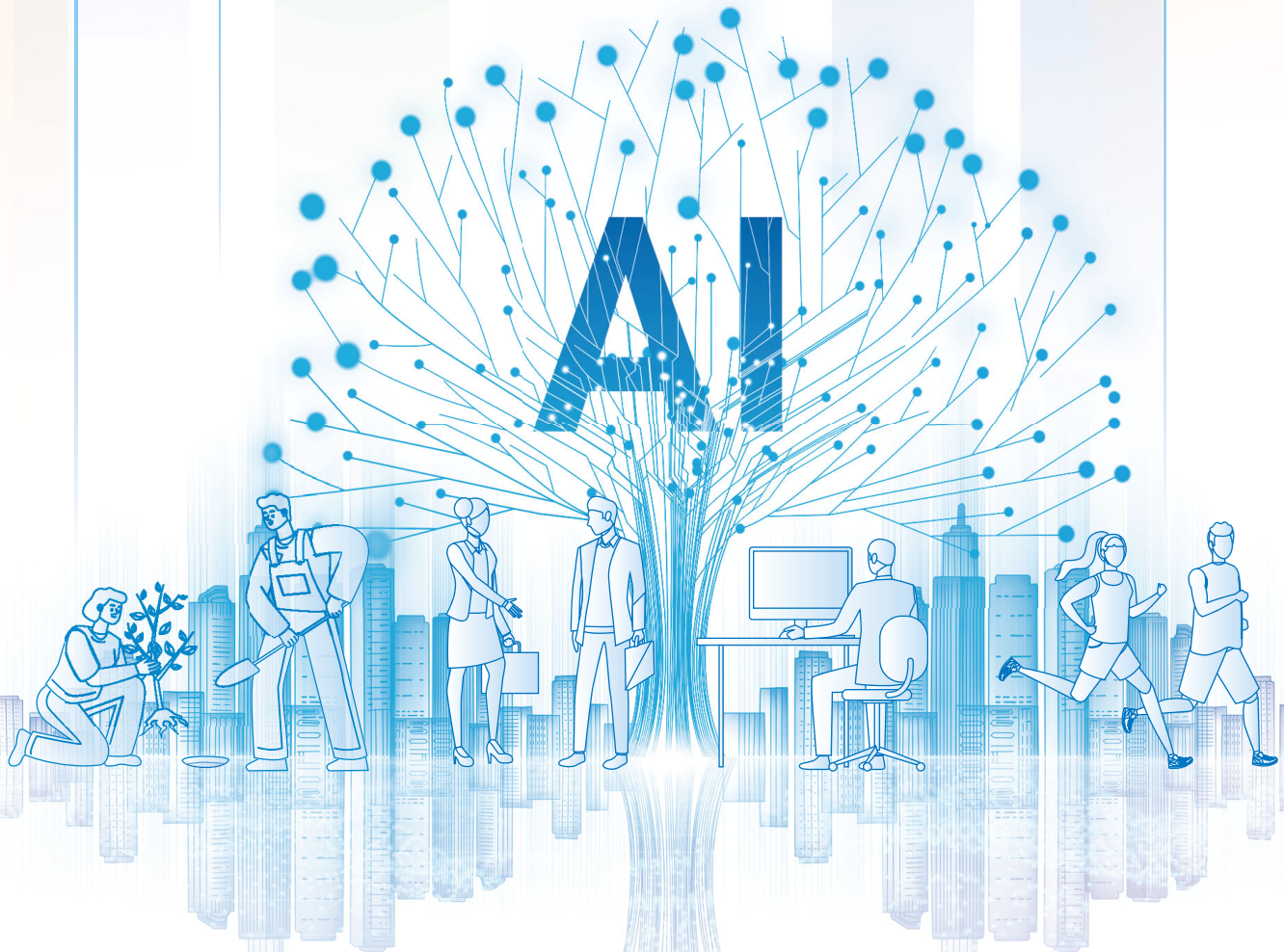中国移动
China Mobile

2024
Sustainability Report
China Mobile Limited

AI

Sharing AI+ Driving Innovative Growth

About this Report

This report is the 19th sustainability report issued by China Mobile Limited. This report highlights our sustainability efforts, including in the areas of economic, social, environmental and governance. This report is made on an annual basis. Unless otherwise specified, the reporting period is from 1 January to 31 December 2024. The last report was released in April 2024.

※ Format

Languages: This report is available in Chinese and English. In case of any discrepancy, the Chinese version shall prevail. The English report is translated from the Chinese version.

Versions: This report is available in printed and electronic formats, and the latter is publicly available at www.chinamobileltd.com.

※ Reporting Standards

This report has been prepared to comply with industry-standard sustainability disclosure guidelines while highlighting the unique characteristics of China Mobile and its industry background. We primarily referenced the following standards in this report.

- *Corporate Sustainability Disclosure Standards — Basic Standards (Trial)*, Ministry of Finance (MOF)

- *Environmental, Social and Governance (ESG) Reporting Guide, Hong Kong Exchanges and Clearing Limited* (HKEX)

- *Guidelines No. 14 of Shanghai Stock Exchange for Self-regulation of Listed Companies — Sustainability Report (Trial) and Guidelines No. 1 of the Shanghai Stock Exchange for Self-regulation of Listed Companies —* Standardized Operation, Shanghai Stock Exchange (SSE)

- *2030 Agenda for Sustainable Development*, United Nations

- Ten Principles of the United Nations Global Compact

- *GRI Standards*, Global Sustainability Standards Board (GSSB)

- *ISO Guidance on social responsibility* (ISO 26000)

- *IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures*, International Sustainability Standards Board (ISSB)

- *Reference index system of ESG special report of listed companies holding by central enterprises*, State-owned Assets Supervision and Administration Commission of the State Council (SASAC)

※ Reporting Scope

Unless otherwise specified, all cases and data in this report are from China Mobile Limited and its subsidiaries. For detailed information about corporate governance structure, organizational structure, ownership and legal form, service markets, size of the organization, etc., please refer to the China Mobile Limited Annual Report 2024.

※ Currency

All monetary amounts in this report are presented in RMB (Chinese yuan) unless otherwise stated.

※ Data and Information Disclosure

The data and information used in the 2024 report was mainly obtained through the following channels:

- Relevant internal data collection systems and statistical reports;
- Sustainable development practice cases submitted by provincial subsidiaries and specialized companies quarterly;
- China Mobile's 2024 excellent CSR practice selection;
- Qualitative and quantitative information collection questionnaires based on the report framework.

※ Report Assurance

In 2024, China Mobile engaged SGS-CSTC Standards Technical Services Co., Ltd. to provide independent third-party report assurance services. See pages 110-111 for the details of this assurance report.

※ Reader Feedback

If you have any comments or suggestions regarding the report, you are welcome to send them to the China Mobile 2024 Sustainability Report Preparation Team by scanning the QR code below. We will carefully consider your feedback and commit to protecting your information from being obtained by third parties.

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Chairman's Statement

Yang Jie

Chairman
China Mobile Limited

Digital Intelligence Innovation Driving High-quality and Sustainable Development

In 2024, China Mobile was dedicated to becoming a leading force behind China's leapfrog development of science and technology, making active contributions to the building of "Cyberpower" and "Digital China". Anchoring the development positioning of "becoming a world-class information services and sci-tech innovation enterprise", we fully dedicated ourselves to promoting the empowerment of the economy, society, and people's livelihoods through information technology, fostering and strengthening new quality productive forces. As a result, China Mobile achieved steady growth on a high base, further solidified the impetus for high-quality and sustainable development, and took the construction of a world-class "Powerhouse" to new heights.

Fully advancing the "Three Major Programs" to support the digital intelligent transformation of the economy and society. China Mobile comprehensively advanced "Two New Elements" upgrade, solidified our leadership in 5G by building 467,000 new 5G base stations, bringing the total to more than 2.4 million. Our 5G-A network now covers all cities nationwide, and we continue to strengthen the computility network (CN) foundation. In addition, China Mobile further optimized the "4+N+31+X" computility infrastructure layout, constructed the first batch of 13 intelligent computing center nodes and launched large-scale single-cluster intelligent computing centers, with intelligent computility capacity reaching 29.2 EFLOPS (FP16). We also built an open and intelligent integration platform, with 1,348 capabilities launched and over 60 billion average monthly capability utilizations. By promoting the integrated development of CHBN+VG, we are accelerating our presence in new fields. Our information service system further supports efficient production, high-quality living and advanced governance. The launch of the "China Mobile *Aijia* (AI Home)" brand has deepened our corporate image and solidified our industry-leading customer satisfaction. **China Mobile is fully implementing the "BASIC6" sci-tech innovation initiative**, driving deep integration of technological and industrial innovation. Projects like "Windbreaker Chip", "Two-Satellite Space Exploration" and "*Wutong* Big Data" are flourishing. The *Jiutian* large model has been recognized as one of the "Top Ten National Pillar brands amongst Central State-owned Enterprises", and the "computility optical network – 400G backbone network" has been selected as one of the "Top 10 mega-projects of China's central state-owned enterprises". Breakthroughs have been made in key technologies of the Data Switching Service Network (DSSN), and the CN brain has achieved commercial scale. We have established the "Meta Trust" consortium to lead the evolution of the cyberspace and information security ecosystem. The release of the *China Mobile Integration Platform Standardization White Paper* and the assembly platform, along with two AaaS+ technology alliance achievements. We are leading the world's first 6G standard project and pioneering the application of 5G-A key technologies such as low-altitude intelligent networks, integrated sensing and communication, passive IoT and duplex evolution, while continuously expanding our scientific and innovation capabilities. **China Mobile is vigorously advancing the "AI+" initiative**, accelerating the integrated innovation of computational intelligence, perceptual intelligence, cognitive intelligence and motor intelligence, with a focus on unleashing AI's scale effects in terms of technological capacity and economic benefits. We are building an open and sharing data service system, a ubiquitous converged CN and an application ecosystem with a combination of general and specialized expertise. Moreover, we are developing the full-stack autonomous *Jiutian* general large model, innovating over 70 AI+ products and expanding more than 40 AI+ benchmark projects. China Mobile is committed to bridging the gap of data, CN and intelligence, deepening "AI+" governance to ensure AI would better meet the future needs of the economy and society and to benefit a broader range of regions and populations.
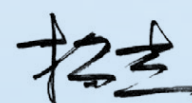
Exemplifying corporate social responsibility to promote common prosperity. China Mobile has accelerated the inclusive development of information services, with 415,000 qualifying digital villages. We advanced "AI + Security" to combat telecom fraud and harmful information, while assisting law enforcement in dismantling 12,200 fraud dens. Moreover, we have successfully completed critical communication and cybersecurity support tasks for major events, including the 14th National Winter Games, the 2024 Summit of the Forum on China-Africa Cooperation and the 75th National Day. China Mobile further developed the "One Red and One Blue" brand public welfare project, provided free screenings for nearly 72,000 children and free treatment for 7,936 children with congenital heart disease. We also have trained over 130,000 principals of rural primary and secondary schools in central and western regions and built 5,115 multimedia classrooms. Adhering to the Talent Strengthening Enterprise strategy, we offered ample opportunities for employee growth and development. In addition, we established the *Wutong Honghu* Digital-intelligent Talent Nurturing Platform, which has nurtured over 120,000 digital talents. To respect and protect employee rights, we continued to operate "Five Small" heartwarming projects and Happiness "1+1" cultural and sports activities, provided mutual aid funds, and created a supportive and happy work environment for employees.

Actively fulfilling environmental responsibilities to promote harmonious coexistence between humanity and nature. China Mobile continuously advanced the "C^2 Three Energy – China Mobile Carbon Peak and Carbon Neutrality Action Plan", with over 99% of 4G/5G base stations benefiting from intelligent energy-saving management, reducing the average PUE of large-scale data centers to below 1.3, saving 11.5 billion kWh of electricity annually and achieving year-on-year reductions in carbon emission intensity by about 15%. Moreover, we led the green development of the supply chain, contributed to the establishment of green energy-saving technology standards, promoted the use of environmentally friendly material packaging and saved 281,400 cubic meters of timber annually. We also leveraged technological advantages to support green transition, empowering carbon reduction through information technology and helping society cut CO_2 emissions by over 350 million tons. We extensively supported the digital-intelligent transformation and upgrading of environmental protection and pollution control, to safeguard biodiversity and preserve natural ecosystems.

Continuously optimizing corporate governance to strengthen the institutional advantages. We have formulated a comprehensive implementation plan to deepen reforms and systematically establish mechanisms and institutions aligning with the unique characteristics of a sci-tech innovation enterprise. We also advanced reforms in innovation systems and capabilities, cybersecurity systems and capabilities and product management systems, with a focus on creating mechanisms and institutions that are compatible with new quality productive forces. Key reform tasks in the "Double Hundred Action" and "Science and Technology Reform Action" have been further advanced, and we are developing 13 specialized and innovative teams to focus on strategic emerging industries. We also promoted the digital transformation of auditing capabilities, established a "1+3+N" audit framework and continuously improved the quality and efficiency of our internal audits. Meanwhile, we upgraded our digital-intelligent risk control methods and established diverse digital risk models covering key areas such as markets, government and enterprise and projects. We also implemented the Compliance Escort Plan and advanced the Rule of Law in China Mobile Initiative. We remained committed to promoting anti-corruption and cultivating an environment of integrity and fairness.

It is time for us to seize the opportunity and move forward with determination. In 2025, we are committed to showcasing China Mobile's contribution in the digital-intelligent age and fully unleashing the dynamic momentum of reform and innovation. China Mobile will also ensure the successful completion of the 14th Five-Year Plan and lay a solid foundation for a strong start to the 15th Five-Year Plan. Meanwhile, China Mobile is eager to collaborate with all sectors of society to further amplify the vital role of Digital Intelligence Innovation in promoting economic development, social progress, people's livelihoods improvement, and environment protection, aiming to make new and greater contributions to advancing Chinese-style modernization through informatization.
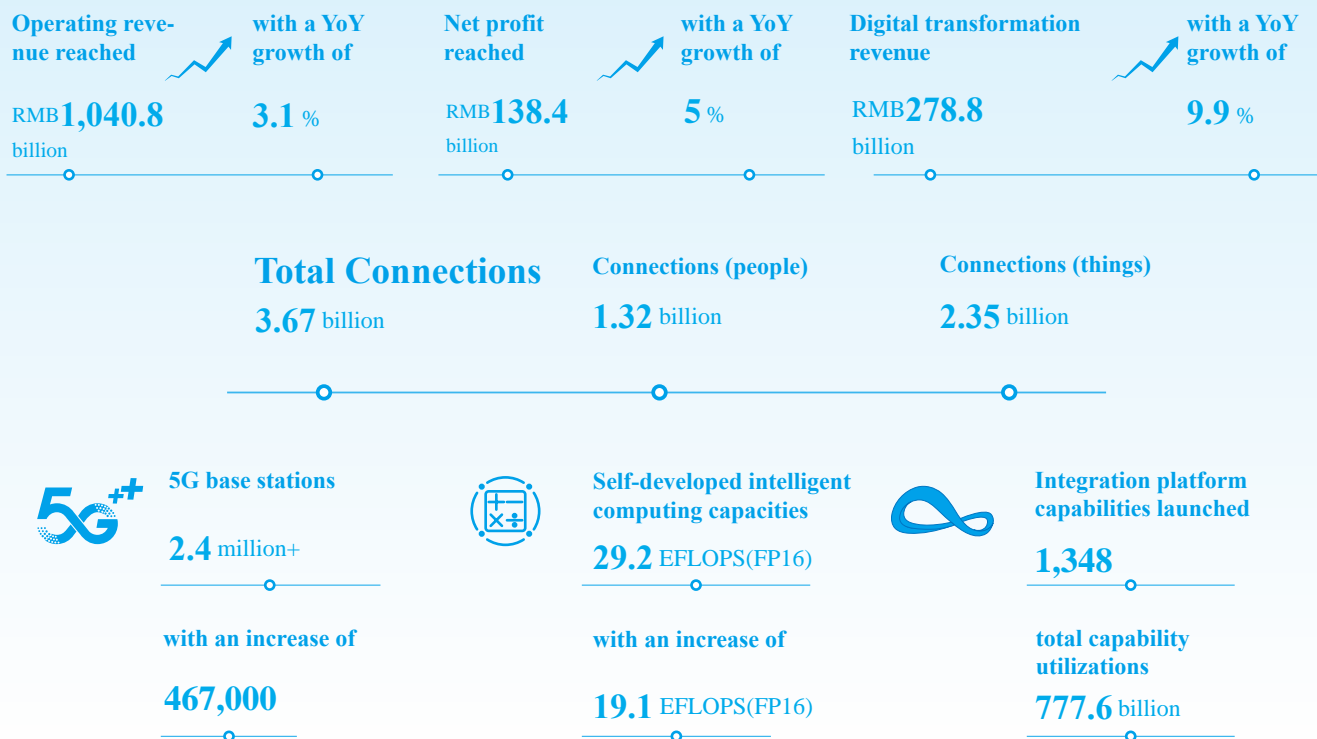
March 2025

About China Mobile

Company Profile

China Mobile Limited (hereinafter referred to as "China Mobile", the "Company" or "we"), was incorporated on September 3, 1997 in Hong Kong, China. The Company went public on The Stock Exchange of Hong Kong Limited (HKEX) on October 23, 1997. It was the first Chinese central enterprise to be listed overseas. The Company was listed on the Shanghai Stock Exchange (SSE) on January 5, 2022, making it the first red chip company to list on the main board of an A share market. The Company has directly-administered municipalities throughout the mainland of China and in the Hong Kong SAR and provides international roaming and information services in over 200 countries and regions worldwide. The ultimate controlling shareholder of the Company is China Mobile Communications Group Co., Ltd. ("CMCC"). By the end of 2024, CMCC directly and indirectly held approximately 69.4% of the total issued shares of the Company, with the remaining approximately 30.60% held by other shareholders.

With over two decades of development, China Mobile has become the world's leading telecom operator with the largest network size, the largest customer base, the highest revenue, leading innovation capability, leading brand value, leading market value and leading profitability. The Company's main business includes mobile voice, SMS/MMS, wireless internet, wireline broadband, Internet of Things (IoT) connectivity services, data center, cloud computing, content delivery network, computility network (CN) integration and other computility services, as well as platforms, applications and solutions based on next-generation information technology capabilities such as artificial intelligence, big data and security.

Anchoring the strategic positioning of "becoming a world-class information services and sci-tech innovation enterprise", China Mobile is dedicated to becoming a leading force behind China's leapfrog development of science and technology, making active contributions to the building of "Cyberpower" and "Digital China". It has launched "Two New Elements" upgrade, the "BASIC6" sci-tech innovation initiative and the "AI+" initiative. These efforts are designed to comprehensively support the digital-intelligent transformation across life, production and governance, promoting the deep integration of next-generation information technology into the economy, society and people's livelihoods, contributing greater strength to social development and civilization progress.

Annual Result Performance

Operating revenue reached

RMB **1,040.8** billion

with a YoY growth of

3.1 %

Net profit reached

RMB **138.4** billion

with a YoY growth of

5 %

Digital transformation revenue

RMB **278.8** billion

with a YoY growth of

9.9 %

Total Connections

3.67 billion

Connections (people)

1.32 billion

Connections (things)

2.35 billion

5G base stations

2.4 million+

with an increase of

467,000

Self-developed intelligent computing capacities

29.2 EFLOPS(FP16)

with an increase of

19.1 EFLOPS(FP16)

Integration platform capabilities launched

1,348

total capability utilizations

777.6 billion

Total Connections = User Connections + IoT Connections. User connections include mobile phones and fixed broadband; IoT connections include IoT SIM cards, household devices, and industrial equipment.

Annual Honors and Awards

Received the highest **"Five-Star Excellence"** rating in the "China ESG Listed Companies Pioneer 100" list and ranked **1st** in the "2024 China ESG Listed Companies Technology Innovation Pioneer 30" as well as "2024 China ESG Listed Companies in the Beijing-Tianjin-Hebei Region Pioneer 50" released by the China Media Group

Ranked **2nd** in the "Chinese Central SOE Listed Companies ESG Pioneer 100 (2024)" list, guided and released by the Bureau of Social Responsibility of the State-owned Assets Supervision and Administration Commission of the State Council (SASAC)

Ranked **30th** in **Forbes Magazine**'s 2024 "Forbes Global 2000"

Ranked **55th** in **Fortune**'s "2024 Fortune Global 500"

The China Mobile brand was named one of the **"Kantar BrandZ Top 100 Most Valuable Global Brands"** for 19 consecutive years, **ranking 63rd among all companies considered**

Ranked **9th** in the "**Brand Finance** China 500 2024 Report", and **held the top position within the industry**

Ranked **6th** in **InterBrand**'s "2024 Best China Brands"

Awarded **"Listed Company of the Year 2024"**, **"Outstanding Performance - Best Investor Relations"** and **"Most Valuable Investment Listed Enterprise"** in the 9th Listed Enterprises organized by *Bloomberg Businessweek/Chinese Edition*

Awarded the accolades of **"Most Honored Company"** in the "2024 All Asia Executive Team Poll" held by *Institutional Investor,* and ranked **1st** in the buy-side score of the following categories in the "Telecommunications" sector (the mainland of China): Best IR Program, Best Company Board of Directors and Best ESG

Received the **China's Best Telecommunications Service Company Gold Award** at the "Asia's Best Companies Poll 2024" held by *FinanceAsia*

Awarded a number of awards including **"Best Investor Relations Company"**, **"Sustainable Asia Award"** and **"Best Corporate Communications"** in the "14th Asian Excellence Award 2024" held by *Corporate Governance Asia*

Led the completion of **more than 50** international standards for 5G-Advanced (5G-A), **ranking first among global operators**

Unveiled ten innovative achievements in 5G-A as **a global pioneer** in 5G-A commercial deployment

Led the development of the **global first** 6G standard and security by ITU-T as well as the 3GPP's **global first** 6G standard, and served as a joint rapporteur for the **first** 6G standard on wireless access networks

Launched **the world's first** 6G architecture validation satellite and the first 5G-A NTN regeneration technology validation satellite (China Mobile-01)

The world's first to launch experimental network using 800G transmission technology over hollow core fibers

The *Jiutian* large model has been selected as one of the **"Top Ten National Pillar brands amongst Central State-owned Enterprises in 2024"** by the SASAC
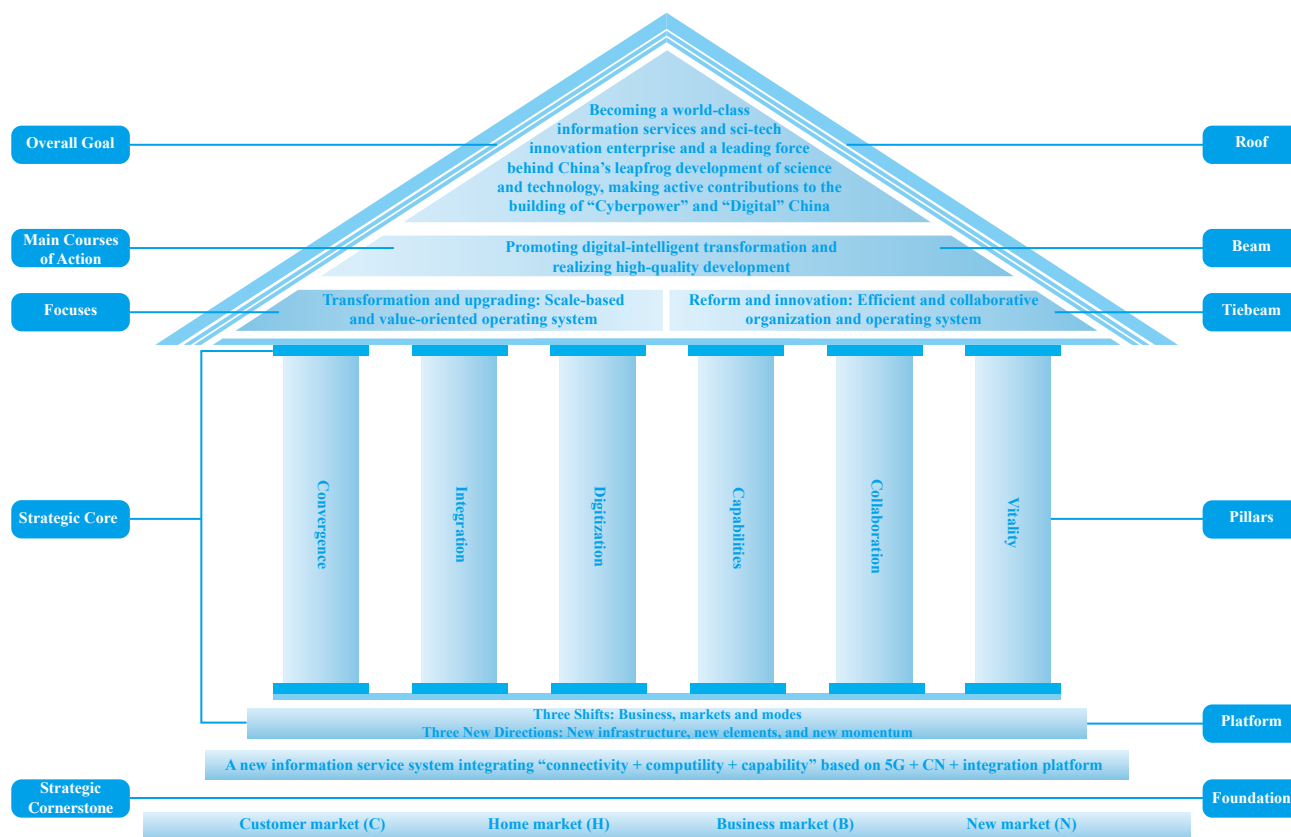
The "computility optical network - 400G backbone network" has been listed among the **"Top 10 mega-projects of China's central state-owned enterprises in 2024 in 2024"** by the SASAC

Development Strategy

"Powerhouse" Development Strategy

China Mobile fully and precisely implements the new development ideology with confidence, perseverance and commitment to innovation. We pursue steady progress while advancing to ensure stability, closely following the "1-2-2-5" strategic implementation approach. The Company is deepening reform efforts and innovative breakthroughs, accelerating transformation and upgrading and shifting growth drivers. We also enhance meticulous operations and lean management to continuously build a new pattern of high-quality development to ensure the successful completion of the 14th Five-Year Plan objectives. Additionally, China Mobile is committed to becoming a world-class information services and sci-tech innovation enterprise, contributing significantly to national strength and the great rejuvenation of the Chinese nation.

Overall Goal	Becoming a world-class information services and sci-tech innovation enterprise and a leading force behind China's leapfrog development of science and technology, making active contributions to the building of "Cyberpower" and "Digital" China	**Roof**
Main Courses of Action	Promoting digital-intelligent transformation and realizing high-quality development	**Beam**
Focuses	Transformation and upgrading: Scale-based and value-oriented operating system / Reform and innovation: Efficient and collaborative organization and operating system	**Tiebeam**
Strategic Core	Convergence · Integration · Digitization · Capabilities · Collaboration · Vitality	**Pillars**
	Three Shifts: Business, markets and modes / Three New Directions: New infrastructure, new elements, and new momentum	**Platform**
Strategic Cornerstone	A new information service system integrating "connectivity + computility + capability" based on 5G + CN + integration platform / Customer market (C) · Home market (H) · Business market (B) · New market (N)	**Foundation**

Extended reading: "1-2-2-5" strategic implementation approach

One Position: Positioned as "a world-class information services and sci-tech innovation enterprise"
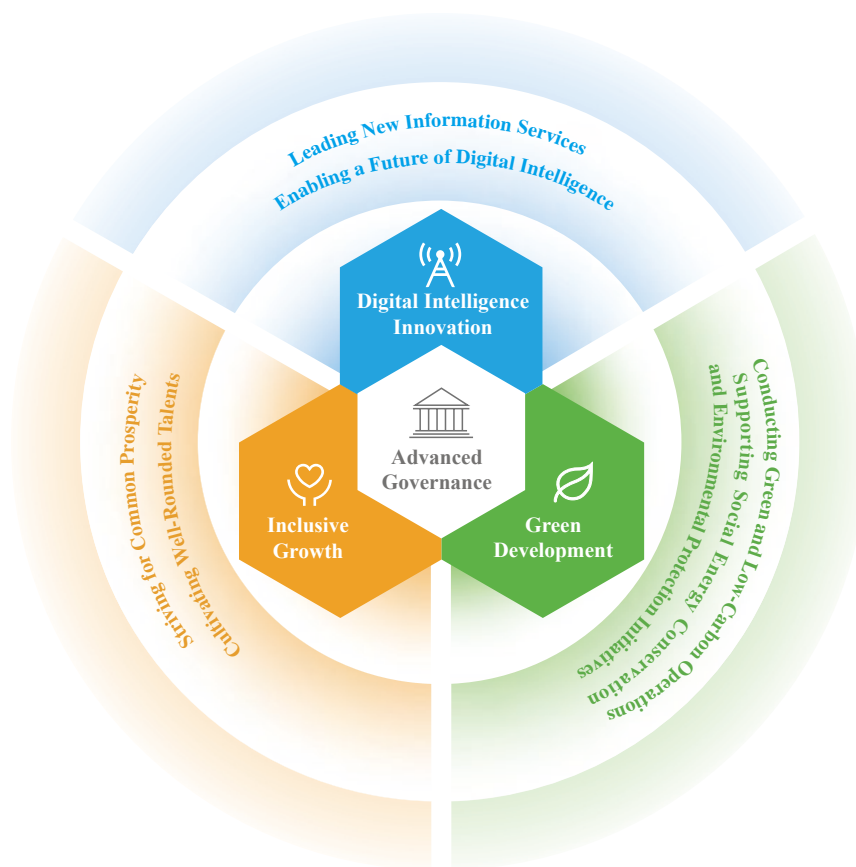
Two Shifts: Shift in the Company's development from leading in quantity and scale to leading in quality, profit and efficiency; shift from focusing on short- to medium-term performance achievements to focusing on medium- to long-term value growth

Two New Elements: Systematically building a new information infrastructure featuring 5G, CN and integration platform; Innovatively constructing a new information service system integrating "connectivity + computility + capability"

Five Dividends: Actively stimulating the innovation dividend, popularity dividend, reform dividend, talent dividend and ecological dividend

Sustainable Development

China Mobile Sustainability Model

Leading New Information Services Enabling a Future of Digital Intelligence

Digital Intelligence Innovation

Advanced Governance

Inclusive Growth

Green Development

Striving for Common Prosperity Cultivating Well-Rounded Talents

Conducting Green and Low-Carbon Operations Supporting Social Energy Conservation and Environmental Protection Initiatives

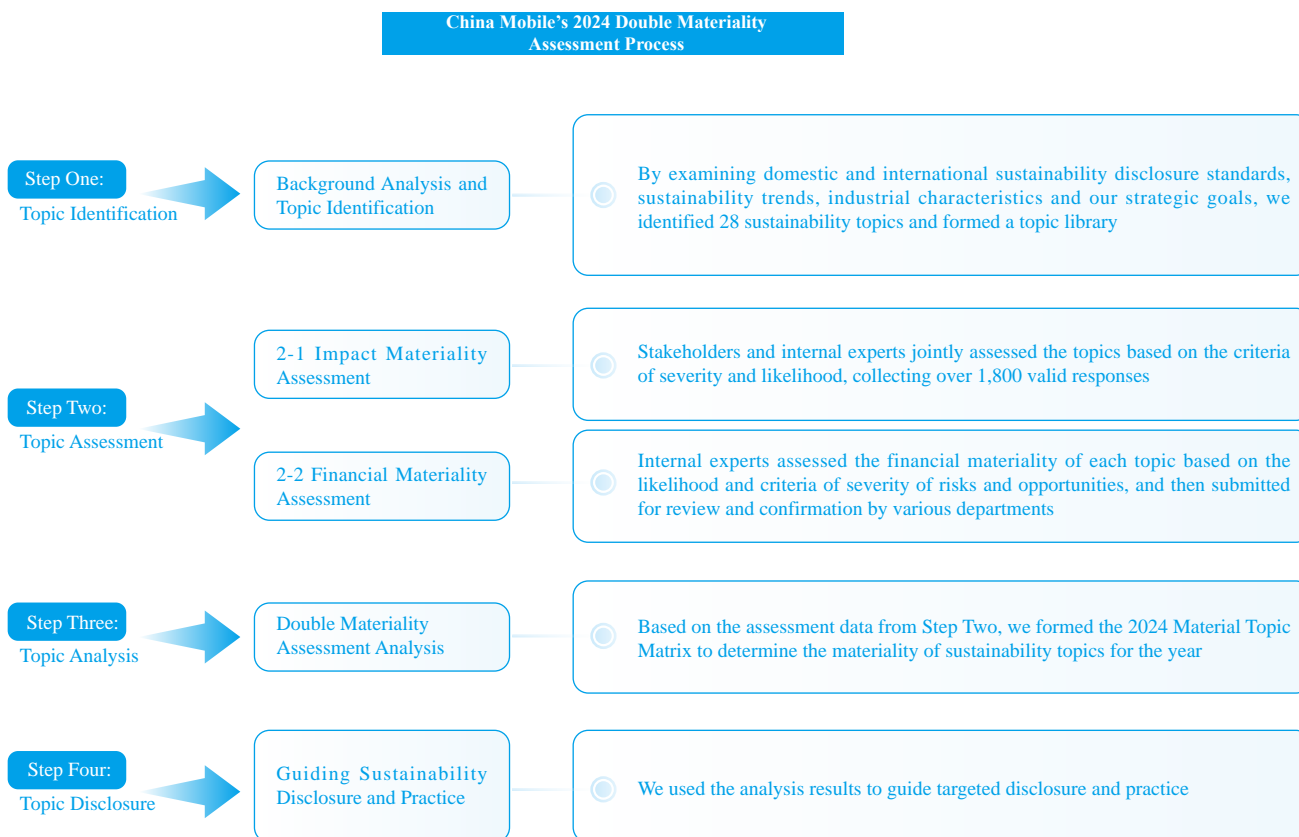**CSR Philosophy: Sincerity and Fulfillment, Self-Realization and Empowerment**

"Sincerity and Fulfillment, Self-Realization and Empowerment" means that China Mobile upholds the utmost sincerity and strives to fulfil our own nature, people's nature and the nature of all things (Sincerity and Fulfillment) and that while pursuing sustainable growth of the Company itself (Self-Realization), we leverage our strengths to contribute to the sustainable development of our economy, society and environment (Empowerment).

"Sincerity and Fulfillment" has been part of our CSR philosophy since 2006 and the core of our CSR efforts over the years. "Self-Realization and Empowerment" captures the essence of our CSR philosophy from both internal and external perspectives: we leverage our development to drive and empower the coordinated development of the wider economy, society and environment.

Main Actions	Sustainability Topics
Digital Intelligence Innovation	Leading New Information Services Enabling a Future of Digital Intelligence
Inclusive Growth	Striving for Common Prosperity Cultivating Well-Rounded Talents
Green Development	Conducting Green and Low-Carbon Operations Supporting Social Energy Conservation and Environmental Protection Initiatives
Advanced Governance	Optimizing the Corporate Governance System Preventing and Resolving Various Risks

Assessment of sustainability topics

China Mobile prioritizes the identification, assessment and disclosure of sustainability topics as major components of our sustainability management. We conduct regular sustainability analyses each year to refine the sustainability frameworks and processes according to the findings. In 2024, aligning with the latest requirements from the HKEX and SSE, the Company conducted assessments on impact sustainability. The assessments incorporated viewpoints from multiple departments and stakeholders to comprehensively analyze the impacts of sustainability topics on the Company's impact materiality and financial materiality.

China Mobile's 2024 Double Materiality Assessment Process

Step One:
Topic Identification

Background Analysis and Topic Identification

By examining domestic and international sustainability disclosure standards, sustainability trends, industrial characteristics and our strategic goals, we identified 28 sustainability topics and formed a topic library

Step Two:
Topic Assessment

2-1 Impact Materiality Assessment

Stakeholders and internal experts jointly assessed the topics based on the criteria of severity and likelihood, collecting over 1,800 valid responses

2-2 Financial Materiality Assessment

Internal experts assessed the financial materiality of each topic based on the likelihood and criteria of severity of risks and opportunities, and then submitted for review and confirmation by various departments

Step Three:
Topic Analysis

Double Materiality Assessment Analysis

Based on the assessment data from Step Two, we formed the 2024 Material Topic Matrix to determine the materiality of sustainability topics for the year

Step Four:
Topic Disclosure

Guiding Sustainability Disclosure and Practice

We used the analysis results to guide targeted disclosure and practice

※ Background analysis and topic identification

China Mobile comprehensively considered internal and external factors to ensure the topic library is scientific, practical and forward-looking, providing strong support for the Company's sustainability strategy:

Policies, regulations and regulatory requirements

The *ESG Reporting Guide* by HKEX, the *Guidelines No. 14 of Shanghai Stock Exchange for Self-regulation of Listed Companies — Sustainability Report (Trial)*, and the *Reference Index System for ESG Special Report of Central State-owned Enterprises Holding Listed Companies* by the SASAC.

International standards and capital market rating requirements

The United Nations Sustainable Development Goals (SDGs), the Ten Principles of the United Nations Global Compact (UNGC), the IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and *IFRS S2 Climate-related Disclosures* of the International Sustainability Standards Board (ISSB) and ratings from Wind ESG and CDP, etc.

Stakeholder expectations

Through questionnaires, interviews and symposiums, opinions were widely gathered from stakeholders including shareholders, customers, employees, suppliers, community residents and regulatory agencies. These expectations are comprehensively analyzed and incorporated into the topic library to ensure a balanced consideration of all stakeholders' concerns.

Strategic planning and business priorities

China Mobile aligned the topic library with the strategic planning and annual business priorities including building a cyberpower, pursuing digital transformation and providing communication services for rural revitalization, to facilitate the achievement of strategic goals.

※ Impact Materiality Assessment

Impact materiality refers to whether a company's performance on specific topics significantly affects the economy, society and environment. In 2024, China Mobile conducted an impact materiality assessment through questionnaires aimed at stakeholders to understand the criteria of severity, collecting over 1,800 valid responses. Meanwhile, internal and external ESG experts assessed the likelihood of occurrence, considering factors including the magnitude and scope of positive and negative impacts to determine the overall impact materiality of each topic.

※ Financial Materiality Assessment

Financial materiality refers to whether a topic is expected to materially impact a company's business model, operation, development strategy, financial condition, performance, cash flow, access to finance or cost of capital over the short, medium and long term. Internal experts of China Mobile assessed the financial materiality of each topic through the likelihood of risk and opportunity and their financial impacts, and then submitted the assessment results for review and confirmation by various departments.

The likelihood of risk and opportunity is categorized from low to high as "Very Low", "Low", "Medium", "High" and "Very High". The magnitude of financial impact is primarily determined by quantified financial impact of the risk and opportunity. For sustainability risk and opportunity, the magnitude of the financial impact is categorized as "<1% of net profit", "1%-5% of net profit", "5%-10% of net profit", "10%-15% of net profit", and ">15% of net profit". If quantification is not feasible, qualitative analysis is used to assess the financial impact, ranked from low to high as "Level 1", "Level 2", "Level 3", "Level 4" and "Level 5".

