

Proactively Addressing Challenges, Seizing Market Opportunities

Adhere to the Strategic Positioning of “1 Positioning, 4 Roles¹”,
Proactively Adapt to Market Development Trend

Accelerate Corporate
Transformation



Enhance Core
Competitiveness of the
Enterprise



Strengthen Risk
Prevention and Control
Capabilities



Continuously
Promote High-quality
Development



Opportunities

- **More Favourable Policies:** issuance of ultra-long-term special treasury bonds and rolling out of new policies to drive infrastructure upgrades
- **Intelligentization Development Accelerating:** expediting AI infrastructure upgrade across industries, wider adoption of AI industrial applications unleashing opportunities for digital intelligence services, expanding market potential of operational support businesses
- **Enormous Potential from Green and Low-carbon Transformation:** green and low-carbon becoming an integral part of all industries, with substantial unmet demand for new energy and green solutions



Challenges

- **More Cautious Investment by Customers:** continuous decline in investment by major customers, tightened funding of non-operator customers, lengthening of project delivery and payment cycles
- **More Comprehensive Requirements by Customers:** require services spanning from planning, construction, operation to iteration, with greater emphasis on long-term stable operations and data value mining
- **More Diverse Competitive Landscape:** equipment suppliers, digital technology firms, traditional infrastructure construction companies, Internet cloud providers, and smart city service providers

(1) “1 Positioning, 4 Roles” refers to China Communications Services’ strategic positioning of “New Generation Integrated Smart Service Provider”, and the four roles of “Builder of Digital Infrastructure”, “Provider of Smart Products and Platforms”, “Provider of Industrial Digitalization Services”, and “Guard of Smart Operation”.

Adhering to Technological Innovation to Drive High-quality Development

Results



Commercialization of Technological Innovation Products Showed Results

- New contracts of ACO business amounted to **RMB21.5 billion**, in which strategic emerging businesses of ACO up by over **11%**
- New contracts of strategic emerging businesses amounted to **over RMB42.0 billion**



Continuously Incubating Technological Innovation Results

- Developed **nearly 100 technological innovation smart products** and **23 comprehensive solutions**



Technological Innovation Capabilities Recognized by National and Industry Authorities

- **96** science and technology awards, **20** national association, provincial- and ministerial-level science and technology awards
- Accumulated **4,100+** authorized patents, **10,900+** software copyrights

Empowering Transformation and Upgrading of Traditional Businesses



Smart IDC Comprehensive Solution



Smart Machine Room Solution



Photovoltaic Storage Cloud Green Energy Comprehensive Management Platform



Smart Supply Chain Solution

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Developing Hardcore Applications in Strategic Emerging Industries



Digital Government Integrated Solution



Smart Emergency Management



Smart Sports



Smart Grain Storage Platform

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Incubating Products in Emerging Frontier Fields



Blockchain Platform



AI Intelligent Cabin



Digital Intelligence AI Customer Service

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Focus on Core Sectors to Invest in R&D

- **R&D Investment:** RMB2.2 billion
- **Smart City and AI:** RMB0.97 billion, increased by 12%



Cultivate Technological Innovation Expert Talent

- **Technological Innovation Talent:** over 10,000
- **Technological Innovation Committee:** 37 core + over 100 backbone members



