Scale

The Lenovo Hybrid AI Advantage™ framework brings together the devices, infrastructure, solutions, and expertise enterprises need to deploy AI at scale. The framework gives organizations the capabilities to design, implement, and manage AI solutions across complex business environments by combining hardware, software, and a full lifecycle of advisory, implementation, adoption, and managed services.

Through three core building blocks (AI Factory, AI Library, and AI Services), Lenovo provides enterprises with AI-ready infrastructure, customizable AI use cases, and end-to-end implementation support. Lenovo Hybrid AI Factory delivers devices and infrastructure for hybrid, private, and multi-cloud environments. Lenovo AI Library offers a curated catalogue of enterprise-ready AI agents and validated use cases built on hundreds of proven Hybrid AI solutions. AI Services guides organizations through the AI lifecycle, including advisory, deployment, and managed services. Programs such as AI Discover and AI Fast Start help enterprises define AI strategies and deploy solutions in as little as three months.⁵

Lenovo's FY25/26 financial results confirm that this strategy generates measurable returns. AI-related revenue doubled year-on-year and represented 33% of total Group revenue. Lenovo achieved record annual revenue of \$83.1 billion, with 20% year-on-year growth, while adjusted net income increased 42%, more than twice the pace of revenue growth.⁶ The Solutions and Services Group (SSG) exceeded \$10 billion in annual revenue for the first time, and Managed Services and Project and Solutions represented 62% of SSG revenue.⁷ These results show strong enterprise demand for Lenovo's AI solutions and demonstrate the company's ability to build long-term customer relationships through recurring services and solutions.

APAC contributed significantly to Lenovo's AI growth. The region delivered record-high business performance in FY25/26, generating \$16 billion in full-year revenue and achieving 23% year-on-year

³ Ibid.

⁴ Ibid.

⁵ *Lenovo Supercharges Enterprise AI with the Launch of Agentic AI and Lenovo xIQ* (Lenovo StoryHub, January 2026)

⁶ *Q4 and Full Year Financial Results FY2025/26* (Lenovo Group, May 2026)

⁷ Ibid.

growth. It remains the fastest-growing geography at Lenovo.⁸ Enterprises across the region adopted hybrid AI solutions, infrastructure capabilities, and AI services across industries such as manufacturing, retail, sports, transportation, and smart education. Lenovo's full-stack model helps organizations across APAC deploy scalable AI solutions and advance their digital transformation initiatives.

Enabling Intelligent Operations through Agentic AI Platforms

Lenovo brings its AI strategy into operational environments through the Lenovo xIQ platform suite, introduced at CES in January 2026. The Lenovo xIQ Agent Platform enables enterprises to create and deploy AI agents without coding, while integrated governance capabilities help organizations manage risk. The Lenovo xIQ Digital Workplace Platform delivers proactive issue detection and automated remediation, improving user experience by up to 30%, reducing information technology support costs by 30%, and enabling up to 40% proactive resolution of information technology issues.⁹ The Lenovo xIQ Hybrid Cloud Platform combines AIOps, FinOps, and DevOps capabilities to help enterprises optimize cost, performance, and visibility across hybrid and multi-cloud environments.

Lenovo extends this platform innovation through its global manufacturing and infrastructure capabilities, enabling enterprise AI delivery at scale. The company's annual server manufacturing capacity exceeds 70,000 racks, including more than 11,000 Direct Liquid-Cooled racks designed for AI workloads. Lenovo

"At the same time, organizations seeking broader support can leverage Lenovo's infrastructure, AI solutions, and services. This approach allows customers to maintain control over sensitive processes while accessing external expertise where additional capabilities create value."

-Mora Cácharo
BPR Analyst

manages an AI server pipeline valued at \$21 billion across more than 5,800 customer deployments.¹⁰ The company increased research and development (R&D) investment by 9% year-on-year, reaching 3% of total Group revenue for the full fiscal year and 16% growth in Q4 alone.¹¹ Neptune liquid-cooling revenue grew 300% year-on-year in Q3 FY25/26, reflecting growing demand from cloud service providers, enterprises, and small-to-medium businesses.¹²

In warehouse operations, Lenovo runs lights-off facilities where robots manage physical processes without traditional lighting, generating energy savings and reducing

operational overhead.¹³ These internal deployments provide customers with practical examples of AI implementation in production environments and demonstrate Lenovo's ability to apply the same technologies it delivers to enterprises.