※ Double Materiality Assessment Analysis

Based on the above methodologies and data for assessing impact materiality and financial materiality, China Mobile has developed the 2024 Material Topic Matrix. We identified a total of 20 material topics: four topics triggering higher impact materiality and financial materiality and 16 topics triggering only impact materiality.

China Mobile's 2024 Material Topic Matrix
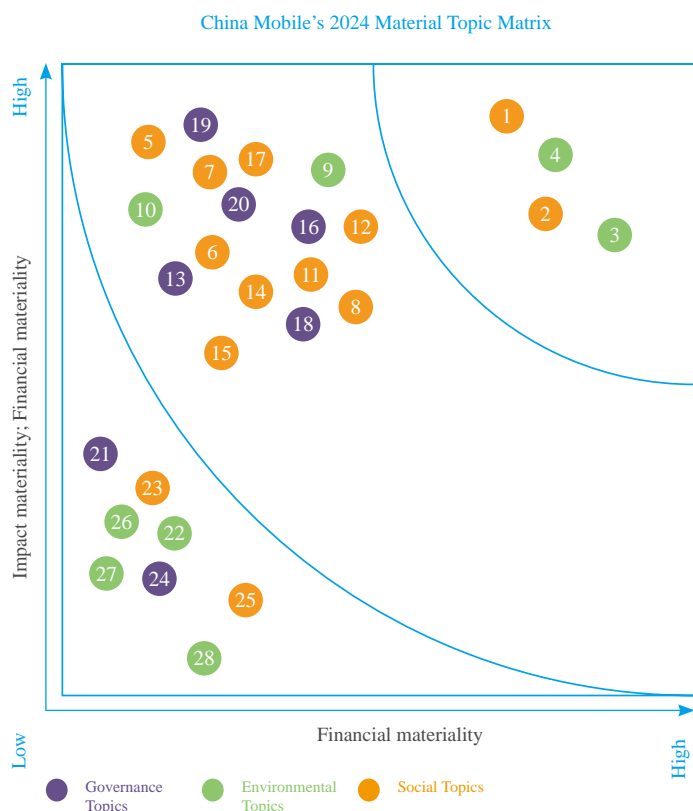
Topic materiality	Sustainability topics	
Double materiality (impact materiality and financial materiality)	① Data security and customer privacy protection ② Technological innovation ③ Energy utilization ④ Addressing climate change	
Impact materiality	⑤ Product and service safety and quality ⑥ Employee's rights protection ⑦ Employee growth and development ⑧ Supply chain security ⑨ Circular economy ⑩ Ecosystem and biodiversity protection ⑪ Network quality assurance ⑫ Labor union safeguards ⑬ Corporate governance and internal control management	⑭ Technology for disaster prevention and relief ⑮ Social contributions ⑯ Stakeholder communication ⑰ Promotion of digital and intelligent inclusiveness ⑱ Anti-unfair competition ⑲ Anti-commercial bribery and anti-corruption ⑳ ESG management
Others	㉑ Taxation ㉒ Waste management ㉓ Fair treatment of SMEs ㉔ Due diligence	㉕ Technological ethics ㉖ Environmental compliance management ㉗ Pollutant emissions ㉘ Water resource utilization

Governance Topics Environmental Topics Social Topics

For topics triggering financial materiality (including data security and customer privacy protection, technological innovation, energy utilization and climate change mitigation), China Mobile has conducted analysis and disclosure focusing on four core areas of governance-strategy-impact, risk and opportunity management- indicators and targets as required by the exchanges.

Digital Intelligence Innovation

As we progress into a new round of technological revolution and industrial transformation, data has emerged as a factor of production, computility as a new fundamental energy, and artificial intelligence as a new tool of production, and they together constitute important driving factors for new quality productive forces. Striving towards the strategic positioning of becoming "a world-class information services and sci-tech innovation enterprise", China Mobile fully contributes its "Mobile Power" in the digital intelligence era, becoming a leading force behind China's leapfrog development of science and technology, making active contributions to the building of "Cyberpower" and "Digital" China to accelerate the construction of a new type of information service system. Focusing on propelling China towards greater technological independence and strength, we promote the reform of the cyberspace information industry, and fully implement the "Three Major Programs" of "Two New Elements" upgrade, the "BASIC6" sci-tech innovation initiative, and the "AI+" initiative. China Mobile is dedicated to fulfilling three primary tasks, namely, enriching a digital-intelligent life, supporting digital intelligence in production, and promoting digital-intelligent governance, while continuously expands ecological collaborations. By building a digital economy ecosystem with close partnership and connection, the Company aims to develop new quality productive forces and accelerate the advancement of Chinese-style modernization.

5G Leading New Information Services

Enabling a Future of Digital Intelligence

Leading New Information Services

China Mobile is comprehensively advancing the "Two New Elements" upgrade, accelerating the construction of new types of information infrastructure and information service system, and promoting high-quality reform in research and development management mechanisms. By leading industrial innovation with technological innovation, the Company accelerates revolutionary breakthroughs in technology, innovative allocation of production factors and the deep transformation and upgrading of industries. China Mobile is fully upgrading its new information infrastructure that integrates a broad range of communication technologies (from space to aerial to land), computing capabilities (from general-purpose, intelligent, super- and quantum computing) and processes (from perception, transmission, storage and processing). This will fuel the development of new quality productive forces with robust and sustained momentum.

Building High-speed and High-quality Network Connections

China Mobile is committed to enhancing the 5G and gigabit optical fiber networks to create a high-quality "dual-gigabit" network. This initiative aims to offer faster speeds, higher quality, enhanced security, and broader coverage across various sectors, facilitating smooth digital-intelligent transformation throughout society.

※ Strengthening the 5G network

China Mobile is dedicated to the precise planning and construction of the 5G network and leveraging wireless network data to expand the depth and breadth of 5G coverage, thus enhancing overall network quality. We have established the world's largest high-quality 5G network, encompassing over a third of global 5G base stations, with almost continuous coverage in cities, counties and townships nationwide, as well as effective coverage of key locations and areas.

Newly built **467,000** 5G base stations, bringing the total to more than **2.4 million**

Covered over **90%** of Chinese administrative villages and **96%** of the population with the 5G network

Deployed over **450,000** 5G-A lightweight (RedCap) base stations across **337** cities nationwide

Installed more than **500** integrated sensing and communication 5G-A base stations

Achieved commercial use of 5G-A downlink three-carrier aggregation[1] in over **90,000** communities, facilitating extensive deployment in key cities and scenarios

Creating the world's first "5G-A" integrated sensing and communication base stations to safeguard airport runways

Safety is a critical aspect of smart airport infrastructure, with a focus on preventing airspace and runway incursions. The 5G-A integrated sensing and communication base stations provide round-the-clock monitoring. These stations detect and track drones, aircraft, and other intrusions in low-altitude runway areas in real-time, and monitor unauthorized vehicles and pedestrian access on the ground, significantly promoting the safe development and intelligent transformation of airports.

China Mobile has launched an innovative collaboration with Baoshan Yunrui Airport in Yunnan, utilizing 5G-A technology to build a proactive, real-time interactive sensing safety monitoring system. This system enables continuous 24/7 real-time sensing and tracking of various intrusions within the airport's boundaries, offering comprehensive real-time monitoring of critical areas, including runways, aprons, and surrounding no-fly zones. With a detection accuracy rate of 99%, the system reduces construction costs by 50% and labor costs by 20% compared to setting up primary and secondary radars and millimeter-wave radars for low-altitude runway intrusion prevention, effectively addressing key challenges in low-altitude defense management at airports.
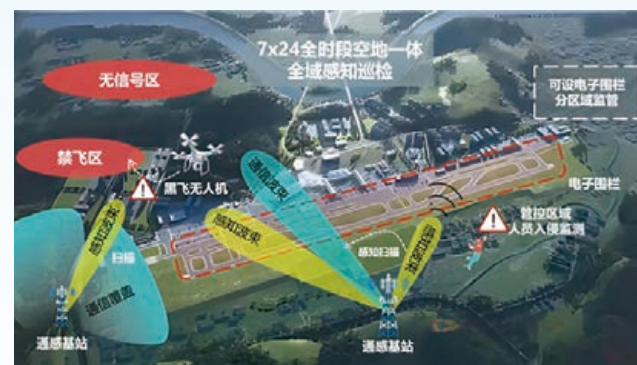
Yunnan Baoshan 5G-A airport safety project

[1] The core principle of Carrier Aggregation (CA) is to combine multiple contiguous or non-contiguous carriers, also known as frequency bands, to form a wider transmission bandwidth. In downlink three-carrier aggregation, three carriers are aggregated in the downlink (from the base station to the terminal device) for data transmission, boosting the speed of downlink data transfers.

※ Enhancing gigabit networks

China Mobile actively extends the national "Dual Gigabit" initiative, continuously enhances the precise development of our gigabit capabilities, and improves the breadth and depth of our gigabit optical fiber network coverage, and creates a high-quality gigabit broadband network connecting millions of households. We prioritize the deployment of 10G passive optical networks (PON) in high-demand areas while continuously expanding pipeline coverage. We persisted in co-development of network and business, made breakthroughs in connecting low-access rate communities, thereby enhancing our network resource utilization efficiency and investment return.

By the end of 2024

100% of Optical Line Terminals (OLT) in cities, counties, townships, and rural areas nationwide had gigabit service access capabilities

Household pipeline covered over **670 million** households, among which gigabit broadband covered **480 million** households

Served **270 million** household broadband users, including **100 million** gigabit broadband users

Each 10G PON port served an average of **8.3 gigabit** users

Household broadband user disconnection time was kept ≤**1 minute**

Dedicated line failure rates was ≤**0.65%**, while the service compliance rate for IoT and Private 5G was ≥**93%**

※ Deepening joint construction and sharing

China Mobile continues to advance the 5G network construction and sharing cooperation with China Broadnet. By collaborating on 5G technology R&D as well as application innovation, both parties aim to build a nationwide 700MHz 5G network with advanced technology and high quality. This will establish a shared network quality assurance system centered around customer experience, enhancing resource utilization efficiency, achieving mutual benefits, and fostering high-quality industry growth.

An additional **119,000** new **700MHz** 5G base stations have been jointly built and shared, bringing the total to **739,000** stations

An agreement has been reached with China Broadnet for full-band cooperation at **160MHz** in the **4.9GHz** band

Over **150** new government and enterprise cooperation projects have been launched nationwide

Upgrading the Ubiquitous Converged CN

With the rapid growth of the digital economy and the extensive application of artificial intelligence, big data, and cloud computing, industries are experiencing an explosive demand for computility. In 2021, China Mobile pioneered the concept of CN. By 2024, the Company had accelerated the evolution of computility infrastructure towards an integrated general-purpose computing, intelligent computing, supercomputing and quantum computility model, developing a diverse, ubiquitous, green and low-carbon intelligent computing cluster, and bolstering the grid integration of social computility like supercomputing and quantum computility. Additionally, the self-developed CN Brain reached commercial scale, enabling unified management and real-time allocation of CN resources and making computility a public service that is as accessible on-demand as water or electricity.

Upgrading the Ubiquitous and Converged CN

※ Deepening the construction of CN infrastructure

China Mobile is implementing the national Eastern Data and Western Computing project by integrating the intelligent computing centers into the "4+N+31+X" computility system[2]. The Company has devised an "N+X" intelligent computing center layout featuring advanced technology, green energy efficiency, and comprehensive services, advancing the construction of national hub nodes to create a nationwide computility assurance base. This initiative aims to achieve integrated and coordinated computility across eastern, central, and western regions, promoting a green CN upgrade. By the end of 2024, China Mobile had independently established intelligent computing capacities reaching 29.2 EFLOPS (FP16) and general-purpose computing capacities of 8.5 EFLOPS (FP32), together accounting for 6.4%[3] of China's total computility.

| AI | 29.2 EFLOPS (FP16) intelligent computing capacities | 8.5 EFLOPS (FP32) general-purpose computing capacities | 6.4 % of China's total computility |
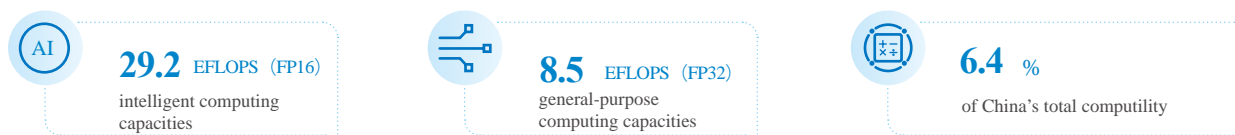
Deploying CN resources

The first 13 intelligent computing center nodes have been established, with intelligent computing centers equipped with more than 10,000 GPUs successively set up in cities of Hohhot and Harbin.

Strengthening CN foundation

China Mobile's CN layout now covers all key "Eastern Data and Western Computing" hub nodes.

Building a green intelligent CN

China Mobile led the industry by proposing new standards for "Green Intelligent Computility Parks" and took the initiative to draft the Cold Plate Liquid Cooling Industry Standard. Additionally, the Company promoted the application of energy-saving technologies including high temperature water, liquid cooling, and AI, with a total of 27 data centers included in the National Green Data Center list.

China Mobile is building an integrated intelligent computility system, promoting the integration of data, intelligence, and computility. The Company is fully establishing a leading advantage in computility optical networks and computility internet, deploying a ubiquitous, flexible, and efficient access network to accelerate the intelligent and rapid development of the computility network.

The 400G all-optical backbone network: building a high-speed connection for "Eastern Data and Western Computing"

In June 2024, the world's largest and most extensive 400G all-optical backbone network, developed in collaboration with domestic industry partners, was fully put into operation. By integrating cutting-edge technologies and leveraging an innovative network architecture coordinating optical and electrical resources, this Network establishes a high-speed connection among over 135 cities across 30 provinces in China. The Network fully connects the eight key hub nodes of the national Eastern Data and Western Computing project, creating a "super transport system" spanning east to west and radiating from these hubs. With four times the transmission bandwidth compared to traditional technologies and a network capacity exceeding 30PB, the Network significantly enhances data transmission capabilities, providing robust support for social digital-intelligent transformation. In December 2024, the Network was recognized as one of the "Top 10 mega-projects of China's central state-owned enterprises in 2024" of the year by the SASAC.

The 400G all-optical backbone network was put into operation

[2] The "4" hot spot regions refer to the Beijing-Tianjin-Hebei region, the Yangtze River Delta, the Guangdong-Hong Kong-Macao Greater Bay Area, and the Chengdu-Chongqing region. The "N" central nodes correspond to the ten national hub nodes, which house ultra-large/large data centers within data center clusters, as well as the Harbin Data Center. The "31" provincial nodes refer to ultra-large/large data centers deployed across each province. The "X" edge nodes refer to city-level data centers and aggregation rooms deployed in various regions.

[3] As of the end of 2024, the Company's total computility reached approximately 17.3 EFLOPS (FP32), while the national total computility stood at around 268 EFLOPS (FP32). The national figure is calculated based on the MIIT's recent announcement that China's computility scale increased by 16.5% in 2024 compared to the end of 2023. According to MIIT data, the national computility at the end of 2023 was approximately 230 EFLOPS (FP32).

※ Innovating CN Technologies

The computility underlying technology is one of the key elements of CN. China Mobile pursue continuous innovations, comprehensively upgrade the New Intelligent Computing Center (NICC) for large models across five major areas: storage, computing, networking, management, and efficiency, and strategically positioning ourselves with a series of pioneering technologies.

Omni-directional intelligent sensing express architecture: Focusing on breakthroughs in high-speed interconnectivity technology for intelligent computing GPUs, China Mobile is driving the upgrade of domestic AI chips towards super-node configurations. In collaboration with the Beijing Municipal Science & Technology Commission and 48 enterprises, universities, and research institutions, we have established an Omni-directional Intelligent Sensing Express Architecture (OISA) Collaborative Innovation Platform to jointly promote the development of OISA GPU interconnectivity technology.

Computility Routing: China Mobile unveiled the world's first computility router at the 2024 Mobile World Congress, and launched a pilot project for computility routing across 20 cities in five provinces.

Full-scale Ethernet scheduling: China Mobile has developed new inter-router Ethernet forwarding mechanisms and collaborated with industry partners to develop network chips, accelerating the commercial deployment of fully schedulable Ethernet.

In collaboration with **48** enterprises, universities, and research institutions, established an Omni-directional Intelligent Sensing Express Architecture (OISA) Collaborative Innovation Platform

across **20** cities in **5** provinces

launched a pilot project for computility routing

Wide-area high-throughput: Addressing the demand for wide-area high-throughput transmission, China Mobile has solved the industry challenge of high-throughput transmission in "Long Fat" networks (networks characterized by long distances and large bandwidths). We successfully completed a 5,000-kilometer ultra-long-distance, 70Gbps ultra-high-throughput "express data delivery"[4] trial in the route from Harbin City, Heilongjiang Province to Guiyang City, Guizhou Province.

5,000-kilometer
ultra-long-distance

70 Gbps
ultra-high throughput

※ Expanding CN Services

To enhance the unified management and intelligent scheduling of CN resources, China Mobile has developed the industry's first CN Brain system, thus facilitating the aggregation and efficient utilization of computility from various sources. In 2024, the Company continued to upgrade the function and performance of the CN Brain, officially launched it for large-scale commercial use, injecting new impetus into empowering the digital-intelligent upgrades of industries.

One-stop ordering of CN elements

By constructing a CN Map, China Mobile enables real-time sensing and presentation of computility, storage capacity, transport capacity, and capabilities. The creation of the "AppNest" platform allows developers to build a basic CN application within ten minutes, cutting software and resource management costs by over 30% and quadrupling business development and deployment efficiency, thus significantly lowering the entry barrier for small and micro enterprises to access computility resources.

Empowering digital-intelligent upgrades across industries

Innovating more than 20 task-based services including Express Data Delivery and simultaneous training and inference, China Mobile has achieved task-based upgrades for over 100 typical cloud products and solutions. The Express Data Delivery, applicable in fields like astronomical observation, film editing, and gene sequencing, was honored with the Winner at the 2024 World Summit on the Information Society (WSIS).

Supporting the construction of a national integrated computility system

The CN Brain has been deployed across multiple hub nodes, including those in the Yangtze River Delta and Beijing-Tianjin-Hebei regions. The Wuhu cluster computility public service platform in Yangtze River Delta Hub has become the country's first integrated Four-Computing-In-One scheduling platform, enhancing computility resource utilization efficiency through optimized resource allocation.

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[4] "Express Data Delivery" is a new type of CN service designed for the efficient online transmission of massive data volumes. Leveraging China Mobile's robust CN infrastructure and integrating key technologies of high throughput, high reliability, and high security, Express Data Delivery seamlessly connects with data sources to offer a one-stop, efficient long-distance data transmission service across wide areas.

Building an Open and Intelligent Integration Platform

China Mobile has developed an innovative digital infrastructure of the "Ability as a Service" (AaaS) integration platform, pooling high-quality capabilities across multiple domains including big data, artificial intelligence, and blockchain and providing digital capability support to the entire society. Leveraging the integration platform, China Mobile actively participates in the GSMA Open Gateway initiative[5]. Currently, the Company has implemented several distinctive capabilities including 5G new call services, click-to-call, and quality on demand (QoD), accelerating the opening of network and customer service capabilities within industry models and facilitating global industrial collaborative innovation.
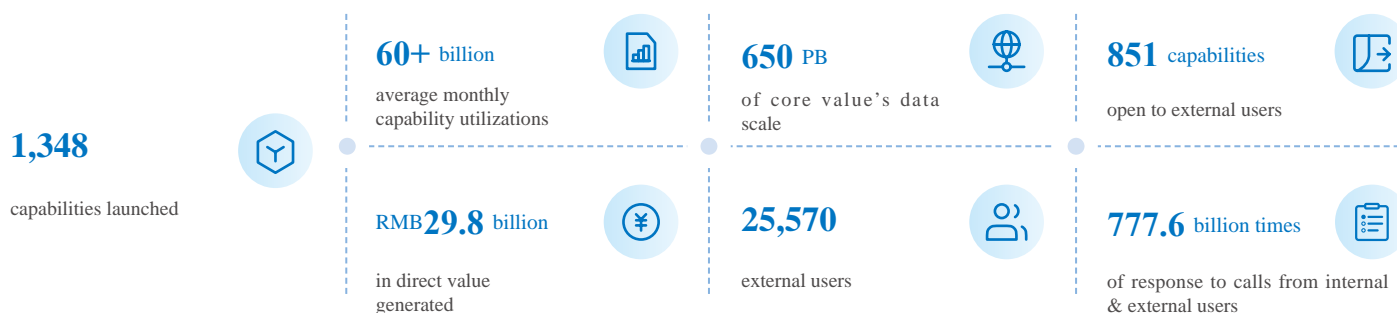
※ Strengthening Capability Development

China Mobile's integration platform encompasses three core capabilities: "business + data + technology". It offers standardized, available on-demand Ability as a Service (AaaS), along with a comprehensive operational system. The platform helps enterprises reduce costs, increase efficiency, and improve quality, while also facilitating cooperation, mutual benefits, and intelligence empowerment.

China Mobile's AaaS integration platform

By the end of 2024, the AaaS integration platform had pooled over 1,000 high-quality capabilities, spanning communications technology, information technology, data technology, and artificial intelligence. It responded to 777.6 billion calls from internal and external users throughout the year.

1,348

capabilities launched

60+ billion
average monthly capability utilizations

650 PB
of core value's data scale

851 capabilities
open to external users

RMB**29.8** billion
in direct value generated

25,570
external users

777.6 billion times
of response to calls from internal & external users

[5] GSMA Open Gateway is a universal network application programming interface (API) framework designed to provide standardized interfaces. It facilitates faster integration for developers and cloud service providers with operator networks to enhance and deploy related services.

※ Deepening capability products

China Mobile has been focusing on innovating capability products. By meeting the personalized business scenario needs of diverse users, the Company empowers digital-intelligent transformation across various industries, accelerates the deployment of AI applications and fosters the development of new quality productive forces.

⌂ Highlights

Significant achievements accelerate AI application deployment

In October 2024, at the "AaaS+ Integrated Innovation and Development" Forum, China Mobile unveiled the latest achievements in AI large models and domestic innovation within the integration platform.

China Mobile's intelligent agent development platform

Built on China Mobile's *Jiutian* foundational large model, this platform integrates six self-developed industry models including Real-time Travel, Finance, and Marketing. It offers users a "zero-code" intuitive experience for building intelligent agents, enabling them to quickly integrate capabilities and create agents within minutes, thereby addressing challenges from large models to AI application development.

Panwei intelligent agent

Offering a one-stop solution for enterprise digital-intelligent transformation, *Panwei* leverages AI and other cutting-edge technologies to provide multiple products, including a platform with comprehensive model training and deployment tools, and an integrated general-purpose computing and intelligent computing scheduling platform. These products ensure unified resource supply, technical management, development and delivery, as well as operation and maintenance services, facilitating customers' cloud migration and intelligent upgrades. The sub-product, *Panwei* Database, caters to the needs of different enterprises by providing tailored configuration options. It simplifies data management and enhances data processing efficiency for data-intensive industries including telecommunications, finance, government, and manufacturing.

China Mobile's intelligent agent development platform

Panwei Stack offers one-stop AI solutions for extensive application scenarios

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Pioneering the Frontier of Independent Innovation

China Mobile is deeply advancing the "BASIC6" sci-tech innovation initiative, continuously strengthening high-quality R&D management reforms. With a focus on propelling China towards greater technological independence and strength, the Company vigorously promotes the deep integration of technological and industrial innovation. By improving the innovation system, enhancing innovation capabilities, and stimulating innovation vitality, the Company is dedicated to forging strong national strategic technological strengths to support and lead high-quality development through higher-level technological innovation.

※ Establishing a Technological Innovation Management Framework

The Company enhances the strategic leadership by establishing a Science and Technology Committee, chaired by the Chairman and comprising over 30 top experts from the information technology industry. As the highest-level advisory body, the Committee provides high-level decision-making consultation, direction validation, performance evaluation, and outcome review for major decisions, significant technological issues, and key projects, thus driving the high-quality development of the Company's technological innovation.

※ Optimizing "Unified Five Rings" Scientific Research Layout

The Company optimizes the scientific research layout, focusing on core competencies of R&D enterprises, capability development of industry-research collaboration professional enterprises, application enhancement of provincial enterprises and regional innovation institutions, ecosystem building of the university-enterprise collaboration platforms, and international expansion of overseas R&D institutions. By pooling innovative resources, this layout enhances the efficacy of technological innovation.

Inner Ring

the *Jiutian* Research Institute has been established to enhance core competencies in artificial intelligence.

Middle Ring

dual-track reforms have been advanced by piloting the concurrent management of cost centers and market-oriented operations.

Overseas Ring

the Hong Kong Innovation Institute and the China Mobile-Sinar Mas AI Joint Laboratory have been launched and operated. Meanwhile, an overseas capability collaboration R&D management platform has been built to promote international talent exchanges and business expansion.

Partnership Ring

the system layout has been optimized by building a R&D cooperation management "1+N" framework. Currently, a total of 35 group-level joint R&D institutions have been established.

Outer Ring

the role of provincial subsidiaries in technological innovation has further clarified, and provincial subsidiaries were encouraged to leverage regional strengths and explore distinctive "innovation" and "introduction" initiatives, thus producing a series of exemplary cases in technological innovation management and production.

※ Establishing and Improving Technological Innovation Mechanisms

Innovation Incentive Mechanism

China Mobile adheres to three guiding principles of strategy, business, and innovation, and implements precise incentive allocation strategies. The Company is steadily advancing the *China Mobile Implementation Plan for Incentive and Guarantee Mechanisms to Support Sci-tech Innovation*. Additionally, we incentivize technological innovation talents and establishes a mid-to-long-term incentive mechanism to elevate the Company's technological innovation to higher levels.

Achievement Commercialization Mechanism

The Company has gradually established a comprehensive achievement commercialization mechanism. Focusing on two main internal and external commercialization paths, we refine an integrated commercialization process for different types of technological innovation achievements. By accelerating the efficient conversion among "technological innovation, capability, product, market, brand, and value" advantages, the Company ensures smooth commercialization of technological innovation achievements from theory to practice.

Internal Focus: Concentrating on cost reduction and efficiency enhancement, the Company accelerates the evolution of technology into capabilities, promoting the application and dissemination of common capabilities to support efficient operation and development.

External Focus: Targeting revenue growth and effectiveness, the Company accelerates the aggregation of capabilities into products, promoting market-oriented sales expansion. This approach gradually nurtures a series of high-impact products with revenues reaching the billion and ten-billion yuan levels.

※ Strengthening the Technological Innovation Talent Team

Cultivating innovative talents

- The Company continuously expands the "Ten, Hundred, Thousand" expert talent pool and increases the recommendation of sci-tech talents for honors and training programs by the Ministry of Industry and Information Technology (MIIT), the SASAC and the CAST;

- The Company boasts two group-level chief scientists, 24 group-level chief experts and over 5,500 provincial-level experts;

- The Company has established a Chief Technology Officer (CTO) System, with 18 individuals appointed as the first batch of CTOs;

- The Company is implementing a patent talent training and certification system, with over 13,000 patent talents, representing about 2.8% of the total workforce.

Building a sci-tech association system

- The Company continuously strengthens the sci-tech association organizational structure, including 13 sci-tech association divisions, 44 sci-tech association branches and four sci-tech association zones, bringing together 374 division experts and over 235,000 members;

- The Company organized sci-tech association brand events, including the 5th Sci-Technology Week themed "Empowering Innovation with New Quality Productive Forces to Pursue a Brighter Future". Additionally, we hosted 30 professional forums and broadcasted 66 expert micro-lectures online, reaching an audience of over one million;

- During the China's National Science and Technology Workers Day on May 30, the Company held an expert symposium titled "Exemplifying the Spirit of Scientists", with over 50 organizations watching the live broadcasting via online platforms.

※ Enhancing the Cultivation of Technological Innovation Achievements

The Company continuously strengthens the reform of the technological innovation achievement commercialization mechanisms, accelerating the conversion of technological innovation achievements into new quality productive forces and fully unleashing the potential of technological innovation.

Technological breakthroughs

- The *Jiutian* Large Language Model is the **first** large model from a state-owned enterprise to pass dual national registrations, and is also among the **first** batch of large models to pass the national standard tests in China, earning an A-level security evaluation certificate from the China Software Testing Center.

- The Company has announced ten 5G-A innovative achievements, leading the development of key technologies including low-altitude intelligent networks, integrated sensing and communication, passive IoT, network intelligence, and duplex evolution to expand the capabilities of 5G networks.

- The 6G Collaborative Innovation Base has been officially integrated into the Northern Node of Pengcheng Laboratory's "Pengcheng Hongyan" scientific facility.

- The Dayun Panshi DPU (Data Processing Unit) chip boasts a data transmission capacity of 400 Gbps, setting a leading benchmark in China.

- The Company has developed **China's first Four-in-One Computing Integration** public service platform for computility in the Wuhu cluster of the Yangtze River Delta to support the construction of a national integrated computility system.

- China Mobile launched the **world's first** 6G architecture validation satellite and the **first** 5G-A NTN regeneration technology validation satellite (China Mobile-01), and completed the in-orbit validation.

- The Company has taken the lead in establishing integrated 5G-A intelligent sensing and communication technology systems and a "communication-sensing-navigation-monitoring" fusion low-altitude intelligent network technology system. We have independently developed the "China Mobile Lingyun" UAV management platform, achieving low-altitude coverage over the **world's first** cross-sea route spanning over a hundred kilometers from Shanghai City to Zhoushan City, Zhejiang Province.

- "Zhi Suan Zhuo Guang" is the **first** DPU chip to fully support the GSE standard, **filling the gap in high-performance DPU chips for new intelligent computing center networks in China.**

Standard setting

China Mobile has led the release of the *General Large Model Evaluation Standards*.

China Mobile has led over 300 initiatives in the 3rd Generation Partnership Project (3GPP) and the International Telecommunication Union (ITU) for 5G standards, alongside over 180 initiatives for 5G-A standards, facilitating the release of the first 5G-A R18 standard version by 3GPP.

China Mobile acted as a joint rapporteur for the world's first 6G standard initiative in 3GPP and led the first 6G standard initiative for C-RAN.

China Mobile led the development of the first 6G standard and security by ITU-T.

China Mobile led the development of the world's first international standard on IoT-domotics security technology.

Research and innovation awards

The project *Key Technologies and Engineering Applications of the Fifth Generation Mobile Communication System* (5G), led by China Mobile, and the project *Multilingual Intelligent Speech Key Technologies and Industrialization*, in which the Company participated, both won First Prize awards in The State Scientific and Technological Progress Award.

Three projects of the *Key Technologies and Large-scale Application of On-demand Reconfigurable Intelligent Business Networks*, the *Key Technologies and Applications of Integrated Supercomputing and Intelligent Computing, and the Key Technologies and Applications of Efficient and Reliable Mass Data Storage Systems,* in which China Mobile participated, have been awarded Second Prize award in The State Scientific and Technological Progress Award.

The achievements of China Mobile, Technology Innovation and Application of Ultra-Large-Scale Computility Grid Integration and CN Brain and Innovation, Industry Development, and International Application of New Type SRv6-Based Next-Generation Key Internet Technology, have won the 2024 World Internet Conference Awards for Pioneering Science and Technology.

The *Large-Capacity Wide-Area Data Express for Scientific Computing Breakthroughs* was honored with the Winner at the 2024 World Summit on the Information Society (WSIS).

The 6G sensory computing fusion (crowd-sourced) R&D test apparatus 1.0 was selected as one of the top ten digital achievements by the SASAC for Digital China and a major scientific and technological achievement at the 2024 ZGC Forum.

Patent development and application

- The cumulative number of domestic patent applications exceeds **44,000**, with **17,000** patents granted; overseas patent applications have accumulated nearly **2,000**, with **820** patents granted.

- In 2024, the number of domestic patent publications reached **9,720**, with **348** PCT international publications, and **384** publications in foreign countries.

- China Mobile has joined a total of **8** international patent pools and licensed patents to more than **140** overseas companies across **21** countries. We have successfully implemented 5G patent licensing fees for the first time and became the first domestic operator to join the world's largest LINUX patent licensing platform.

- A total of **118** patents covering **10** products, including cloud computers and integrated energy cabinets, have been recognized as national patent-intensive products.

※ Advancing the "BASIC6" Sci-Tech Innovation Initiative

B-Big Data — **Promoting the transformation of big data capabilities**

China Mobile launched a "1+2+N" data circulation service system, upgraded the capabilities of the "One Platform, One Network, One Terminal" product suite and deployed the product in six locations including cities of Tianjin and Guizhou.

The Data Switching Service Network (DSSN) solution has been officially included in the *National Data Infrastructure Construction Guide*, becoming part of the mainstream technological route and practical solutions for national data circulation and utilization infrastructure.

China Mobile strengthened the autonomous and controllable foundation of *Wutong* Big Data, achieving large-scale deployment of lakehouse integration.

A-Artificial Intelligence — **Accelerating AI innovation breakthroughs**

China Mobile launched the first online large model evaluation tool, offering a one-stop large model evaluation service.

China Mobile accelerated the integration of AI with the network by independently developing large-scale network models. We focused on automating end-to-end network operations under the "AI+" initiative, enhancing network optimization and fault handling capabilities. As a result, the self-optimization processing time for wireless capacity issues has been reduced from days to minutes.

S-Security — **Enhancing security product capabilities**

China Mobile launched the security large model and developed various AI+ security products, including a smart assistant for security operations, an AI agent and an intelligence assistant, which have been applied across multiple security scenarios.

China Mobile launched the first one-stop, all-scenario anti-fraud service product, providing dual protection with "AI protection + insurance claims". The product has been fully launched and promoted across the entire network.

China Mobile independently developed the integrated, full-process trustworthy "Meta Trust" security solution, pioneering the "connection + security + insurance" one-stop service network security insurance product.

I-Integration Platform — **Promoting integration and innovation in the integration platform**

The integration platform has aggregated over **1,300** high-quality capabilities from both internal and external sources, with more than **800** capabilities now available for external access. It responds to over **60 billion** calls per month, empowering hundreds of industry solutions, including "Digital Government", "Dongfeng VOYAH High-Precision Positioning" and "Nanjing Intelligent Tourism".

C-Computility Network — **Leading the development of CN**

China Mobile addressed key technologies including inter-router connectivity, GPU-to-GPU connectivity, and cross-architecture application migration. In collaboration with the industry, we developed the Omni-directional Intelligent Sensing Express Architecture (OISA) protocol, and established a complete set of fully schedulable Ethernet inter-router connectivity technology standards and the first commercial product suite.

China Mobile utilized wide-area high-throughput technology to achieve a 5,000-kilometer, 70Gbps ultra-high throughput data transmission service.

China Mobile realized the world's first hollow core fiber with losses ≤0.1dB/km, deployed the first 800G hollow core fiber technology test network and set a world record for single-fiber transmission capacity of 377.6Tb/s over 100 kilometers.

The CN Brain achieved large-scale commercial use, covering more than 250,000 network links across over 300 cities.

6-6G — Systematic layout for 5G-A/6G

China Mobile achieved the world's first commercial use of 5G-A.

China Mobile released ten innovative achievements in 5G-A and established the industry's first set of 5G-A technology systems.

China Mobile constructed the industry's first integrated sensing and communication system solution for 5G-A and proposed original technical solutions around "architecture, air interface, hardware, and networking", thus building a pioneering advantage.

China Mobile proposed a network-based passive IoT technology solution and developed commercial products, conducted over 60 trial projects across ten provinces and established demonstration projects in Hebei, Guangxi and Beijing, covering an area of over 10,000 square meters of warehousing space.

China Mobile pioneered the "communication-sensing-navigation-monitoring" integrated low-altitude intelligent network technology system, achieving global-first low-altitude coverage along a 100-kilometer maritime route from Shanghai to Zhoushan City of Zhejiang Province and facilitating demonstrations of low-altitude monitoring in Zhejiang and low-altitude delivery applications by Meituan in Shenzhen City.

China Mobile established a 5G-A new technology test platform, comprising one central laboratory and over ten field sites. This platform promotes the large-scale commercial use of RedCap, with integrated sensing and communication meeting the requirements for pre-commercial deployment and facilitates the commercial implementation of network-based passive IoT.

Focusing on key technologies including new network architecture, collaborative network sensing and communication, Intent-driven networks, and intelligence-endogenous networks, China Mobile developed 15 leading 6G prototype units. Four of its achievements were selected by the SASAC as "Major Achievements in the 6G Sector for the Future Industry in 2024". The Company's 6G papers and patents rank among the top tier among global operators.

Launch of the *Jiutian Shanzhi* multi-modal base large model and 30 self-developed industry-specific large models

In October 2024, China Mobile unveiled the latest development in the Jiutian series of general large models—the *Jiutian Shanzhi* Multi-modal Base Large Model. This model achieves significant enhancements across four key functions: intelligent parsing of long texts, full-duplex voice interaction, dual advancements in video and image processing, and deep insights into structured data. Besides, multiple critical technical metrics of this model have reached industry-leading levels.

Additionally, leveraging the *Jiutian* series of general large models, the Company has independently developed over 30 industry-specific large models spanning more than ten sectors, including finance, transportation, and energy. Currently, the *Jiutian* · Haisuan Government Affairs Large Model has collaborated with Heilongjiang Province to create China's first comprehensive search platform for government affairs. The *Jiutian* · Healthcare Large Model has been deployed at leading institutions including Peking Union Medical College Hospital and Guangzhou 120. Moreover, the *Kunlun* Large Model, jointly developed with CNPC, stands as a benchmark for AI+ applications in the energy and chemical industries. By accelerating the deep integration and application of "AI+" across various industries, China Mobile significantly promotes the intelligent transformation and upgrading of the national economy.

The "Intelligence Empowerment" through digital employees initiative boosts the digital-intelligent transformation of human resources

Digital employees represent a new form of digital labor achieving business automation and intelligence by integrating AI and digital human technologies under a "small data for grand objectives" paradigm. In 2024, China Mobile launched the "Intelligence Empowerment" through Digital Employees initiative, and established a distinctive "Three Dimensions, Two Foundations, Four Beams, Eight Pillars" model, making us the first Chinese central SOE to incorporate digital employees into human resource management. Leveraging the *Jiutian* large model, the Company has developed an integrated agent platform for service, management, and capability orchestration, established a full lifecycle management system for digital employees, transforming the Company's operational dynamics from being primarily human-centric to a collaborative approach involving "human + data + intelligence". This system covers 15 business areas, including finance, procurement, human resources and auditing, with over 60,000 digital employees deployed across more than 22,000 application scenarios, achieving a reduction of over 2.87 million person-days in workload. These digital employees have been fully implemented across 57 provincial specialized units.

Currently, the "Digital Employee+" industry applications have made significant progress. Numerous intelligent industry solutions have been created, covering intelligent healthcare, and intelligent finance, leading to the successful implementation of numerous exemplary projects including telecom fraud prevention, video surveillance, and one-stop government affair services.