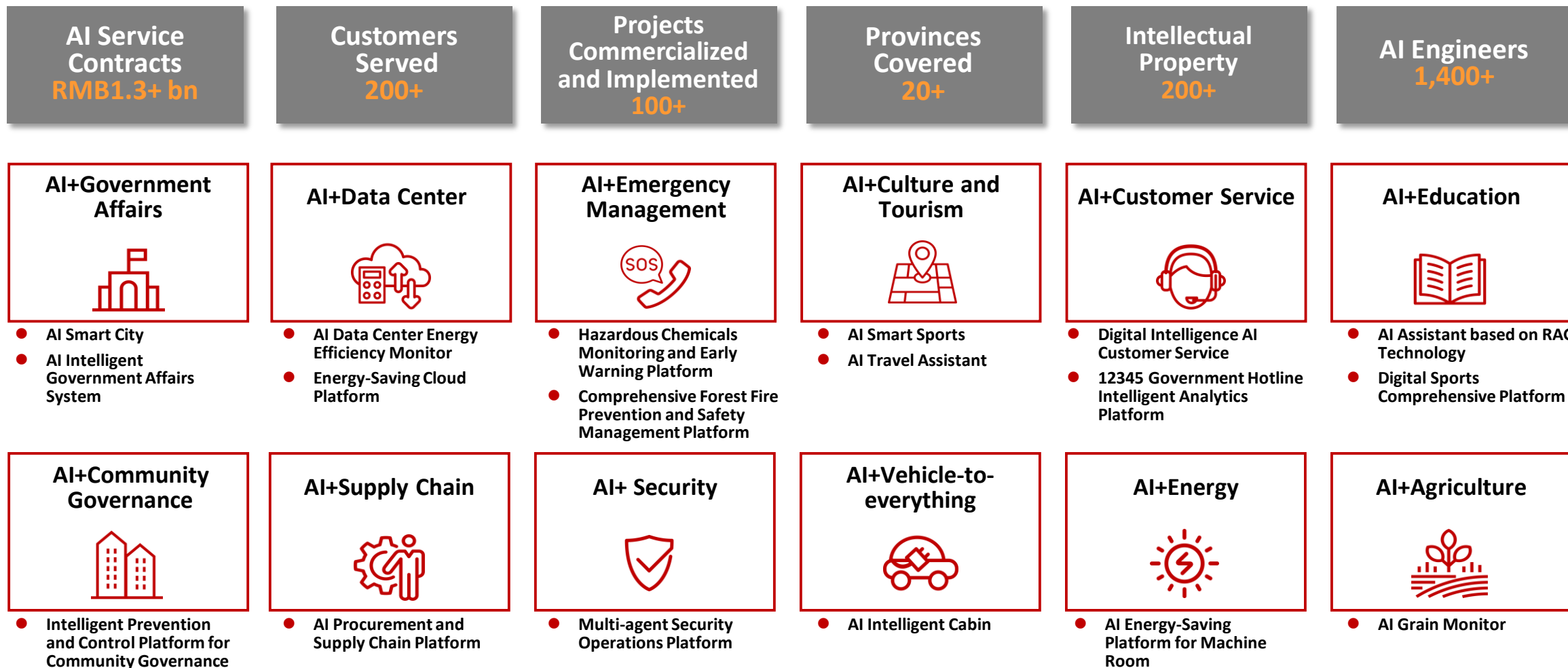
Collaborate for Win-win Technological Innovation Partnerships

- **Academia-enterprise Collaboration:** collaborate with **21** academic institutions to carry out research studies on key topics
- **Enterprise Collaboration:** formed ecosystem with **30 enterprises**

Resources

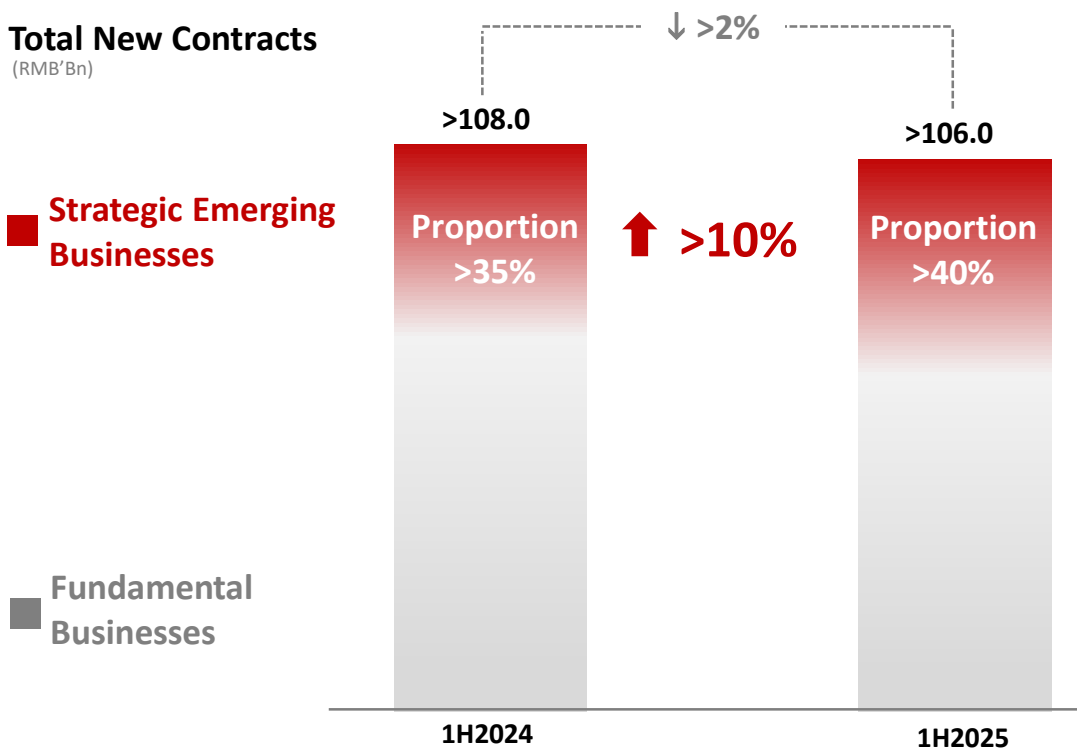
Deploying in New Sectors: Integrating AI Technology with Innovation to Expedite the Building of a Technology-oriented Enterprise with Digital Intelligence Capabilities