A Differentiated Position in the Ecosystem

The APAC agentic AI market includes providers with different areas of specialization. Large systems integrators bring advisory and implementation expertise, while infrastructure-focused providers offer compute capabilities and hardware solutions. AI application startups accelerate innovation through

⁸ *Lenovo closes its best year ever and Asia Pacific led the charge* (CRN Asia, May 2026)

⁹ Ibid.

¹⁰ *Q4 and Full Year Financial Results FY2025/26* (Lenovo Group, May 2026)

¹¹ Ibid.

¹² *Q3 FY2025/26 Financial Results* (Lenovo Group, February 2026)

¹³ Ibid.

specialized tools and applications, although enterprises often consider long-term scalability and continuity when selecting strategic AI partners. As organizations expand agentic AI deployments, they increasingly require coordinated capabilities across infrastructure, applications, governance, and services. Lenovo addresses this requirement through an integrated approach with critical connectors between in-house capabilities and the broader ecosystem, simplifying and accelerating delivery through xIQ platform capabilities.

Lenovo's infrastructure capabilities provide a strong foundation for its agentic AI strategy. The company has a strong market position in high-performance computing, demonstrating its ability to support complex, high-performance workloads.¹⁴ Lenovo's sixth-generation Neptune water-cooling technology uses room-temperature water to improve energy efficiency in dense graphics processing unit (GPU)

"Lenovo's focus in APAC on a strong customer value proposition for agentic AI solutions, supported by industry-specific use cases, alignment with customer needs, and proven deployment experience, strengthens its competitive strategy in the region."

-Nishchal Khorana
Associate Partner

environments, reducing the additional cooling requirements associated with large-scale AI infrastructure.

Lenovo combines global scale with regional adaptability through its global-local operating model. The Lenovo Hybrid AI Advantage™ framework supports organizations across markets worldwide while allowing Lenovo teams to tailor solutions to local business and regulatory requirements. Recent ecosystem expansions include partnerships with The Hetao Shenzhen-Hong Kong Science and Technology Innovation Cooperation Zone, alongside R&D engineering sites in India and Taiwan. Lenovo introduced the AI Cloud

Gigafactory at Tech World in January 2026 in partnership with NVIDIA, expanding its ability to support hybrid AI adoption across enterprise, public cloud, and AI factory environments throughout APAC.¹⁵

Translating AI Capabilities into Business Outcomes

Lenovo aligns its go-to-market strategy with industry-specific outcomes across petrochemicals, hospitality, financial services, manufacturing, and retail, where organizations use agentic AI to improve operational efficiency, enhance customer experiences, and optimize decision-making. Lenovo supports enterprises across different stages of AI maturity through a flexible engagement model that adapts to each organization's internal capabilities. Companies with strong AI teams or specific security requirements can select individual capabilities from the modular Lenovo Hybrid AI Advantage™ portfolio. At the same time, organizations seeking broader support can leverage Lenovo's AI-powered devices, infrastructure, solutions and services. This approach allows customers to maintain control over sensitive processes while accessing external expertise where additional capabilities create value. Lenovo's focus in APAC on a strong customer value proposition for agentic AI solutions, supported by industry-specific use cases, alignment with customer needs, and proven deployment experience, strengthens its competitive strategy in the region.

¹⁴ Ibid.