Topic Analysis: Technological Innovation

In 2024, the Company conducted the first identification and assessment of the impacts, risks, and opportunities related to technological innovation. We also organized relevant management processes and objectives, laying a solid foundation for developing strategies to achieve technological innovation.

※　Establishing a Governance Structure

China Mobile has built a three-level governance system for technological innovation featuring strategic decision-making, overall management, and agile response, creating a clear responsibility and authority framework for technology risk management. At the decision-making level, the Science and Technology Committee, as the highest-level advisory body, provides high-level decision-making consultation for major decisions and significant technological issues in technological innovation. At the management level, the Science and Technology Innovation Department has established a three-tier planning structure and the "531" planning system, while also implementing a technology innovation tolerance mechanism to strike a balance between innovation exploration and risk prevention. At the execution level, various divisions within the Science and Technology Innovation Department regularly conduct risk assessments on major R&D projects and key processes, continuously optimizing the risk management mechanisms in technological innovation.
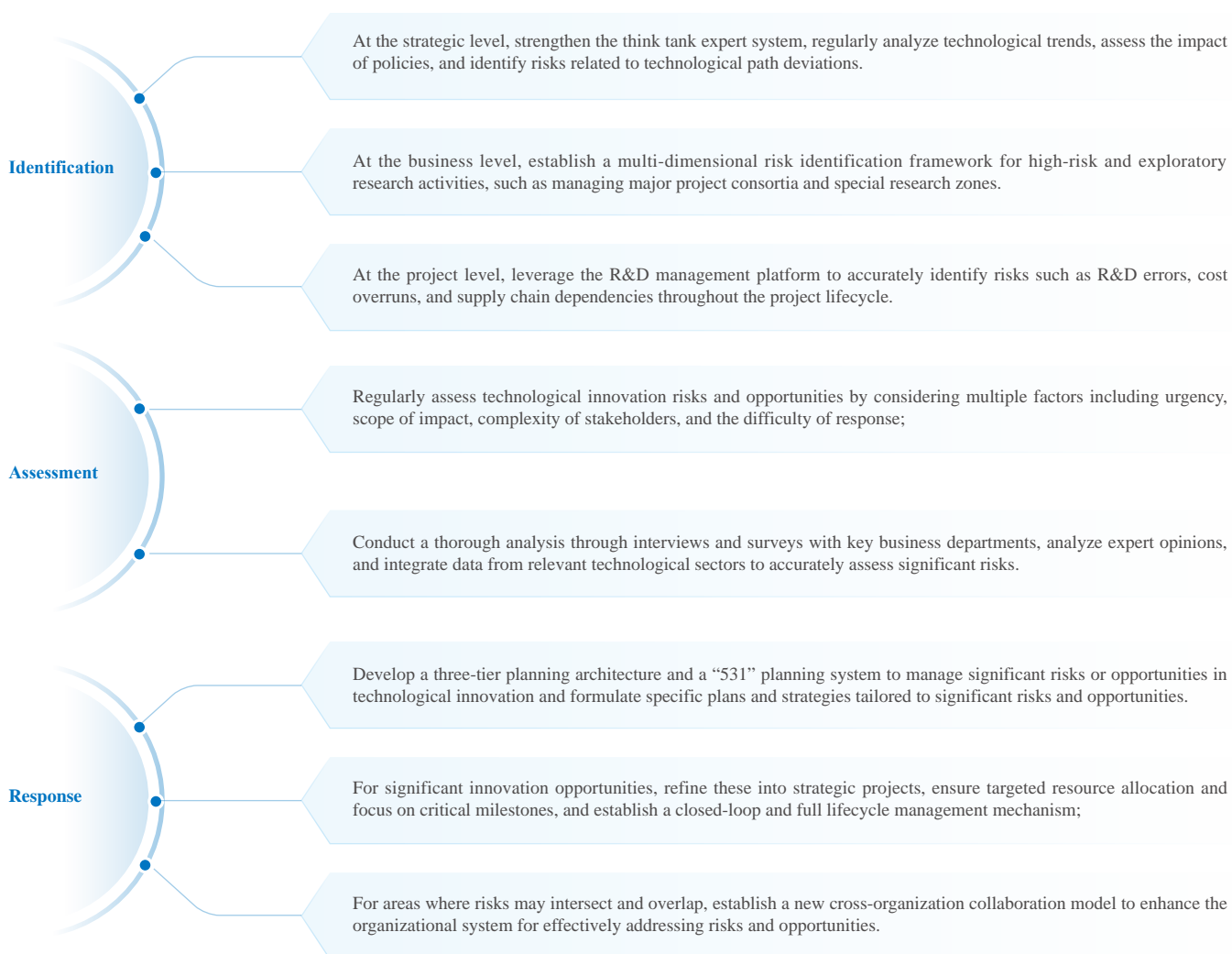
※　Formulating Response Strategies

	Risk/Opportunity Type	Risk/Opportunity Description	Timeframe	Strategies
Risks	Reconstructive risks in the information and communications industry	Currently, emerging technologies such as artificial intelligence and quantum computing are advancing rapidly, driving technological innovations in traditional sectors such as the information and communications industry. This creates opportunities for generational leaps in upgrades, potentially disrupting core business operations within the industry chain, reshaping business logic and altering the competitive landscape of the sector.	Long term	• Developing a comprehensive technology innovation planning system that integrates current needs with long-term vision, focusing on global industry transformations and technological innovation trends. Strengthening the advantages in traditional technologies, strategically positioning in emerging technologies, and ensuring the advanced reserve of core technologies and capabilities. • Forming a Science and Technology Committee to enhance strategic planning and stay abreast of global industrial transformations and technological innovations.
Opportunities	Development of strategic emerging and future industries	Currently, the Company's implementation of the "Powerhouse" development strategy is at a critical stage. Developing strategic emerging industries and future industries is essential for achieving high-quality growth and advancing towards global leadership. This focus also underscores the Company's commitment to driving technological innovation, leading industrial development, and providing robust security support.	Long term	• Focusing on the next-generation mobile communications, artificial intelligence, 6G, CN, quantum computing and other strategic emerging and future industries, accelerating innovation and empowering industrial upgrades. Continuously strengthening R&D investment. Enhancing international patent applications to boost IP influence and competitiveness;
	Acceleration of digital transformation in traditional industries	As the new round of technological revolution and industrial transformation advances, next-generation information technology will be deeply integrated into economic and social development over a long period and across all aspects. As a key builder of China's critical information infrastructure, the Company will encounter greater opportunities for market expansion.	Medium term	• Accelerating capability conversion, product development, and large-scale application in areas like 5G-A, CN, and AI+. Accelerating the implementation of application scenarios in domains including low-altitude intelligent networks, integrated space-air-ground networks, humanoid robots, integrated vehicle-road-cloud systems, Metaverse and visual IoT; • Expanding new industries, business forms, and models to upgrade information service offerings and empowering digital-intelligent transformation in production, life and governance.

Time range and definition		
Short term	●	Within one year after the end of the sustainability reporting period (inclusive)
Medium term	●	From one to five years after the end of the sustainability reporting period (inclusive)
Long term	●	More than five years after the end of the sustainability reporting period.

※　Strengthening Management Capabilities

China Mobile has consistently adhered to the philosophy of "controllable risks and innovation-driven", actively developing a systematic and scientific risk identification and assessment mechanism to address the impacts, risks, and opportunities presented by technological innovation, while continuously enhancing the Company's technological innovation capabilities and resilience.

Identification

At the strategic level, strengthen the think tank expert system, regularly analyze technological trends, assess the impact of policies, and identify risks related to technological path deviations.

At the business level, establish a multi-dimensional risk identification framework for high-risk and exploratory research activities, such as managing major project consortia and special research zones.

At the project level, leverage the R&D management platform to accurately identify risks such as R&D errors, cost overruns, and supply chain dependencies throughout the project lifecycle.

Assessment

Regularly assess technological innovation risks and opportunities by considering multiple factors including urgency, scope of impact, complexity of stakeholders, and the difficulty of response;

Conduct a thorough analysis through interviews and surveys with key business departments, analyze expert opinions, and integrate data from relevant technological sectors to accurately assess significant risks.

Response

Develop a three-tier planning architecture and a "531" planning system to manage significant risks or opportunities in technological innovation and formulate specific plans and strategies tailored to significant risks and opportunities.

For significant innovation opportunities, refine these into strategic projects, ensure targeted resource allocation and focus on critical milestones, and establish a closed-loop and full lifecycle management mechanism;

For areas where risks may intersect and overlap, establish a new cross-organization collaboration model to enhance the organizational system for effectively addressing risks and opportunities.

※　Clarifying Management Objectives

In the future, the Company will align with national strategy for emerging and future industry requirements, as well as advance the "BASIC6" sci-tech innovation Initiative. With strategic investment as the driving force, the Company will further focus on the R&D in key areas including artificial intelligence, CN, and 6G, and other foundational studies and critical technology breakthroughs. This effort aims to develop a series of major strategic R&D projects, thus continuously strengthening original innovation capabilities and enhancing the production of original and disruptive technological achievements.

Enabling a Future of Digital Intelligence

China Mobile fully implements the "AI+" initiative to drive transformation in the AI landscape. The Company focuses on advancing "AI+" infrastructure, expanding application scenarios, fostering technological innovation and building collaborative ecosystems. By harnessing strengths in data, models, algorithms and computility, China Mobile aims to deploy AI across production, life and governance domains. As a leader in the modern information industry chain, we build a digital economy ecosystem with close partnership and connection and seek to jointly create a brighter future with various industries and the public.

Efficiently Promoting Digital-intelligent Production

China Mobile is deeply integrating AI technology into all scenarios, cycles, and stages of production and manufacturing. Leveraging our independently developed industry platform for government and enterprises, the Company consolidates critical scenario capabilities, offers comprehensive solutions tailored to specific industries, opens up one-stop empowerment tools to partners, and provides integrated delivery to customers. With over 40,000 information-based solutions implemented in areas like intelligent transportation, intelligent factories, and intelligent tourism, China Mobile supports traditional industries in achieving digitalization, networking, intelligence, high-end development, green growth, and low-carbon development.

※ Industrial Internet

The Industrial Internet represents the integration of next-generation information and communication technologies with industrial economies, forming a novel infrastructure, application model, and industrial ecosystem. The Company vigorously promotes the innovative integration of next-generation technologies including 5G-A and AI in the industrial sector, driving the digital transformation of the entire production process. This facilitates increased operational efficiency and reduced production costs for enterprises, contributing to the effectiveness of new industrialization.

China Mobile leveraged the fully-stack autonomous and controllable "*Jiutian*" General Large Model to create an industrial safety supervision model; developed a series of high-quality AI-native applications for core production aspects such as industrial equipment operation and quality inspection.

With the integrated innovation of 5G-A and AI technologies, China Mobile has advanced the integrated innovation of 5G-A and AI technologies, completing over 7,500 commercial 5G projects in the industrial energy sector by the end of 2024. Meanwhile, the Company ranked first in the MIIT's *2024 List of 5G Factories*.

Partnering with Chint to create an UHV "Dual Million" intelligent factory

UHV is hailed as the "Crown Jewel" of the power industry, with "Dual Million" UHV referring to transformers operating at the highest voltage level of 1,000kV and having a maximum capacity of 1,000MVA. Chint Group's Wuhan factory is one of the few "Dual Million" facilities in the sector. To help establish it as a benchmark for a 5G+ green intelligent factory, China Mobile utilized technologies such as 5G, IoT, cloud computing and AI to build an integrated intelligent manufacturing platform for the Chint Wuhan factory. This platform enables seamless connectivity among personnel, machines, materials and products within the factory, serving as a strong intelligent system for production and delivery inspections, significantly enhancing operational and decision-making efficiency. Following the upgrades, the Chint Wuhan factory has witnessed an increase of RMB30 million in its annual output value, with workforce and machine efficiency improved by 10% and acceptance cycles reduced by 50%. The factory also achieves annual cost savings of over RMB5.6 million.

Intelligent production lines inside the Chint High Voltage Electrical Equipment (Wuhan)

※　Low-altitude Economy

China Mobile is committed to the "integrated space-air-ground" strategy, establishing a dedicated low-altitude economy task force to break through integrated technologies in low-altitude communication, navigation, sensing, and monitoring. By seizing opportunities in the low-altitude economy, the Company accelerates the development of an integrated information service system merging terrestrial and aerial domains. We promote the deep integration of digital technology with low-altitude economic activities, advancing scenario-based applications in logistics, public services, consumption, and travel, thus empowering the improvement of industry in quality and efficiency.

Creating new paradigms in transportation and logistics

- China Mobile achieved the world's first 5G-A low-altitude network coverage over a hundred-kilometer cross-sea route, enabling rapid food delivery from Zhoushan to Shanghai.

- China Mobile completed the world's first eVTOL (electric vertical takeoff and landing) intercity and inter-bay flight, reducing the travel time from Shekou Cruise Homeport in Shenzhen to Jiuzhou Port in Zhuhai from three hours to just 20 minutes.

Initiating new models for social governance

- China Mobile introduced a new social governance model featuring "one low-altitude device + one government affair inspection platform", implemented across six districts and counties, covering 27 government affair inspection scenarios, and reducing manual inspections by 180,000 instances per year.

- China Mobile helped to develop a UAV monitoring system for forest fire prevention in Chongqing City. This system enables automatic fire detection and real-time reporting of warnings, significantly decreasing frontline engagement and operational risks.

Renewing safety production with new approaches

- China Mobile established a new integrated emergency service system spanning "high-altitude, mid-altitude, low-altitude, and ground" dimensions, and participated in over 30 major rescue operations and emergency drills.

- China Mobile utilized 5G-A integrated sensing and communication technology to monitor two major safety risks: UAVs, airborne objects and birds in the sky and people and vehicles on the runway.

Collaborating with Meituan to launch a UAV low-altitude logistics delivery project

With the thriving growth of e-commerce and food delivery services, urban delivery demands are on the rise, raising expectations for efficient and convenient delivery. China Mobile, in collaboration with Meituan, has explored a shared low-altitude network. By leveraging UAV/unmanned delivery systems, 4/5G technology, and *Beidou* high-precision positioning, we have established a safe, efficient, economical, autonomous and controllable intelligent urban low-altitude delivery network. Currently, Meituan's UAV logistics delivery has been implemented across 53 routes in cities like Shenzhen and Shanghai. The service covers various scenarios including office areas, tourist attractions, municipal parks, medical facilities, and campuses, offering over 90,000 types of deliverable goods. Currently, it has completed more than 450,000 orders.

Meituan's UAV low-altitude logistics delivery project

※ **Intelligent Transportation**

Transportation is critical for urban economies. China Mobile focuses on application needs in various intelligent transportation segments, including intelligent human-car-home mobility, integrated vehicle-road-cloud systems, intelligent rail transit, intelligent logistics, intelligent maritime services, and intelligent port navigation. The Company actively explores the deep integration of 5G information and communication services with the intelligent transportation sector, enhancing and deepening Internet of Vehicles (IoV) connectivity to accelerate the industry's transformation towards digitalization, networking, and intelligence.

Human-car-home

Focusing on the digital-intelligent and globalization strategies of automakers, the Company integrates internal and external ecosystem resources to develop cross-scenario intelligent human-car-home operation products, along with a global IoV operation and management platform to support the acceleration of domestic automakers' global expansion.

Vehicle-road-cloud

The Company proposes a "four-integration" solution encompassing 5G+C-V2X, vehicle-road compatility, car-city-cloud to car-enterprise-cloud and human-car-home. We actively participate in pilot programs for integrated vehicle-road-cloud applications and have launched a widespread initiative to promote the "car-road-cloud integration".

Intelligent rail transit

The Company integrates internal and external resources to develop 5G intelligent rail transit solutions. Collaborating with universities and industry associations, we work jointly on setting standards for the railway transit sector.

Intelligent logistics

The Company actively implements national initiatives to reduce costs and enhance efficiency in the logistics industry. Seizing the opportunity for strategic transformation, we have facilitated the implementation of projects including the China Postal Express & Logistics intelligent customer service platform and the SF Express cloud customer service platform.

China's first 5G-A IoV demonstration route in Jinqiao, Shanghai City

The Shanghai Jinqiao 5G-A IoV Demonstration Zone is a benchmark project developed by China Mobile in collaboration with multiple IoV ecosystem partners. It transformed a 1 km stretch on Keqiao Road and Shenjiang Road into the world's first 5G-A IoV demonstration route, featuring digital upgrades at three intersections. A new 5G base station operating at the 4.9GHz band provides seamless coverage along the entire route, ensuring stable low-latency communication of 20ms for vehicle-road coordination. In scenarios where fiber or wired networks are unavailable at intersections, 5G technology is used to transmit sensor data from cameras back to the system. This project paves the way for future large-scale deployment of connected zones and city-level 5G IoV private networks, completing the exploration of 5G IoV network models.
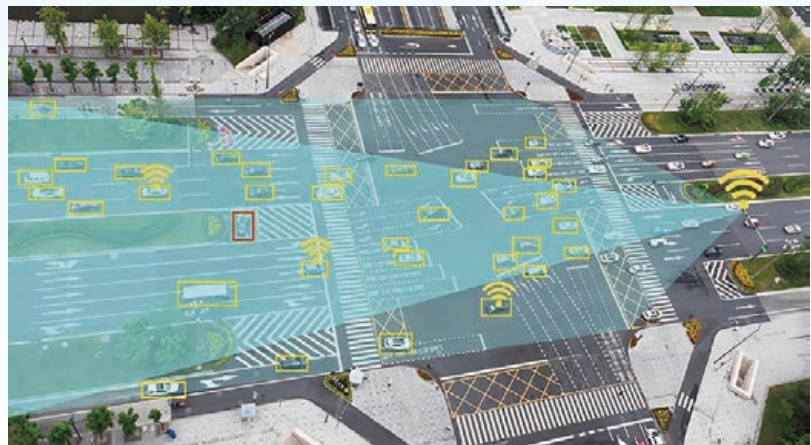
Shanghai Jinqiao 5G-A IoV pilot demonstration route

※ Intelligent Culture and Tourism

The Company leverages the core strengths in information technology to enhance the culture and tourism industry through continuous empowerment by AI, data elements and CN. This drives comprehensive innovation within the industry and creates a new AI + digital-intelligent culture and tourism ecosystem, promoting high-quality development in the industry. To date, for three main stakeholders: government bodies, industries, and tourists, the Company has developed a standardized and platform-based tourism service system with industrial production. The Company has established over 1,700 benchmark applications integrating culture and tourism with virtual and real-world elements using 5G+ intelligent culture and tourism solutions.

Creating intelligent tourism and culture

China Mobile has built the world's largest and most extensive 5G network, enhancing network access at cultural and tourism sites, offering more convenient service experiences;

China Mobile revitalized the intelligent tourism and culture product suite with "AI+" empowerment, providing efficient and personalized AI services for culture and tourism regulation, intelligent marketing and service experiences;

China Mobile advanced the conversion of data elements' value in the culture and tourism sector, improving data storage, computing, management, analysis and circulation capabilities to support precise decision-making and efficient promotion in the industry.

5G + digital twin technology revitalizes Beijing Central Axis

Beijing Central Axis is a magnificent creation in urban planning that embodies Chinese civilization. Under the guidance of the Beijing Municipal Cultural Heritage Bureau, China Mobile, in collaboration with the Beijing Institute of Surveying and Mapping, has integrated modern communication networks and digital technologies with cultural heritage protection measures. They have developed a "5G + Urban Digital Twin Collaborative Monitoring System" for the Central Axis, combining both heritage protection and visitor experience enhancement. This allows the Central Axis heritage to be comprehensively protected while being digitally revitalized.

The "5G + Urban Digital Twin Collaborative Monitoring System" mirrors the physical Central Axis with a digital twin system. By deploying monitoring and operational support networks around the Central Axis, it ensures that the cultural heritage is safeguarded against physical damage and theft, significantly improving operational efficiency and inspection processes.

5G + urban digital twin collaborative monitoring system

China Mobile actively utilized the advantages of information technologies such as 5G to contribute to the protection of intangible cultural heritage

5G Empowering Intangible Cultural Heritage — Cuju

5G Empowering Intangible Cultural Heritage — Dezhou Black Pottery Clay Shaping Art

Innovatively Serving Digital-intelligent Life

China Mobile closely caters to the people's demand for a high-quality digital life, strengthening digital-intelligent technology integration to upgrade service experiences. By delivering superior quality, the Company aims to win customer trust, and is dedicated to developing AI product suites that are user-friendly, effective and appealing, enabling the broader population to fully enjoy a digital-intelligent lifestyle.

※ Innovating Digital-intelligent Products

The Company continuously drives reform in product innovation mechanisms, upgrading distinctive products including 5G new call services, super SIM, mobile cloud disk, cloud computers, cloud phones, mobile home security and video ringback tone. We are fully implementing the AI+ initiative to promote the integration of digital and physical life scenarios, meeting consumers' diverse digital needs.

5G new call services

Innovating with AI+ applications, China Mobile has fully launched features such as AI transcription, screen lighting and intelligent translation. In 2024, the Company won the SAIL Award at the 2024 World Artificial Intelligence Conference. By the end of 2024, the number of subscribers for new 5G call applications exceeded 30 million.

5G Messaging

Integrating with the *Jiutian* Large Model, China Mobile launched its AI intelligent assistant *Lingxi*, offering over 20 functions including intelligent writing, translation, schedule reminders and holiday greetings.

Super SIM Card

Focusing on delivering distinctive features such as dedicated storage, secure communications, digital authentication, lifestyle and travel convenience and family protection, China Mobile is expanding the range of scenario-based applications. By the end of 2024, the number of Super SIM cardholders reached 120 million, with over 26 million active users.

120 million

the number of Super SIM cardholders

26+ million

active users

Mobile Cloud Disk

Mobile cloud disk provides users with digital asset management services, meeting their needs for various digital content assets such as photos and videos through cloud storage, multi-device synchronization and online management. AI technology empowerment significantly improved file search, document handling and image processing capabilities. By the end of 2024, the mobile cloud disk service had an active user base across all scenarios of 130 million by the end of 2024.

Cloud Computer

As a cloud-based virtual desktop service, Cloud Computer moves desktop applications and data to the cloud, allowing users to access their cloud-based computer via tablets, laptops and other devices with just an account and providing flexible and portable access anytime and anywhere. In 2024, China Mobile AI intelligent assistant *Lingxi* was launched, introducing 24 AI capabilities like a code assistant. These features offer intelligent Q&A, intelligent customer service and document reading, with a net increase of over 3 million users across all scenarios of the Cloud Computer service within the year.

Cloud Phone

By providing users with cloud-based resources simulating real devices through APP, H5 and mini-programs, Cloud Phone overcomes the limitations of traditional phone storage, performance, and battery life. It is suitable for various scenarios including mobile office work, simulation testing, and home entertainment. By the end of 2024, Cloud Phone had over 20 million active users across all scenarios annually.

MIGU Video

Focusing on a content strategy centered around sports, with films and documentaries as highlights, MIGU Video is advancing upgrades in "media integration, community engagement, and intelligent services" to achieve dual improvements in content quality and quantity. In 2024, it aggregated 30 sports categories, featuring over 9,000 sporting events, more than 66 million online videos, and over 14,000 high-quality film, drama, and variety show contents, serving 460 million monthly active users across all scenarios. As the authorized broadcaster for the Olympic Games Paris 2024, MIGU Video provided comprehensive live coverage of all events, incorporating advanced technologies such as AI China Highlights, AI Matchpoint Recognition and AI Intelligent Commentary. It created branded shows like Paris Morning Call, Chinese Role Models, Chinese Strength and AI *Ping Pong* China. During the Olympic Games Paris 2024, MIGU Video's content was played 5.48 billion times across both small and large screens, with 2.94 billion plays on mobile devices and 2.54 billion on TV screens.

Mobile HD

Offering a variety of devices including set-top boxes (including *Huiyan* set-top boxes), smart TVs, smart speakers, mobile screens, and projectors, Mobile HD meets the comprehensive needs of "watching, learning, exercising, listening, and playing" for all scenarios. It provides over 200 million household users with all-around, high-quality home entertainment services, ushering in a new era of ultra-high-definition AI immersive experiences.

MIGU Reading

Upgrading to create a "web novels + short dramas" platform, MIGU Reading has produced and aggregated nearly 10,000 short dramas and a historical total of more than 600,000 e-books. By integrating web novel and short drama content on the MIGU Reading app, it offers users an experience of "ad-free viewing of premium books and dramas without consuming network traffic", achieved through traffic bundling and integration with other key products. In 2024, the platform attracted over 25 million short drama users, with billions of views and over 30 appearances on major platform short drama charts.

Video Ringback Tone

Serving 420 million users, the Video Ringback Tone service has innovated with "Colorful Media", a media-based service on video ringback tone. It launched a "Self-Set and Self-View" caller video ringback tone service for 80.63 million users. Additionally, it introduced AIGC tools such as "AI Transfers to Song" and "AI Transfers to Video". Over 9.71 million users have experienced AI-created video ringback tones.

420 million
Users served by Video Ringback Tone

80.63 million
Users served by "Self-Set and Self-View" caller video ringback tone

Mobile Home Security

Utilizing cameras and other visual terminals, Mobile Home Security integrates AI analysis capabilities such as video recognition, video understanding, and video generation. It has developed a comprehensive AI product matrix for four key scenarios: elderly care, child care, pet monitoring and home security. This provides household users with services including elder and child care, pet companionship, and lifestyle recording, offering intelligent and efficient living experiences. By 2024, Mobile Home Security had attracted over 60 million users and connected more than 71 million devices.

Rejuvenation with Intelligence: China Mobile Developed AI Intelligent Assistant *Lingxi*

In October 2024, the Company unveiled the China Mobile AI intelligent assistant *Lingxi*, which was, developed with the *Jiutian* large model, at the AI Product Innovation Development Cooperation Forum. As an "expert across all domains", it has human-like traits and memory capabilities. In addition to providing general services, it supports a variety of smart functions, including scheduling, lifestyle services, AI note-taking, and chat companionship. It also provides specialized services in communications, office work, and home management. Through various product platforms, including the China Mobile app, 5G messaging, TV screens, cloud phones, and mobile cloud disk, it offers users cross-scenario intelligent services spanning office work, learning, life, and entertainment.

China Mobile's "AI Assistant *Lingxi*"
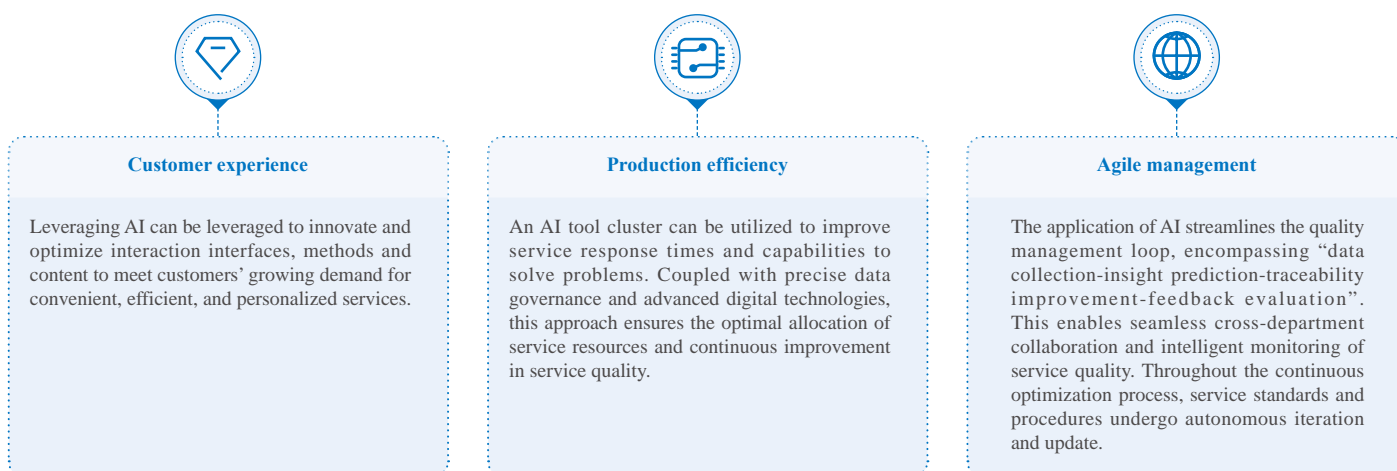
※ Upgrading Service Experience

The Company is dedicated to ensuring an exceptional customer service experience by reinforcing our reputation for "Heartwarming Service". We advance a comprehensive service system reform aligning with customer needs, deepening the construction of an all-encompassing service system that involves a "Three-All" (all-round, all-process and all-staff) suite of services. Innovations such as "AI+ Service" are explored to strengthen customer rights protection and enhance customer perception, aiming to provide high-quality services. By the end of 2024, the favorability rate for "Heartwarming Service" reached 88.54.

Exploring "AI+ Service"

Advancing "AI+ Service", China Mobile has launched the "China Mobile 'AI+ Service' Action and Initiative". This initiative explores upgrading the intelligent service system with a focus on three key areas: continuously innovating customer interaction models, enhancing capabilities to solve problems at the frontline, and boosting the efficiency and effectiveness of intelligent operation management. The goal is to provide every customer with a more comfortable and caring "Heartwarming Service" experience.

Three Core Elements of "AI+ Service"

Customer experience

Leveraging AI can be leveraged to innovate and optimize interaction interfaces, methods and content to meet customers' growing demand for convenient, efficient, and personalized services.

Production efficiency

An AI tool cluster can be utilized to improve service response times and capabilities to solve problems. Coupled with precise data governance and advanced digital technologies, this approach ensures the optimal allocation of service resources and continuous improvement in service quality.

Agile management

The application of AI streamlines the quality management loop, encompassing "data collection-insight prediction-traceability improvement-feedback evaluation". This enables seamless cross-department collaboration and intelligent monitoring of service quality. Throughout the continuous optimization process, service standards and procedures undergo autonomous iteration and update.

The Company strengthens the technology-driven approach by launching the industry's first fully self-developed and registered large model — the Customer Service Large Model — powered by our proprietary *Jiutian* Base Large Model. This model leverages China Mobile's rich, diverse, and reliable high-quality professional datasets from the service sector. Additionally, the model continuously undergoes training iterations using Reinforcement Learning from Human Feedback (RLHF), enabling it to swiftly and deeply integrate into intelligent customer service scenarios, thereby enhancing the quality and effectiveness of Q&A interactions in customer service. In 2024, the Company utilized technologies such as the Customer Service Large Model to develop applications like intelligent customer service systems and digital employees. The intelligent customer service system has been deployed across 30 provinces, while over 37,000 digital employees are now put into operation, covering more than 3,700 application scenarios, including "intelligent handling of complaints".

Safeguarding Customer Rights

Improving complaint management system

- China Mobile clarified customer service response scenarios and definitions, identified complaint risk prevention and control scenarios and measures and established clear complaint handling and management responsibilities across all units;
- China Mobile refined complaint handling procedures, standards, and norms to strengthen closed-loop management, expanded and diversified internet-based complaint channels and processing workflows and optimized refund and service compensation policies for complaints;
- China Mobile improved processes and standards for complaint monitoring, early warning, traceability and corrective actions and reinforced the quality of service responsibility system.

Continuously implementing the "Sunshine Action"

- China Mobile launched a semantic recognition model for all customer call work orders to "intelligently identify" potential subscription disputes;
- China Mobile conducted routine monitoring, analysis, and verification of complaints related to business subscriptions to ensure timely rectification;
- By the end of 2024, China Mobile achieved a complaint rate of business subscription dispute complaints of 3.4 complaints per million customers.

Strengthening service quality oversight

- China Mobile 10080 is responsible for addressing complaints from customers regarding issues related to products, networks, and services that have been reported through channels like the 10086 hotline and service centers, but have not been effectively resolved. The 10080 team ensured high-quality resolution of these problems.

Enhancing Customer Perception

Listening attentively to customer feedback

Establishing a service quality evaluation system

China Mobile has created a customer perception model based on service components (such as personnel, processes, technology) and lifecycle stages (including planning, implementation, and service operation), covering dimensions like functionality, security, and reliability to accurately understand customer needs and enhance their experience.

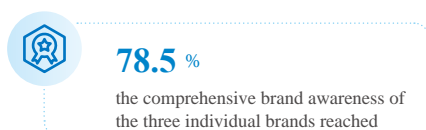**Implementing a multi-dimensional evaluation system**

China Mobile regularly conducts customer perception evaluations through various methods, including telephone evaluation, post-use evaluation, experience test, and use measurement. The Company performs over ten types of phone conducts for services including mobile, home broadband, and government-enterprise products. It has expanded post-use evaluation scenarios to 234 scenarios, continuously using these evaluations to drive improvements and address satisfaction gaps. In 2024, the "Listening to Storefront" campaign saw participation from 461,000 individuals who provided 29,000 suggestions, achieving an optimization and improvement completion rate of 98.8%.

Enhancing contact channel service quality

- China Mobile focused on enhancing service quality at three key contact channels: service centers, hotlines, and home broadband installation and maintenance. We also addressed 10 critical service scenarios with integrated support mechanisms.
- China Mobile upgraded the interactive 5G video customer service, gradually applying it to 13 business scenarios such as recharge record inquiries and traffic/package subscriptions. This service handles millions of transactions monthly.
- China Mobile promoted the standardized operation and management of service response work orders, resulting in a 1 pp year-over-year increase in the timely complaint resolution rate.
- China Mobile provided digital-intelligent empowerment tools, such as call intent prediction, to hotline agents, installation and maintenance personnel, and service center staff to resolve customer issues effectively.
- China Mobile focused on persistent pain points in customer complaints, continuously strengthening front-end handling capabilities, leading to a 2.14 pp year-over-year increase in the first-contact resolution rate.

※ Deepening Brand Operations

The Company continuously refines the customer-centric brand-building system, aligning with the distinct needs of CHBN segments. We construct a "1+4+4" strategic brand framework in a science-based way, enhancing the mechanisms for sub-brand development and rejuvenation. The Company also optimizes core product strategies to elevate brand value, aiming to cultivate distinguished brands that are recognized for their high quality, character, and sophistication. By the end of 2024, the comprehensive brand awareness of the three individual brands reached 78.5%, with a customer base exceeding 400 million.

78.5 %
the comprehensive brand awareness of the three individual brands reached

400 million
with a customer base exceeding

Customer brand development

GoTone offers premium customers "Exclusive Services, Exclusive Gifts, and Exclusive Events". Focusing on business travel and health activities, it provides airport VIP lounges, Star Days events, and special rewards like Global Champion: Running Plan.

M-Zone dives deep into young people's interest circles by launching targeted products such as Mango Cards and eSports Package. It also hosts activities like Music Festivals and Campus 5G Pioneer Matches to build the brand image.

The EasyOwn brand focuses on senior citizens and delivery personnel. It has comprehensively upgraded its Happy Filial Cards and Delivery Rider Cards, and launched initiatives such as the "Elderly Guard" and the "Delivery Riders Guard" to create a brand image of "warmth".

China Mobile *Aijia* is aimed at family customers, offers one-stop digital home solutions such as broadband networking, TV entertainment, security monitoring, education and health care services, and whole-home smart integration, to create a smart, warm, and secure brand image.

Product brand development

MIGU, positioning itself as the "National New Media Team", utilizes AI to enhance the live operations of Olympic Games and UEFA European Championships, building a brand reputation for "Watching the Olympics with AI powered by China Mobile".

Mobile Cloud is advancing its evolution from cloud to intelligence by promoting the commercial use of its "CN Brain" and hosting the inaugural Computility Network Conference to solidify its image as a robust national cloud provider.

Wutong focuses on data element circulation, developing three core product systems: Insight, Trigger, and Risk Control. Serving over 100,000 customers across various industries, it has established itself as a leading big data brand.

Jiutian has built a full-stack AI product system centered around "computility, data, platforms, models, and applications". It fully empowers China's Central SOEs, and various industries in their AI+ transformation efforts. As a result, *Jiutian* has become a iconic brand in the AI industry.

"China Mobile *Aijia*" Brand Renewal

In October 2024, China Mobile unveiled a comprehensive "Five New" brand upgrade for China Mobile *Aijia*, encompassing a new logo, new accesses, new products, new services, and new ecosystem. This initiative fully revitalized the Mobile Love Homes brand. As part of this launch, Olympic champion and former national diving team athlete, as well as FINA referee, Guo Jingjing was honored with the title of "China Mobile *Aijia* Ambassador". Centered on the theme of "Love and AI", the Company offers one-stop solutions covering home broadband networking, TV entertainment, security monitoring, education and health care services, and whole-home smart integration. By using the China Mobile *Aijia* app, we have achieved unified management of smart home networks, devices, services, and data, refreshing the brand with a new image of "smart, warm, and secure", thus redefining the brand to embody "An Intelligent Home with AI" and "A Beautiful Home with Love". By collaborating with industry partners, China Mobile aims to build a smart home service ecosystem based on "One Line + One Network + One Home", open a new chapter for China Mobile's home brand, offering a comprehensive digital and intelligent living service experience across all scenarios for individual and family customers, thus positioning China Mobile *Aijia* as the top choice for family customers.
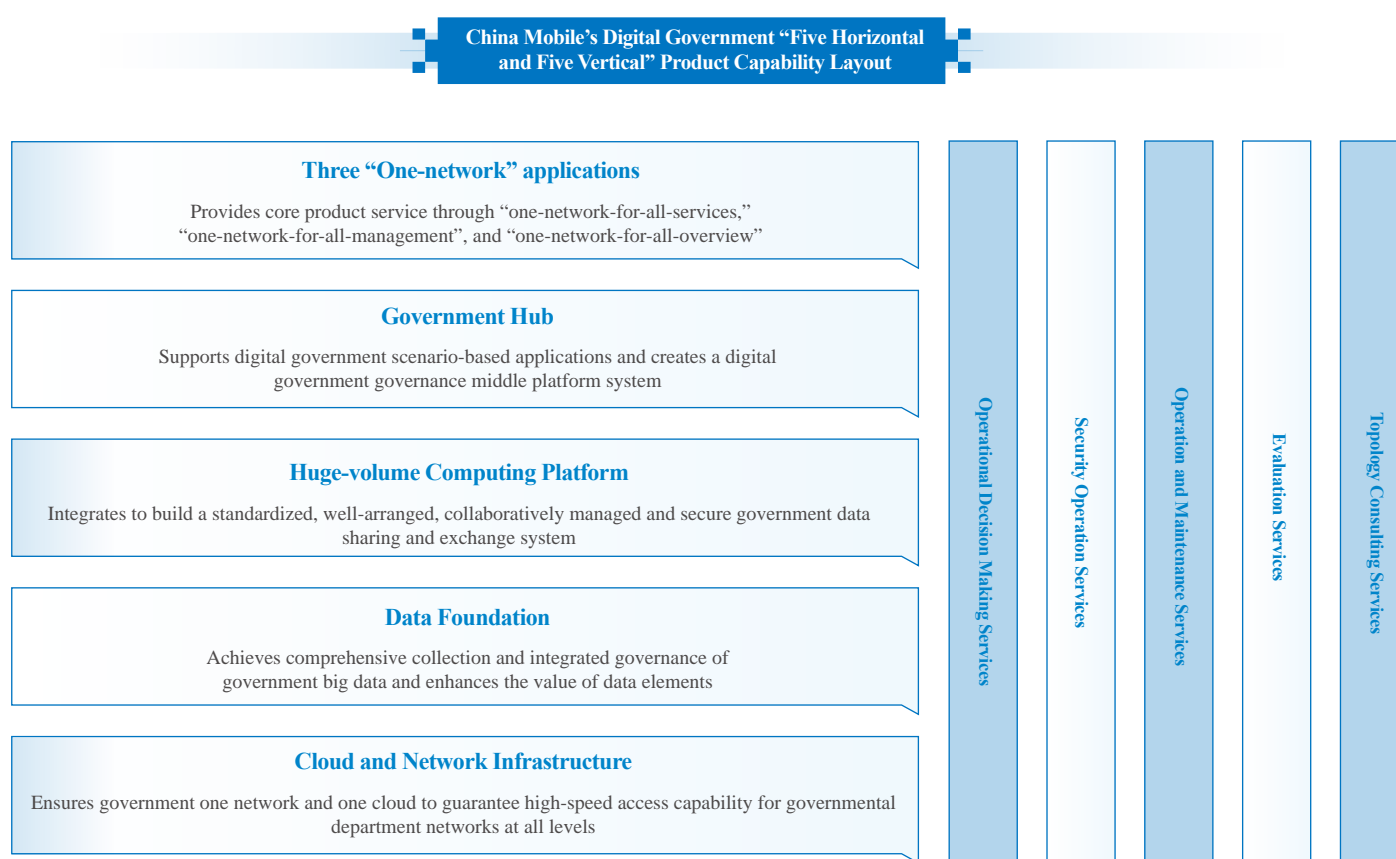
China Mobile *Aijia* Ambassador · Guo Jingjing

Precisely Supporting Digital-intelligent Governance

Achieving modern social governance requires a digital-intelligent transformation of governance methods. China Mobile focuses on digital government and intelligent city initiatives, utilizing a seamlessly connected information infrastructure spanning province, municipality, county, township, and village levels, along with vast, real-time, and multidimensional data resources. By creating new government affairs service scenarios and leveraging AI to empower the digital-intelligent transformation of public services such as education and healthcare, China Mobile supports more intelligent, precise, and efficient social governance.

