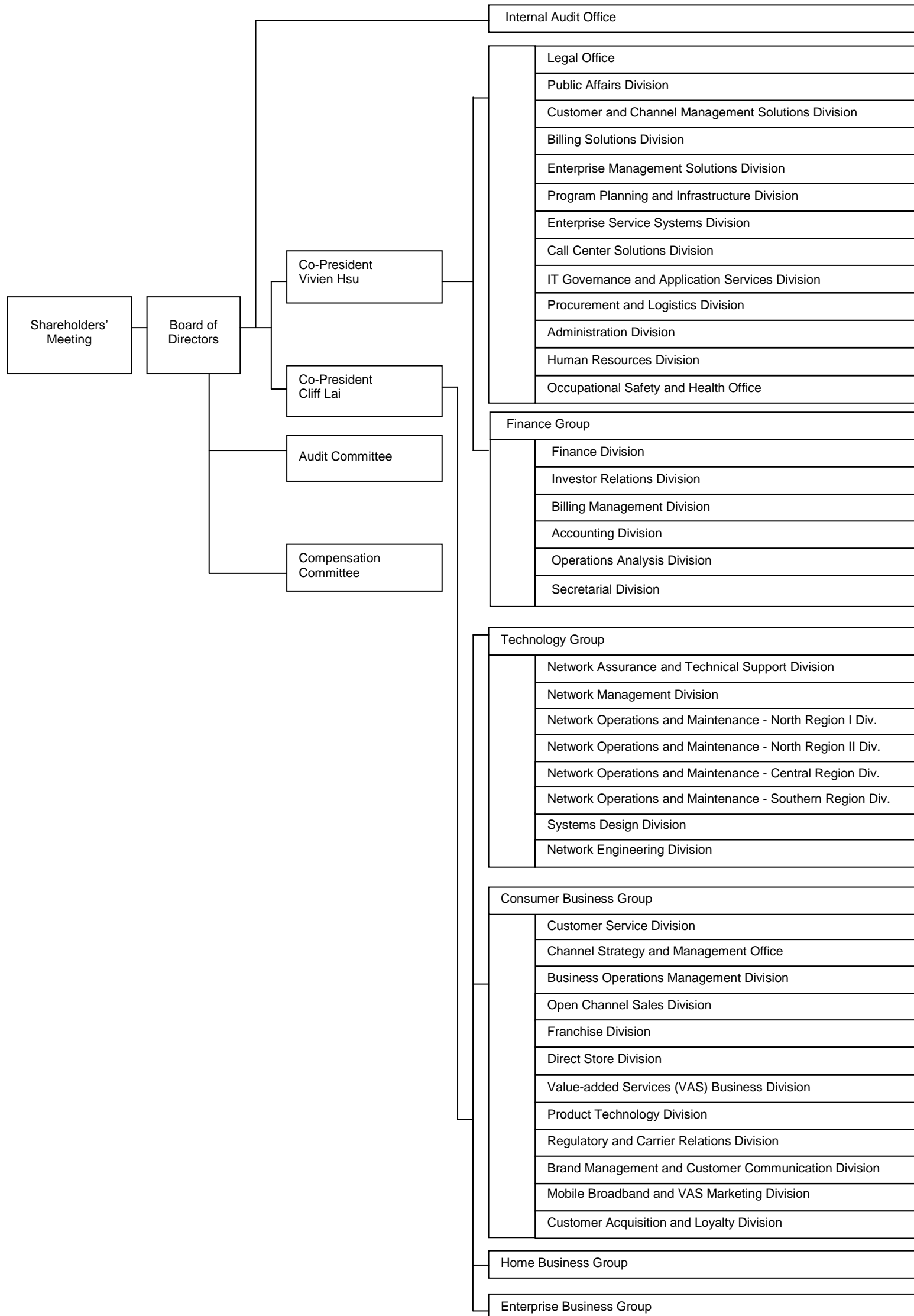


Chapter 2 Organization and Corporate Governance

Organization

Organization Chart

As of March 15, 2013



Divisional Scope of Responsibilities

Division	Scope of responsibilities
Internal Audit Office	<p>Audit of the Company and its subsidiaries</p> <p>Monitoring and examining the effectiveness and efficiency of the Company's internal control system</p> <p>Developing, managing and overseeing information security management in support of business strategy</p>
Legal Office	Legal counsel, company litigation and legal document review
Public Affairs Division	<p>Corporate image promotion and management</p> <p>Media communication, news agenda, press release and crisis management</p> <p>Corporate social responsibility strategies and programs</p> <p>Maintenance of the Company's and TWM Foundation's internal and official websites</p>
Customer and Channel Management Solutions Division	<p>Customer management and sales and orders management system solutions</p> <p>Channel services, commission and performance solutions</p> <p>Enterprise management information systems</p> <p>TWM member center solutions, e-commerce payment system solutions and innovative service app solutions</p>
Billing Solutions Division	Billing systems operation and development
Enterprise Management Solutions Division	<p>Data warehouse and customer relations management solutions</p> <p>Integration of enterprise information system</p> <p>Network management solutions</p>
Program Planning and Infrastructure Division	<p>Data center, systems and network infrastructure construction and operations management</p> <p>Implementation of information security policy</p>
Enterprise Service Systems Division	<p>TWM's customer care application systems</p> <p>Enterprise resource planning (ERP) and human resources solutions</p> <p>Front-end customer management, sales management, and order and provision solutions for the fixed-line business</p>
Call Center Solutions Division	<p>Call center infrastructure and operations management solutions</p> <p>Fixed network operations management</p>
IT Governance and Application Services Division	<p>Corporate website and e-commerce systems</p> <p>Service-oriented architecture and enterprise service bus (SOA/ESB)</p> <p>Fixed network application systems</p> <p>IT governance, enterprise architecture, software development process and basic architecture software/tools development and management</p>
Procurement and Logistics Division	<p>Procurement policy and system planning</p> <p>Handling of procurement-related activities</p> <p>Suppliers evaluation and management</p> <p>Contract negotiations and signing</p>
Administration Division	<p>Office machinery and equipment management</p> <p>General and administrative affairs coordination</p> <p>Base station administration and related expense payments</p>
Human Resources Division	Staffing, compensation, training and employee relations coordination
Occupational Safety and Health Office	<p>Occupational safety and health management</p> <p>Site area safety management</p> <p>Environmental protection management</p> <p>Workplace health promotion</p>

Division		Scope of responsibilities
Finance Group	Finance Division	Treasury management Monitoring of investments and subsidiaries' business activities Finance-related project evaluation, planning and execution
	Investor Relations Division	Timely disclosure of the Company's operating and financial status, management strategy, future business plans and developments to investors Communication between the Company and investors
	Billing Management Division	Billing, receivables collection and settlement Credit check and risk management
	Accounting Division	Accounting information management Tax planning and execution Financial reports
	Operations Analysis Division	Divisional operating performance analysis, financial forecasting and annual budget review
	Secretarial Division	Board meeting facilitation and corporate share registrar management Company seal custodian Receipt/transmission of corporate documents Corporate registration affairs
Technology Group	Network Assurance and Technical Support Division	Mobile network technical support Fixed network technical support IP-based network technical support Network quality assurance