¹⁵ Q3 FY2025/26 Financial Results (Lenovo Group, February 2026)

Lenovo also supports large-scale AI infrastructure deployments across APAC, including GPU server farm environments that enable enterprises to expand AI workloads. Through its integrated portfolio, Lenovo helps organizations combine infrastructure, AI applications, and services according to their operational requirements. As Ken Wong, Executive Vice President and President of the Solutions and Services Group at Lenovo, stated: “With our Lenovo Hybrid AI Advantage™, AI Services, and AI Library, we give enterprises a clear starting point for AI, and our full-stack approach helps ensure AI agents deliver value in the parts of the business where they matter most.”¹⁶

Three cross-industry deployments demonstrate Lenovo’s ability to apply agentic AI across different operational contexts. For Yili Group, one of the world’s leading dairy producers operating across 180 markets, Lenovo implemented a supply chain control tower that provided real-time visibility, voice-of-the-customer analytics, and digital commerce capabilities. Yili improved operational efficiency by 20% by automating previously manual, spreadsheet-driven processes.¹⁷

For ST Logistics, Lenovo introduced agentic AI solutions for warehouse operations, automating dispatch and pallet management while enabling goods prioritization and real-time supply chain intelligence. For Shiseido, Lenovo managed device infrastructure across a distributed APAC retail network that included boutique stores, department outlets, and franchise locations, helping the company maintain consistent service quality across diverse endpoint environments.

Sustaining Customer Success Through AI Lifecycle Management

Lenovo strengthens long-term customer relationships by supporting enterprises throughout the AI lifecycle, extending engagement beyond initial deployment through flexible consumption models, continuous innovation, and an expanding portfolio of AI capabilities. TruScale emerged as a key growth driver in FY25/26, helping enterprises and cloud providers scale AI infrastructure in production through scalable hardware and software, modular services, and flexible financing options that accelerate deployment, improve utilization, and provide greater cost predictability and supply assurance. TruScale Device as a Service (DaaS) and Infrastructure as a Service (IaaS) experienced accelerated growth as organizations increased investment in GPU and AI workloads while prioritizing flexibility, scalability, and faster time-to-value. By aligning infrastructure access with evolving AI requirements, TruScale helps enterprises build production environments that support agentic AI workloads while maintaining operational flexibility and investment control.¹⁸

Lenovo extends customer engagement through the AI Library, which creates broader opportunities for adoption following initial AI deployments. The AI Library provides proven and repeatable approaches that reduce development effort, lower implementation risk, and help organizations connect AI initiatives with measurable business outcomes. Lenovo Knowledge Super-Agent use cases enable employees to access and synthesize information from multiple enterprise sources through a single AI-powered interface, helping organizations save thousands of employee hours.¹⁹ This approach allows customers to continue

¹⁶ *Lenovo Supercharges Enterprise AI with the Launch of Agentic AI and Lenovo xIQ* (Lenovo StoryHub, January 2026)

¹⁷ *Ibid.*

¹⁸ *Q4 and Full Year Financial Results FY2025/26* (Lenovo Group, May 2026)

¹⁹ *Lenovo Redefines Enterprise AI Economics with Agentic AI and Inferencing Innovations* (Lenovo StoryHub, June 2026)

expanding their AI capabilities after initial implementation, creating additional value from existing Lenovo environments and strengthening long-term collaboration.

The Lenovo Hybrid AI Advantage™ framework continued to gain traction in FY25/26 by helping customers reduce time to first token through Lenovo Hybrid AI Factory capabilities and increase value per token through more than 60 AI use cases across manufacturing, retail, and sports. Lenovo's portfolio expansion demonstrates a continued commitment to supporting customers as their AI requirements evolve after deployment. In June 2026, Lenovo introduced new CPU-based hybrid AI platforms developed with Red Hat, Intel, Canonical, and NVIDIA, delivering up to 8x lower cost per token compared with cloud-based IaaS environments and up to 18x lower cost per million tokens compared with model-as-a-service APIs. These innovations improve AI economics for enterprises and allow organizations to expand AI adoption within trusted Lenovo infrastructure relationships.²⁰

The Lenovo CIO Playbook 2026 highlights that 94% of organizations plan to increase their AI investment over the next year. Lenovo's continuous platform development, ecosystem partnerships, and lifecycle-focused engagement model position the company to support customers as they scale AI initiatives, introduce new use cases, and increase the business value generated from their existing technology investments.²¹

Driving AI Efficiency through Measurable Business Value

Lenovo helps enterprises evaluate and optimize AI investments by connecting performance metrics with real operational requirements. The Lenovo xIQ Agent enables organizations to run the same prompts across multiple large language models (LLMs) within their own environments and compare performance based on factors such as token efficiency, response quality, and model bias. This helps organizations identify the most suitable LLMs for specific AI use cases. The platform evaluates token consumption, response turnaround time, and answer quality against specific business workflows, helping enterprises understand how different models perform under real operating conditions. Lenovo maintains an open approach across the AI ecosystem and does not limit customers to a single LLM provider, allowing organizations to adapt their AI strategies as model capabilities and market conditions evolve.

