

Topic 1

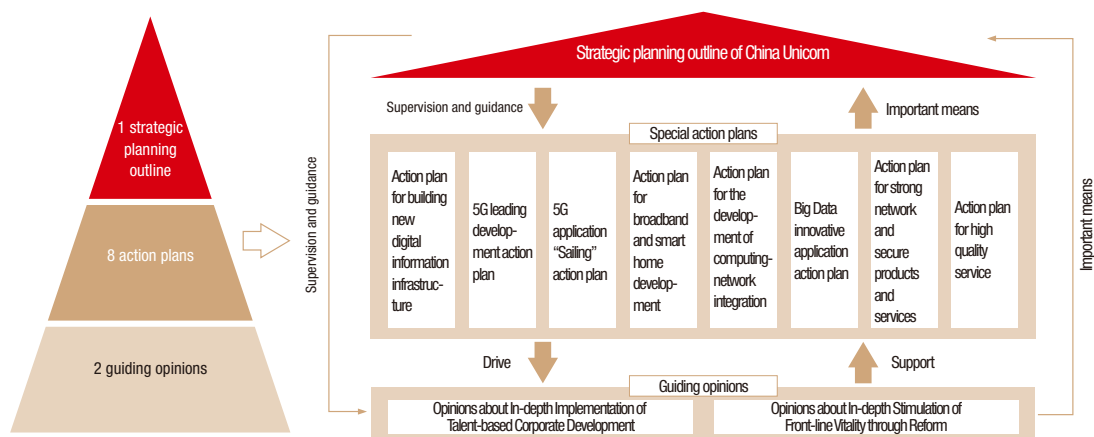
Shouldering Missions and Formulating Development Strategy

Future business is promising if the strategic judgment is accurate, the strategic planning is scientific and the strategic win is active. Keeping the “two imperatives” and “the country’s top priorities” in mind, China Unicom conscientiously implemented the national strategic deployments and fully undertook the new missions given by the new era. Leveraging its own resources and edges, it adapted to technology and market development paradigms, closely following the trend of a new round of technological revolution and industrial reform. The Company defined its new positioning, new strategy, new deployments and new missions, unswervingly strengthening, optimising and expanding state-owned capital, and becoming a world-class enterprise with global competitiveness.



Building an overall “1 + 8 + 2” strategic planning system

With a higher level of responsibility, a broader vision and a stronger mission, the Company scientifically formulated a strategic planning system consisting of “1 strategic planning outline + 8 action plans + 2 guiding opinions”, and comprehensively and systematically fulfilled its economic, social, environmental and technological innovation responsibilities with higher quality.



China Unicom's “1 + 8 + 2” strategic planning system

“1 + 8 + 2” is an organic whole, which jointly guides China Unicom to endeavour in the main course of digital economy.

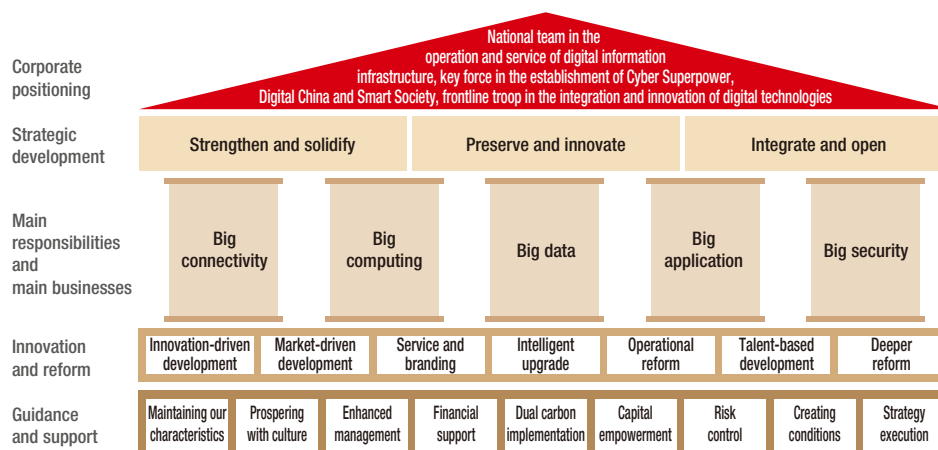
- **1 strategic planning outline:** as the “guiding light” that leads the direction, it is the general guideline and strategy of China Unicom in the new era for corporate governance and development, playing the role of overall management and direction setting.