※ Creating New Government Service Scenarios

The development of a digital government is essential for leading and driving the digital economy, fostering digital society, creating a robust digital ecosystem, and accelerating digital transformation. The Company extensively applies AI and big data to government management and services, constructing a "Five Horizontal and Five Vertical" product capability layout for digital government. This layout facilitates the digital and intelligent operation of governmental functions, providing strong support for advancing the modernization of national governance systems and capabilities.

China Mobile's Digital Government "Five Horizontal and Five Vertical" Product Capability Layout

Three "One-network" applications

Provides core product service through "one-network-for-all-services," "one-network-for-all-management", and "one-network-for-all-overview"

Government Hub

Supports digital government scenario-based applications and creates a digital government governance middle platform system

Huge-volume Computing Platform

Integrates to build a standardized, well-arranged, collaboratively managed and secure government data sharing and exchange system

Data Foundation

Achieves comprehensive collection and integrated governance of government big data and enhances the value of data elements

Cloud and Network Infrastructure

Ensures government one network and one cloud to guarantee high-speed access capability for governmental department networks at all levels

- Operational Decision Making Services
- Security Operation Services
- Operation and Maintenance Services
- Evaluation Services
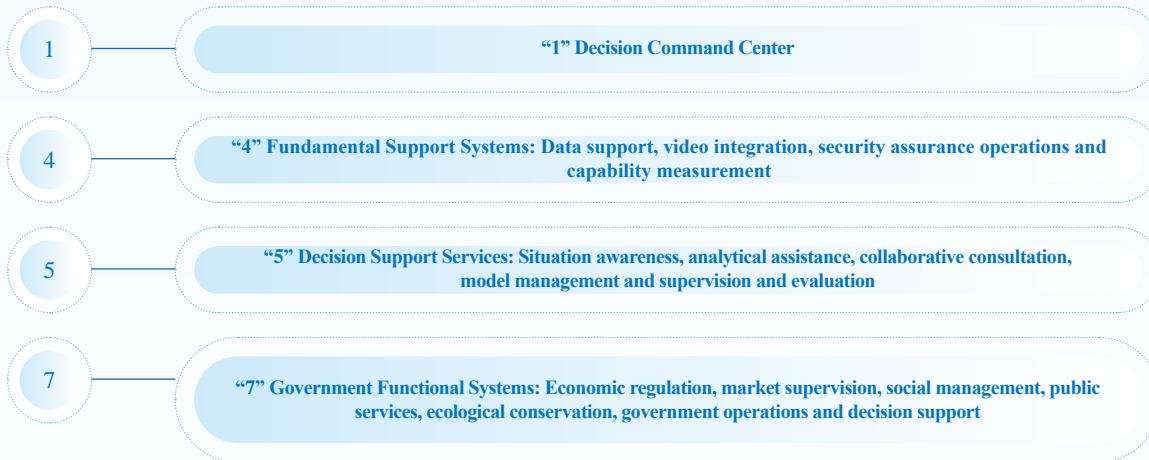- Topology Consulting Services

By the end of 2024:

The Company has provided government information services to more than **300** cities in **31** provinces, autonomous regions, directly-administered municipalities, injecting strong impetus into the modernization of national governance systems and capabilities through more than **2,000** information technology project construction cases.

Building a "1457" system to support digital government construction in Jiangxi Province

The Company established a specialized "215" task force to lead the development of top-level design documents such as the Overall Plan for Digital Government Construction of Jiangxi Province, creating the province's "1457" digital government system. A pivotal element of this system is the digital government decision command platform, a pioneering core project. It functions as a central hub for data aggregation, a collaborative platform for government operations, and a dynamic core for decision-making and command. The platform integrates multi-end sensing with coordinated operations across large, medium, and small screens, collecting over 2,800 key indicators from 40 provincial departments, thus providing robust support for governmental decision-making.

Jiangxi Province's Digital Government "1457" System

1 — "1" Decision Command Center

4 — "4" Fundamental Support Systems: Data support, video integration, security assurance operations and capability measurement

5 — "5" Decision Support Services: Situation awareness, analytical assistance, collaborative consultation, model management and supervision and evaluation

7 — "7" Government Functional Systems: Economic regulation, market supervision, social management, public services, ecological conservation, government operations and decision support

※ Supporting the Modernization of Intelligent Urban Governance

Intelligent cities stand as the core carriers and crucial elements of Digital China. Keeping pace with the times, China Mobile has developed a comprehensive "Network + Cloud + OneCity + Industry Applications" capability system. This system focuses on four major areas: urban governance, public services, industrial economy, and ecologically livable environment, supporting the digital transformation of cities across China.

Binzhou City	Zhongshan City	Huangshi City
In Binzhou, the Binzhou City Brain has been established, focusing on integrated intelligent applications for "one-network-for-all-services," "one-network-for-all-management", and "one-network-for-all-overview". Specialized applications including "One Code for the City", "Special Reports", and "Intelligent Communities" have also been developed.	China Mobile has implemented a professional operation and maintenance service plan to ensure the secure and stable operation of the Zhongshan City Brain platform and specialized applications.	By leveraging the deep integration of 5G and large-scale model technologies, it progresses from "Intelligent Connectivity of Industries" to "Smart Governance of the City", creating a future model for Huangshi's urban brain. From urban governance to public services and citizens' livelihoods, technology injects warmth and strength into the city, enabling its self-operation and allowing citizens to enjoy greater convenience.

📡 Creating a "Digital-intelligent Brain" for enhanced urban governance

In 2024, China Mobile leveraged 5G and integrated cloud-network-terminal solutions to build six supporting platforms, including an AI integration platform, aiding Xiaogan City, Hubei Province in achieving comprehensive urban governance through a single screen for monitoring the entire area and a unified network for managing the whole city. Based on actual urban management needs, public facilities, road traffic, housing, land and other city components were integrated with the city information modeling platform and video resources. Over 400,000 urban management components were assigned unique "IDs", enabling the digital collection, automated linkage and intelligent resolution of various management issues across the city. Relying on the city's digital public infrastructure platform, applications such as 5G+ urban lifeline bridge monitoring and 5G+ smart manhole cover supervision have been launched. These applications can intelligently identify issues like illegal street occupancy, road damage and unauthorized operations of construction vehicles, promptly pushing alerts to relevant departments for swift action. This enhances both service delivery and management efficiency within the city.

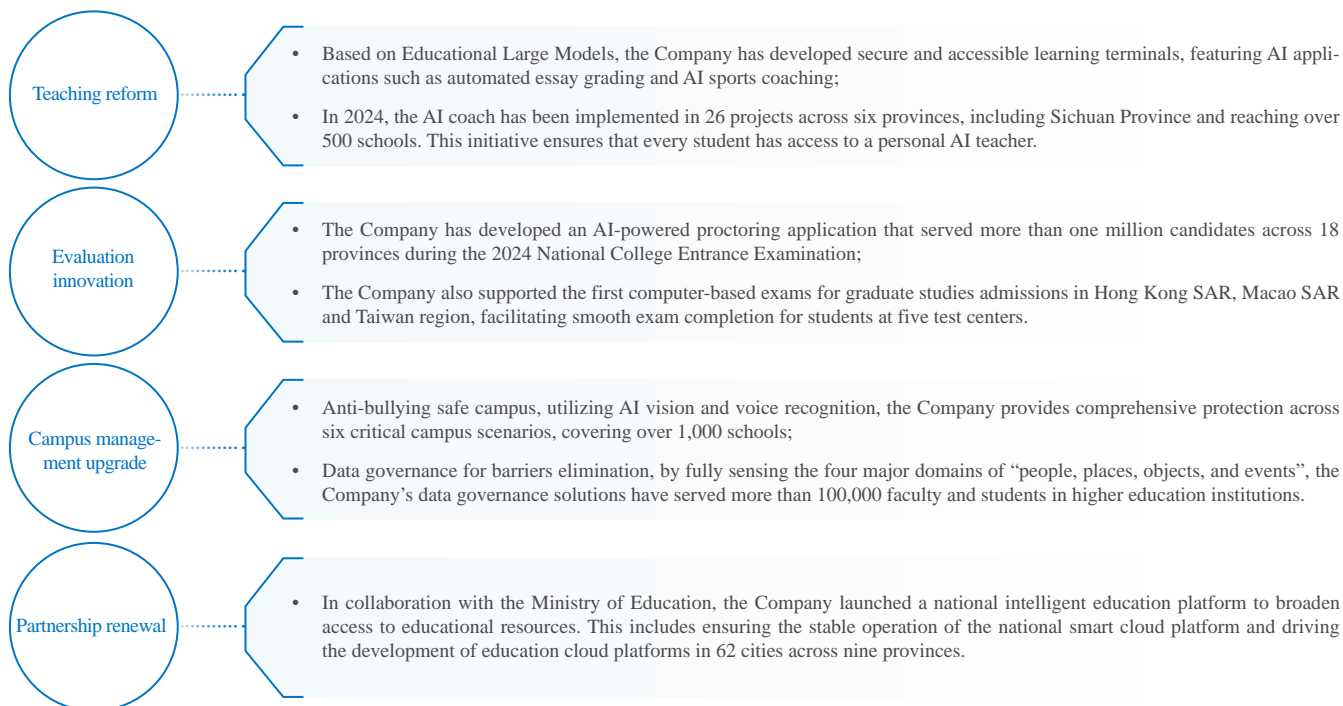Staff conducted maintenance on intelligent city equipment

To date, Xiaogan City's Urban Brain has integrated systems and data from 29 departments, including the Statistics Bureau, Public Security Bureau, Urban Management Committee and Emergency Management Bureau, aggregating 1,218 urban operational data indicators.

※ Empowering Digital-intelligent Public Services

The thriving digital economy is driving unprecedented changes in the public service sector. The Company actively promotes the profound integration of digital technologies with public services, accelerating the digital-intelligent transformation of key areas such as education and healthcare. This enhances the quality and accessibility of public services, effectively meeting the diverse demands of people.

Intelligent Education

In 2024, the Company is leveraging the "4 New" strategies to facilitate the digital- intelligent transformation of the education industry, aiming to optimize the allocation and sharing of educational resources, marking the beginning of a new chapter in intelligent education.

Teaching reform
- Based on Educational Large Models, the Company has developed secure and accessible learning terminals, featuring AI applications such as automated essay grading and AI sports coaching;
- In 2024, the AI coach has been implemented in 26 projects across six provinces, including Sichuan Province and reaching over 500 schools. This initiative ensures that every student has access to a personal AI teacher.

Evaluation innovation
- The Company has developed an AI-powered proctoring application that served more than one million candidates across 18 provinces during the 2024 National College Entrance Examination;
- The Company also supported the first computer-based exams for graduate studies admissions in Hong Kong SAR, Macao SAR and Taiwan region, facilitating smooth exam completion for students at five test centers.

Campus management upgrade
- Anti-bullying safe campus, utilizing AI vision and voice recognition, the Company provides comprehensive protection across six critical campus scenarios, covering over 1,000 schools;
- Data governance for barriers elimination, by fully sensing the four major domains of "people, places, objects, and events", the Company's data governance solutions have served more than 100,000 faculty and students in higher education institutions.

Partnership renewal
- In collaboration with the Ministry of Education, the Company launched a national intelligent education platform to broaden access to educational resources. This includes ensuring the stable operation of the national smart cloud platform and driving the development of education cloud platforms in 62 cities across nine provinces.

Creating the *Wutong Honghu* Digital-intelligent Talent Cultivation Platform to cultivate digital talents

With the rapid development of digital industries and the digitalization of traditional sectors, the demand for digital talent has surged across all fields. China Mobile's *Wutong Honghu* Digital-intelligent Talent Cultivation Platform actively explores the application of information technology in digital talent cultivation. The platform strengthens integration of industry, academia, and research driven by enterprises, promoting a cohesive development of "education, technology and talent". Focusing on three core areas of digital-intelligent talent development, digital skills competitions and collaborative innovation between industry and research, the platform provides integrated industry, academia, and research services based on real business operations, scenarios, and data

Wutong Honghu Digital-Intelligent Talent Cultivation Platform

(masking) from enterprises. These services include practical training, research projects, curriculum co-development, skills competitions, certification programs and internship placements. Currently, the platform collaborates with over 360 universities, including more than 80 prestigious institutions such as those under Project 985 and Project 211 universities and has trained over 120,000 students.

Intelligent Healthcare

The Company always put the people first, actively promotes the integration of new technologies such as 5G, 6G, IoT and AI into the healthcare industry. Leveraging the Intelligent Healthcare Cloud Platform, the Company has developed a comprehensive 5G intelligent healthcare product system enhancing pre-hospital, in-hospital and post-hospital service scenarios. This system includes innovative services like 5G pre-hospital emergency care, intelligent hospital applications, and remote medical services designed to meet the real healthcare needs of the public effectively.

China Mobile has served over **3,000** hospitals nationwide to enhance access to quality healthcare

China Mobile has established over **50** city-level emergency systems and equipped more than **3,100** ambulances, significantly enhancing the capabilities of disease control and emergency response systems

China Mobile has participated in the construction of health insurance information platforms in **126** cities and fully implemented 5G video customer service and cardless payment services

China Mobile has innovatively developed **anti-fraud** solutions to enhance the quality of health insurance services, safeguarding public healthcare funds

*Jiutian·*Medical AI large model enhances efficient consultations at Peking Union Medical College Hospital

The *Jiutian·*Medical AI Large Model is enhancing consultations at Peking Union Medical College Hospital by drawing on historical consultation reports and dialogue data from remote consultation scenarios. This data is used to train and refine a medical report generation model, helping doctors conduct conducting efficient and precise consultations. Additionally, the Company has built a physical indexing library based on medical guidelines. By utilizing the large model, we identify and correct erroneous phrases within text paragraphs, significantly improving the recognition rate of medical terminology. For complex cases, the model analyzes patient records, test results, and consultation records to generate consultation opinions for doctors' reference. This process frees doctors from cumbersome paperwork, allowing them to focus more on patient care. This application has improved consultation efficiency by over 35%, earning high praise from Peking Union Medical College Hospital.

Continuously Expanding the Digital Ecosystem

China Mobile is fully leveraging the role as a leader in the modern information industry chain by expanding divers forms and developing comprehensive ecosystem partnerships. The Company deepens collaboration with partners through complementary functions, positive interactions, resource sharing and integrated development, aiming to build a digital economy ecosystem with close partnership and connection to jointly contribute wisdom and strength to the healthy development of China's digital economy.

※ Strengthening Supply Chain System

The Company is fully utilizing the position as both a "chain leader" and "chain master" to spearhead reforms in supply chain security mechanisms. Focusing on enhancing the safety and resilience of the supply chain, the Company steadily stabilizes, reinforces, supplements, and strengthens the industrial chain, aiming to effectively harness the supply chain demand to accelerate the development of a world-class supply chain management system.

Improving the supply chain management system

- China Mobile has developed a Supply Chain System Framework, setting corresponding requirements for system development based on different levels of various units.
- Thirty-two policies have been formulated covering procurement, logistics, compliance, risk management, suppliers, quality assurance, and digital intelligence to standardize operations across all relevant sectors.
- The *Supply Chain Management Measures of China Mobile* reinforce regulations enforcement and establish a closed-loop management mechanism.

Strengthening supply chain risk prevention and control

- The Company has developed the *Centralized Procurement Supply Security Guide of China Mobile*, based on the PDCA methodology. This Guide adapts supply security plans, designed in phases, scenarios and levels, according to different parts of the supply chain process. We also establish a closed-loop risk management process to effectively guide the Company's response and recovery actions during supply disruptions.
- The Supply Assurance Toolbox has been designed to incorporate considerations such as product characteristics, supply risks and capabilities during the procurement planning phase. Appropriate assurance measures are recommended for use, forming comprehensive response plans.
- A mechanism for emergency reserves of key resources has been set up, along with the formation of an emergency coordination team.

Enhancing supply chain resilience

- Diverse supplier system: China Mobile has maintained long-term strategic partnership with leading enterprises, ensuring that major products are sourced from at least three suppliers. Meanwhile, the Company has promoted component diversification by collaborating with suppliers to manage exclusive materials from the design phase.
- Supply chain collaboration and interaction: China Mobile has established a unified supplier portal to facilitate single-point access, full-process online operations, collaborative management, and data sharing, and implemented tiered and categorized collaboration with supply chain partners.
- New supply chain management models: China Mobile has developed a global supply network coordination mechanism to enhance response speed and flexibility. Moreover, the Company has accelerated the construction of digital-intelligent supply chain integration systems and capabilities and established flexible procurement models to ensure rapid response and stable supply of critical products.
- Supply chain operational strategies: China Mobile has utilized multidimensional databases and differentiated product demand forecasting models to improve the accuracy of demand predictions. Furthermore, the Company implemented price linkage mechanisms for certain raw materials and components, conducted monitoring and evaluation of product materials, performed comprehensive assessments of suppliers and established differentiated incentive and penalty mechanisms.
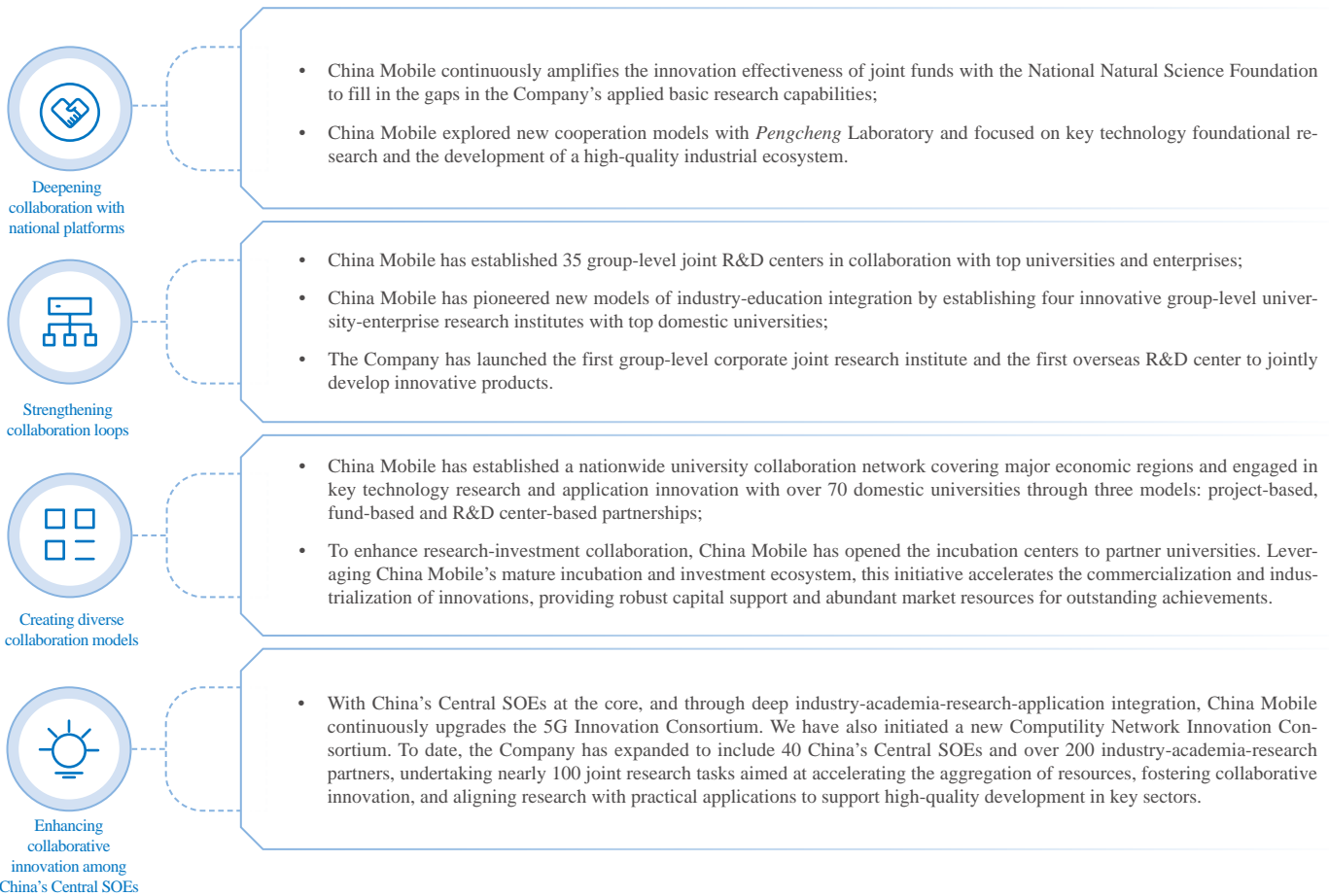
※ Developing Industrial Chain Finance

To effectively support technological innovation and the development of the private economy, and to help SMEs overcome difficulties, the Company coordinates high-quality financial resources, innovates industrial chain finance models and actively develops a range of diversified industrial chain financial products and services. Targeting upstream and downstream partners, the Company leverages a centralized industrial chain finance service platform to improve the accessibility and convenience of financial services, thereby facilitating smooth industrial circulation.

※ **Deepening Sci-tech Collaboration**

Industry-academia-research-application Collaboration

The Company is implementing the national strategy of enhancing integration of industry, academia, and research driven by enterprise. Through the "Co-Creation+" program, we continuously deepen industry-academia-research collaboration. The Company has established a "3 Categories - 2 Levels - 3 Models" R&D cooperation management matrix to pool resources from industry, academia, and research sectors, accelerating innovation breakthroughs and promoting the conversion of technological achievements.

Deepening collaboration with national platforms

- China Mobile continuously amplifies the innovation effectiveness of joint funds with the National Natural Science Foundation to fill in the gaps in the Company's applied basic research capabilities;
- China Mobile explored new cooperation models with *Pengcheng* Laboratory and focused on key technology foundational research and the development of a high-quality industrial ecosystem.

Strengthening collaboration loops

- China Mobile has established 35 group-level joint R&D centers in collaboration with top universities and enterprises;
- China Mobile has pioneered new models of industry-education integration by establishing four innovative group-level university-enterprise research institutes with top domestic universities;
- The Company has launched the first group-level corporate joint research institute and the first overseas R&D center to jointly develop innovative products.

Creating diverse collaboration models

- China Mobile has established a nationwide university collaboration network covering major economic regions and engaged in key technology research and application innovation with over 70 domestic universities through three models: project-based, fund-based and R&D center-based partnerships;
- To enhance research-investment collaboration, China Mobile has opened the incubation centers to partner universities. Leveraging China Mobile's mature incubation and investment ecosystem, this initiative accelerates the commercialization and industrialization of innovations, providing robust capital support and abundant market resources for outstanding achievements.

Enhancing collaborative innovation among China's Central SOEs

- With China's Central SOEs at the core, and through deep industry-academia-research-application integration, China Mobile continuously upgrades the 5G Innovation Consortium. We have also initiated a new Computility Network Innovation Consortium. To date, the Company has expanded to include 40 China's Central SOEs and over 200 industry-academia-research partners, undertaking nearly 100 joint research tasks aimed at accelerating the aggregation of resources, fostering collaborative innovation, and aligning research with practical applications to support high-quality development in key sectors.

※ **Expanding Strategic Cooperation**

The Company continuously expand the depth and breadth of the partnerships with enterprises and government entities. It leads and organizes initiatives that promote integrated development across the entire industrial chain, from upstream to downstream, and among large, medium and small enterprises. By fostering these collaborative endeavors, the Company drives collective breakthroughs, facilitating leapfrog development and enhancing resilience across the entire industry.

Strategic partnerships reach new heights

- China Mobile has signed strategic cooperation agreements with local governments in Qinghai Province, Inner Mongolia Autonomous Region, Shandong Province and more than 20 large enterprises, including CNPC, PICC and China Southern Airlines. These partnerships focus on key areas such as AI and 5G+ vertical industries, promoting the complementary advantages of resources and the expansion into strategically emerging sectors.By the end of 2024, the Company boasts over 160 strategic partners.

New chapter of industrial collaboration

- Since 2013, China Mobile has hosted the China Mobile Global Partners Conference for 12 consecutive years, fostering deep collaboration within the global information industry ecosystem. By the end of 2024, we had over 300,000 partners across various segments of the industrial chain.
- Under the "10^1-10^2-10^3-10^4" Partners Initiative, China Mobile consolidates efforts to enhance industrial chain development. This initiative channels advantageous resources into critical sectors and key regions, promoting interaction within the industrial chain and enriching the ecosystem. By the end of 2024, the initiative has brought together 1,400 enterprises within its network.

China Mobile Global Partners Conference 2024

※ Strengthening Equity Investment

The Company adheres to an investment philosophy centered on "value contribution as the baseline, synergy between production and investment as the foundation, and ecosystem building as the direction". We utilize equity investment as a bond to promote deep integration of industry chains, innovation chains and capital chains. Centering around our own information industry landscape, we widely engages in equity investment layouts in smart hardware, information security, cloud computing, the IoT, as well as vertical application fields like healthcare, fintech, entertainment and media. By continuously strengthening new digital infrastructure and information service capabilities, we lead the steady development of the information and communication industry and promote the deep integration of the digital economy with the real economy.

Recent key investment projects

Investment in the industrial internet sector

In 2024, China Mobile invested in HBIS Digital Technology Co., Ltd. ("HBIS Digital Technology"), a company leveraging decades of industrial expertise and practical application from HBIS Group. HBIS Digital Technology has developed the autonomous and controllable WeShyper Industrial Internet Platform, focusing on four key areas digital steel, industrial internet, green and low-carbon development, and intelligent equipment. This investment supports the digital and intelligent transformation of the steel industry.

Investment in electronic components sector

In 2024, China Mobile invested in Guangzhou Luxvisions Innovation Technology Limited ("Guangzhou Luxvisions"), a precision optical products platform company. Focusing on precision optics, Guangzhou Luxvisions expands its innovative business into areas such as XR and automotive cameras, positioning itself at the forefront of these emerging fields. This investment bolsters the development of the electronic components manufacturing industry.

Investment in intelligent devices sector

In 2024, China Mobile invested in Honor Terminal Co., Ltd. ("Honor Terminal"), a leading company in the intelligent terminal sector. Honor Terminal offers a comprehensive ecosystem of products including smartphones, PCs, tablets, headphones and watches. This investment promotes the development of the intelligent terminal industry and enhances synergy between devices and networks, fostering technological innovation.

Investment in the communications testing sector

In 2023, China Mobile invested in Beijing Xinertel Technology Co., Ltd. ("Xinertel"), a company specializing in communications testing products and solutions. Xinertel's customers includes major telecommunications equipment manufacturers, operators, research institutes, universities, and the power sector. Meanwhile, it was recognized as a specialized and innovative "little giant" enterprise by the MIIT in 2021. This investment enhances China Mobile's strategic layout in the communications testing field.

※ Expanding International Collaboration

The Company adheres to an open and inclusive philosophy, continuously expanding international exchange and cooperation channels. By collaborating with overseas partners, we aim to achieve mutual benefits and shared success, injecting new impetus into the high-quality co-construction of the Belt and Road Initiative.

China Mobile integrates into the new "dual circulation" development pattern through the GTI international cooperation platform. We have gathered 146 international operator members and 266 industry partners, expanding our mission from promoting global TD-LTE development to becoming a global organization for next-generation information and communication technology cooperation. Additionally, the Company hosted the inaugural GTI Digital-Intelligent Hong Kong International Forum in Hong Kong SAR, where we launched the 5G-A × AI integrated development project around the globe. This initiative aims to jointly build open laboratories and collaborative innovation communities with international operators and partners, uncovering innovative application cases.

China Mobile International has established a subsidiary in Saudi Arabia to facilitate the "going global" of Chinese enterprises and the "bringing in" of Saudi enterprises. The Company has partnered with multiple Saudi operators to launch inbound and outbound 2G, 3G, 4G and 5G NSA roaming services, thus supporting Chinese enterprises expanding overseas and providing local government and enterprise customers with a suite of cross-border connectivity and IoT services.

The "Hand-in-Hand Plan" is a global partnership platform launched by China Mobile in 2015, with a mission of openness, connectivity, and collaboration. Currently, it comprises 27 leading partners from the telecommunications and internet sectors across the globe, collectively serving over three billion customers.

China Mobile has signed a strategic cooperation agreement with Telecom Egypt to jointly promote the development of global digital infrastructure. The partnership focuses on enhancing cross-border network connectivity services and exploring innovative DICT solutions. By integrating China Mobile's offshore products and capabilities, the collaboration aims to upgrade intelligent services for enterprises.

China Mobile International continues to expand the global services for new information infrastructure, with a focus on 5G and CN through strategic collaborations

Inclusive Growth

Through inclusive innovation, embracing changes and concurrent growth and development with the society, China Mobile integrates its corporate development with national development strategies and strives to realize common prosperity. We vigorously promote the innovative application of next-generation information technology in areas such as rural vitalization, regional coordinated development, and public welfare, thus providing more people with accessible, affordable, and high-quality information services. China Mobile regards talent as the most important resources in setting a solid foundation for its high-quality development and is ready to share its achievements with all sectors of the society.

Feature: Ensuring Network Security, Creating a Clear and Bright Cyberspace

Striving for Common Prosperity

Cultivating Well-Rounded Talents

Feature: Ensuring Network Security, Creating a Clear and Bright Cyberspace

With the rapid development of the digital economy, cybersecurity has become an important part of national security and a key link in economic and social development. China Mobile always prioritizes cybersecurity, continuously promotes reform in network information security, improves the cyberspace information management system, innovates the development of "AI + security", comprehensively prevents and controls telecom fraud and harmful information, and strives to create a clear cyberspace. Meanwhile, the Company provides support for network emergency communication for major events and disaster relief efforts to ensure network security.

Strengthening Cyberspace Information Security

The Company aims to be a "world-class national team in cybersecurity" and advances the reform of the cybersecurity organizational system. Guided by the concept of "Five Alls" of all customers, all networks, all data, all processes and all scenarios, we optimize the working mechanism of the cybersecurity leading group, refine the cybersecurity system framework, and build a cybersecurity management system covering network security, information security, data security and content security, thereby promoting technical innovation in network security and cultivating cybersecurity talent to ensure high-quality development with high-level security.

Innovating cybersecurity technology

- China Mobile independently proposed the "microsegmentation+" key endogenous security technology to further ensure the security of the 5G core network;

- The technology and application for intelligent mining of threat intelligence in communication network has reached an internationally advanced level;

- China Mobile pioneered the commercial application of cryptography in large-scale communication gateway base systems in the industry;

- The protection capability against Advanced Persistent Threats (APT) has won the second prize for technological advancement from the China Institute of Communications;

- The "Meta Trust" integrated and trustworthy security protection solution provides one-stop security solutions for various industries, and has supported the digital transformation of leading enterprises.

Building cybersecurity teams

- China Mobile certified over 11,510 cybersecurity professionals nationwide, with 2,264 individuals in the database;

- China Mobile improved the cybersecurity talent system covering six professional fields and seven capability levels, specifically introducing high-level, high-potential security talents;

- China Mobile conducted security training and empowerment nationwide, continuously exploring new models for selecting, cultivating, and managing cybersecurity talents, to support the construction of a multi-skilled cybersecurity talent team;

- China Mobile released the *China Mobile Cyberspace Security Talent Capability Enhancement and Empowerment Development White Paper (2024 Edition)*.

Independently developing the "Guardian" Cybersecurity command system

China Mobile has independently developed the "Guardian" Cybersecurity Command System, which can conduct integrated monitoring, assessment and disposal of risks and threats in key security areas such as networks, data, anti-fraud, and information, and provide 24/7 security protection for critical information infrastructure. It helps users identify the risks associated with excessive collection and illegal use of personal information by smart terminal applications, offering efficient and comprehensive integrated security services.

Developing cybersecurity expert-level digital employee

The Company has developed the cybersecurity expert-level digital employee, which is based on big data, driven by AI algorithms and centered around the knowledge of security experts. It features automated security testing and personalized security training. By simply issuing a detection command, the AI digital employee can intelligently complete tasks such as writing detection scripts, function dispatching and risk assessment, thereby reducing the testing time from hours to minutes.

Strengthening Efforts to Combat Illicit Content

China Mobile attaches great importance to the governance against harmful information and has issued the *China Mobile Content Security Governance, Production and Operation Evaluation Management Measures,* establishing a regular supervision and inspection mechanism to ensure the security of online content. By the end of 2024, it has intercepted 22.34 billion spam SMS and MMS and blocked 1.96912 trillion visits to various harmful websites.

Rectifying key services:	**Innovative governance methods:**	**Addressing technical challenges:**
During the "Traceability" action, 28,000 issues related to port SMS rectification have been discovered and supervised; for the new heterogeneous WAPPUSH (Wireless Application Protocol Push) SMS, a nationwide inspection and system capability upgrade have been organized, resulting in the blocking of 2.54 billion related messages.	China Mobile carried out a pilot project for graded classification disposal of illicit content, transitioning from service suspension to frequency and call restrictions with reducing complaints by 73.47%. The Company conducted in-depth exchanges with the Hong Kong Police on anti-fraud efforts and innovative cybersecurity services. We also analyzed overseas illicit calls and blocked 14 intermediary service providers.	The Company launched a deepfake image recognition model, which accurately identified 9,766 illegal images, intercepted 137,600 instances of image-based fraud and blocked 9,200 illegal domains. We also launched the "Do Not Disturb" service for SMS, offering personalized SMS anti-disturbance services. By the end of 2024, we have served 11.93 million users, providing over 62.01 million SMS protections.

Preventing and Combating Telecom Fraud

The Company strictly abides by the *Anti-Telecom and Online Fraud Law of the People's Republic of China,* and formulates the *China Mobile Telecom and Online Fraud Prevention and Management Work Plan (2024).* We established a system of chief accountability, strengthened the management and guidance of anti-fraud work, advanced the construction of dedicated anti-fraud teams, set up specialized anti-fraud institutions and continuously improved the anti-fraud management system. In addition, China Mobile innovatively launched the anti-fraud service product, which offers dual protection with "AI protection + insurance claims" and has served more than 8.25 million customers.

In 2024, the Company leveraged its technical advantages and continued to carry out special operations such as Cut-Off Operation, Modem Fraud Crackdown Operation and Peace-of-Mind Operation, firmly safeguarding the property security and legal rights of the people.

Cut-off operation	**Modem fraud crackdown operation**	**Peace-of-mind operation**
• China Mobile coordinated various provinces to re-authenticate real names for fraudulent abnormal SIM cards and IoT cards, cracking down on the key sources of unregistered SIM cards; • China Mobile conducted special rectification actions for fraudulent high-risk SIM cards such as "inactive SIM cards", "one ID with multiple SIM cards", "silent SIM cards" and cards associated with high incidence of overseas fraud. By the end of 2024, 5.185 million abnormal SIM cards had been dealt with.	• China Mobile established a nationwide "modem pool" database, organized nationwide collection and sharing of clues related to "modem pool" devices and software, sharing a total of 80 Modem Fraud Crackdown models; • China Mobile optimized and iterated "Modem Fraud Crackdown" models. We cumulatively reported 1.1961 million Modem Fraud Crackdown clues to public security authorities, assisting in the seizure of 26,900 GoIP devices, the dismantling of 12,200 fraud dens and the arrest of 18,100 criminal suspects.	• China Mobile internally updated and released the *Telecom and Online Fraud and Other Case Warning and Education Case Studies (V4.0)*, and trained 70.4 million internal employees and social agent channel personnel; • China Mobile externally constructed an anti-fraud publicity matrix, assisting communities, villages, schools, enterprises and families in conducting 127,000 anti-fraud publicity campaigns, providing key support for 20,000 grids with great numbers of the elderly and rural areas vulnerable to fraud and distributing 17,000 promotional materials.

Effectively combating telecom fraud in northern Myanmar by China Mobile

Yunnan Province is on the frontline of combating telecom fraud in northern Myanmar, with one of the most complex anti-fraud environments, the worst governance ecosystem and the fiercest technical confrontations in China. China Mobile adopted six measures of blocking, kicking, stopping, calling, intercepting and restricting to construct a comprehensive governance system at the anti-fraud frontline. The Company has maintained a stringent crackdown on telecom fraud crimes, included 8.38 million high-risk numbers in red and yellow card management and analyzed and shut down 1.3 million numbers and kicked 10,000 high-risk numbers off the network. Additionally, China Mobile has assisted public security authorities in successfully dismantling 2,641 criminal dens, apprehending 3,258 suspects, and confiscating 2,334 devices, thereby effectively safeguarding the property and legal rights of the public.

Protecting Minors

China Mobile attaches great importance to the online health and safety of young people, guiding them to use the Internet correctly and reasonably. In 2024, MIGU upgraded the "minor mode", set restrictions, and strengthened content management to provide a safe and healthy online environment for young users.

MIGU Music

MIGU upgraded the "minor mode", which, once activated, can strictly control the daily usage period and total duration for minor users, restrict their consumption and recommend selected content suitable for minors' physical and mental growth. With cloud recognition technology, even if users uninstall and reinstall the APP, the mode remains active, preventing minors from exploiting vulnerabilities to close the minor mode.

