

22	
31	
40	
46	
56	" "
62	
68	



华为的变与不变

					0 1
			"	1987- 1994	1 10
	"	1987	30	1994- 2005	10 100
			ICT	2005- 2019	
					30
		170	30		
		2018			
	7,212	188		30	
		30			

1987
43 21,000

BH01 1991 24
HJD- 04 500
2019

1992 1 1993
— 2000

C&C08 2000

1985 17.02
1995 113.34

214
4070

34.10% 180.19%

DNA ,

“ ” “ ”

“ ”

1989

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C&C08

1989 1993
24 500
2000

ISO9000

2019

1992

1994

“ ”

1994

“ ” “ ”

1993 “ ”

IPD

2019 1990
“ ”
“ ”

IPD

1994

8

1995

C&C08

					1994	8
15		1997	600	1997	41	5,600

GSM

					1999
	100		120		
	1997				
2000					
					2004

IPD

	2000	8.2				
2005	265				1995	9
	453	58%			1996	2

1997

1996 3

1998 3

2000

200

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3- 4

200

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2002

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” “ 10% ”

IPD

“ ” “

IPD

IPD

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1997

“ ”

IPD

1997

1998

IBM

IBM

IT S&P

1998

1999

IPD Integrated Product Development

ISC

1999 3 IBM

2001

IPD

2003

EMT

IPD

2004

DSTE

1994 2005

1997

GSM

2G

2004

TD- SCDMA

3G

3G

2005

453

VoIP

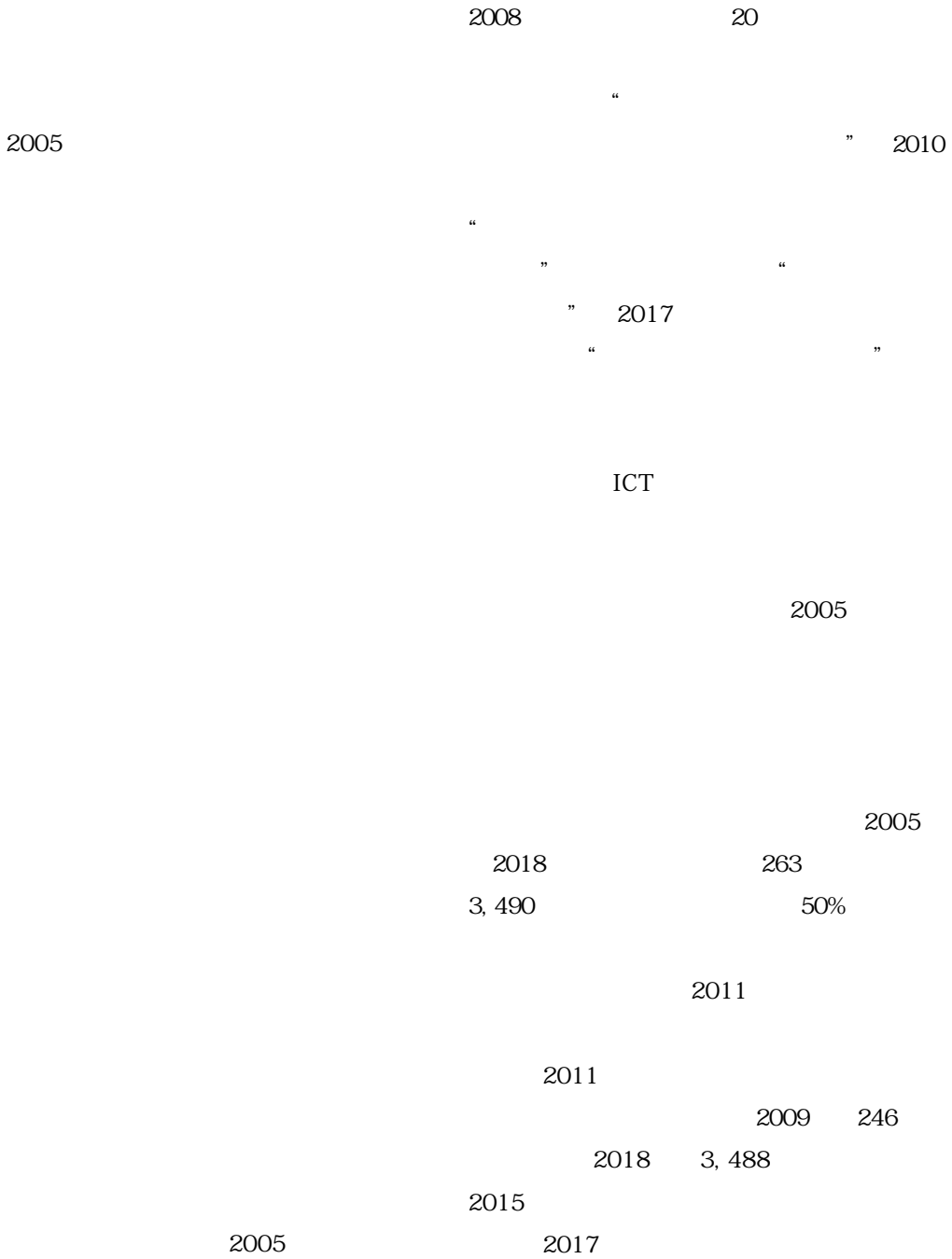
IP DSLAM

29.3%

32%



3G



81% 86% 2011 “ -
 - ”
 2017
 2018 PCT 2007
 “ + ”
 “ + ” 1
 5G 5G
 5G
 2009 133 2018
 1,015 “
 ”
 2007
 2011 2012
 2012
 2009 LTC
 5G
 AI IoT
 ITR
 2014
 2017
 14 36 MTL MTL

1 2005- 2018													PCT	
2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018*	
326	575	1,365	1,737	1,847	1,528	1,831	1,801	2,110	3,442	3,898	3,692	4,024	5,405	
37	13	4	1	2	4	3	4	3	1	1	2	1	1	

KPI

—

IPD IPD

2005

IPD

2014

IPD

2005

IPD 1.0

2012

IPD 6.5

2013

IPD

2015

IPD LTC Lead to

Cash

MTL Market to Lead

IPD

LTC

MTL

IPD

TPM

5

2003

1.8

2018

36

20

IPD

2005

2019

2009

2013

LTC

2018

4G

5G

“ ”
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“ ” 30

JIT

2017

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