- **8 action plans:** as the “nautical chart” that indicates the route, they act as an important link in the strategic planning system. They constitute the supply-side structural reform of China Unicom and refine the planning outline for enforceability and actionability, leading to the optimisation of deployment structure, more efficient resource allocation and higher development quality at a deeper level.

- **2 guiding opinions:** as the “propeller” for acceleration, they are important means to promote the implementation of strategies, and manifestation of the organic combination of market-driven and innovation-driven development. They serve to solve the lack of innovative talents and lack of effective incentives in the Company, making the organisation and employees more productive, and injecting more vitality into the high-quality development of the Company.

Systematically setting out the “13579” strategic system

The outline of China Unicom's strategic planning clearly defines “1 new strategic main line, 3 new positioning, 5 main responsibilities and main businesses, 7 innovation and reform measures, and 9 guidance and support measures”, which fully reflect the responsibilities of a great power in the nation, scientifically specifying the blueprint of its new journey, and define the ambition of high-quality development.



China Unicom “13579” strategic system

Shouldering missions and defining new positioning and new strategy

New positioning of the Company

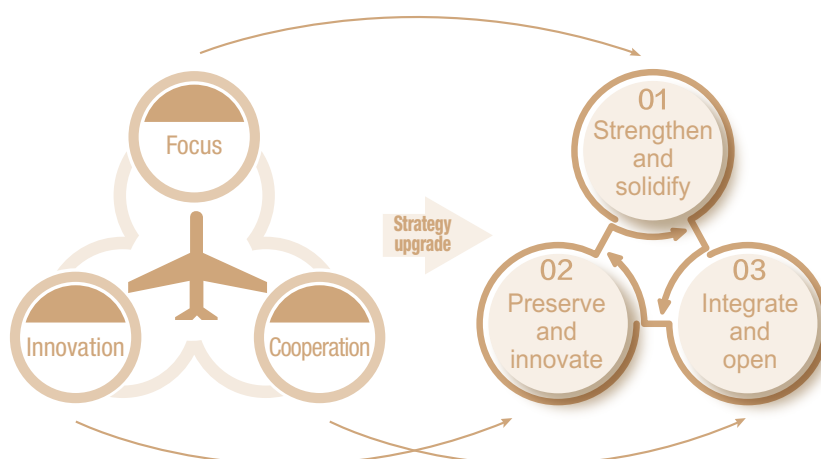
Embarking on a new journey, the Company actively served and integrated into the national strategy, resolutely shouldered the missions and responsibilities of Cyber Superpower, Digital China, Smart Society, and technological innovation, and positioned itself as “the national team in the operation and service of digital information infrastructure, the key force in the establishment of Cyber Superpower, Digital China and Smart Society, and the frontline troop in the integration and innovation of digital technologies”.

- **National team in the operation and service of digital information infrastructure:** We must resolutely implement the national mission, comprehensively build a first-class intelligent comprehensive digital information infrastructure in the industry in terms of breadth, thickness and depth, which is “high-speed and ubiquitous, spanning from sky to ground, cloud-network integrated, intelligent and agile, green and low-carbon, secure and controllable”, building an unobstructed information channel and a new digital base for economic and social development.

- **Key force in the establishment of Cyber Superpower, Digital China and Smart Society:** We must resolutely implement the Cyber Superpower strategy, serve the construction of Digital China and Smart Society, and ride on the trend digital, network-based and intelligent transformation. We leverage technologically-leading and highly integrated digital services of “full coverage, full online, full cloudification, green, and one-stop” to support the “Cloudification, Digital Transformation, Intelligence Enablement” of thousands of industries and promote the new development of digital production, digital life and digital governance.