MIGU Video

MIGU limited the usage period and total duration for minor users and established an exclusive content pool for different age groups catering to the characteristics and cognitive abilities of minors. By collaborating with smart terminal manufacturers, MIGU actively deployed integrated capabilities for minor network protection according to the "one-click activation" technology standard.

MIGU Fun

MIGU upgraded the "youth mode" to "minor mode". In addition to controlling restrictions in the network audiovisual field, MIGU enabled dual anti-addiction restrictions on video anti-addiction and game anti-addiction. In the minor mode, the game live broadcast function is unavailable and the manual review of relevant nodes is increased to further strengthen the protection measures for minor users.

Enhancing Emergency Communication Capabilities

※ Ensuring Communication for Major National Events

China Mobile continuously improves an efficient and collaborative emergency communication system, adhering to bottom-line thinking to successfully support major events such as the 14th National Winter Games, the National Two Sessions, the 2024 Summit of the Forum on China-Africa Cooperation, and the 75th National Day, fully achieving the support goals of "zero major network failures, zero major network security incidents, zero significant customer complaints and zero negative focus events".

Building the four-level emergency support mechanism

An **emergency communication leadership group** was established at the headquarters, with the general manager as the group leader and participation from relevant departments. Considering China's regional layout, transportation and disaster types, the country is divided into six major areas, with a **regional collaborative support mechanism.** Each province (autonomous region, direct-administered municipality) established an emergency communication bureau, and city companies set up full-time and part-time **emergency communication management positions.**

**Improving emergency plans and management systems**

China Mobile developed a series of management methods including plan drills, event handling, equipment management and material dispatch, promoted the orderly progress of various projects, and updated **1,011** emergency plans in 2024.

Upgrading "super base station" capacity

China Mobile is the first to propose and build **"super base stations"**, setting up one super base station in each county (urban district) prone to disasters. Utilizing China Mobile's high-throughput satellite communication network, 4/5G base stations were provided with automatic fiber optic/satellite automatic transmission switching capabilities for the existing **1,038** super base stations, enhancing the network's disaster resilience and communication preservation capacity.

China Mobile's new emergency communication support system

Enhancing the level of emergency communication equipment

China Mobile fully promoted the emergency **communication planning project** for the 14th Five-Year Plan, completed the acceptance of 200 sets of portable integrated satellite stations and finalized the bidding and procurement for equipment such as small satellite emergency vehicles, all-terrain vehicles, logistics support vehicles, the second phase of **portable integrated** satellite stations and medium fixed-wing UAV stations.
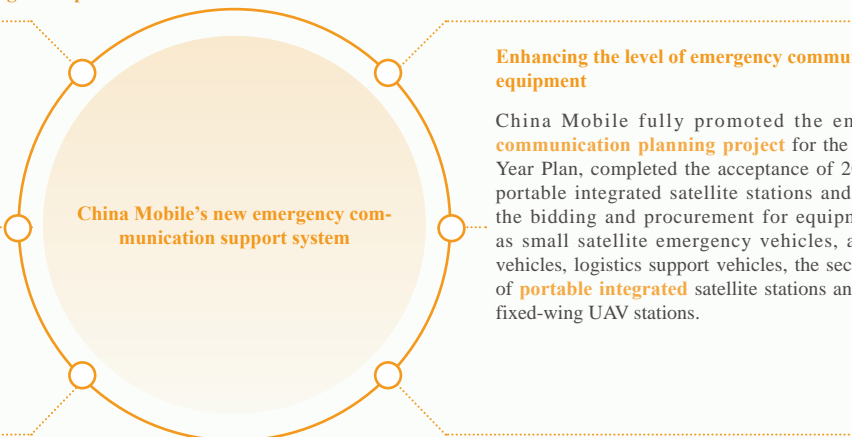
Integrated emergency support model

China Mobile established the monitoring-emergency integrated support model, relying on a centralized network management system to achieve **24/7 hours of real-time monitoring** of all network elements. Upon discovering sudden events or network abnormalities, the system ensures a swift response, coordinated resource dispatch and unified resolution of the issue.

Ten major services for emergency communication

China Mobile established "Ten Major Services" for major natural disaster support, including free family reunion hotlines and exemption from service suspension due to arrears.

Passion on the ice and snow: ensuring communication for the 14th National Winter Games

The 14th National Winter Games was the largest, highest-level, and most influential comprehensive ice and snow event held in China after the Beijing Winter Olympics. During the event, the Company applied several innovative technologies such as 5G-A and security robots to communication support, providing users with an ultimate digital experience.

- China Mobile innovatively proposed a four-dimensional assessment matrix to form MMMB anti-interference ultra-dense 4G/5G network. We also enhanced network quality in key scenarios, ensuring every user could enjoy a good internet experience with 100% venue occupancy.

- China Mobile applied 5G-A LampSite X 3CC carrier aggregation technology to achieve a downlink rate of up to 4.15Gbps per user, bringing experiences such as high-definition VR live streaming, instant video transmission, and autostereoscopy.

- China Mobile developed and deployed monitoring security robots for the first time, enabling 24/7 hour intelligent monitoring, real-time reporting of fault alarms, and automated minute-level monitoring of 4G/5G network performance indicators, along with automatic data downloads, indicator calculations, result presentations, and early warnings.

Ensuring communication for the 14th National Winter Games

- During the games, 57 cloud hosts at China Mobile Hohhot Data Center were responsible for data processing of ten event systems, including timing and scoring, central results, and competition services, ensuring zero delay in event data.

Successfully completing communication services for the national two sessions

In March 2024, the second sessions of the 14th National Committee of the Chinese People's Political Consultative Conference (CPPCC) and the 14th National People's Congress (NPC) successfully concluded. China Mobile met the highest standards, achieving the goal of ensuring the National Two Sessions' communication network with "maximum coverage, strictest implementation and fastest response".

Improving network coverage

China Mobile deployed over 20,000 personnel and 301 emergency communication vehicles. In response to a surge in business volume, the Company established a panoramic minute-level real-time support monitoring system, offering a three-dimensional view of the venue and minute-level monitoring of indicators such as the number of users and traffic. We also established a scenario-based hierarchical support system for 32 scenarios, effectively improving emergency response efficiency.

Adopting innovative technology

Through the *Yunkan* platform, important businesses and systems were monitored 24/7 hours centrally, intuitively understanding the operating status of various network businesses. China Mobile has independently developed the "one-click disaster tolerance" system. In the event of major equipment failure, the system can quickly isolate the problematic equipment within one minute and migrate users, ensuring minimal impact on communication usage.

Providing thoughtful services

Heartwarming Service was established to create a "best-in-class standard", enhancing support for key services such as the customer service priority hotline, 27 dedicated support offices, and cross-regional services for customers from other provinces. For the first time, China Mobile's APP provided 10086 video customer service for the National Two Sessions.

Strengthening coordinated monitoring

China Mobile launched the "Guardian: Spring Plowing Action", engaged cybersecurity "cloud experts" for cross-attacks detection and vulnerability discovery. For the governance of illicit content, a "green channel" was established, achieving minute-level processing.

※ Combating Natural Disasters at Full Strength

Upholding the philosophy of putting people and their lives first, China Mobile actively engages in flood control, disaster relief, and emergency rescue in the face of natural disasters, striving to ensure uninterrupted communication for people.

China Mobile made great efforts to win the battle against typhoons Yagi and Bebinca

In September 2024, Typhoons Yagi and Bebinca successively landed in Hainan and Shanghai, significantly impacting local communication facilities. The Company effectively and orderly implemented various emergency communication support tasks. Forty task forces were set up in the two provinces, assigning over 60,000 personnel, more than 23,000 vehicles, over 19,000 oil engines, 65 emergency communication vehicles, 68 satellite backpack base stations, 113 satellite phones and one drone. After more than a month of continuous efforts, they restored 15,274 base stations and resolved 7,209 transmission cable faults, fully accomplishing the communication support task for flood prevention.

Maintenance staff carried out optical cable repairs

China Mobile provided emergency communication support after 7.1 magnitude earthquake in Aksu Prefecture, Xinjiang Uygur Autonomous Region

At 2:09 AM on January 23, 2024, a 7.1-magnitude earthquake struck Wushi County, Aksu Prefecture, Xinjiang Uygur Autonomous Region, causing 29 base stations to go offline. After the earthquake, the Company promptly activated the earthquake emergency communication support plan, mobilizing relevant emergency communication support personnel to set up rescue teams to conduct comprehensive inspections and hazard checks of base stations, equipment rooms and pole lines around the earthquake-stricken areas. A total of 42 emergency communication and power generation vehicles were dispatched, along with 123 support personnel, eight satellite phones, 28 oil engines and various other rescue supplies, to ensure smooth communication networks at the rescue site.

China Mobile ensured smooth communication under the condition of cold wave and snowstorm

On February 21, 2024, the Central Meteorological Observatory of CMA continued to issue warnings, with 18 provinces (autonomous regions and municipalities) experiencing cold wave and snowstorms. The Company attached great importance to this condition and responded immediately. Provincial subsidiaries established emergency communication support teams for snowstorms and cold waves and were always on standby to ensure smooth communication, minimizing the impact of snowstorms and cold waves on the communication network and ensuring uninterrupted communication services for people. Provincial subsidiaries sent a total of 9,320 network support inspection personnel, 4,077 vehicles, 5,334 oil engines and strengthened inspections and maintenance of important network facilities, effectively avoiding major network failures caused by extreme weather conditions.

Staff of China Mobile in the snow

China Mobile MIGU helped to build national early warning information compulsory reminder platform

In 2024, utilizing its media attributes as an operator and its leading AI advantages, China Mobile MIGU partnered with the Public Meteorological Service Center of the China Meteorological Administration to create the National Early Warning Information Compulsory Reminder Platform, which integrates core capabilities of flash SMS, intelligent outbound calls, and video ringtones. It features advantages such as compulsory reminders, direct delivery without endpoints, three-network integration.

Since its official launch at the end of April 2024, the platform has been piloted in 386 cities, counties and districts in 16 provinces (autonomous regions and municipalities) including Zhejiang, Sichuan and Hebei. As of November 18, flash SMS has triggered 2,585 tasks, reaching 1.4769 million individuals. Flash SMS, also known as Class 0 SMS, is the highest-priority message type on mobile devices. It is displayed in full screen before calls and required manual confirmation, achieving the function of compulsory reminders. This helps to provide early warnings promptly, thus maximizing the protection of people's lives and property.

Topic Analysis: Data Security and Customer Privacy Protection

In 2024, China Mobile identified and evaluated the impacts, risks and opportunities related to data security as well as customer privacy protection for the first time. We also outlined the relevant management processes and goals to lay the foundation for the formulation of strategies to address these issues.

※　Establishing Governance Structure

China Mobile established a Network and Information Security Leading Small Group, with the chairman of the board as the leader and the general manager and deputy general managers as deputy leaders. This group is responsible for implementing laws, regulations, policies, and work requirements related to network and information security management including data security and customer privacy protection issued by government authorities. The office of the Network and Information Security Leading Small Group is set up in the Network and Information Security Management Department, responsible for coordinating the overall network and information security work of the Company. Each subsidiary's network and information security leading small group reports to the group's network and information security leading small group annually, and promptly reports major network and information security matters.
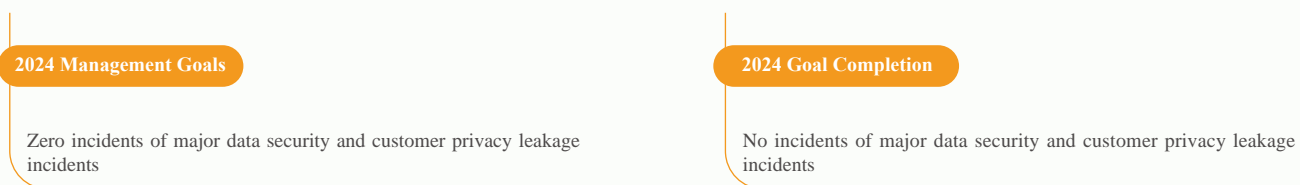
※　Developing response strategies

Risk/Opportunity Type	Risk/Opportunity Details	Timeframe	Response Strategy
Risk — Data leakage risk	As key information infrastructure operators, telecom operators hold vast amounts of data. Insufficient data protection could result in data leaks or tampering, which may compromise the rights and interests of both enterprises and customers and even threaten national security and public safety.	Long term	• Improve and enhance data security technical capabilities, strengthen mechanisms for risk identification, classification and grading control and data security assessments for data assets; strengthen the research and application of new technologies, such as AI, in the field of data security. • Enhance data security management, focusing on the control and supervision of key data processing areas, including important data protection, third-party management and external data collaboration. • Implement the promotion of data security laws and regulations, educational warnings, and skill development to enhance the overall data security literacy and compliance awareness of all employees.
Risk — Customer personal information leakage (being illegally or improperly used) risk	The leakage of citizens' personal information (being illegally or improperly used) may result in the violation of customers' legal rights and interests, which could, in turn, lead to problems such as telecom network fraud.	Long term	• Strictly adhere to the principles of legality, legitimacy, and necessity when collecting and using customer personal information. Through the development of systems like the *China Mobile Data Security Management Measures* and the *China Mobile Customer Personal Information Protection Implementation Guidelines, and by providing robust network* and data security protection capabilities, the Company has established a sound mechanism for protecting customer personal information. • Optimize workflows by adopting the banking "vault model" and implementing "key operations completed by multiple individuals". Using technical measures, ensure that all customer information operations are subject to strict approval controls, comprehensive records, and audits, to prevent internal employees from illegally or improperly accessing customer personal information.
Opportunity — The external empowerment of security capabilities creates more business opportunities	The Company has long-term experience in data security governance and has accumulated significant security capabilities. Security is also a key component of the "BASIC6" sci-tech innovation initiative.	Medium term	• The Company will continuously improve its security capabilities, develop security products spanning cloud, network, edge and endpoint, and offer end-to-end security protection covering all stages, elements and the entire lifecycle.
Opportunity — Data governance and standardization lead to value improvement	According to the *2024 China Digital Economy Development Report,* the market size of the data industry is expected to surpass RMB one trillion in the coming years. The continuous enhancement of data asset value will bring benefits to the Company.	Long term	• In 2024, the Ministry of Finance issued the *Pilot Program for the Whole Process Management of Data Assets,* and the Company participated in this pilot program. The Company will establish a standardized management system to drive greater value creation in areas such as data product development and scenario applications in the future.

Time range and definition		
Short term	●	Within one year after the end of the sustainability reporting period (inclusive)
Medium term	●	From one to five years after the end of the sustainability reporting period (inclusive)
Long term	●	More than five years after the end of the sustainability reporting period.

※ Strengthening Risk Mitigation

Monitoring discovery
Data security and customer personal information security incidents will be monitored through early warning systems, third-party monitoring and reports to higher authorities.

Preliminary judgement
China Mobile organizes relevant personnel to make a preliminary judgment on the relevance, authenticity and impact of suspected data security and customer personal information security incidents, and quickly determine the impact scope and source.

Emergency measures
Based on the preliminary judgment of the situation and source location, reasonable management measures and technical means will be taken to block or contain the incident source.

Finding out reason
An investigation team will be set up to analyze and verify the incident details to form accurate and detailed investigation results.

Analyzing impact
The impact of data security and customer personal information security incidents will be analyzed from four dimensions: on users, on the country, on the industry, and on the Company.

Remedial measures
Based on the incident source and cause, effective measures will be taken to eliminate or mitigate the negative impact as much as possible.

Investigating risks
Based on the problems and risks discovered during the incident handling process, efforts will be made to comprehensively check other systems to promptly identify and rectify similar risk hazards.

Summarizing experience
Based on the results of the risk investigation, experience and shortcomings will be summarized to improve monitoring and early warning mechanisms as well as technical measures, and to develop long-term improvement plans to prevent similar incidents again.

※ Defining Management Goals

2024 Management Goals

Zero incidents of major data security and customer privacy leakage incidents

2024 Goal Completion

No incidents of major data security and customer privacy leakage incidents

Striving for Common Prosperity

Committed to synchronizing enterprise development with social services, China Mobile focuses on promoting inclusive digital development, continues to advance rural revitalization, supports regional coordinated development, contributes to the high-quality cooperation under the Belt and Road Initiative, and actively engages in public welfare and charitable activities, to promote the realization of common prosperity.

Promoting Inclusive Development of Digital Intelligence

China Mobile prioritizes the upgrade of communication network infrastructure and diligently advances efforts to increase internet speeds and reduce costs. The Company customizes exclusive services for specific groups, enhances public digital literacy and skills and continuously improves the equity and accessibility of information services, ensuring that the general public can afford and enjoy the network services.

※ Accelerating Network Availability and Accessibility

The Company is committed to building more widespread and accessible network infrastructure, expanding the coverage of communication networks in rural and remote areas, enhancing network transmission capabilities and striving to narrow the digital service usage between urban and rural areas.

Expanding network communication coverage

- China Mobile constructed 2,715 4G base stations and 527 5G base stations in remote rural areas, 941 4G base stations for borderlines and islands and 26 5G base stations.

- The 4G network now covers 99.7% of administrative villages nationwide, and the 5G network basically achieves continuous coverage in towns and townships and effective coverage in large administrative villages and developed rural areas.

- Household broadband pipeline coverage reaches 260 million households, with an increase of 9.364 million from the beginning of the year. Household broadband users reach 110 million households, with an increase of 3.988 million from the beginning of the year. Wired broadband services cover 508,900 administrative villages.

- The Universal Telecom Service Project completed broadband construction in 3,240 remote villages throughout the year, with a cumulative completion in 71,770 remote villages.

Improving network transmission capacities

- The household broadband support capabilities of towns and rural areas were steadily enhanced, with 100% ability to provide gigabit services.

- For network construction needs in border areas, deployed 10G PON ports in all county areas, and all township locations are now 100% capable of providing gigabit services, with 93% having deployed 10G PON ports.

Bringing communication services to remote areas to safeguard the beauty of Altay

The Altai Mountains are located in the northeast of Altay. The Kazakh people, as one of the main ethnic groups in Altay, still maintain the nomadic tradition of moving along with water and grass. To address the difficulties of internet access and communication for herdsmen in the Altay Prefecture, the Company accelerated the special actions of Broadband Entering Xinjiang and Signal Enhancement, providing rapid communication on pastures to help farmers and herdsmen in border areas enjoy modern information communication services. Additionally, to bring more convenience to migrating herdsmen, the Company cooperated with herdsmen to install GPS positioning ear tag chips on cattle and sheep, helping them grasp the basic information, movement trajectory and location of cattle and sheep in real-time.

※   Reducing Network Usage Costs

Focusing on the diverse needs of the elderly, the disabled and ethnic minority groups, the Company provides customized heartwarming services and continuously offers preferential tariff work for three key groups: the elderly, the disabled and poverty-stricken population. We conduct various activities such as interactive experiences and knowledge popularization to improve the digital literacy and skills of the elderly, strives to reduce network usage costs and narrows the gap in digital service usage among different social groups.

Offering customized digital services

Elderly

- China Mobile optimized the 10086 hotline service for senior citizens to accurately predict simple business needs of customers, allowing elderly clients to enjoy the convenience of receiving proactive services.

- MIGU Reading has upgraded the elder model to develop a senior-friendly audio product.

Physically Impaired

- The Company jointly drafted the national standard of *Information Technology Closed Captioning*, based on which the closed captioning stream merging, encoding, decoding and transmission technologies have been applied in practice with the Company's audiovisual service.

- China Mobile set up special video service desks for the hearing impaired, helping them communicate with 10086 customer service staff face to face with sign language and supporting barrier-free business inquiries.

Ethnic Minorities

- The 10086 hotline launched multi-language desks in languages such as Uygur, Tibetan, Mongolian and Vietnamese, providing a better service experience for customers.

Offering exclusive plans

By the end of 2024, more than one billion customers have benefited from the campaign to increase network speed and reduce costs since its launch in 2015.

China Mobile continued to maintain and upgrade the Elderly Guard Initiative since 2021. By the end of 2024, it has benefited 39.649 million elderly individuals.

The Company continuously promoted the exclusive care card for the disabled, benefiting 5.992 million disabled individuals.

The Company continued exclusive policies such as the Home Card and 50% discount of rates, benefiting 19.396 million poverty-stricken individuals.

Large screen calls with subtitles enabling the elderly to enjoy digital life

The Company launched the *Aijia Huiyan* set-top box. After connecting it to the TV screen, users can dial the phone number of relatives and friends on the big screen and chat with them at any time. During video chats, the elderly can enable the voice-to-text function. The *Aijia Huiyan* set-top box uses voice recognition technology to convert the voice content of the call into text subtitles in real-time and display them on the screen. This helps the hearing-impaired elderly to better understand the conversation, allows them to keep up with the digital era, and lets love flow without barriers.

China Mobile organized classes for the elderly in communities with smart technology

China Mobile actively conducted the "Digital China Tour for the Elderly". By organizing classes for the elderly in communities, we provided the elderly with age-friendly services and "China Mobile Knowledge Classroom" educational services, including care service stations, smartphone usage and anti-fraud knowledge popularization. On-site staff and volunteers provided lively explanations and detailed cases, allowing the elderly to truly understand and familiarize themselves with the formats and tools of digital life, as well as the rhythm and lifestyle of the digital era.

Knowledge popularization of smartphone application for the elderly

Staff taught the elderly to use smartphones

Promoting Comprehensive Rural Vitalization

China Mobile takes on the role of a key player in the construction of digital villages, aligns with the goal of building a strong agriculture country, draws on the experience of the "Green Rural Revival Program", focuses on the "137" work system for rural vitalization, emphasizes on planning guidance, digital intelligence empowerment and management enhancement, fully implements assistance measures in areas including talent, confidence and knowledge, consumption, industry and people's livelihood, improves the completeness of rural infrastructure, the convenience of public services and the comfort of living environments, promotes the joint prosperity and development of urban and rural areas and contributes "Mobile power" to rural vitalization. Since the formal commencement of the assessment and evaluation of the paired-up assistance by central units in 2018, China Mobile has received the highest rating of "Excellent" for six consecutive years and has ranked among the top three central state-owned enterprises for five consecutive years.

※ Strengthening Top-level Design with Systematic Planning

The Company vigorously promotes the "Digital Intelligence Rural Revitalization Plan", plays a leading role with overall coordination, systematically constructs a broad support framework featuring coordinated efforts across different levels, paired assistance, internal and external collaboration and focused and comprehensive approaches, continuously improves strategic planning and organizational systems, innovates assistance mechanisms, provides systematic planning and top-level guarantees, consolidates the achievements in poverty alleviation and maintains the ongoing rural vitalization efforts.

One Goal

Three Approaches

Multiple Measures

Two Ensures, Three Improves, Two Strengthens

Planning Guidance | Digital-Intelligence Empowerment | Management Enhancement

Financial Assistance

Talent Assistance

Confidence and Knowledge Assistance

Consumption Assistance

Industry Assistance

Livelihood Assistance
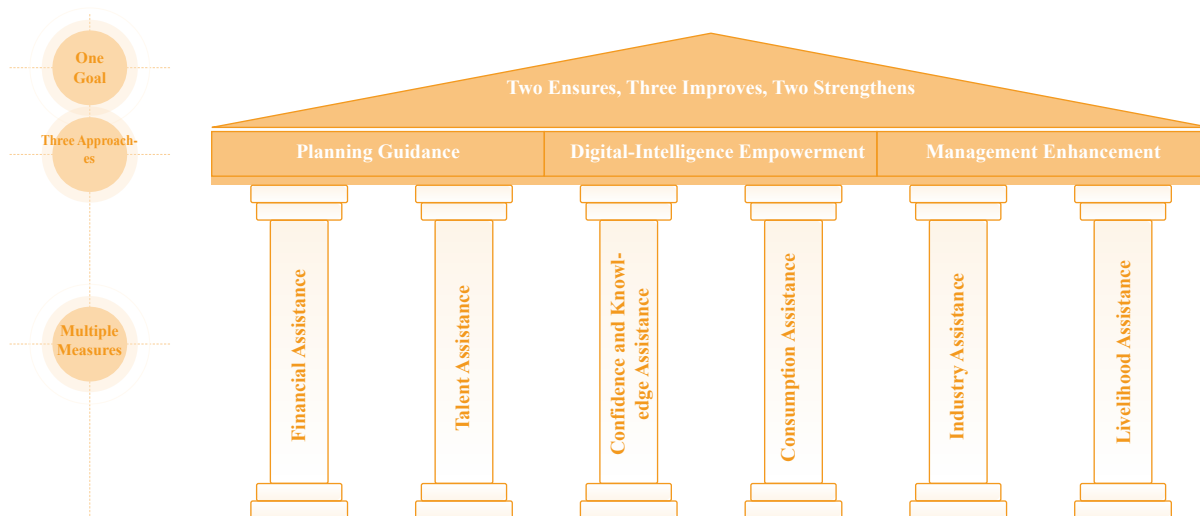
Clarifying strategic planning

- China Mobile clearly defines the "137" work system for rural vitalization, follows the principles of "mutual enhancement, localized adaptation, highlighted characteristics, reasonable structures and guaranteed key points", collaborates with county-level governments to jointly develop a three-year development plan and specifies key tasks and funding project plans;

- China Mobile develops an annual work plan for rural vitalization, covering aspects such as digital intelligence empowerment, management enhancement and assistance measures.

Strengthening organizational support

- The Company enhances the closed-loop management of planning, reporting and evaluation, deepens the work mechanism featuring coordinated efforts across different levels, paired assistance, internal and external collaboration and focused and comprehensive approaches to consolidate assistance efforts;

- China Mobile improves the assessment system, optimizes the evaluation system, integrates evaluation content and improves the evaluation process to further reward the advanced and motivate the lagging;

- The Company formulates and publishes the *China Mobile Consumption Assistance Work Management Measures (Trial)* to promote standardized, process-oriented and systematic consumption assistance work.

Innovating assistance mechanisms

- China Mobile strengthens the "3+1" paired assistance system by arranging units from developed eastern and central regions, provides paired assistance to seven designated counties, with each county being assisted by two provincial companies and one specialized company, fully utilizes the resource capabilities of the supporting units, mobilizes the society to donate RMB117.16 million in free assistance funds and implements over 100 assistance projects, including road construction projects in Rongchun Village of Taipingchuan Township and Jianping Village of Heli Town in Tangyuan County.

※   Intensifying Efforts to Implement Assistance Measures

The Company continuously increases efforts in talent and industry assistance to fully implement support measures, focuses on rural industry development, rural governance and rural livelihood, promotes deep and practical implementation of assistance efforts, contributes to local economic and social development, brings benefits to local people's livelihood and makes new and greater contributions to the all-around rural vitalization and modernization of agriculture and rural areas.

Enhancing talent assistance

Throughout the year, over 2,500 cadres on temporary assignments, first secretaries, and village-stationed work team members have contributed to grassroots governance. By the end of 2024, approximately 6,000 cadres have been dispatched in total for assistance work.

Improving confidence and knowledge assistance

China Mobile emphasizes training effectiveness by enhancing the practicality, refinement, and precision of training activities to provide confidence and knowledge assistance and talent assurance for rural vitalization. Throughout the year, a total of 59,000 grassroots cadres, 35,000 rural vitalization leaders and 94,000 technical staff have been trained.

Detailing consumption assistance

China Mobile jointly hold the "Empowering Harmonious and Beautiful Villages with Intelligence, Promoting Revitalization from Northeast China" consumption assistance campaign by central enterprises, actively participate in the "Spring Action of Central Enterprise Consumption Assistance" and the third "Vitalizing Agriculture Week", carry out the "I Vitalize My Hometown" promotional activities and innovatively develop blockchain traceability solutions for the faster, further and better sales of specialty agricultural products. In 2024, the Company has directly purchased and facilitated the sales of agricultural products worth RMB940 million.

Strengthening industry assistance

China Mobile compiled the China Mobile Assistance Development Plan based on location characteristics, development stages, and resource endowments of the assisted counties, clarified the proportion of donated funds (the proportion of industry input funds is 40%-50%, with top three projects receiving over 70% of the funds), increased the proportion of industry assistance funds (RMB120 million of free assistance funds are allocated to the industry assistance field throughout the year, with 18 industry projects implemented, accounting for 41% of the funds), and established special industry assistance funds, focusing on the cultural tourism industry in Baisha County and the rice industry in Tangyuan County. In 2024, Baisha County's tourism industry received over 1.06 million visitors with a total revenue of RMB700 million, rice consumption assistance in Tangyuan County amounted to over RMB40 million, and the sales of Chinese globeflower products in Guangming Village, Hebei Province, exceeded RMB10 million, with the village's per capita income increasing by about 7% to over RMB15,000.

Ensuring livelihood assistance:

In Luopu County, Xinjiang Uygur Autonomous Region, China Mobile implemented the 5G+ remote medical project to cover nine township health centers and 247 village-level health clinics, completed 600,000 remote imagery diagnoses, 590,000 remote ECG diagnoses, and 10,000 remote consultations, achieved "serious illness treated within the county and minor illness treated nearby", invested RMB11.2 million to build a teaching complex building for No.1 Middle School in Tangyuan County, Heilongjiang Province to meet the local students' needs for nearby schooling, jointly donated digital education products and teaching equipment worth RMB7 million with the Ministry of Education to Zhiduo County, Yushu Prefecture, Qinghai Province, and donated 45 dedicated lines, 45 smart cloud platform accounts, and 150 computers to three assisted counties in Gansu Province, benefiting 25,000 teachers and students.

Building "Harmonious and Beautiful Villages" with digital TV services

Television is an important source of information for villagers. The Company innovatively created the China Mobile high-definition rural TV products, focused on four goals including industrial revitalization, talent revitalization, cultural revitalization and organizational revitalization, and integrated consumption assistance, agricultural technology training, rural entertainment and government services, to improve rural residents' quality of material, cultural and spiritual life, while providing new solutions for rural governance and services.

Promote industry revitalization with consumption assistance.	Promote talent revitalization with agricultural technology training	Promote cultural revitalization with rural entertainment	Promote organizational revitalization with government services
China Mobile introduced the consumption assistance e-commerce platform via China Mobile high-definition TV, and leveraged 200 million users to expand agricultural product sales channels. With a series of marketing activities, over 1,000 agricultural products from poverty-stricken areas have been listed online, with sales exceeding RMB1.305 million, benefiting over 500,000 farming households.	China Mobile provided over 10,000 minutes of professional agricultural technology courses covering various fields including planting, breeding and processing, as well as AI companion learning tools for parent-child learning. Currently, over 70 partners and more than 160,000 hours of educational content have been introduced, serving approximately 8 million rural families.	China Mobile customized special TV programs under diverse themes such as education, elderly care, and healthcare, and produce *Anti-fraud Popularization Programs for the Elderly* on a regular basis. The platform currently hosts over 600 high-quality rural entertainment programs, totaling 150,000 minutes.	China Mobile launched a digital rural TV information service platform, provided real-time access to the latest government announcements, news updates, and other information, and supported various levels of rural organizations to publish information according to respective permissions and regions.

5G live streaming becomes a new farming activity for villagers

※ Leveraging Advantages to Build Digital-intelligent Villages

China Mobile deeply implements the Digital Intelligence Rural Revitalization Plan, comprehensively facilitates the improvement of the urban and rural grassroots governance system and rural governance coordination mechanism, fully leverages advantages in network, technology and data, accelerates the implementation of the Digital-intelligent Rural Project, focuses on new rural infrastructure, industry, governance, education, medical care, culture, and finance, actively promotes the construction of digital-intelligent villages and enhances the modernization of agriculture and rural areas.

New digital-intelligent rural infrastructure projects:	By the end of 2024, the 5G coverage rate of administrative villages nationwide exceeded 90%. By fully leveraging the multi-frequency coordination advantages of 2.6GHz and 700MHz, the Company continuously promotes the application of technological innovations in rural areas.
Digital-intelligent rural industry projects	Through the construction of 5G+ high-standard farmland and developed AI grain storage large models, China Mobile enhanced yield per acre, saved water and fertilizer and strengthened grain storage security. In 2024, the Company implemented 863 new 5G smart agriculture projects.
Digital-intelligent rural governance projects	In terms of rural governance, 1.328 million new major video service users were added, and 37,000 administrative villages were covered by new governance platforms. By the end of 2024, over 415,000 standard digital villages were constructed.
Digital-intelligent rural education projects	China Mobile created an integrated solution of "smart campus platform + hardware + electronic student ID + rights and interests" with newly-added applications including AI coach, AI spoken language practice, and AI campus security. By the end of 2024, 1,552 smart campuses had been built.
Digital-intelligent rural healthcare projects	China Mobile promoted the distribution of quality healthcare resources to rural areas, and improved the equalization, inclusiveness and convenience of rural medical services. In 2024, the Company launched 253 new grassroots medical demonstration projects.
Digital-intelligent rural culture projects	China Mobile initiated the "Central Enterprises Invigorating Agriculture Campaign", and promoted rural cultural revitalization with "short videos + video ringtones + 5G VoNR". By the end of 2024, 50 central enterprises, 34 central enterprise-assisted counties, and over 3,400 cadres have joined the campaign, and produced 10,000 short videos about rural vitalization, with a total of 1.5 billion online views.
Digital-intelligent rural finance projects	China Mobile innovated rural inclusive financial service models, promoted the implementation of big data, IoT finance, AI applications, and other products, and provided convenient and preferential financial services for agricultural business entities. By the end of 2024, the Company has implemented 74 financial demonstration projects.

AI Empowerment driving high-standard farmland construction in Lankao County

Lankao County in Henan Province is one of the eight demonstration counties for the Pilot Projects for Promoting High-standard Farmland Construction at the Entire County Level. In 2024, with an aim to drive the high-quality construction, efficient application, and high-level management of high-standard farmland in Lankao County, the Company utilized AI capabilities including agricultural technology Q&A, early warning analysis and auxiliary decision-making to create the Lankao County 5G+ High-standard Farmland Command and Dispatch Platform. The platform transmits data in real time through "four conditions" monitoring stations, utilizes AI large model analysis to provide farmers with precise fertilization and irrigation strategies, remotely controls drones, lateral-move sprinkler systems and other equipment for operations, significantly enhancing the scientific and intelligent level of agricultural production decision-making and management. In September 2024, the 7th Chinese Farmers' Harvest Festival was held in Lankao County, Henan Province, with live broadcast by CCTV.

5G intelligent remote-controlled tractor for field work

Supporting Coordinated Regional Development

China Mobile deeply integrates into the coordinated regional development strategy and promotes the reform of regional coordination development mechanisms. The Company advances regional coordination development in harmony with the development of new quality productive forces tailored to local conditions, focusing on the "four synergies" of capacity layout, information services, scientific and technological innovation, and fulfilling responsibilities. We continuously improve the "1+N" work system, which consists of "one closed-loop working mechanism serving a series of national regional development strategies", to promote the efficient flow and optimized allocation of resource elements and support high-quality regional coordinated development.

In 2024, focusing on the Beijing-Tianjin-Hebei region, Yangtze River Delta, Guangdong-Hong Kong-Macao Greater Bay Area, Chengdu-Chongqing region, and Northeast China, the Company delves into regional coordination mechanism innovation, new infrastructure layout, collaborative technological innovation, and integrated information services, promoting the implementation of major regional projects in an orderly manner. We strive to create a number of benchmark projects that significantly contribute to regional development, demonstrate strong effects and possess considerable social influence, thus effectively empowering high-quality regional development.

Beijing-Tianjin-Hebei Region

Digital-intelligent empowerment for collaborative development

China Mobile efficiently supports the construction of a Chinese-style modernization pilot zone and demonstration zone in Beijing-Tianjin-Hebei region, advancing six major regional projects, including collaborative regional data centers, cross-province business collaboration, 5G application expansion, and the establishment of the Xiong'an Innovation Center. By empowering the construction of Xiong'an New Area and Beijing's sub-center with digital-intelligent solutions, the Company continuously enhances the integrated information service level in Beijing-Tianjin-Hebei region, strongly supporting regional coordinated development.

Leveraging the Beijing-Tianjin-Hebei Coordinated Development Working Group, the Company continuously improves the Beijing-Tianjin-Hebei coordinated development working system, vigorously promoting "planning, network, market, government-enterprise and service collaboration". By improving internal and external communication mechanisms and utilizing platforms including the regional joint meeting, the Company focuses on coordinating IDC resources, cross-province business and benefits within the Beijing-Tianjin-Hebei region, continuously optimizing the cross-region information service experience.

CN collaboration leading computility demonstration services: The Beijing node of China Mobile's green and safe computility center has been officially launched. The first phase of the project has reached a CN scale of 312P. Collaborating with Cloud China Mobile, a comprehensive, large-scale, and wide-coverage computility grid integration platform is established in the Beijing-Tianjin-Hebei region, achieving "network access equaling cloud access". In January 2024, the 3AZ (Availability Zone) Langfang node in Hebei of Mobile Cloud North China region went live, promoting resource coordination in the Beijing-Tianjin-Hebei region and enabling data exchange.

Service collaboration facilitating cross-province applications for customers: Beijing, Tianjin and Hebei signed the contract of Beijing-Tianjin-Hebei Tourism Annual Card Rights Introduction. Focusing on the fields of cultural tourism, catering and travel, the Company created the "Beijing-Tianjin-Hebei Rights Zone", introducing over 100 brand merchants supporting cross-province usage in the Beijing-Tianjin-Hebei region. The "purchase, reception and redemption" one-stop consumption closed loop currently serves over seven million users across the three provinces with cross-province rights services.

Yangtze River Delta

Enhancing the synergistic effects to boost the vitality of digital economy development in the Yangtze River Delta.

China Mobile aligns with the two keywords of "integration" and "high quality", focusing on 12 major regional projects including regional technological innovation collaboration, optimizing CN layout, and empowering new industrialization. By continuously strengthening cross-region collaboration in technological and industrial innovation, the Company strives to enhance regional integration, assist the Yangtze River Delta in accelerating the cultivation of new quality productive forces and play the role of pioneer, leader and driving force better.

Quantum Computing Cloud Platform

Companies in the Yangtze River Delta closely cooperate to continuously improve the integrated collaboration working mechanism, and fully leverage the coordinating function of the regional leadership group. By focusing on key tasks including the unified planning and connectivity of regional network resources and the construction of a regional integrated CN, the Company organized two regional joint meetings and six professional line working meetings to address key difficult issues in collaborative work, continuously consolidating the foundation for the digital economy development in the Yangtze River Delta.

Accelerating leadership in "new infrastructure": Deploying a 5G-A network in the Yangtze River Delta, the Company takes the lead in testing "water, land and air" full-scenario 5G-A integrated sensing and communication experience, empowering the low-altitude economy. The world's first 5G-A integrated sensing and communication low-altitude network coverage over a hundred-kilometer cross-sea route was realized between Zhoushan, Zhejiang and Shanghai.

Building a quantum cloud platform: In collaboration with nine major domestic quantum computing enterprises, including the Quantum Technology Yangtze River Delta Industrial Innovation Center, the Company jointly launched the Quantum Cloud Computing Innovation Acceleration Plan, released the Quantum Computing Cloud Platform 2.0. The platform's quantum bit scale ranks first domestically and second globally.