	Network Management Division	24-hour supervision of mobile and fixed system network operations and maintenance Technical support for network operations and customer issues Management of network quality and critical events
	Network Operations and Maintenance -- North I, North II, Central and Southern Regions	2G/3G network construction, expansion, operation, maintenance and optimization, including core, transmission and radio networks Fixed network construction, expansion, operation, maintenance and optimization
	Systems Design Division	Planning and design of core, radio, IP and transmission network systems for mobile and fixed networks Development of new technologies and verification testing of network elements
	Network Engineering Division	Mobile telecom and fixed network business infrastructure budget, control and management Supervision of outsourced engineering and construction projects Management of cables and conduits related affairs in government agencies Fixed network service management, project evaluation and coordination
Home Business Group	CATV/DTV, broadband internet access (cable modem/FTTx), and connected TV services Implementation of integrated technology solutions for the development of new products and VAS to increase video and broadband internet access penetration rates and overall revenue Expansion of two-way optical network to broaden coverage and ensure better internet access quality and stable cable signals	
Enterprise Business Group	Strategy development and business analysis Channel development, sales and customer loyalty management Enterprise ICT integration and bundled products, marketing campaign, operation and execution Enterprise customer service and billing IDC and cloud services business development Inter-carrier relations and international business (including international roaming) planning and implementation	

Division		Scope of responsibilities
Consumer Business Group	Customer Service Division	Customer service and call center management Telemarketing sales and customer retention
	Channel Strategy and Management Office	Channel positioning and deployment, sales targets setting, performance evaluation and devising incentive schemes Planning and managing retail store layouts and displays, sales materials and special campaigns Setting up training programs Products and services promotions, sales skill certifications and sales support
	Business Operations Management Division	Front-end sales/service operation process planning and implementation Back-end resource management and channel performance awards management Sales channel logistics and service fulfillment Maintenance of mobile phone and tablet products
	Open Channel Sales Division	Open channel development and business execution Channel development, sales and management of prepaid products
	Franchise Division	Supervision of franchisees' product promotion, distribution and customer service
	Direct Store Division	Product sales and customer service at company stores
	Value-added Services (VAS) Business Division	Overall VAS business management and product quality assurance Business strategy setting, product planning, development and management Platform integration and device customization
	Product Technology Division	Technical consultation and solution analysis for VAS products and CPE technologies Solutions design, systems development and delivery for VAS products and marketing promotions
	Regulatory and Carrier Relations Division	Regulatory matters, government relations and inter-carrier relations
	Brand Management and Customer Communication Division	Management of brand identity, strategic development, integrated marketing communication, and implementation of ad campaigns Execution of store signage/interior design and customer retention plans Integration of marketing resources and cost control Integration and operation of Company website, including e-marketing implementation, online sales and customer services
	Mobile Broadband and VAS Marketing Division	Planning and implementation of marketing strategies for mobile broadband and mobile internet customers, as well as value-added service products
Customer Acquisition and Loyalty Division	Development and execution of strategies to acquire new customers, increase customer loyalty and lower churn rates Strategy development for prepaid business	