■ Developing AI Full-Stack Five Major Service Capabilities of “Industrial Policy Advisory, Full-Stack Infrastructure Construction and Operations, Data and Governance, Security, and Talent Development”



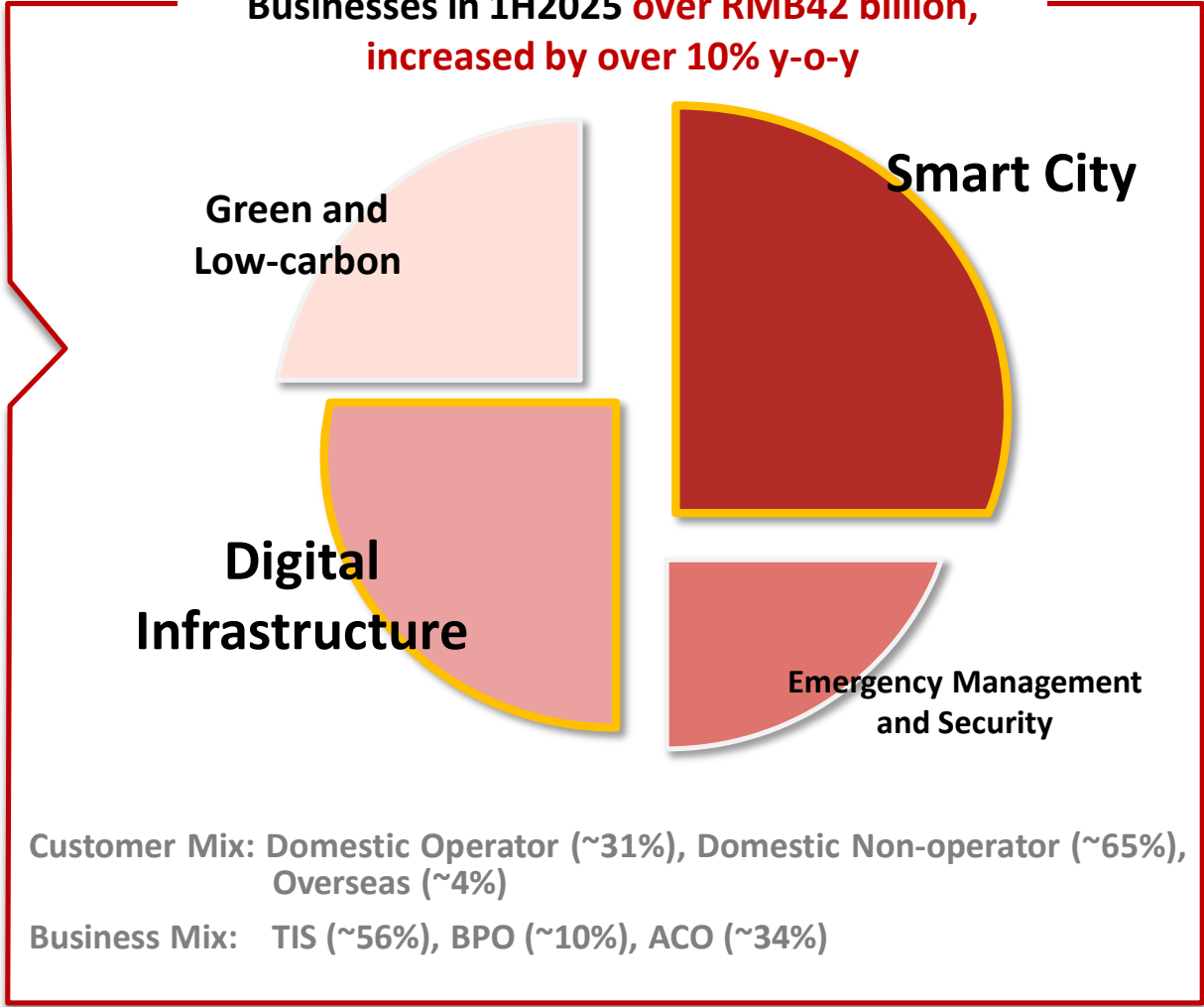
Technological Innovation Strengthening High-quality Development Momentum

Total New Contracts
(RMB'Bn)



■ **Fundamental Businesses:**(1) engineering construction, supervision, design and other businesses related to traditional communications pipeline, civil construction, equipment installation, etc.; (2) supply chain business of traditional logistics and transportation; (3) traditional pipeline maintenance services, property management services, etc.