Guangdong-Hong Kong-Macao Greater Bay Area

Promoting connectivity for high-quality development

China Mobile closely aligns with the strategic positioning of the Guangdong-Hong Kong-Macao Greater Bay Area, focusing on the implementation of six major regional projects including information service connectivity and product service overseas expansion to support the acceleration of "integration" development of the Greater Bay Area and better integrate into the overall layout of high-quality development.

China Mobile improves the coordinated work promotion system for the Guangdong-Hong Kong-Macao Greater Bay Area. Relying on the two major communication platforms, the "regional joint meeting" and the "special meeting of regional units and professional companies", we continuously optimize the four major working mechanisms of "policy alignment and central-local cooperation, end-to-end implementation of major projects, closed-loop resolution for collaborative problems, and deepening political supervision and guarantee", undertaking the important mission of implementing the development strategy of the Greater Bay Area.

Greater Bay Area data roaming package for Hong Kong SAR and Macao SAR

Infrastructure interconnectivity: The Company continuously improves new information infrastructure regarding 5G, CN, and integration platform, to solidify the digital foundation of the Greater Bay Area. By the end of 2024, the Company has built 231,000 5G base stations, 9,840G international Internet export bandwidth and 52,100 data center racks in the Greater Bay Area.

Integrated information services: Continuously optimizing Greater Bay Area roaming tariffs and the "One Card, Two Numbers" service functionality, the Company launches various cross-border services regarding "CN Numbers Link" and "Greater Bay Area Data + Voice Package". We also promote the application of products such as video ringtones and 5G new call services in Hong Kong SAR. By the end of 2024, the cumulative business volume is expected to exceed 500,000 transactions.

Constructing a modern industrial system: Focusing on industry and transportation, the Company promotes Private 5G, China Mobile Cloud and government-enterprise industry platforms to empower industrial transformation, assisting companies like BYD and Midea in accelerating their overseas expansion. By the end of 2024, the Company cumulatively promoted 161,400 enterprises in the Greater Bay Area to use cloud services and implemented 141 5G demonstration projects.

Chengdu-Chongqing Region

**5G Connected UAV enhancing regional emergency response capabilities**

Focusing on the strategic positioning of building a high ground for opening up to the west and a base for participating in international competition, the Company systematically plans and implements six major regional projects, including the layout of the next-generation information infrastructure in the Chengdu-Chongqing region and the co-construction of the Gaozhu New District, contributing to the construction of Digital China and smart cities in the Chengdu-Chongqing region. We also continue to deepen the collaboration mechanism between regional companies and specialized companies, and strengthen process control and high-quality development of regional benchmark projects.

In building the 5G connected UAV capability system, the Company fully leverages the advantages of 5G connected UAV in supervision, emergency response and public security to develop functional modules for on-duty, emergency communication coverage effect demonstration, and AI intelligent applications in emergency UAV scenarios. By focusing on product development, strengthening the emergency communication guarantee system, and promoting applications, the Company helps to make the Chengdu-Chongqing region a new highland for domestic UAV product capabilities and application promotion.

Northeast China

Enhancing quality through computility to optimize industrial structure upgrading

The Company fully leverages the resource endowments and capability advantages of Northeast China to assist in building a modern industrial system with distinctive Northeast China characteristics. Focusing on the integrated high-quality regional collaborative development mechanism for the comprehensive revitalization of Northeast China, and through the strategic coordination office and business working groups as links, the Company systematically advances the implementation of seven major projects, including the establishment of the largest single-cluster intelligent computing center for global operators, empowering the transformation and upgrading of traditional industries through digital intelligence and strengthening regional technological innovation, thereby providing strong support for the comprehensive revitalization of Northeast China.

We establish the largest single-cluster intelligent computing center for global operators — China Mobile Intelligent Computing Center (Harbin), which houses over 18,000 AI acceleration cards within a single cluster, and achieves an intelligent computility scale of 6.9 EFLOPS meeting the training requirements for trillion-parameter large models. The Center significantly promotes the development of the digital economy in Northeast China and injects new impetus into industrial upgrading and innovation-driven initiatives.
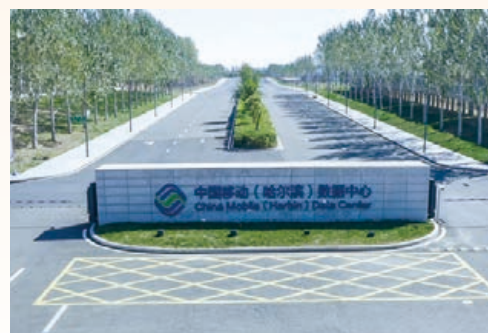
China Mobile Intelligent Computing Center (Harbin)

Participating in Global Digital-intelligent Development

China Mobile actively responds to the "three global initiatives", promoting the reform of international business development systems and mechanisms. With communication technology as a link, the Company builds a comprehensive interconnected network along the Belt and Road, promotes cultural exchange and integration, and drives the high-quality development of the Belt and Road Initiative.

※ Consolidating Global Network Resources

China Mobile continuously optimizes the global information infrastructure layout and enhances global information service capabilities. We invest in submarine cable and cross-border terrestrial cable systems along the Belt and Road, ranking among the leading global operators and covering regions including Southeast Asia, Africa, Central Asia and Europe.

Information highway (submarine and terrestrial cable resources)

Accelerating the construction of five ongoing submarine cable projects in Asia-Pacific, Asia-Europe and Africa, the Company has launched the first cross-border terrestrial cable to Nepal and continued to expand the cross-border terrestrial cables to Vietnam, Laos and Myanmar. By the end of 2024, the Company had more than 90 submarine and terrestrial cable resources worldwide, with a total international transmission bandwidth of 164Tbps.

Information relay station (POP Network APN)

China Mobile is steadily advancing the layout of PoP APN. By the end of 2024, the Company had 330 global PoP APN, including 195 PoP APN along the Belt and Road, enhancing regional connectivity capacity.

Information distribution hub (IDC Data Centers)

The Company accelerates the construction of the second data center in Hong Kong SAR, collaborates with mainstream operators and data center suppliers in Southeast Asia hotspots and promotes customized construction of IDCs in key countries in the Asia-Pacific, Middle East, Africa and Latin America regions, achieving unified global IDC operation management. By the end of 2024, the Company had 1,270 cooperative data centers.
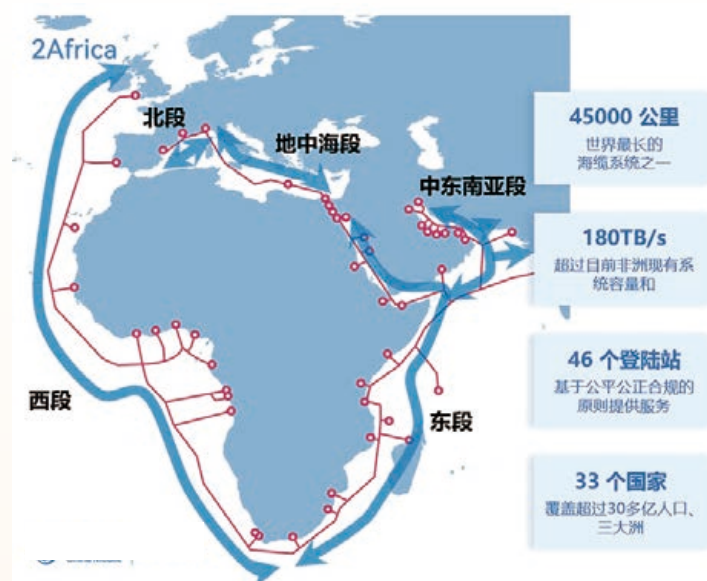
Building the maritime digital silk road and creating a China-Africa digital economy community

China Mobile is the first Chinese operator to undertake a large-scale submarine cable project in Africa and is one of the main digital infrastructure investors in the region. Since May 2020, China Mobile has been collaborating with telecom operators from Africa, Europe, Asia and other regions to jointly develop the 2Africa intercontinental submarine cable project. Upholding the concept of openness, green development and integrity, the Company actively participates in the construction of the 2Africa submarine cable project. Covering 33 countries and regions, spanning three continents, and crossing two oceans, with a total length of over 45,000 kilometers, it is one of the longest submarine cable systems in the world. The 2Africa submarine cable realizes physical connectivity and digital infrastructure connection between Africa, Europe, Central Asia, Middle East and Southeast Asia through professional route planning and laying, providing strong support for Africa's digital transformation and contributing to the connectivity and development of countries and regions along the Belt and Road.

33

countries and regions

2Africa

北段 地中海段 中东南亚段 西段 东段

45000 公里
世界最长的
海缆系统之一

180TB/s
超过目前非洲现有系
统容量和

46 个登陆站
基于公平公正合规的
原则提供服务

33 个国家
覆盖超过30多亿人口、
三大洲

The 2Africa international submarine telecom cable covers 33 countries and regions across Africa, Europe and Asia, with a total length of over 45,000 kilometers, making it the largest submarine cable system in the world to date

Assisting in the construction of the Desert Dragon Data Centers in Saudi Arabia

In recent years, Saudi Arabia has vigorously promoted the construction of data centers to achieve the Vision 2030. In November 2024, the Desert Dragon Data Centers, co-constructed by China Mobile International and Saudi information service provider ICS Arabia, announced the official commencement of construction. The project will build data centers in Riyadh, Jeddah and Dammam, with a total capacity of 187 MW, and is expected to be put into operation by 2026. It will provide integrated solutions for intelligent computing, storage and cloud-network convergence in the region, meeting business needs in the digital economy, artificial intelligence and cybersecurity fields.

※ Supporting Local Community Development

Adhering to the philosophy of "Sincerity and Fulfillment, Self-realization and Empowerment", the Company actively fulfills the employer responsibilities by organizing diverse cultural and sports activities to enhance team cohesion. We also actively engage in local community operations and pass on care to local residents, promoting cultural exchange and mutual learning between China and foreign countries. In 2024, the Company organized 38 cultural and sports activities and multiple community activities caring for the elderly and the disabled.

Employees in Kenya participated in local marathon

Employees in Brazil hosted a mooncake tasting activity in celebration of the Mid-Autumn Festival

America Region organized activities on International Women's Day

Employees from South Korean Company went hiking with patients with spinal cord disease

Actively Engaging in Public Welfare and Charity

China Mobile is committed to public welfare and charity, continually enhancing our public welfare brand, operating an internet public welfare platform encouraging all citizens' participation, and sharing the achievement of our development with society.

※ Deeply Cultivating Charity Projects

China Mobile initiated the China Mobile Charity Foundation. Over the years, we have continuously focused on two major brand projects, "One Red and One Blue", demonstrating our sense of responsibility through concrete actions.

"One Red": Heart Caring Campaign — aid program for children with congenital heart disease from poor households

Project background: To help children with congenital heart disease from poor households alleviate their suffering and reduce poverty caused by illness, China Mobile launched the "Heart Caring Campaign — Aid Program for Children with Congenital Heart Disease from Poor Households" in 2011.

Project details: This project features proactive screening, comprehensive guarantees, full funding, and continuous care. Over the past 13 years, it has been implemented in 11 provincial-level regions in central and western China. The project has continuously innovated its model, achieving cooperation with local medical institutions in Shaanxi Province and medical insurance reimbursement in Hebei Province.

Project achievements: By the end of 2024, the project has accumulated donations totaling RMB230 million, provided free congenital heart disease screenings for 71,847 children, and offered free surgical treatment for 7,936 diagnosed children.

China Mobile's Heart Caring Campaign in Guangxi Province: Providing free congenital heart disease screening for children from poor households

"One Blue": Blue Dream — China Mobile Education Aid Plan

Project background: To narrow the educational gap between different regions, China Mobile, in cooperation with the Ministry of Education and the China Education Development Foundation, has been conducting the Blue Dream — China Mobile Education Aid Plan since 2006.

Project details: The project mainly includes supporting the construction of educational facilities and promoting teacher training. The two sub-projects, "China Mobile training program for principals of rural primary and secondary schools in central and western regions" and "China Mobile multimedia classrooms", aim to improve educational software and basic education hardware facilities in central and western China.

Project achievements: By the end of 2024, the project has accumulated donations totaling RMB298.4 million, built 5,115 multimedia classrooms and 2,310 libraries, and trained over 130,000 principals of primary and secondary schools in central and western China.

※ Broadly Conducting Public Welfare Activities

China Mobile actively organizes various volunteer service activities and supports employees to participate. By conveying the volunteer spirit of love, friendship, mutual assistance, and progress, the Company plays a significant role in promoting social and cultural progress.

Ten Years Together: "And You" education aid program

In 2014, the Company launched the "And You" education aid program, utilizing the China Mobile public welfare platform to organize online donations and collaborating with relevant charitable organizations to carry out fundraising activities. Over the past 11 years, the platform has provided funding for more than 4,800 students, with total funding exceeding RMB5.6 million, effectively helping students resolve practical difficulties. In addition to focusing on their studies, students can also experience a series of innovative courses on artificial intelligence, and 5G knowledge brought by young volunteers through the "And Youth" brand. In 2024, the Company funded 838 students, with funding exceeding RMB one million.

"Green Shanghai, Together with You", innovating shared value and building a city for the people

Since 2016, China Mobile has partnered with the China Green Foundation in Shanghai to conduct the "Green Shanghai, Together with You" city-wide public welfare program for nine consecutive years. Focusing on the concept of "Green +", the project extends themes including natural ecology, energy saving, carbon reduction, and urban renewal to initiate various green practices benefiting the public. It has become a highlight activity of the Shanghai Citizen's Green Festival and received honors like the China Enterprises Outstanding ESG Case by China Enterprise Reform and Development Society and the Special Contribution Award for Voluntary Tree-planting Initiative in Shanghai. By the end of 2024, the program has involved nearly 5,200 participants, covering various groups including families with children, migrant workers' children, autistic children, and people with disabilities.

At the "Green Shanghai, Together with You" activity, children wrote "my green life declaration"

Fostering curiosity in science to cultivate "Little Scientist"

To popularize scientific knowledge, promote the spirit of science, and enhance the scientific literacy of rural children, China Mobile Research Institute initiated the China Mobile "Little Scientist" children's science popularization series of activities in 2018. We organize young experts from the Company to conduct online and offline science courses for youth in urban villages in Beijing and remote mountainous areas across China. By the end of 2024, the "Little Scientist" science popularization volunteer activities had been conducted for six years, with over 200 offline science activities held, totaling more than 400 hours of teaching, reaching millions of children nationwide.

China Mobile's "Little Scientist" children's science popularization activities

※ Building a Public Welfare Platform

As one of the internet public fundraising service platforms designated by the Ministry of Civil Affairs, the China Mobile Charity platform has been operating since its launch in 2021. Through the China Mobile App, it provides charitable organizations with services for publishing and managing fundraising information and offers the public safe, convenient, and transparent internet donation services, covering multiple fields including disaster prevention and relief, educational assistance, and support for the elderly.

Performance of the China Mobile charity platform

In 2024, the platform raised a total of RMB2.4342 million for 39 charitable projects from 19 charitable organizations (including RMB1.829 million in cash and RMB605,000[6] converted from China Mobile points) and recorded 46 million visits. A total of 406,700 individuals participated in donations, including 100,000 instances of cash donations and 306,700 instances of China Mobile points donations.

By the end of 2024, the platform has cumulatively raised RMB15.521 million for 80 charitable projects from 26 charitable organizations (among which, donations of China Mobile membership points totaled 638 million, equivalent to RMB6.38 million), with a total of 429 million visits and 2.5187 million instances of cash and China Mobile points donations.

Launching "2024 Public Welfare Season"

Since its launch on "China Charity Day", China Mobile's public welfare platform has launched the "2024 Love and Welfare Season" activity. Through charitable donations, participation in charity knowledge quizzes, and watching public welfare charity videos, the platform actively promoted the newly revised Charity Law, spread public welfare culture, and advocated charity projects. The activity encouraged and motivated users to focus on and support the development of public welfare and charity. The activity had 92,700 participants who completed 406,600 interactive tasks, including 19,400 charity donations.
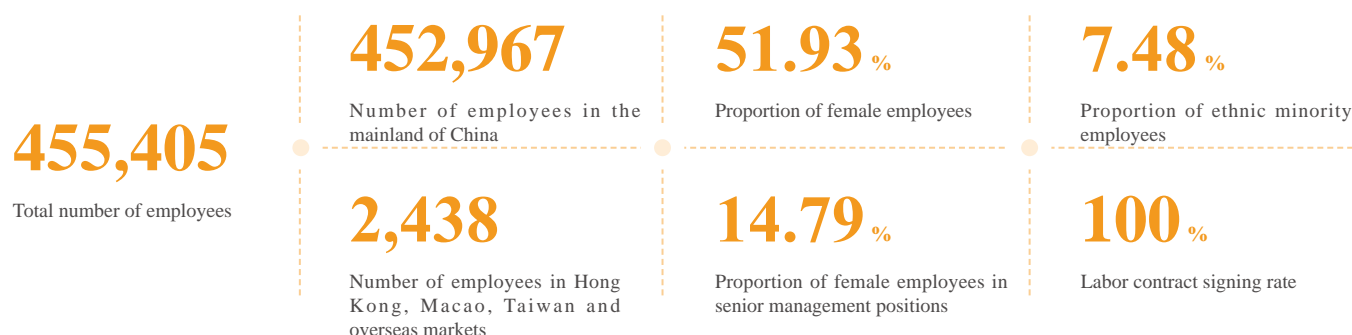
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[6] On the China Mobile Charity platform, the China Mobile points donated are converted into charitable funds at a ratio of 100:1. For example, 60.5056 million points are equivalent to RMB605,000 in funds.

Cultivating Well-Rounded Talents

China Mobile adheres to implementing the Talent Strengthening Enterprise strategy, considering talents as the first resource to drive innovation and lead development. We safeguard employee rights, protect their safety and health, promote their development, and are committed to building harmonious and stable labor relations, providing talent support for the Company's high-quality development.

Ensuring Employee Rights

China Mobile strictly abides by the *Labor Law of the People's Republic of China*, *Labor Contract Law of the People's Republic of China* and other applicable laws and regulations where it operates. We adhere to the principle of equal employment, ensuring that each employee, regardless of ethnicity or gender, enjoys equal employment opportunities and development platforms. The Company has established a competitive remuneration system, kept communication channels open and created a fair and just work environment to protect the basic rights of employees. Throughout 2024, the Company did not encounter any incidents of child labor or forced labor violations, and no significant labor disputes occurred.

455,405
Total number of employees

452,967
Number of employees in the mainland of China

51.93 %
Proportion of female employees

7.48 %
Proportion of ethnic minority employees

2,438
Number of employees in Hong Kong, Macao, Taiwan and overseas markets

14.79 %
Proportion of female employees in senior management positions

100 %
Labor contract signing rate

※ Adhering to the Principle of Equal Employment

China Mobile has formulated the *China Mobile Employee Recruitment Management Measures,* adhering to the principles of openness and transparency. We have soundly and reasonably established recruitment conditions based on job requirements, providing equal employment opportunities for all candidates. Employees of different nationalities, ethnicities, races, genders and cultural backgrounds are treated equally, with a firm opposition to any form of employment discrimination. The employment of child labor and forced labor is strictly prohibited within the operational scope. The Company advocates for diversity and equal opportunity, focuses on introducing talents of different genders and age structures and strives to build a diverse workforce. Under the same conditions, we give priority to recruiting graduates from poverty-stricken and ethnic minority areas. We legally signs labor contracts with employees, strictly controls the proportion of dispatched labor, respects employees' personal information and privacy and creates a fair, just, flexible and efficient working environment.

※ Improving the Remuneration System

China Mobile adheres to the principles of market-oriented and performance-oriented remuneration, formulates documents including the *Guidance on Employee Remuneration Management,* implements a remuneration system focusing on "performance orientation and structural adjustment", and builds a remuneration management system for employees across 19 ranks. We standardize the internal income distribution structure at all levels, clarifying the principle of inclination of remuneration distribution to the grassroots frontline, core backbones and low-income groups, straightening out the internal income distribution relationship to ensure fair, orderly and effective distribution, thus providing employees with competitive remuneration and benefits.

Committed to three guiding principles of "strategy, business, and innovation", the Company implements a more precise special incentive allocation strategy. This strategy targets key markets, regions, businesses, and products, conducting a series of flexible, efficient, and highly targeted special incentives. We focus on product breakthroughs, accelerate the construction of a model for incentivizing product managers, and promote the implementation of the product manager responsibility system. The Company continues to increase support for team resources addressing strategic emerging tasks, conducts talent incentives for technological innovation, and improves the medium- and long-term incentive mechanisms oriented towards technological innovation.

The Company has established a comprehensive welfare system for employees, providing social insurance (pension insurance, medical insurance, work injury insurance, unemployment insurance, and maternity insurance), housing provident fund, enterprise annuity, and supplementary medical benefits, fully ensuring employees' daily life and work needs. It has formulated the Guidelines for Strengthening the *Construction of Employee Medical Security System*, establishing a framework for a "three-pillar" medical security system. The Company arranges reasonable working hours and rest periods for employees, safeguarding their rights to rest and vacation. We also have established an enterprise annuity system, contributing to employees' enterprise annuity to effectively secure retirement benefits and enhance employees' sense of gain, happiness, and security.

※ Caring for Employees

The Company adheres to a people-oriented approach and actively carries out employee care and support work to effectively address urgent and difficult issues faced by employees. We emphasize the balance between work and life, enriching employees' leisure time through various cultural and sports activities, and strives to create a warm and happy work environment for employees.

Five small spaces program	As of 2024, the Five Small Spaces Program has invested a total of RMB4.47 billion, constructed and renovated nearly 240,000 Five Small elements, including small canteens, small rest rooms, small bathrooms, small activity rooms and small book houses, effectively addressing practical issues faced by grassroots employees regarding dining, drinking water and resting.	**Warm mutual aid fund**	The Company set up the Warm Mutual Aid Fund, with a total of RMB30.68 million used in 2024 to address the actual difficulties of 6,418 employees.
"Happiness 1+1" cultural and sports activities	• In collaboration with MIGU, the ninth "Happiness 1+1" MIGU series of fun activities were held, including Reading Walk and Music Walk, with over 560,000 participants. • The Company organized five-a-side soccer games, swimming competitions, and marathon invitationals to build up employees' bodies and enrich their lives.		

Welcome activity to show care for frontline employees

"Four Ones" new employee caring activity

"Happiness 1+1" sports meeting

"Happiness Mobile Home" summer daycare class

※   Enhancing Democratic Management

China Mobile strictly adheres to the *Trade Union Law of the People's Republic of China, Provisions on the Democratic Management of Enterprises,* and other applicable laws and regulations, actively promotes democratic management, engages with employees' feedback through multiple channels, effectively safeguards employees' rights to know, participate, express, and supervise and continuously improves the level of democratic management.

Institutional guarantee

- China Mobile formulated documents like the *Guidance on Further Strengthening the Construction of the Employees' Representative Assembly System* to provide institutional guarantees for protecting employees' rights.

Organizational construction

- Provincial companies and city subsidiaries have achieved a 100% union establishment rate and a 100% employee membership rate, creating a four-tier union structure at the group, provincial, city, and county levels. The Company continues to strengthen the systematization, standardization, and informatization of union work, further improving the service capabilities of union organizations at every level.

Improving mechanisms

- China Mobile established a trade union chairman's mailbox to receive employee feedback. In 2024, a questionnaire survey on the trade union chairman's mailbox received 318 valid opinions or suggestions;
- China Mobile strengthened the closed-loop management of the trade union chairman's mailbox and proposals from the employees' representative assembly, tracking the follow-up handling of employee feedback. In 2024, we responded to all issues raised by employees.

Implementation details

- China Mobile organized training to improve the capabilities of employee representatives, inviting experts and scholars to give lectures, and organizing on-site presentations and analysis to enhance the representatives' capabilities;
- China Mobile also organized excellent proposal collection and evaluation activity for employee representatives, encouraging employees to contribute ideas to the company's development.

※   Caring for Female Employees

China Mobile implements the *Law of the People's Republic of China on the Protection of Rights and Interests of Women* and other applicable laws and regulations. We deeply carry out the activity of "members of the female employees committee to the grassroots units" to understand female employees' demands concerning career development, remuneration, and vacations, so that the Company helps female employees to solve urgent and difficult problems and ensures the "five-period protection" for special groups of female employees to safeguard their legal rights effectively. Each unit strengthens their care for female employees by organizing diverse activities such as mental health lectures, youth dating events, book sharing sessions, and employee children's daycare classes to alleviate female employees' physical and mental pressure and provide heartwarming support for their peace of mind at work.

Female Employees engaged in activities concerning rights protection and legal awareness

Safeguarding Employees' Health and Safety

Adhering to the philosophy of put life and safety first, the Company actively guides employees to establish health concepts, and fully builds a defensive line for employees' life safety and physical health.

※ Strengthening the Management of Production Safety

The Company complies with the requirements of the *Safe Production Law of the People's Republic of China* and the *Fire Protection Law of the People's Republic of China*, and formulates a series of regulations, such as the *China Mobile Safe Production Management Measures* and the *China Mobile All-Staff Safe Production Responsibility System*. We have established a production safety management structure under the unified leadership and coordination of the Safety Production Committee, the clearly defined responsibilities of the safety management department and related departments and the reasonable and lawful allocation of safety management personnel. The Company has implemented a three-year action plan to address fundamental safety production issues and formulated implementation plans to ensure the effective execution of tasks.

Strengthening supervision and inspection

China Mobile organized expert teams to carry out on-site supervision and inspection. Each unit conducted the investigation and rectification of safety hazards based on their actual conditions to ensure that safety risks in key units and key areas are preventable and controllable. In 2024, the Company conducted various safety inspections, identifying and rectifying over 92,000 potential hazards.

Enhancing security awareness

- China Mobile held annual security management enhancement training sessions to improve the capability of security management personnel;

- China Mobile organized thematic publicity and education activities such as "Safe Production Month 2024" and "Fire Protection Publicity Month 2024";

- China Mobile Optimized emergency response plans based on actual conditions and conducted emergency drills to improve employees' safety awareness and emergency response capabilities. In 2024, the Company conducted 19,675 emergency drills and achieved a safety risk protection training coverage rate of 92.19%.

※ Caring for Employees' Physical And Mental Health

China Mobile strictly follows the *Labor Law of the People's Republic of China, Law on the Prevention and Control of Occupational Diseases of the People's Republic of China*, and other applicable laws and regulations. We actively implement the requirements of the Healthy China initiative by establishing a "four-in-one" occupational health work system that integrates management, publicity, training and services. In 2024, the Company won 13 awards from the National Health Commission and 51 awards from the China Enterprise Confederation.

Physical health

- The employee health room in the headquarters has been upgraded to the Happiness Mobile Home Health Station, offering seven core functions: health check-ups, health consultations, health promotion, disease prevention, chronic disease management, medical services and medication services. It provided 3,060 on-site consultations, 2,647 traditional Chinese medicine treatments and 1,315 indicator tests;

- The Health Station employee health management model has been piloted and extended to various enterprises, addressing employees' concerns and allowing them to devote more time and energy to work;

- We regularly organized health check-ups for employees with a participation rate of 97%.

Mental health

- China Mobile established and improved a crisis intervention system to ensure employees' psychological balance;

- China Mobile designed and distributed cards, physical and electronic posters for the promoting mental care projects to enhance employees' awareness of mental care and participation rate of various activities, achieving full coverage of online and offline publicity;

- China Mobile conducted customized psychological surveys with over 20,000 participants, held 138 on-site counseling sessions, and provided 3,012 hours of phone counseling to help employees overcome mental distress. We also organized over 230 training sessions on topics such as mental therapy, personal exploration, education, and family care, covering more than 3,000 participants.

Supporting Employees' Development

Talent is the core driving force for enterprise's development. China Mobile adheres to the concept of "attracting, nurturing, and retaining talents", introducing talents through various policies, training them with various targeted training sessions, and providing a broad stage for employees' development.

※ Building Talent Introduction Mechanisms

The Company actively introduces outstanding talents from various fields, focuses on tailored policies, improves talent introduction effectiveness, and expands diversified talent introduction mechanisms to ensure the talent pool aligns comprehensively the Company's transformation and development needs. In 2024, the Company further expanded the recruitment scale, with a year-on-year increase of more than 18% in campus recruitment.

Diversified talent introduction mechanisms

- Focusing on strategically urgent areas, China Mobile implemented the "Top-notch Plan" for attracting high-end talents from society, and established dual employment and joint recruitment mechanisms with key universities and research institutes, cumulatively attracting over 290 core talents mainly from leading internet companies and research institutes.

- Currently, the Company has implemented the "Golden Seed" recruitment program for outstanding university graduates in key business areas, offering differentiated salaries and customized training based on a "one-person-one-plan" approach. In addition, the Company has cumulatively recruited about 260 talents mainly from key domestics universities such as Tsinghua University and Peking University and global engineering universities ranked Top 100 in the QS.

- China Mobile innovatively created an overseas talent introduction platform, established the China Mobile (Hong Kong) Innovation Research Institute as an important platform for attracting overseas talent, expanded overseas talent touchpoints, mapped overseas talents in the artificial intelligence field, and established a joint talent introduction model with units in the Chinese mainland.

※ Unblocking Career Development Channels

China Mobile has built a diversified career development system. In accordance with the *China Mobile Standard Position Database*, we promote employee-job matching, ensuring everyone fulfills their responsibilities and talents to the fullest. Based on the Company's latest development model and the needs for network, business, and service transformation, a new job system has been established, upgrading the comprehensive, marketing, technical, and managerial job systems, optimizing job families, job titles, job responsibilities, and job-setting units to align with business development, and dynamically updating standard job settings. To meet the needs of the Company's business transformation, a new job system featuring six characteristics — "scientific innovation foundation, cybersecurity information features, collaboration between provincial companies and specialized companies, primary responsibilities of major positions, key guidance, and capability integration" — has been developed, strengthening management systems and reinforcing job layout support. We also implemented the "Diamond Plan 2.0" and "Strengthening the Armed Forces Plan", providing employees with broad prospects and career development channels.

Diamond Plan 2.0

Guided by "strategy, business, and innovation", the Company has upgraded and built the "Diamond Plan 2.0" for talent team transformation. We construct a "small cycle" for staff mobility in the same professional fields and a "big cycle" for cross-business mobility between different fields, broadening employees' composite development channels and promoting the cultivation of versatile talents.

Strengthening the Armed Forces Plan

The Company focuses on facilitating the mobility of the workforce from capability reserve areas to business expansion areas by implementing the "Strengthening the Armed Forces Plan" for teams in key fields. In addition to the existing management and expert promotion channels, a specialized business development channel has been innovatively established, clarifying the career development channels for the "employee level", "director level" and "chief level" to further expand the career development potential for employees.

※ Optimizing the Talent Development System

China Mobile has strengthened the training and empowerment system by issuing the *China Mobile 2024-2028 Cadre and Employee Training Plan,* providing a systematic framework for the development of cadres, talent, and employees' capabilities, with key empowerment measures designed to meet the training needs of various talents, helping employees enhance their personal skills and value.

Senior Managers: China Mobile conducted comprehensive training for senior managers on the theme of Accelerating the Development of New Quality Productive Forces, offered specialized training on "AI+" digital-intelligent innovation, engaged in Q&A discussions on Dialogue on Business Thinking and Collaboration on Transformation and Development, and organized cross-disciplinary learning and seminars on "management, battle and support integration" to inspire transformative thinking and strengthen accountability.

Main Responsible Persons in City Subsidiaries: China Mobile carried out comprehensive capability improvement training for main responsible persons in city subsidiaries to study strategic transformation, business development, and technological innovation with an emphasis on sharing grassroots management practices to specifically enhance the ability to promote high-quality development of city subsidiaries.

Young Cadres: China Mobile organized the cadre refresher courses for middle-aged and young cadres, completed the first session of Digital-intelligent Transformation Leadership Enhancement training, and design a cadre management training system with China Mobile characteristics to strengthen the management capability reserves during the transformation period.

Supporting Technological Innovation: The Company continuously promoted the reskilling of core talents, conducted differentiated training and certification in 5G, cloud, big data, AI, and security, and enhanced the capabilities of core technology talents in transformation. We also organized a series of training sessions with the theme of Empowering BASIC6 for Innovation, utilized various methods such as scenario-based practical exercises and application development guidance to implement elite training camps in six major fields, and launched the "AI+" knowledge empowerment initiative for all employees comprehensively. China Mobile built a distinctive "*Jiutian Bisheng*" AI talent cultivation and certification system for China Mobile, and created a one-stop AI learning platform to comprehensively advance AI talent cultivation and support the development of core AI capabilities.

Supporting High-quality Development: China Mobile launched a large-scale learning initiative titled Empowering Products, Train for Victory to enhance product penetration into the grid. The Company implemented systematic training for government and enterprise account managers, as well as practical training for government and enterprise business, to strengthen business capabilities. We also conducted a series of training sessions under the theme Empowering Grid, Prioritizing Transformation to shift mindsets, strengthened capabilities, and improved quality and efficiency of the grid. Leveraging China Mobile's online learning platform, an annual average online learning duration exceeding 80 hours per person has been achieved.

China Mobile Network Installation and Maintenance Competition

China Mobile CN Competition Answer Session

"Empowering Contributing" skills competition inspiring employee creativity

In 2024, China continued to build the brand of "Empowering Contributing" labor and skills competitions, launching seven major platforms such as "Empowering + Big Market", "Empowering + Government and Enterprises", and "Empowering + Customer Service". We focused on participating in seven key competitions, including the "Stable Growth" series competitions, "Elite Cup" competition of the online, intelligent and cloud-based products for governments and enterprises, and the first service skills competition, as well as 15 ordinary competitions. In 2024, a total of 54 "China Mobile Technology Masters" and 22 "China Mobile Business Masters" were commended.

China Mobile's employee was at the site of the 2nd Telecommunications Industry Employee Skills Innovation Competition

Accelerating the advancement of digital-intelligent teaching to support online training

In 2024, China Mobile applied the generative artificial intelligence technology "*Jiutian*" to create a personalized knowledge Q&A product called "Digital-Intelligent Mentor", continuously optimizing intelligent profiling, intelligent search and other smart learning applications. By strengthening the construction and operation of high-quality content resources, we have created 1,141 new courses and 835 pieces of articles about knowledge, as well as organized over 300 certification exams, with participation exceeding 390,000 individuals. The results of the first phase of the Smart Campus project were put into use, launching the Smart Academic Affairs system and building dual-teacher classrooms and multimedia classrooms, providing strong support for remote interactive training and action learning.

Green Development

China Mobile is committed to fostering a harmonious co-existence between humanity and nature and strives to build a sustainable global habitat. The Company is deeply engaged in the C^2 Three Energy — China Mobile Carbon Peak and Carbon Neutrality Action Plan. Leveraging the robust advantages of new generation information technologies, China Mobile is spearheading a comprehensive green transformation. Internally, the Company is maximizing operational efficiencies to drive our own low-carbon transition. Externally, we collaborate with diverse partners to promote green development across the supply chain and facilitate societal green transition. This dual approach activates new efficiencies in ecological environmental governance, collectively advancing the construction of China's ecological civilization and contributing to the realization of Beautiful China.

Addressing Climate Change

Conducting Green and Low-Carbon Operations

Supporting Social Energy Conservation and Environmental Protection Initiatives

Addressing Climate Change

Topic Analysis: Addressing Climate Change and Energy Use

China Mobile actively responds to the national Dual Carbon strategy, integrating climate change mitigation into the Company's overarching development framework. The Company continuously refines our environmental governance structure, clarifying responsibilities at all levels and anchoring our efforts toward the Dual Carbon goals. By formulating forward-looking strategies, we are progressively establishing a sophisticated climate change risk management system. This system incorporates multi-tiered quantitative indicators to ensure the effective implementation of initiatives, thereby making a tangible contribution to addressing climate change.

Enhancing Climate Governance Structure

China Mobile has established a three-tier governance framework of Decision-Making Level, Management Level, and Execution Level to address climate change issues. This structure clearly defines the responsibilities of the Board of Directors and senior management, creating a top-down management system. The Company develops a five-year strategy and network plan every five years, identifying long-term climate-related risks and opportunities. These plans are submitted to the Board of Directors for review, ensuring the effective execution of climate change initiatives.

Moreover, China Mobile integrates climate-related performance metrics into the compensation policy for Chairman, which incentives management to address climate change and drive carbon reduction practices.

Management hierarchy	Governance subjects and structure	Job duties and progress
Decision-making level	Pollution Prevention and Energy Saving Leadership Committee, led by the Chairman	Takes the main responsibility for ecological environmental protection and energy-saving work, studies and formulates overall strategies and deployments, coordinates relevant company resources to form a joint force, considers major problems and ensures steady progress.
Management level	Pollution Prevention and Energy Saving Working Group, led by the CEO, and comprising persons-in-charge of various departments of the Headquarters, the Information Technology Center, the Supply Chain Management Center and the IoT Company	Responsible for implementing strategic arrangements related to pollution prevention and energy saving, distributing specific tasks to relevant departments and branches according to management procedures, and monitoring and evaluating energy consumption.
Execution level	Planning and Construction Department of the Headquarters	Responsible for the formulation and implementation of climate change-related planning, reviewing the progress of climate-related goals and indicators monthly, and regularly reporting annual progress to the Board of Directors. On the foundation of the 2021 C² Three Energy – China Mobile Carbon Peak and Carbon Neutrality Action Plan (hereinafter referred to as "C² Three Energy Plan"), we have formulated the C² Three Energy Plan 2.0. This upgraded strategy encompasses five key dimensions: vision, goals, actions, organization, and capabilities, integrating green principles into the entire production and operation process. The plan advances the Three Energy and Six Green to greater depth and effectiveness, continuously expanding its value contributions to the economy, society, and the environment. Through multifaceted measures including building green networks, promoting green energy use, developing green supply chains, deepening green empowerment, advocating green office practices, and fostering a green culture, the Company achieved a year-on-year reduction of 5% in comprehensive energy consumption per unit of telecom service and a year-on-year decrease of 15% in carbon emissions per unit of telecommunication service in 2024. Leveraging the carbon-reduction potential of information technology, we contributed to a total societal carbon emission reduction of over 350 million tons.

Deepening Climate Response Strategies

China Mobile has integrated Carbon Peak and Carbon Neutrality goals into the Company's overall development strategy. The release of the *C² China Mobile Carbon Peak and Carbon Neutrality Action Plan White Paper* outlines the Company's commitment to Energy Saving, Clean Energy, and Empowerment as our core action pillars. While meeting the growing demand for high-quality information services and accelerating the construction of 5G networks and data centers, China Mobile highlights Dual Carbon goals management. Anchoring our efforts to these goals, we continue to advance the C² Three Energy Plan, establishing a new green development model centered on Three Energy and Six Green. The Company actively implements green practices, including green networks, green energy use, green supply chains, green offices, green empowerment, and green culture. These efforts aim to increase the proportion of green energy use, enhance energy efficiency, and embed the principles of green and low-carbon development throughout all aspects of production and operations. Additionally, China Mobile is building a C² Three Power Green Development Talent System, including Green Intelligence Management, Green Intelligence Innovation, and Green Intelligence Empowerment. This initiative establishes a talent pool to support ongoing energy-saving and carbon-reduction efforts, ensuring the Company's full contribution to achieving China's Dual Carbon goals on schedule.