- **Frontline troop in the integration and innovation of digital technologies:** We must resolutely implement innovation-driven development, focus on core technologies, focus on key applications, integrate and innovate, and build China Unicom into a technological innovation enterprise, so as to achieve high-level self-reliance and self-improvement of digital technology and become an important part of the national strategic technological strength.

New strategy of the Company



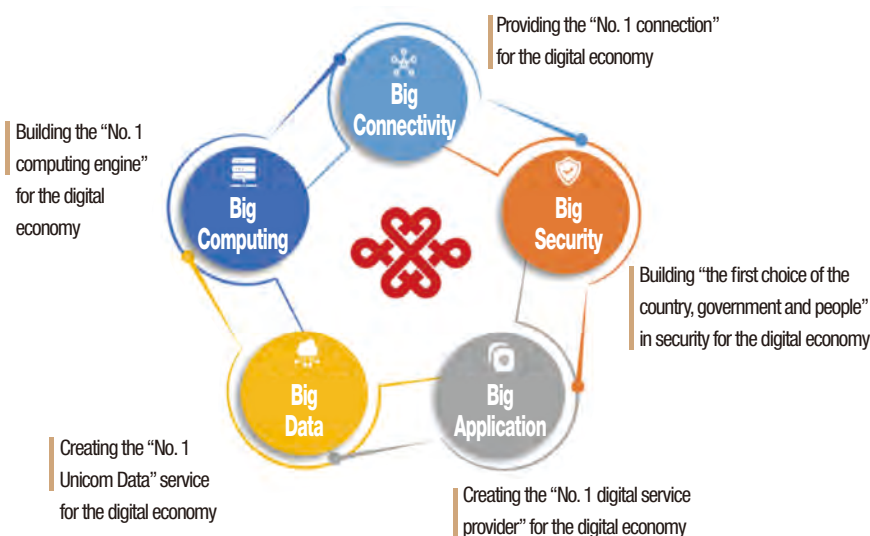
By inheriting history, making up for shortcomings and giving full play to competitive edges, the Company's strategy has been upgraded to “strengthen and solidify, preserve and innovate, integrate and open”. The new strategy is a complete system and always follows systemic concepts. It focuses on the presence as well as the long-term. It emphasises the market as well as innovation. It fortifies its bottom line and dares to try. It leverages competitive edges and embraces open cooperation. It also comprehensively and systematically responds to a series of important questions such as the foundation, drivers, means and path of China Unicom's development in the new era.

- **Strengthen and solidify:** highlight the strengthening of network and service foundation in order to consolidate the fundamentals.
- **Preserve and innovate:** highlight the integrity of network and expansion into new digital and intelligent models to make a good portfolio.
- **Integrate and open:** highlight the integration of factors and market convergence and succeed as a team with partners.

Expanding into new racecourses and laying the groundwork for five main responsibilities and businesses

Facing the new opportunities brought by the wave of digitalisation and the new demand for digital, network-based and intelligent transformation of hundreds of industries, the Company firmly grasps the modern characteristics of the information communication industry, adheres to its positioning and strengthens innovation-driven development. It shifts from traditional business competition to digital innovation development, from simple price competition to digital value creation, and from existing market competition to digital incremental market expansion. Taking

“Big Connectivity”, “Big Computing”, “Big Data”, “Big Application” and “Big Security” as the five main responsibilities and main businesses, the Company deepens digital technology to empower thousands of industries with intelligence and value, and lets people enjoy greater sense of reward, happiness and security in the course of digital, network-based and intelligent development.



Five major responsibilities and businesses of China Unicom

Leading and ensuring sustainable development with innovation and reform

- The Company gives full play to the key role of innovation and reform in building a new development paradigm, and adheres to the combination of market-driven and innovation-driven development. It sets out seven work aspects and, unleashes productivity through deep integration and efficient collaboration, clearing the “blockages” that restricts productivity, with a view to overcoming difficulties, seizing opportunities and making new achievements.

- The Company strengthens guidance and support measures. It put forward concrete support measures in nine aspects focusing on the service development strategy, the groundwork of main responsibilities and main businesses, as well as innovation and reform, in order to safeguard high-quality development.