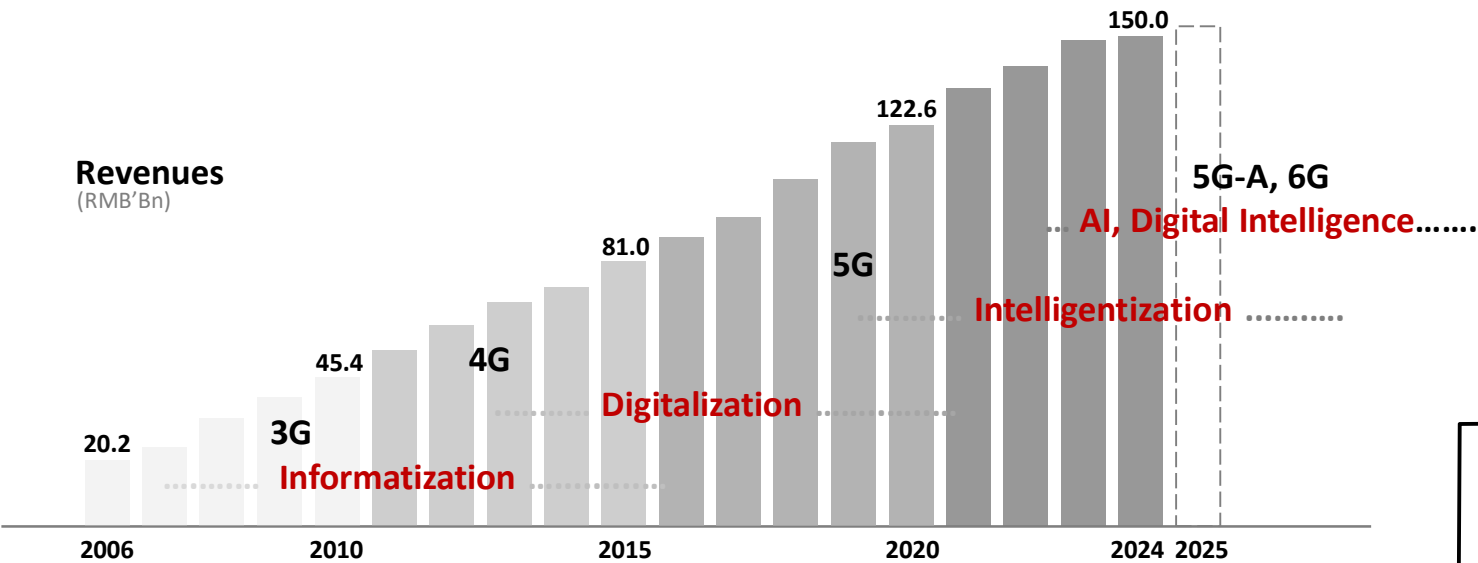
New Contracts of Strategic Emerging Businesses in 1H2025 over RMB42 billion, increased by over 10% y-o-y



Note: There may be some overlap in projects across the four sectors of strategic emerging businesses. To avoid double-counting, the overlapped projects were removed from the total contracts for strategic emerging businesses.

Optimizing Diversified Business Model and Broadening Diversified Customer Base to Drive Sustained Development

Since its Listing, by Actively Expanding into New Sectors, New Markets, and Continuously Promoting Technological Innovation, the Company's Revenue Source Has Become More Balanced and Diversified, Driving Sustained Revenue Growth



Listing of China Comservice

Upon Listing

● Business Side:

Infrastructure as Driver

● Market Side:

Proportion of revenue from customers other than operators: approx. 32%

2025

Infrastructure + Industrial Digitalization Business as Drivers

Proportion of revenue from customers other than operators: Over 50%

Future Initiatives

Focusing on New Areas

- AI leads the sustained demand of intelligent computing centers and the enormous potential for energy-saving retrofits and upgrades of IDC
- Technological innovation in new-type power systems and accelerated marketization of power distribution network upgrade, unleash multi-dimensional demand across engineering, maintenance, and informatization businesses
- Green energy sector transitions from large-scale new energy infrastructure construction to new operational models including the operation and maintenance of new energy facilities and virtual power plants.....

Focusing on New Businesses

- Infrastructure + industrial digitalization + CCS Smart Maintenance
- Strengthening "recurrent" revenue source by providing operation and maintenance services covering six fields¹, including CT, IT, DT, OT, AT, QT
- Promoting transformation from "project based" → "recurrent" operation with projects → operation with customers

Exploring New Customers

- Domestic operator, domestic non-operator (thousands of industries, tens of millions of SMEs), overseas (new regions)

(1) CT (Communications Technology), IT (Information Technology), DT (Data Technology), OT (Operational Technology), AT (AI Technology), QT (Quantum Technology)