C² Three Energy – China Mobile Carbon Peak and Carbon Neutrality Action Plan
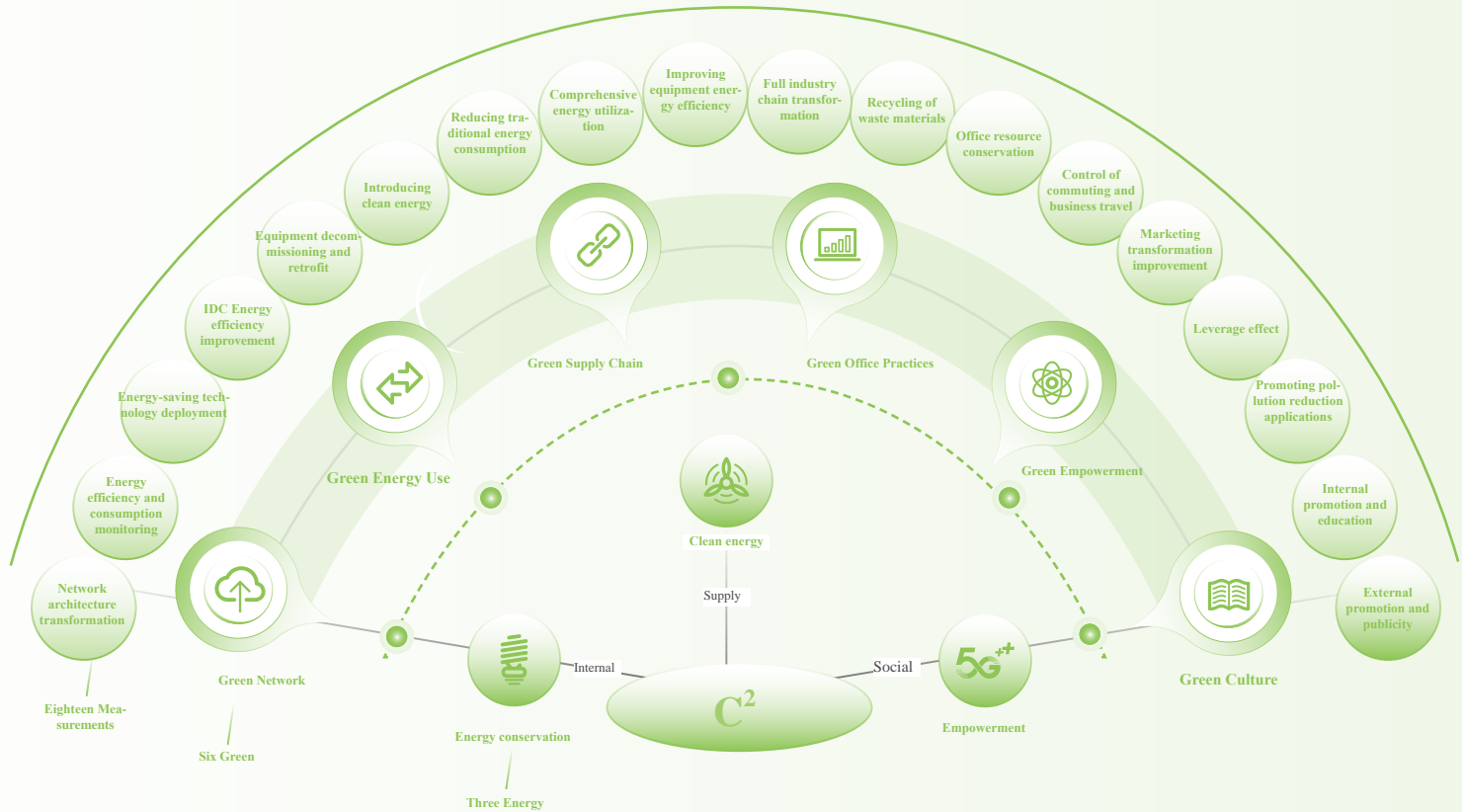
China Mobile's Green Energy Use Action Plan

Introducing clean energy: Develop zero-carbon/low-carbon data centers and deploy zero-carbon/low-carbon base stations tailored to local conditions, encourage the adoption of distributed renewable energy in office and production areas, and promote the procurement of green electricity through market-based trading mechanisms to increase the proportion of green electricity use.

Reducing traditional energy consumption: Increase the proportion of electricity in the energy mix and accelerate the replacement of non-clean energy sources such as coal, gasoline, and diesel.

Promoting comprehensive energy utilization: Encourage the cascading use of energy.

Zero-carbon and low-carbon base station deployment action plan and progress

It is planned to complete the green energy-saving transformation of 100 to 300 base stations in each province.

Enhancing Climate Management Capabilities

In response to the escalating global climate crisis, China Mobile is intensifying its efforts to identify, analyze, assess and manage climate-related risks and opportunities. The Company is establishing a robust and comprehensive climate risk management system, integrating climate change considerations into every stage of its risk management processes.

China Mobile's full process diagram for climate-related risk identification, assessment, and management

Collecting climate-related risk and opportunity information

Every six months, the Deputy General Manager in charge of energy-saving and emission reduction work and the Energy-saving and Emission Reduction Working Group jointly conduct a major climate risk and opportunity assessment. The collected information is aggregated, categorized, and evaluated, taking into account policies, regulations, strategies, technologies, products, operations, markets and the value chain.

Assessing and prioritizing risks

The Company populated a climate risk list, which set out key climate risks that had been identified. By benchmarking international standards, reviewing company practices, and incorporating stake-holder feedback, China Mobile determines the importance of climate-related and other environmental risks and opportunities and prioritizes risks accordingly.

Defining material impacts

The Company assesses materiality of impacts based on their scope, severity and frequency, combined with predictions of policy guidance and technological advancements. Relevant specialized departments conduct comprehensive evaluations to define the materiality of these impacts. The importance of climate-related risks and opportunities is evaluated across two dimensions i.e., financial impact and timeframe of impact on China Mobile.

Developing response strategies

Based on the identification and assessment of climate-related risks, the Company conducts specialized planning and forward-looking research on carbon peak and carbon neutrality, as well as related technologies. This forms the foundation of the Dual Carbon strategy and ensures robust risk management.

External disclosure

The Company regularly monitors key risk indicators and discloses updates on risk identification and management are disclosed to stakeholders through annual reports, sustainability reports and other periodic communications.

The Company formulates a five-year strategy and network plan every five years, identifying long-term climate-related risks and opportunities. These plans are submitted to the Board of Directors for review and approval.

Time range and definition		
Short term	0-1 year	At the beginning of each year, the Company formulates an annual work plan, makes mid-year adjustments, and conducts a year-end review.
Medium term	1-3 years	The Company formulates a three-year work plan every three years as a medium-term plan.
Long term	3-5 years	Every five years, a five-year strategy and work plan is formulated, which is consistent with the national Five-Year Plan.

Risk category	Specific type	Time range	Risk description	Risk response measures
Emerging regulations	Carbon trading	Long term	The Company's headquarters and Beijing Mobile subsidiary, with China Tie Tong's headquarters and its Beijing subsidiary have been included in the Beijing Emissions Trading System (ETS) pilot. It is possible that the Company, its subsidiaries, and branches will be incorporated into the upcoming national ETS.	To effectively manage risks related to ETS compliance, the Company establishes internal management rules and compliance plans at the beginning of each year. We conduct quarterly assessments of carbon emissions and notifies branches and subsidiaries of the results on a quarterly basis.
Extreme natural factors	Natural disasters	Long term	Extreme weather events may impact infrastructure like base stations, disrupting the normal operation of the Company.	To proactively deploy response measures, the Company develops post-disaster reconstruction plans annually, forecasting investments required for reconstruction during the planning period. When formulating the annual investment plan at the end of each year, the Company allocates a dedicated portion of funds for the reconstruction of facilities affected by disasters.
Technologies	Low-carbon technology transition	Short term	According to a report by the International Energy Agency (IEA), global data centers' total electricity consumption is projected to reach 1,000 terawatt-hours by 2026. In the future, energy consumption and emissions from information infrastructure may pose significant challenges.The Company has established a largescale 5G and computility infrastructure network, and we may face issues such as rising electricity costs and heightened energy efficiency and emission requirements from regulatory authorities.	The Company is accelerating energy-saving technology innovation to improve the energy efficiency of 5G networks and data centers, driving the green transformation of our network infrastructure. We also propose an innovative "CN Energy" synergy design concept, deploy energy-saving wireless network technologies, to increase the proportion of clean energy supply. We actively explore energy-saving collaborations through mechanisms such as Energy Performance Contracting (EPC), leveraging both internal and external expertise to create a shared-value, win-win ecosystem for energy conservation and carbon reduction. Moreover, the Company is expanding the use of clean energy with comprehensive cost advantages, developing a series of leading clean energy demonstration projects. We encourage the cascading use of energy and strictly controls the consumption of fossil fuels.

Opportunity category	Specific type	Time range	Opportunity description	Opportunity response measures
Products and services	Development and/or expansion of low-carbon products and services	Long term	The increasing demand from customer groups for green transformation, such as low-carbon services and ICT solution products, presents significant opportunities for business expansion.	The Company is actively exploring the opportunities presented by emission reduction policies and applying them across various sectors. We have developed a range of ICT solutions to help customers reduce carbon emissions. Additionally, the Company has increased its R&D investment in low-carbon information technology products, allocating additional funds to drive innovation. In 2024, the Company leveraged new generation information technologies to continuously research and develop new products and maximized the role of digital technologies for carbon reduction, to support customers in their energy-saving and emission-reduction efforts.
Energy efficiency improvement	More efficient production and distribution processes	Long term	Sustained and steady improvements in energy efficiency will deliver ongoing reductions in production and operational costs, generating compounding financial benefits for the Company.	To further enhance energy efficiency and reduce emissions, the Company establishes annual dedicated energy conservation and emission reduction fund to achieve improvements in energy efficiency and a decline in Power Usage Effectiveness (PUE)[7], providing the Company with a competitive advantage.

[7] Power Usage Effectiveness (PUE) is a metric used to evaluate the energy efficiency of data centers. It represents the ratio of the total energy consumed by the data center to the energy consumed by the IT load. The total energy consumption of the data center includes the energy used by IT equipment as well as the energy consumed by supporting systems such as cooling and power distribution. The PUE value is always greater than 1, and the closer it is to 1, the less energy is consumed by non-IT equipment, indicating a higher level of energy efficiency.

Climate risk scenario analysis

Climate-related scenarios   IEA Beyond 2°C Scenario (B2DS)

Scope of application   Company-wide

Scenario analysis

The IEA B2DS is a scenario that anticipates the energy sector achieving net-zero emissions by around 2060. This is accomplished through the deployment of bioenergy with Carbon Capture and Storage (CCS) to achieve negative emissions, while limiting future temperature increases to 1.75°C by 2100. The scenario explores the potential of existing technologies and future technologies can be deployed to surpass the 2°C target. To achieve net-zero emissions by 2060 and maintain net-zero or negative emissions thereafter without relying on technological breakthroughs or imposing constraints on economic growth, the scenario pushes the technological improvements and deployment across the entire energy system to their maximum feasible limits. This approach results in cumulative emissions from the energy sector of approximately 750 Gt CO_2 between 2015 and 2100, consistent with a 50% probability of limiting future average temperature rise to 1.75°C.

China Mobile scenario analysis

In this case, China Mobile employs quantitative analysis to study the impact of carbon prices as a key parameter on operational cost, based on different assumptions about the Company's inclusion in carbon trading markets.

With the rapid growth in demand for digital infrastructure capabilities driven by economic and social development, China Mobile's network construction is expected to continue expanding, leading to further increases in energy consumption. However, in recent years, the Company's business growth has stabilized. As revenue growth plateaus and energy consumption rises, both the total GHG emission volumes and intensity of China Mobile are projected to increase. Under this circumstance, the Company faces significant risks in future carbon trading markets.

Based on the Representative Concentration Pathway 8.5 (RCP8.5), i.e., the high emissions scenario, China Mobile makes assumptions about future network construction and technological changes across the Company. This analysis evaluates the impact of future GHG emission volumes and intensity. Based on the analysis, the Company formulates corresponding green and low-carbon action plans.

Application of business strategy and decision-making

In alignment with the needs of economic and social development, China Mobile is proactively advancing the construction of digital infrastructure, accelerating the formation of a nation-wide integrated computility system, and fostering a computility industry ecosystem. The Company has established the first batch of 13 intelligent computing center nodes as part of this initiative. In the absence of strong initiatives, total greenhouse gas emissions are projected to grow by more than 6% in 2024. To actively address this risk, China Mobile has launched several targeted initiatives, including Green Intelligent Wireless, Green Intelligent Computility and Wind-Solar Wireless projects. Additionally, the Company has purchased over 3.5 billion kWh of green electricity. With a cumulative annual investment of RMB7.87 billion in energy-saving, the growth rate of GHG emissions has been effectively mitigated. As a result, the Company achieved a 8% reduction in total GHG emissions and a 15% decrease in GHG emission intensity in 2024, as compared to 2023.

Regular Monitor of Environmental Performance

China Mobile has established clear and measurable quantitative targets for energy use and GHG emissions, along with corresponding KPIs, to provide direction for energy management and emission reduction efforts. These targets are broken down into specific operational areas, including network base station energy efficiency, data center energy consumption reduction and office energy use reduction, driving all companies and departments to actively implement green initiatives. China Mobile regularly collects and analyzes energy consumption, GHG emissions and intensity indicators of provincial and professional subsidiaries and monitored and followed-up on their achievement status to ensure that the targets are met on schedule.

Targets	KPIs	Progress and achievements in 2024

Energy use

Targets	KPIs	Progress and achievements in 2024
• By 2025, the Company aims to achieve a cumulative electricity saving of over 40 billion kWh • By 2025, the decrease in comprehensive energy consumption per unit of total telecommunication services shall be no less than 20% compared to 2020 • By 2025, the annual average design PUE of newly-built and mega data centers nationwide will be controlled to below 1.3	• Total electricity savings • Decrease rate in total energy consumption per unit of total telecommunications services • PUE	• Cumulative electricity savings from 2021 to 2024 reached 31.3 billion kWh (including 11.5 billion kWh saved in 2024) • A reduction of 44% in 2024 compared to 2020 • The PUE for newly-built and mega data centers nationwide in 2024 achieved an operational PUE of 1.30

Greenhouse Gas Emissions

Targets	KPIs	Progress and achievements in 2024
• By 2025, the total Scope 1 and Scope 2 GHG emissions will be controlled within 46.5 million tons. • By 2025, the decline in greenhouse gas emissions per unit of total telecommunications services shall be no less than 20% compared to 2020.	• Total direct GHG emissions (Scope 1) • Total indirect GHG emissions (Scope 2) • Reduction rate of GHG emissions per unit of telecommunication services	• 210,000 tons of CO_2 equivalent • 32.26 million tons of CO_2 equivalent • 53%

Conducting Green and Low-Carbon Operations

China Mobile is committed to fostering harmonious coexistence between humanity and nature, actively pursuing green and low-carbon operations. We implement energy-saving and carbon-reduction measures across our network base stations, data centers and office facilities, driving internal energy saving, promoting green development in our supply chain and supporting societal green transformation.

Building a Green Network

China Mobile actively builds green networks, continues to promote the construction of green base stations and green data centers, standardizes environmental impact assessments and minimizes the impact on the surrounding environment of the facility. Through initiatives such as Green Intelligent Wireless and Green Intelligent Computility, we optimize network architecture, rationally deploy base stations and explore innovative energy-saving technologies. These efforts significantly improve energy efficiency, reduce carbon emissions and prioritize the use of high-efficiency and energy-saving equipment to lower power consumption. China Mobile's commitment to building a green and low-carbon network sets a benchmark for the green development of the society.

※ Green Base Stations

In 2024, the Company implemented a series of energy-saving and emission-reduction measures for base stations, focusing on low-carbon technology research, equipment and facility upgrades, energy-saving technology deployment and network architecture transformation, to further advance green development of base stations. In 2024, China Mobile added 467,000 5G base stations while achieving a 2% reduction in overall base station energy consumption, demonstrating the ability to scale operations without increasing energy use.

- **Equipment network access:** In 5G network construction, China Mobile adopted newer, energy-efficient equipment and strictly controlled the use of outdated, energy-inefficient equipment. As a result, the energy consumption per station for newly accessed equipment has decreased by 9%.

- **Existing network energy efficiency:** According to the *Guiding Opinions on the Application of Energy-saving Technologies for Wireless Networks in 2024*, China Mobile has implemented energy-saving technologies, optimized strategies and parameters and strengthened energy usage analysis and digital intelligence development. By the end of 2024, the average energy consumption per 4G station across the network reduced by 11%, and per 5G station by 9%.

- **Deployment of new energy-saving technologies:** The deployment rate of 5G energy-saving technologies has exceeded 99%. China Mobile is accelerating the large-scale application of 5G extreme sleep mode and 4G deep sleep mode, while promoting service-perception based intelligent shutdown for equipment that does not support sleep modes.

- **Intelligent energy saving:** 99% of 4G/5G base stations have been connected to the intelligent energy-saving platform, enhancing energy-saving benefits across the entire network.

- **Green transformation of network architecture:** China Mobile is actively advancing CRAN deployment and streamlining base station upgrades. By simplifying the network, equipment and machinery rooms, the Company significantly reduced site energy consumption. In 2024, nearly 60,000 minimalist base stations were deployed.

- **Research on low-carbon energy technologies for communication sites:** In 2024, China Mobile advanced research on low-carbon energy technologies, updating and refining standards for green and low-carbon sites. China Mobile conducted research and pilot validation of multi-energy complementary solutions and "source-grid-load-storage" integration for communication site scenarios. China Mobile also deepened research on AI-based intelligent management of site supporting facilities, developing intelligent technical solutions. Additionally, China Mobile updated and improved the *Application Strategy of Energy Saving Technology for Communication Sites*, providing critical technical support for further advancing green network construction.

- **Research on new energy-saving technologies for wireless networks:** China Mobile researched energy-saving technologies such as 5G/4G packet bundling scheduling and millisecond-level channel silence, along with the application strategies in existing networks. We also explored 5G-A energy-saving technologies across the air, time, frequency and power domains. Pilot projects were conducted for multi-level parameter configurations of 4G/5G energy-saving technologies, optimizing energy-saving parameter thresholds to expand energy-saving potential while ensuring service and network quality. Furthermore, we initiated research on 6G air interface energy-saving and networking key technologies, laying the groundwork for 6G wireless network energy-saving technology.

China Mobile's Zhoushan Zero Carbon Base Station

China Mobile implements green base station solar energy stacking renovation

In 2024, China Mobile advanced the photovoltaic EMC renovation project for base stations across Gansu Province. Utilizing the Energy Performance Contracting (EPC) model, the project was implemented through a cooperative profit-sharing approach for PV system upgrades. The province's plan for 2024-2025 includes the construction of PV systems at 495 base stations. In 2024, 36 sites were completed, with 24 already connected to the grid, while the remaining 12 are undergoing commissioning and testing. The installed capacity reached 252 kVA, generating approximately 62,000 kWh of electricity.

※ Green Data Centers

The Company continues to deepen technological "energy conservation" by strengthening the innovative application of technologies such as AI intelligent cluster control and cold plate liquid cooling, improving energy utilization efficiency, and striving to create a number of green data center benchmarks. China Mobile focuses on the Connectivity, Intelligence, Efficiency and Capacity data center business scenarios, integrating green and low-carbon technologies such as air-liquid cooling and flexible power supply. We continuously iterate and upgrade flexible and high-density standardized construction solutions, committing to achieving a PUE of no more than 1.3 for new data centers and no more than 1.25 in cold regions, promoting green data centers to a new level.

○ Since 2017, a total of **26** data centers have been selected for the national green data center list, **18** data centers have been selected as typical cases of national new data centers, and **45** cases have been selected as high-quality development enterprise cases of big data centers or computility infrastructure.

○ **Implementation of "computer room renewal":** The Company is implementing a range of energy-saving initiatives at its telecommunications towers, including replacing old constant frequency air-cooled precision air conditioners with fluorine pump air conditioners and variable frequency air-cooled precision air conditioners, air-side natural cooling transformation, and airflow organization optimization transformation.

○ **Energy-saving operation and maintenance potential exploitation:** In accordance with the *Common Problems and Operation Requirements of Energy-saving Configuration in Data Centers and Core Computer Buildings,* self-correction and self-inspection of energy-saving O&M potential exploitation problems were conducted. In 2024, the PUE of the data center has been reduced by 1% compared to 2023.

Advancing green computility to build a more sustainable Hohhot

As a "national green data center", the China Mobile Hohhot Data Center is the first intelligent computing center of telecommunication operators and the largest single intelligent computing center among global operators. It has been awarded the title of Zero Carbon and Low Carbon Operation Leader. Through the three dimensions of "low-carbon driving, lean O&M, and digital empowerment", multiple measures have been taken to promote energy conservation and consumption reduction in data centers, forming a comprehensive, all-round, and systematic green energy-saving system. In 2024, the proportion of green electricity will reach 66%, and the PUE will be as low as 1.163. It is a leading green and low-carbon intelligent computing center in the industry, truly achieving greener data centers and making Hohhot more sustainable.

Promoting Green Energy Use

The Company actively promotes the large-scale application of green energy and spares no effort in developing its photovoltaic system. It leverages the wave of green development brought about by the national Eastern Data and Western Computing project, actively introduces clean energy sources such as wind power and photovoltaic power from the western China and promotes integrated green electricity direct supply from source to network, load and storage, facilitating better transformation of "green electricity" into "green computing". It also leads the in-depth promotion of energy conservation by creating green benchmark regions, to support the improvement of quality and efficiency in all links of a green, intelligent wireless network.

The annual green power generation is **290** million kWh, equivalent to a reduction of **160,000** tons[8] of CO_2 emissions

We actively participated in green electricity trading, and purchased more than **3.5** billion kWh of green electricity, equivalent to a reduction of over **1.87** million tons of CO_2 emissions

Due to changes in the carbon emission factor, the carbon emissions resulting from the same energy consumption in 2024 have decreased by over **4.36** million tons of carbon equivalent[9] relative to the carbon emission factor of the base year 2020

Carrying out photovoltaic energy construction for machinery rooms in Miao and Dong Autonomous Prefecture

China Mobile has implemented a green photovoltaic "base station stacked light" low-carbon energy supply mode in Miao and Dong Autonomous Prefecture, Guizhou Province. We have constructed a photovoltaic power generation renovation project for communication base station rooms, covering the construction of photovoltaic energy stacking facilities at 13 sites. This initiative has improved the utilization rate of green energy in communications and reduced the carbon emissions per unit of total communication business.

Promoting Green Office Practices

From conceptual innovation to practical implementation, China Mobile is taking multiple approaches to promote green office practices, initiating a digital and green office model that runs parallel to efficiency and environmental protection.

Equipment renovation and upgrading: China Mobile is conducting overhauls and digital upgrades of outdated high-energy-consuming equipment at the headquarters. Over the next three years, we plan to replace aging transformers, air conditioning units and other inefficient equipment. Within five years, upgrades will extend to water pumps and cooling tower fans, significantly reducing energy consumption. We are accelerating the procurement of green electricity for the headquarters, with plans to fully power Building A with green electricity since 2025.

Paperless office: In the financial sector, China Mobile is advancing the construction of a digital and intelligent financial system driven by both IT and DT. We have processed 6.66 million electronic documents in full compliance with standards through full process paperless workflows. In 2024, we have implemented 100% paperless service contracts across the website, app and hotline channels with our Hong Kong subsidiary.

Energy saving publicity: China Mobile launched the Low-Carbon Advocator mini-program on the Mobile Life App, encouraging employees at headquarters to adopt energy-saving practices. During Energy Saving Publicity Week, initiatives such as issuing proposals, creating promotional videos, and organizing employee participation in activities like Carbon Footprint Tracking, HeBao Travel, Empty Plate Campaign and Raise the Air Conditioner Temperature by 1°C were conducted to foster an energy saving culture.

Per capita GHG emissions from commuting decreased by **11.4%** YoY in 2024.

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[8] According to the *Announcement on the Release of the 2022 CO₂ Emission Factors for Electricity* issued by the Ministry of Ecology and Environment in 2024, the carbon emission factor for electricity is calculated at 0.5366 kg CO₂ per kWh.

[9] The *China Mobile Sustainability Report 2020* calculated the electricity carbon emission factor at 0.6101 kg CO₂/kWh, while the *China Mobile Sustainability Report 2024* calculated the electricity carbon emission factor at 0.5366 kg CO₂/kWh. In 2024, China Mobile's electricity consumption, excluding the portion accounted for by green electricity/green certificates, was 59.4 billion kWh. which is equivalent to a reduction of over 4.36 million tons of carbon emissions compared to the carbon emission factor conditions of the 2020 baseline year.

Supporting Social Energy Conservation and Environmental Protection Initiatives
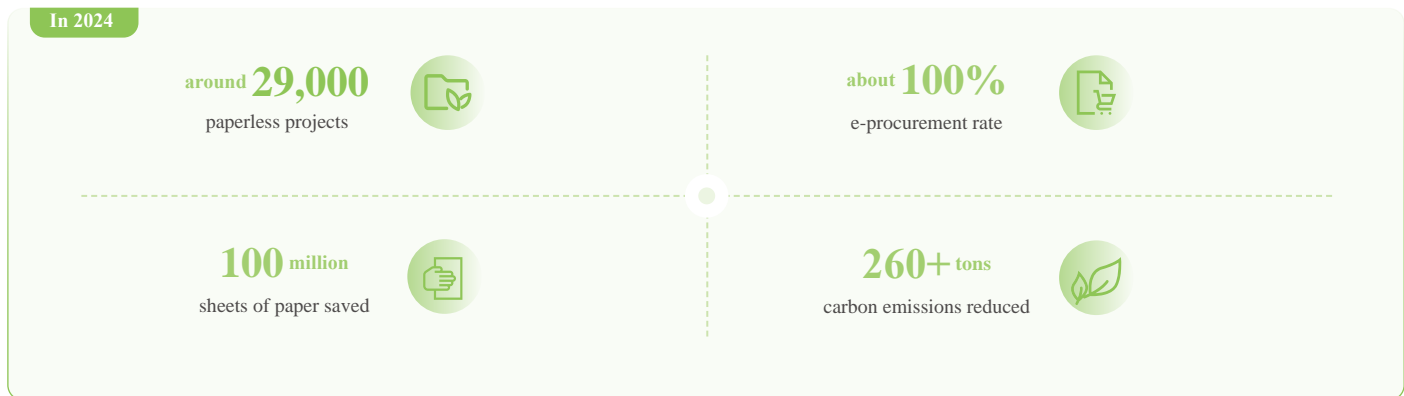
China Mobile actively participates in societal carbon reduction initiatives, accelerating the development of sustainable industrial chains by integrating environmental standards into procurement processes and other operations to establish a low-carbon development ecosystem. Leveraging telecommunications technologies, we empower green lifestyles and ecological protection, permeating digital services across all sectors to advocate sustainable living and disseminate low-carbon principles. This coordinated effort mobilizes society-wide collaboration in emission reduction, collectively advancing the construction of an environmentally conscious future.

Building Green Industry Chains

China Mobile comprehensively activates green potential across the entire supply chain, implementing full-chain "empowerment" measures from procurement, logistics, packaging to recycling. We collaborate with the supply chain to co-create green ecosystems and contribute to environmental protection.

※ Green Procurement

China Mobile has established the *Guiding Opinions on China Mobile's Green Supply Chain, Implementation Rules for Energy Conservation in China Mobile's Procurement and Sharing Services Center* and *Implementation Rules for Ecological Environmental Pollution Risk Prevention and Control in China Mobile's Procurement and Sharing Services Center,* aiming to reduce resource consumption (including energy) through managerial and technological interventions and drive green transformation across the industrial chain.

In 2024

around **29,000**
paperless projects

about **100%**
e-procurement rate

100 million
sheets of paper saved

260+ tons
carbon emissions reduced

Supplier access

In the procurement access link, the ESG performance of suppliers is assessed (including environmental qualifications, legal employment, prohibition of corruption, etc.), and suppliers with good performance are given priority; SA8000 (Social Ethics Responsibility Standard), ISO 45001 (Occupational Health and Safety Assessment Series) and ISO 14001 (Standards for Environmental Management Systems) certifications are used as standards for supplier qualification review, dynamic quantitative evaluation and comprehensive strength consideration. Suppliers are required to sign the *Integrity Commitment Letter.* Since 2019, the ISO 14001 certificate has been included in the scope of supplier information verification.

Supplier information disclosure

China Mobile actively participated in drafting the CCSA group standard *Green Procurement Management Guidelines for the Information and Communications Industry*, providing critical guidance for building green supply chains. Requirements for green information disclosure in supply chains include disclosing information on energy saving, emission reduction and carbon reduction of enterprises, disclosing the audit rate of high and medium risk suppliers and the proportion of low risk suppliers, disclosing information on energy conservation and emission reduction of suppliers, issuing corporate social responsibility reports (including green procurement information), and encouraging more than 38 suppliers to regularly disclose carbon emission information on their corporate websites.

Supplier evaluation

China Mobile collaborated with government regulators and industry associations to develop evaluation standards for telecommunication supplier social responsibility. We actively contributed to the review of the industry standard *Green Procurement Management Guidelines for the Information and Communications Technology Sector.* Procurement evaluations assess corporate carbon emissions and product carbon footprint certifications, and incentive mechanisms are adopted for suppliers with exemplary ESG track records.

Supplier exit mechanism

China Mobile issued *Quality and Compliance Implementation Rules for Tier-1 Centralized Procurement and Centralized Procurement Product Quality Management Measures.* These policies enforce strict quality control over partner suppliers, applying elimination or warning mechanisms to underperforming suppliers.

Supplier risk training

Procurement staff undergo targeted training programs in ESG risk identification, to enhance their compliance awareness and due diligence capabilities and safeguard our ethical procurement practices.

※ Green Logistics

China Mobile has been actively advancing green circulation and encouraging our strategic suppliers to adopt RFID tags to enable end-to-end traceability of materials across the whole life cycle, from production to transportation, warehouse entry and exit. This "end-to-end traceability" system has been fully implemented by 31 provincial companies, implementing barcode management for 52 categories of products. In 2024, the Company managed 137 million items of materials, with a total value of approximately RMB71 billion, accounting for 57.7% of the procurement value for physical goods under centralized procurement. Additionally, the Company successfully replicated and promoted 16 exemplary cases of digital application scenarios for the "end-to-end traceability" initiative across 36 provinces, reducing the average duration of materials staying in and out of warehouses by nearly 30%.

China Mobile Logistics actively builds green intelligent supply chains, saving RMB **15.54** million annually in logistics costs, improving warehouse entry efficiency by **90**%.

The Yunnan RDC warehouse has been rated as a Level One Green Warehouse. It has won **14** Science and Technology Progress Awards from the China Federation of Logistics & Purchasing for **6** consecutive years and has been recognized with outstanding enterprise cases by the same organization for **8** consecutive years.

Green warehousing

China Mobile has established a green warehouse evaluation index system, actively developed smart warehousing, improved energy efficiency in the warehousing process and reduced carbon emissions. By optimizing the full Inbound—Picking—Outbound workflow, we have seamlessly integrated clean energy, AI, and emerging technologies such as 5G-A. These innovations enable low-carbon equipment operation, and fully automated workflows. By introducing equipment such as electric forklifts and all-in-one weighing and measuring machines, the warehousing efficiency has been increased by 90%, and logistics cost has been reduced by RMB750,000/year. The Company built seven star-level green warehouses and 17 of its warehouses were rated as green warehouses.
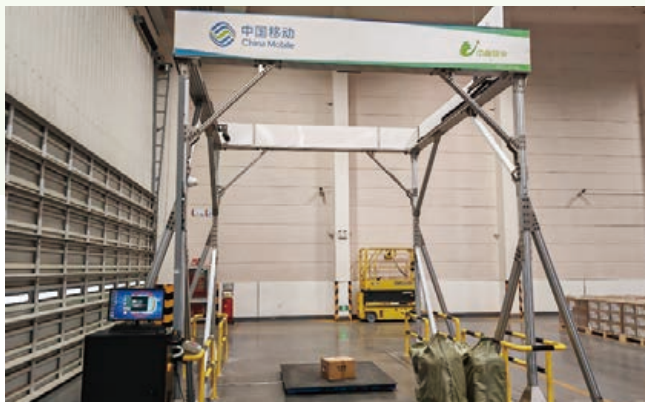
Green supply chain-all-in-one weighing and measuring machine (automatic collection of cargo specifications)

Green delivery

We have developed China Mobile's Digital Supply Chain Public Service Platform (Magic Platform), integrating intelligent load allocation, route optimization and electronic signature functionalities. By introducing streamlined processes for direct delivery and consolidated order fulfillment, we achieved significant operational efficiencies, including annual savings of RMB14.79 million in transportation costs and 50.70 million A4 sheets.

Green operations

China Mobile advanced the Intelligence Empowerment Program for AI-driven intelligent operations. Focusing on six major end-to-end supply chain operation links and 103 business scenarios, China Mobile Logistics has built a talent pool that advances both carbon-based industries and silicon-driven technologies.

Mobile 5G-A passive IoT empowering green and smart supply chain of Dezhou Power

China Mobile, in collaboration with State Grid Dezhou Power Supply Company in Shandong Province created a passive IoT pilot in Dezhou Inspection, Storage, and Distribution Base. By building an innovative networked passive IoT system, a new warehouse management model featuring "full quantity encoding + passive IoT" has been established. This has led to the implementation of convenient applications such as "one-click inventory" and "automatic inbound and outbound", significantly improving material management efficiency and reducing warehouse operating costs. The China Mobile material management platform provides asset inventory, positioning and inbound and outbound management. It aligns with existing business systems to achieve comprehensive O&M management. During material inbound and outbound processes, passive IoT devices automatically verify and read material label information.

Printing passive IoT tags

Compared to traditional manual verification and recording of individual materials, this increases efficiency by five times and achieves an accuracy rate of 100%. In outdoor yards, drones equipped with passive IoT reading devices scan and inventory various materials along planned routes. The time required for a complete warehouse inventory has been reduced from one week to just 5 minutes, completely replacing the traditional manual way. This achieves an accuracy rate of 100% and a full utilization rate of 100%, greatly enhancing efficiency and aiding in the creation of a green and smart supply chain.

※ Green Packaging

The Company collaborates with suppliers to design and utilize recycled paper materials for equipment packaging, thereby reducing the use of non-degradable adhesive materials. We are increasing the proportion of recycled paper materials used in the packaging of main equipment suppliers and encouraging strategic suppliers to replace EPS foam boards with paper-plastic molds for the packaging liners of complete equipment, achieving 100% degradability of materials. For auxiliary materials and components, we adopt heat-shrink film instead of carton to reduce packaging. Moreover, we replace metal-cushioned plywood pallets or wooden pallets with plastic-steel pallets for packaging carriers and promote recycling and reuse initiatives among suppliers.

281,400 **m³ of timber**
saved annually

Promoting the use of green and environmentally friendly packaging materials

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Optimizing the design of self-developed intelligent hardware products

The antenna folding mechanism has been redesigned by replacing the original externally folded design with a built-in antenna. This innovation reduces the external shell cost, decreases overall machine thickness, and optimizes component layout. As a result, we reduced the packaging volume and achieved approximately 37% less paper consumption, lowering both packaging and transportation costs. We used recycled paper as the packaging material, including corrugated cardboard, white cardboard and gray board, which facilitated reduction in weight and amount and promoted recycling of packaging materials.

Before optimization | After optimization | -37%

※ Recycling and Reuse

Guided by the Dual Carbon goals, the Company is focused on building a material recycling system, significantly strengthening the management of idle and waste materials, and fully promoting the revitalization of assets across regions and projects. We are deeply committed to practicing circular economy principles to support carbon reduction initiatives and strive to enhance resource utilization efficiency.

Therefore, the Company has formulated the *Management Measures for the Disposal of Scrap Fixed Assets by China Mobile* to improve the management level of scrapped fixed asset disposal, strictly standardize disposal processes and significantly enhance disposal efficiency. We have actively established platforms, including the China Mobile recyclable Sharing Platform, to facilitate the cross-project, cross-department and cross-regional dismantling, reallocation and reuse of 4G assets. In 2024, we completed the reallocation of assets with an original value of RMB73.5764 million. Simultaneously, the Company continues to refine the idle and waste material recycling system, meticulously developing material recovery standards and actively guiding the establishment of a reverse logistics service system for renewable resources. We are extensively exploring various recycling models, such as manufacturer take-back, third-party enterprise recycling and industry alliance recycling.

Empowering through collaborative partnerships and upgrading experience with trade-in programs

To enhance the consumer experience in device replacement through trade-in programs, China Mobile has actively sought deep collaboration with upstream and downstream enterprises in the industry chain, promoting efficient resource integration and optimal allocation. On the mobile manufacturer front, China Mobile has established long-term, stable partnerships with renowned domestic and international brands. For trade-in service providers, the Company has implemented rigorous screening and optimized cooperation mechanisms to ensure consumers receive high-quality recycling services. Additionally, China Mobile has dedicated efforts to building the China Mobile Preferred Member Platform, where consumers can easily participate in trade-in programs by choosing in-store or mail-in recycling options through the "China Mobile Preferred Member" WeChat mini-program.

Protecting the Ecological Environment

China Mobile fully leverages the industry-leading technological strengths to inject robust impetus into ecological protection. With our high-density network coverage and advanced information technology, the Company supports the establishment of intelligent environmental monitoring systems. Empowered by 5G-enabled smart management solutions, the Company helps curb ecological destruction and contributes to safeguarding ecologically fragile areas and biodiversity. Through these efforts, China Mobile helps to chart a new picture of ecological harmony.

China Mobile empowers the Yellow River ecological protection with 5G intelligence

The Xinxiang section of the Yellow River features expansive floodplain areas that once hosted numerous ecologically damaging structures and farms. Since April 2023, in collaboration with the National Nature Reserve Integrated Service Center of Xinxiang, China Mobile has deployed 5G, big data and AI edge computing technologies to create a comprehensive solution. This system provides 24/7 high-definition monitoring of illegal construction and unauthorized occupation in the Yellow River wetlands, improving regulatory efficiency by 70%. For fire prevention, our smart management platform leverages 5G capabilities and AI algorithms to enable 24/7 fire monitoring, early warning and intelligent decision-making. It automatically delivers alerts and generates detailed reports upon suspected fire incidents at monitoring points. In addition, a patrol information management platform has been established to enhance patrol efficiency. In bird monitoring, the integration of 5G+AI and infrared sensing with environmental data has enabled AI modeling of over 370 bird species, allowing real-time monitoring of their types, status and distribution with an accuracy rate of 94%. By deepening the integration of 5G with new technologies and applications, China Mobile supports the governance of the Yellow River Basin, striving to protect our harmonious waterscapes and pristine mountain vistas.