Industry research shows that 92% of organizations deploying agentic AI report costs exceeding expectations, highlighting the importance of accurate AI economics planning.²² These efficiency gains become increasingly significant as enterprises scale AI inference workloads, where ongoing computing requirements represent a substantial component of technology expenditure. Lenovo's approach helps organizations improve cost predictability while expanding AI adoption across hybrid environments.

The AI Library extends price and performance evaluation to the application layer by providing validated business value metrics from real deployments. Each use case includes measurable outcomes that help enterprises reduce customization efforts, shorten implementation timelines, and improve confidence in AI investments. By offering repeatable approaches aligned with business objectives, the AI Library helps organizations move from theoretical ROI projections toward deployment-ready investment decisions. This

²⁰ Ibid.

²¹ Ibid.

²² Ibid.

capability creates value for regulated industries and organizations with constrained AI budgets, where reducing implementation risk remains a critical factor in scaling AI initiatives.

Conclusion

As enterprises move from AI experimentation toward production-scale adoption, competitive advantage increasingly depends on the ability to operationalize artificial intelligence (AI) securely, efficiently, and at scale while demonstrating measurable business value. Lenovo addresses this requirement through the Lenovo Hybrid AI Advantage™ strategy, which integrates AI infrastructure, platforms, use cases, and lifecycle services to help enterprises move from AI strategy to deployment and continuous optimization.

Lenovo's differentiation lies in the breadth and integration of these capabilities. Lenovo Hybrid AI Factory provides the infrastructure foundation, Lenovo AI Library connects AI capabilities with repeatable industry use cases, AI Services supports deployment and lifecycle management, and the Lenovo xIQ platform suite extends these capabilities into agentic AI operations, governance, and optimization. This integrated approach enables Lenovo to address the key barriers limiting enterprise adoption, including trust and governance, fragmented infrastructure, implementation complexity, and uncertainty around AI economics.

The strategy is reinforced by Lenovo's strong AI business performance, expanding infrastructure and services capabilities, and demonstrated customer outcomes across the Asia-Pacific region. Its ability to combine global scale with regional execution further strengthens its position as enterprises navigate increasingly complex regulatory, infrastructure, and sovereignty requirements.

By connecting technology capabilities with measurable operational outcomes and supporting customers beyond initial deployment, Lenovo moves beyond the role of an infrastructure provider or individual AI solution vendor. Its integrated, lifecycle-oriented approach positions the company to help enterprises scale agentic AI sustainably and capture greater value from their AI investments.

With its strong overall performance, Lenovo earns Frost & Sullivan's 2026 Asia-Pacific Competitive Strategy Leadership Recognition in the agentic AI solutions industry.

What You Need to Know about the Competitive Strategy Leadership Recognition

Frost & Sullivan's Competitive Strategy Leadership Recognition identifies the company with a standout approach to achieving top-line growth and a superior customer experience.

Best Practices Recognition Analysis

For the Competitive Strategy Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Strategy Innovation

Strategy Effectiveness: Effective strategy balances short-term performance needs with long-term aspirations and overall company vision

Strategy Execution: Company strategy utilizes best practices to support consistent and efficient processes

Competitive Differentiation: Solutions or products articulate and display unique competitive advantages

Executive Team Alignment: Executive team focuses on staying ahead of key competitors via a unified execution of its organization's mission, vision, and strategy

Stakeholder Integration: Company strategy reflects the needs or circumstances of all industry stakeholders, including competitors, customers, investors, and employees

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

VALUE IMPACT			
STEP		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

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The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fueled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