Yellow River ecological environmental protection

China Mobile safeguards the Three-River-Source region, building a robust ecological protection network

Located in Yushu Prefecture, Qinghai Province, the Three-River-Source region, also known as the Water Tower of China, holds significant ecological importance. However, its remote location and underdeveloped communication infrastructure have long posed challenges for ecological monitoring, resulting in slow responses and limited coverage. China Mobile took on this critical task, undertaking the construction of a remote ecological monitoring and 5G coverage project for Yushu Prefecture of Qinghai Province. Over three months, the construction team braved extreme conditions, including high-altitude hypoxia and harsh weather, and overcame numerous obstacles in equipment transportation and construction. By utilizing long-distance, single-fiber bidirectional transmission technology and solar-powered facilities, they successfully extended 5G network coverage within a 5-kilometer radius, enabling real-time high-definition video transmission. Since then, we have eliminated communication dead zones at the Three-River-Source region, ushering in a new era of ecological monitoring characterized by "long-distance, wide-range, and comprehensive" high-definition real-time observation. This technological "protective shield" has been draped over this precious ecological treasure, supporting the smart management of the national park.

Reshaping marine pollutant control and creating a new blue circular model

China Mobile responded to the *14th Five-Year Plan for National Marine Ecological Environmental Protection* issued by the Ministry of Ecology and Environment, implementing the Ocean Blue Circle project to explore innovative models for marine pollution control in Taizhou City. By integrating advanced new high-quality computility technologies, sophisticated algorithms, and data analysis, the project's cloud warehouse system automatically identifies pollution sources and predicts pollution trends. It establishes a circular value chain for marine waste collection, transportation, recycling and high-value utilization, effectively addressing issues such as lack of collection, low value and sustainability of marine debris. Additionally, the project leverages the advantages of advanced new high-quality computility to promote the development of a blue economy, contributing to the circular development of regional marine blue economies and enhancing the economic benefits for local fishermen and the fishing industry. This project has provided valuable insights for transforming marine ecological governance and earned the United Nations' Champions of the Earth Award.

Marine cloud warehouse system for ship water pollutants prevention and control

Empowering Green Lifestyle

Leveraging the robust technological and resource advantages, China Mobile actively supports the society's green transformation and empowers the public to embrace a sustainable lifestyle. By harnessing cutting-edge technologies such as 5G, IoT and big data, we have not only facilitated the seamless adoption of remote work and smart home solutions to reduce daily energy consumption, but also utilized digital tools to promote waste sorting and environmental monitoring. Additionally, through diverse science popularization events, China Mobile helps to embed green principles into the public consciousness, collaborating with society to advance toward a low-carbon, convenient, and sustainable future.

350+ million tons[10] of carbon dioxide emission reduction facilitated by China Mobile across society in 2024

Empowering green office

Adhering to the principles of green and low-carbon development, China Mobile has introduced innovative energy-saving technologies, such as cloud-based computers, revolutionizing traditional office models. These solutions transform into intuitive desktop interfaces for end-users, creating a multi-terminal, on-demand cloud operating system that balances security, convenience and energy efficiency. On one hand, this approach eliminates resource idle time and waste, significantly boosting server hardware utilization. On the other hand, it enables cross-terminal access, allowing people to work remotely, reducing commuting frequency and alleviating urban traffic congestion and air pollution. Furthermore, by moving data processing and storage to the cloud, users can connect via low-power devices, slashing power consumption from 180W for desktops to less than 10W, achieving a reduction of over 90%. This drastic decrease in energy loss injects strong impetus into society's green development.

Empowering green agriculture

In Zhejiang Province, the Company launched the Video Convergence Empowerment Platform, which utilizes intelligent smoke and fire recognition algorithms to integrate over 32,000 public video resources, enabling 24/7 automated monitoring and reporting of straw burning incidents. Since March 2024, the platform has successfully identified and reported 4,757 straw burning incidents with an accuracy rate of 95.8%. In the future, the platform will be integrated with the Public Intelligence Platform to enable real-time early warning notifications, improving incident detection and response efficiency and further empowering a low-carbon society.

China Mobile actively encourages society to jointly create a green lifestyle, fostering the integration of digital living with sustainable practices. The Company organizes a variety of green-themed public welfare activities and has held annual Energy Saving Publicity Week for the 16th consecutive year. In 2024, the event reached 450,000 employees and over 900 million customers, promoting the concept of green and low-carbon development and spreading knowledge on energy conservation and low-carbon practices across society. These efforts aimed to embed green living principles into the public consciousness and drive a collective shift toward a green and low-carbon lifestyle.

China Mobile promoted green and low-carbon knowledge to community residents through various forms

In collaboration with the National Energy Conservation Center, China Mobile Group Xinjiang Co., Ltd. continued to launch online knowledge challenging competition about energy conservation, providing both hardware and software support as well as full operational services. The Energy Saving Publicity Week attracted 12,000 online participants and achieved excellent results in spreading low-carbon awareness

10 In 2021, China Mobile collaborated with Beijing University of Posts and Telecommunications to conduct a study titled Quantitative Analysis of the Low-Carbon Enabling Role of Information and Communication Technology- Based on China Mobile's Practices. According to the research findings, in 2020, per terabyte of information traffic in China contributed to societal emission reductions of 115 kilograms of carbon dioxide. This conclusion was also published in the China Mobile Carbon Peak and Carbon Neutrality Action Plan White Paper. Based on this finding and using information traffic data, the Company calculated the scale of its contribution to societal emission reductions.

Advanced Governance

China Mobile continues to advance the improvement and refinement of modern corporate systems, striving to establish a governance mechanism characterized by legally defined and transparent rights & responsibilities, coordinated operations and effective checks and balances. Throughout the governance process, the Company strictly fulfills its information disclosure responsibilities, maintains open communication with stakeholders and actively integrates sustainability principles into its operations. By driving reforms to greater depths, improving risk management and compliance systems, China Mobile lays a solid foundation and providing robust safeguards for its sustainability.

Optimizing the Corporate Governance System

Preventing and Resolving Various Risks

Optimizing the Corporate Governance System

Standardizing Corporate Governance

※ Safeguarding Investor Rights

Standardizing Information Disclosure

The Company's information disclosure practices are led and managed by the Board of Directors, with the management team fulfilling relevant responsibilities. Since 2003, the Company has implemented internal control systems and procedures for information disclosure and established an Information Disclosure Committee. The committee includes the Chairman, Chief Executive Officer, Chief Financial Officer and heads of major functional departments. The Board of Directors authorizes the Information Disclosure Committee to oversee the organization and coordination of daily external information disclosure, ensuring timely, lawful, accurate and complete disclosure. This ensures excellent corporate governance and transparency, enabling prompt and appropriate responses to inquiries from investors, securities analysts and the media, thereby preventing stock price fluctuations caused by market misinformation.

To meet the regulatory requirements for the issuance of RMB-denominated share, the Board of Directors reviewed and approved the *Administrative Measures for Information Disclosure* and the *Administrative Measures for Raised Funds*, which took effect on January 5, 2022. Any department or individual violating the information disclosure procedures and internal control systems, resulting in disclosure errors or breaches of relevant laws and regulations, will be held accountable as appropriate.

In compliance with the provisions of the *Securities and Futures Ordinance* (Chapter 571 of the Laws of Hong Kong), the *Securities Law of China, Administrative Measures for Information Disclosure of Listed Companies* from the CSRC and other requirements, we formulated the *China Mobile Limited Insider Information Knowledge Person Registration Management Measures*, setting up rules and black-out periods on directors, management and employees in dealing with the shares of the Company or exercising share options while they are in possession of inside information. Those who may come into possession of inside information in performing their duties are required to sign an undertaking on their duty of confidentiality and prohibition against insider dealing. Unauthorized use of confidential or inside information for profits is strictly prohibited to prevent violation of laws, regulations and internal disciplines.

Strengthening Investor Communication

The Company maintains active engagement with shareholders, investors and other capital market participants through various channels, including investment bank conferences, one-on-one meetings and teleconferences. This ensures that shareholders and investors are fully informed about the Company's operations and development, while safeguarding their rights to participate in meetings. In 2024, the Company actively addressed the ESG concerns of investment banks and investors, covering areas such as governance structure, carbon neutrality goals and renewable energy usage.

Key investor activities in 2024:

Conference communication: Organized the 2023 Annual Results Briefing, 2024 Interim Results Briefing, the Annual General Meeting and others, facilitating communication between company management, analysts, the media and shareholders.
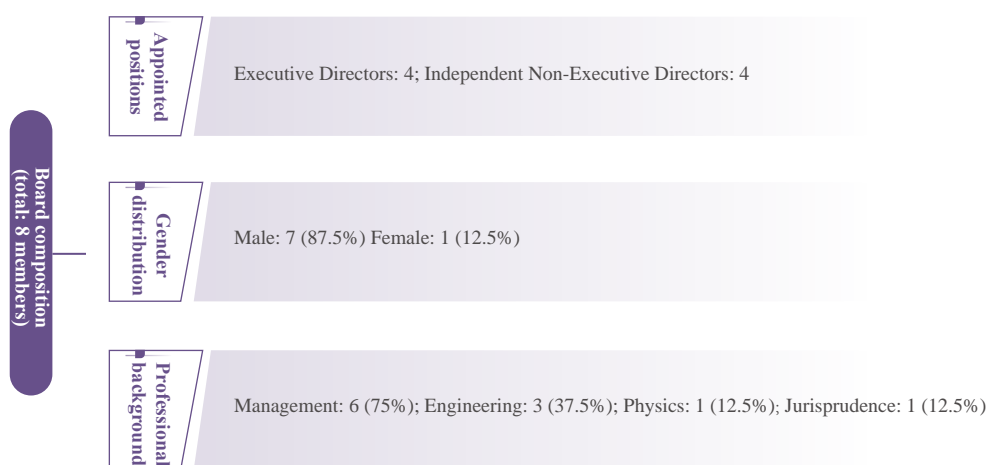
Overseas expansion: Conducted investor communication activities in Europe and the Middle East, including a roadshow in France led by Executive Director and CFO Li Ronghua, and sent representative to participate in an investment bank conference in the Middle East.

Daily interaction: Held regular investor meetings to share the Company's transformation journey, address questions and build trust. In 2024, the Company participated in 46 investor meetings and conducted approximately 297 investor engagement events, covering 1,292 investment institutions and over 2,266 investors.

※   Strengthening Board of Directors Development

Board Structure

The Company continues to refine its governance system, which includes the *Articles of Association of China Mobile Limited* and other related governance documents. The key responsibilities of the Board include formulating the Group's overall strategies and objectives, setting management targets, overseeing internal controls and financial management and evaluating the performance of our management, while day-to-day operations and management are delegated by the Board to the management of the Company.

The Board of Directors

Audit Committee	Remuneration Committee	Nomination Committee	Sustainability Committee
The current members are Mr. YIU Kin Wah Stephen (Chairman), Dr. YANG Qiang, Mr. LEE Ka Sze Carmelo and Mrs. LEUNG KO May Yee Margaret, who are all INEDs.	The current members are Mr. YIU Kin Wah Stephen (Chairman), Dr. YANG Qiang, Mr. LEE Ka Sze Carmelo and Mrs. LEUNG KO May Yee Margaret, who are all INEDs.	The current members are Dr. YANG Qiang (Chairman), Mr. YIU Kin Wah Stephen, Mr. LEE Ka Sze Carmelo and Mrs. LEUNG KO May Yee Margaret, who are all INEDs.	The current members are two executive directors and two independent non-executive directors, including Mrs. LEUNG KO May Yee Margaret (Chairman), Mr. He Biao, Mr. Li Ronghua, and Mr. LEE Ka Sze Carmelo.

Board composition (total: 8 members)

Appointed positions: Executive Directors: 4; Independent Non-Executive Directors: 4

Gender distribution: Male: 7 (87.5%) Female: 1 (12.5%)

Professional background: Management: 6 (75%); Engineering: 3 (37.5%); Physics: 1 (12.5%); Jurisprudence: 1 (12.5%)

Board Oversight

The Board of Directors supervises the performance of senior management through various methods, including participation in key meetings, establishing resolution tracking mechanisms, and authorizing management supervision mechanism. In 2024, the Board held ten meetings, focusing on financial management, general meeting affairs, risk assessment and internal audit matters. The Audit Committee held seven meetings to review the annual financial report, internal control evaluations and risk management issues. The Remuneration Committee held three meetings to discuss executive compensation and the director's emoluments for new members of the Sustainability Committee. The Nomination Committee held two meetings to review proposals for director appointments. The Sustainability Committee held one meeting to review the sustainability report and corporate governance-related matters.

In 2024:

Held **10** board meetings; reviewed **56** proposals

Held **13** specialized committee meetings; reviewed **54** proposals

All directors actively fulfilled their duties, achieving an average attendance rate of **98.8**% at board meetings

Board Development

The Company places great emphasis on enhancing the capabilities of its Board members. New directors receive comprehensive training on the dual-listing regulations of Hong Kong SAR and the Chinese Mainland, director responsibilities and the standardized operations of listed companies. All directors are regularly updated on regulatory rules, key enforcement priorities and relevant case studies. Additionally, training materials on market value management are provided to ensure directors are well-equipped to fulfill their roles effectively. The Company is also committed to fostering independence, professionalism and diversity within the Board. A director nomination policy has been adopted to evaluate and recommend suitable candidates based on multiple criteria, ensuring the Company's long-term sustainability.

Board independence

The Company strictly complies with the requirements for appointing independent directors stipulated in the Hong Kong Listing Rules and ensures the independence of the board of directors in accordance with the guidelines on independence set forth in the Hong Kong Listing Rules. As of the end of 2024, the board of directors has four independent non-executive directors, accounting for more than one third of the total number.

Board professionalism

The members of the board of directors possess professional qualifications and/or expertise in accounting, finance and risk management, AI and scientific research, law and regulation, finance and economics and other fields.

Board diversity

The Company adheres to and adopts a policy of diversity for board members. When selecting directors, it considers diversification factors based on the Company's business model and specific circumstances, including professional experience and qualifications, regional and industry experience, educational and cultural background, skills, industry knowledge and reputation, awareness of the laws and regulations applicable to the Company, gender, race, language skills and service tenure. As of the end of 2024, there is one female director on the board of directors.

Subsidiary Board Development

The Company actively implements the requirements of state-owned enterprise reform deployment, continuously deepens the standardized construction of subsidiary boards, and constantly improves the modernization level of corporate governance. Specific measures include:
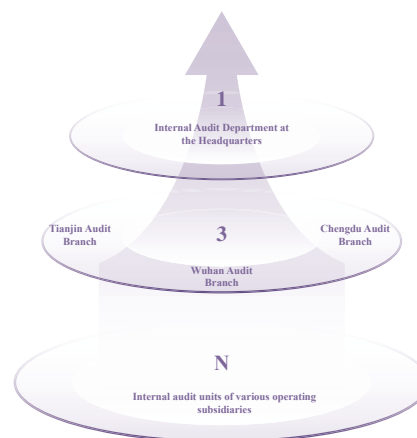
- **Strengthening top-level design for subsidiary boards.** Formulating and revising relevant management measures, optimizing authorization mechanisms and solidifying the top-level design and governance foundation of subsidiary boards.

- **Enhancing guidance on the operation and management of subsidiary boards.** Optimizing meeting management, ledger management and communication processes, improving assessment and evaluation mechanisms, conducting multi-dimensional evaluations and providing feedback on evaluation results.

- **Ensuring external directors' performance support.** Strengthening pre-appointment training for new external directors, compiling and distributing external director manuals and supporting external directors in accelerating their role transition.

※ **Enhancing Audit Supervision**

Internal Audit Governance System

In accordance with national audit laws and capital market requirements, the Company refines a three-level internal audit system of management systems, work standards and practical guides under the *Internal Audit Charter*. In 2024, the Company developed and revised four management methods, including the *Measures for the Administration of Economic Responsibility Audit,* issued three work standards and compiled one audit practice guide.

The Company strengthens the Board of Directors' direct leadership over internal audit and refines the "1+3+N" audit working system, which includes the headquarters' internal audit department, three audit branches and internal audit units within subsidiaries. Additionally, the Company has established a professional audit team of over 1,000 members with expertise in auditing, finance, economics, telecommunications and IT. Through a robust training system, the Company continuously enhances the team's professional capabilities.

1
Internal Audit Department at the Headquarters

3
Tianjin Audit Branch
Chengdu Audit Branch
Wuhan Audit Branch

N
Internal audit units of various operating subsidiaries

China Mobile "1+3+N" audit framework

Further Enhancement of Audit Value

The Company's internal audit covers multiple areas, including finance, internal controls, economic responsibility, construction projects and information systems. Through systematic and standardized audit procedures, the Company evaluates the effectiveness of business activities, internal controls and risk management, while providing improvement recommendations. In 2024, the Company systematically assessed risks, centralized resource allocation and innovated audit organizational models. By implementing unified control over seven aspects, including project implementation plans, quality standards and report issuance, China Mobile created a comprehensive "risk prevention and control network". The audit focused on key areas such as technological innovation and computing infrastructure, conducting special audits to uncover potential risks. It also strengthened regular and rotational audits for high-frequency issues in network security and customer rights protection. Additionally, the Company established three types of rectification supervision models i.e. "remote full-scale acceptance, on-site key follow-up and in-depth rectification evaluation".

Breakthroughs in AI+Audit Innovation

The Company kept pace with the new trends in AI+ technology development and formulated an AI + Audit strategy to build AI audit capabilities that combine general and specialized expertise. We actively organized thematic events such as the AI + Audit Innovation and Efficiency Competition and facilitated certifications for digital talents in areas like cybersecurity.

- Based on the infrastructure of the Company's *Jiutian* AI platform, we built an audit-specific large model, expanded audit digital employees, upgraded audit production methods and provided internal intellectual support.

- We constructed a general and specialized combined operational structure, extending application scenarios through the AI+Audit Navigation, launching over 10,000 large models and digital employees, with AI covering more than 50% of audit work processes.

- We have developed competitive audit products of China Mobile, including XR visualization audit and contract AI agents, established a "modular" product service system, promoted capability productization and accumulated over ten items of intellectual property such as patents and trademarks.

2024 Honors

At the 2024 Case Showcase Event organized by the China Institute of Internal Audit, several audit practices of the Company were recognized as Typical Cases of High-Quality Audit Outcomes Promoting Organizational Governance Improvement

In the 2024 Pioneering Case Collection for Internal Audit Digitalization hosted by the China Academy of Information and Communications Technology, the Company's AI + Audit initiative was selected as a Benchmark Case in Frontier Technology Applications
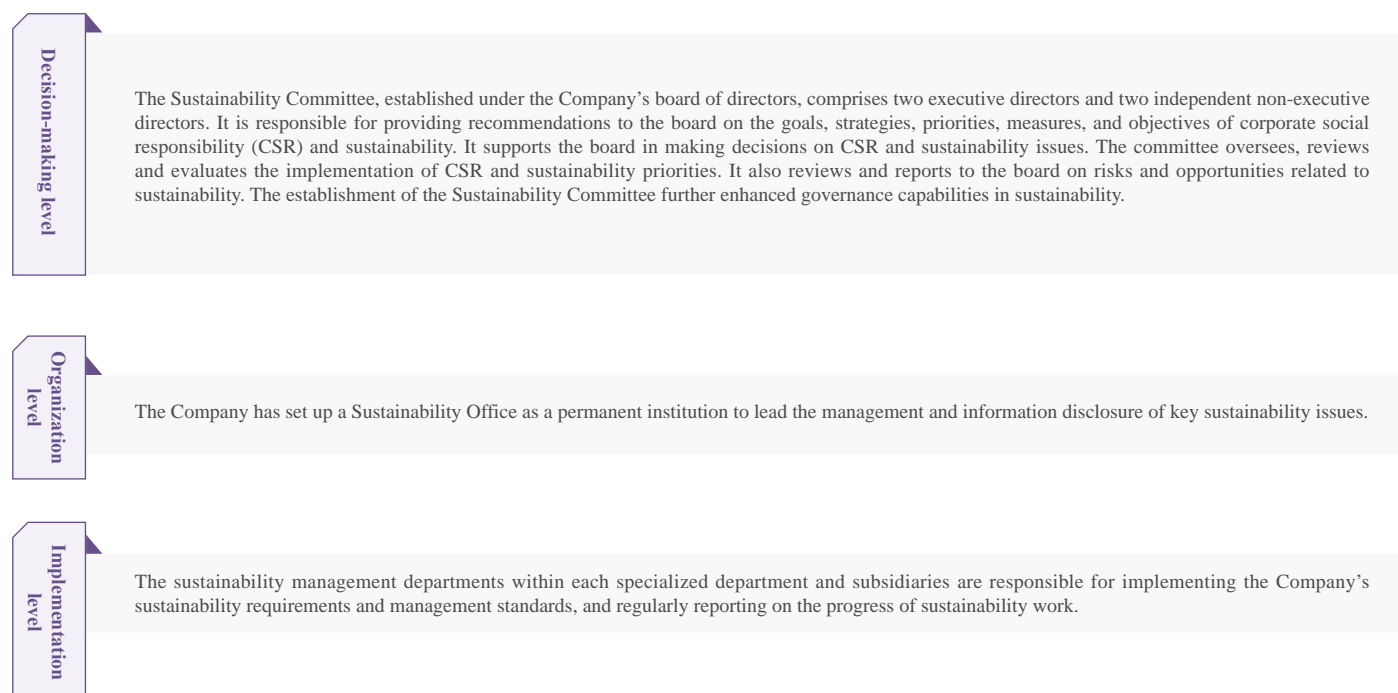
The Company's intelligent audit products were showcased at the 7th Digital China Summit and related industry forums, receiving headline coverage in the China Audit Journal

Sustainability Governance

※   Enhancing the Sustainability Governance Framework

The Company has established a Sustainability Steering Committee, creating a three-tier sustainability management framework featured by deep involvement of senior leadership, horizontal coordination and vertical integration. This framework operates at the levels of decision-making, organization and implementation. The Steering Committee oversees strategic decisions, the office manages organizational activities, and specialized departments and subsidiaries execute specific tasks. With clearly defined responsibilities and distinct roles, the Company efficiently implements sustainability work.

China Mobile's sustainability management structure

Decision-making level

The Sustainability Committee, established under the Company's board of directors, comprises two executive directors and two independent non-executive directors. It is responsible for providing recommendations to the board on the goals, strategies, priorities, measures, and objectives of corporate social responsibility (CSR) and sustainability. It supports the board in making decisions on CSR and sustainability issues. The committee oversees, reviews and evaluates the implementation of CSR and sustainability priorities. It also reviews and reports to the board on risks and opportunities related to sustainability. The establishment of the Sustainability Committee further enhanced governance capabilities in sustainability.

Organization level

The Company has set up a Sustainability Office as a permanent institution to lead the management and information disclosure of key sustainability issues.

Implementation level

The sustainability management departments within each specialized department and subsidiaries are responsible for implementing the Company's sustainability requirements and management standards, and regularly reporting on the progress of sustainability work.
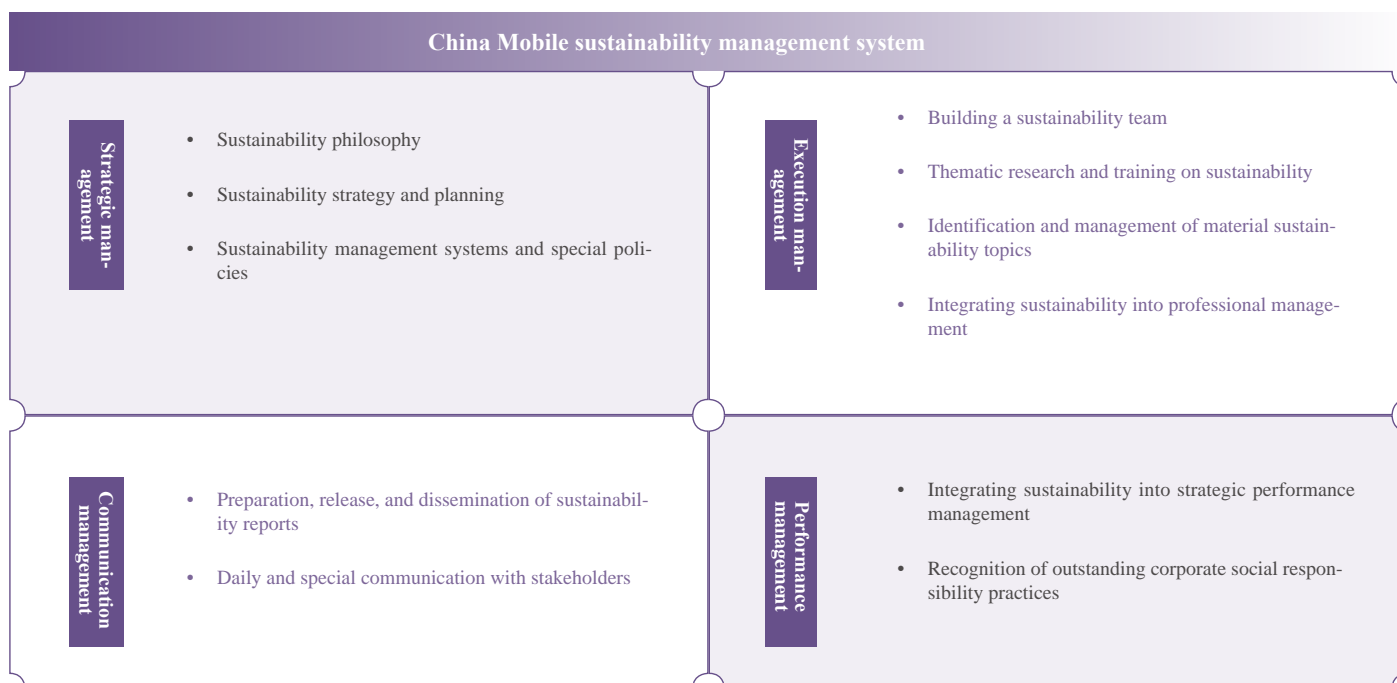
※   Optimizing Sustainability Management System

The Company has established and improved a series of sustainability policy systems, internal control systems and management mechanisms and processes, forming a strategic closed-loop sustainability management system encompassing four modules: strategy, execution, performance and communication. Through regular preparation and release of sustainability reports, the Company has built a long-term mechanism for the continuous advancement of sustainability, covering all employees and processes.

Since 2008, the Company has continuously conducted an annual selection activity for outstanding social responsibility practices. Over 17 years, a total of 1,333 practical achievements from various units have been collected, and 284 excellent practices in different categories have been selected. The 2024 selection activity started in August and ended in December. It resulted in the selection of 10 "Annual Outstanding Social Responsibility Practice Awards", 15 "Annual Excellent Social Responsibility Practice Awards", 5 "Social Responsibility Stars" and 5 "Evergreen Social Responsibility Practice Awards", effectively guiding the Company's units to actively participate in social responsibility practices.

China Mobile sustainability management system

Strategic management
- Sustainability philosophy
- Sustainability strategy and planning
- Sustainability management systems and special policies

Execution management
- Building a sustainability team
- Thematic research and training on sustainability
- Identification and management of material sustainability topics
- Integrating sustainability into professional management

Communication management
- Preparation, release, and dissemination of sustainability reports
- Daily and special communication with stakeholders

Performance management
- Integrating sustainability into strategic performance management
- Recognition of outstanding corporate social responsibility practices

The Company integrates key ESG indicators into the performance evaluation and management of company leaders and subsidiaries, enhancing the sustainability oversight mechanism to promote coordinated development across economic, environmental and social dimensions.

▶ **Environmental protection and energy conservation:** The Energy Conservation and Environmental Protection indicator is established to reinforce the concept of green development;

▶ **Cybersecurity, information security and privacy protection:** The Network and Information Security Management indicator is set to promote the improvement of the information security management system;

▶ **Network quality assurance:** The Major Network or System Failures indicator is introduced to enhance network O&M capabilities and user experience;

▶ **Customer rights protection:** Indicators such as Major Complaint Management and Unauthorized Customization are established to strengthen the customer-centric service philosophy;

▶ **Business ethics and anti-corruption:** Indicators like Employee Legal Compliance and Major Issues Identified by Internal Audits or Inadequate Audit Rectifications are set to foster a culture of integrity and uphold the Company's social image.

※ Stakeholder Engagement

The Company considers addressing stakeholder concerns as the starting point for practicing sustainable development. Guided by the principles of strategic, comprehensive, systematic and participatory sustainability management, we have identified six major stakeholder groups that may or have already significantly impacted its business and operations. Additionally, during the preparation of the sustainability report, we proactively collect issues of concern to stakeholders and integrate them into its decision-making and policy formulation processes.

Stakeholders	Expectations and appeals (top five items)[1]	Communication and response channels
Customers	• Data security and customer privacy protection • Network quality assurance • Product and service safety and quality • Anti-bribery and anti-corruption • Social contribution	• Customer reception day • Customer satisfaction survey • 10086 hotline • Mobile application App • New media such as Weibo and WeChat • CEO mailbox • Online and mobile service hall
Employees	• Employee growth and development • Protection of employee rights and interests • Employee care and well-being • Data security, and customer privacy protection • Network quality assurance	• Employee congress • Employee evaluation mechanism • Regular training • Employee complaint mechanism • Performance communication mechanism • CEO mailbox and union chairman mailbox
Shareholders and investors	• Promoting regional coordinated development • Empowering social green transformation • Rural revitalization • Anti-unfair competition • Building new information infrastructure and information service systems	• Annual reports, interim reports and announcements • Results briefing • Roadshow and reverse roadshow • The general meeting • Investor meeting
Value chain partner	• Data security, and customer privacy protection • Network quality assurance • Product and service safety and quality • Supply chain security • Equal treatment of small and medium enterprises (SMEs)	• Procurement activities • Supplier portal, supplier service station, supplier hotline • Training and evaluation • CEO mailbox • Forums and conferences
Government and regulatory agencies	• Data security and customer privacy protection • Network quality assurance • Product and service safety and quality • Technological innovation • Building new information infrastructure and information service systems	• Daily report communication • Thematic research site Meeting • Related forum communication activities
Media, industry organizations, research institutions, non-profit organizations and other stakeholders	• Data security and customer privacy protection • Network quality assurance • Product and service safety and quality • Social contribution • Technology for disaster prevention and relief	• Community activities • Weibo, WeChat, and other new media • Public welfare project platform • CEO mailbox • Mass media

[1] The top five issues reflecting the expectations and demands of various stakeholders are derived from the findings of the 2024 special survey on key sustainability topics. For details on the survey, please refer to page 10.

Comprehensive Deepening of Reforms

The Company fully implements the major decisions and policies outlined at the Third Plenary Session of the 20th Central Committee of the Communist Party of China regarding SOE reform and the information and communications industry. Focusing on the fundamental task of high-quality development, the Company aligns the efforts with both current development and future planning. It accelerates the cultivation and development of new forms of productive forces, establishes new production relationships, and has developed the Implementation of Further Comprehensively Deepening Reform of China Mobile which includes 6 chapters, 20 subsections, and 80 reform measures, designed to holistically advance functional and institutional reforms. China Mobile addresses critical challenges in high-quality development, technological innovation, and institutional mechanisms, aiming to further unleash the Company's internal drive, innovative vitality, and growth potential.

Advancing institutional reforms for high-quality development

- Establishing a scientific and efficient product innovation mechanism: Develop a multi-dimensional and quantifiable evaluation system to promote full lifecycle product management, strengthen the product manager accountability system and enhance product competitiveness.

- Improving the mechanism for international business development: Strengthen the coordination of domestic and international markets, strategies and resources to improve global operational capabilities and rapidly expand international business.

- Creating a dedicated task force for integrated air-space-ground initiatives: Coordinate efforts in low-altitude economy, aviation internet and integrated air-space-ground network capabilities to advance 5G-ATG deployment and the development of independent satellite service capabilities.

- Promoting organizational transformation in the AI field: Advancing the integration of AI research and development with operations and enhancing the level of basic research and technological innovation.

Advancing institutional reforms for technological innovation

- Deepening the implementation of the Chief Engineer System: Apply the CTO system across interdisciplinary technology initiatives to cultivate outstanding talents.

- Implementing the "flywheel mechanism" supported by joint provincial-specialized investment: Further implement the 'Trial Action' through provincial-specialized joint efforts and encourage provincial branches to participate in new capability development, optimize resource allocation and incentives, and create a positive feedback loop.

- Innovating research output mechanisms: Strengthen research efforts, accelerate the commercialization of scientific achievements, and foster the growth of leading technology enterprises.

- Strengthening the reform special projects: Further expand and adjust the 'Science and Technology Reform' and 'Double Hundred' enterprises, dynamically adjusting to form 13 specialized and innovative teams. 1 team was selected as a national 'Little Giant' in the specialized and innovative sector, marking China Mobile's first national-level 'Little Giant'. 2 teams were selected as 'Starting Enterprises' by the SASAC, and 3 teams were awarded provincial-level specialized and innovative qualifications.

Advancing reforms in governance and incentive mechanisms

- Deepening governance mechanism reforms: Implement the requirements of the Company Law, empower the Board of Directors to fulfill its role, and refine evaluation mechanisms.

- Deepening talent management reforms: Optimize the selection and development mechanisms for leadership, promote the principle of "promoting the capable and demoting the mediocre", and improve talent recruitment and exit mechanisms.

- Deepening incentive mechanism reforms: Establish a scientific compensation system, allocate resources to core talents and technological innovation, and implement specialized incentive programs.

Advancing the reform of the professional integration mechanism.

- Better leverage the overall coordination role of "headquarters managing the overall situation", fully support the "regional main battlefield" market development, optimize and enhance the "specialized main construction" capability, and integrate "capital operations" into the collaborative operation system.

- Optimize strategic positioning and the evaluation mechanism, concentrate resources on building core products and improve resource utilization efficiency.

Making every effort to advance the deepening and enhancement of the reform actions

- By the end of 2024, the overall completion progress of the 169 reform deepening and enhancement tasks of the Company is 83.4%, surpassing 70% of the target.

- For three consecutive years, the Company has been rated as A-level in the special assessment of central enterprise reforms, ranking fourth among central enterprises in 2023, with several reform experiences being promoted and publicized.

Preventing and Resolving Various Risks

Overall Risk Management

China Mobile has established a well-defined and comprehensive internal control and risk management organizational structure, leveraged the Board of Directors' full-chain internal control and supervision role, and strengthened the management team's execution and promotion, while the "three lines" of business and functional departments, business management & risk management departments and supervisory departments work in coordination. Through full employee participation, the Company promotes comprehensive risk management to ensure sustained, stable and long-term development.

※ Enhancing the Internal Control and Risk Management System

The Company strictly adheres to laws, regulations and regulatory requirements, tailoring the risk control framework to the actual circumstances. We have built a three-tier system of internal control and risk management framework comprising "top-level policies, specialized policies and foundational policies", with a systematic, hierarchical, interconnected and practical framework. This strengthens full process prevention and control and safeguards high-quality development. The *Risk Management and Internal Control Management Measures*, as the top-level risk control policy, defines the principles, objectives, scope and requirements for risk control. Specialized policies such as the *Major Project Special Risk Assessment Management Measures* and the *Major Business Risk Event Reporting Work Management Measures* further clarify institutionalized and process-driven risk control requirements for key tasks and critical areas. In 2024, the Company continued to refine the *Internal Control Manual and Matrix*, as well as professional management policies across various domains. It detailed internal control processes and key control points, standardizing specific management rules and risk prevention requirements in each professional field.

Improving risk control framework

Three Lines collaborative mechanism

The Company has established three lines of defense for risk management, with all internal control points assigned to specific responsible individuals to ensure effective risk control,

- **First-line execution responsibility,** business execution units are responsible for risk control within specific business processes.

- **Second-line risk control responsibility,** the internal control and risk management departments coordinate and organize the development of the risk control system; business management departments strengthen line management, standardize business system design, implement hierarchical risk control, and drive the resolution of various issues.

- **Third-line oversight responsibility,** internal audit and inspection departments fulfill their oversight duties, and conduct inspections and supervision in key areas, with the Group's internal control supervision and evaluation covering all units across the group over a three-year period.

Deep integration of risk control and business

In 2024, the Company continued to strengthen our risk control system, promoting the deep integration of risk control and business operations. Specific measures included:

- **Integrating risk control into corporate governance,** the Board of Directors conducted special reviews of major risk assessments and the development of the internal control system, comprehensively evaluating the effectiveness of risk control and approving annual plans.

- **Integrating risk control into institutional processes,** the Company implemented external regulatory policies, comprehensively reviewed business development control requirements and optimized and revised the *Internal Control Manual and Matrix* based on internal and external supervision findings.

- **Aligning risk control and compliance management,** the Company improved compliance risk identification, assessment and early warning mechanisms, integrating the "three lists" of compliance management with the *Internal Control Manual and Matrix*. This further clarified compliance management control objectives and responsibilities, advancing the integrated management of strong internal controls, risk prevention and compliance promotion.

- **Dynamic optimizing and updating internal control manuals and matrixes,** the Company promoted the embedding of risk control requirements into business processes, positions, systems and regulations, strengthening end-point risk prevention and control capabilities. By the end of 2024, an internal control manual and matrix covering 14 business processes and 483 key control points had been established.

※   Strengthening Major Risk Assessment and Management

The Company analyzed external economic conditions to further refine its risk map, enhancing the accuracy of risk identification. Based on this, we comprehensively conducted the 2024 major risk assessment, following a five-step process of risk collection, aggregation, assessment, measure breakdown, and regular monitoring. This process identified major business risks for 2024. To address these risks, the Company formulated 46 targeted control measures, designed 120 risk quantitative monitoring indicators, and established a risk control ledger. These efforts integrated risk prevention into the priorities of all business lines and reinforced risk prevention responsibilities. The Company also strengthened risk monitoring and early warning, regularly tracking the completion of risk control measures and promptly addressing abnormal situations. As a result, no major operational risk incidents occurred throughout the year.

※   Upgrading Digital and Intelligent Risk Control Measures

In 2024, the Company enhanced its digital and intelligent risk control capabilities to improve risk control and management efficiency. We optimized centralized financial and business systems), unified business and financial processes and standardized control points. By deeply applying technologies such as Natural Language Processing (NLP), Optical Character Recognition (OCR), and Robotic Process Automation (RPA), and leveraging centralized systems and middle-platform capabilities, the Company strengthened centralized risk supervision to enhance risk management and control efficacy.

- **Improving the level of IT solidification of internal controls:** the Company assessed the IT solidification of internal controls across all units, promoting the incorporation of internal control requirements in system planning and integrating them into front-end business systems. Through automated system controls and process solidification, we reinforced the rigid constraints of internal controls, reducing human intervention. By the end of 2024, the IT solidification rate of internal controls increased from 90% to 95%.

- **Promoting the expansion of centralized systems:** jointly led by financial and business departments, our centralized budgeting, cost and asset management systems were expanded to all 31 provincial companies. The centralized supply chain management system has achieved full coverage for domestic units, and the centralized financial system has integrated with over 200 business and financial systems, including those for network, marketing, procurement and engineering. The integration of business and financial system interfaces is realized through unified rules and unified data, strengthening penetration-based management. Digital-intelligent methods are used to deploy control rules at a single point, applicable across the entire network.

- **Expanding centralized digital and intelligent risk supervision capabilities:** the Company established multiple digital models covering key areas such as market operations, government and enterprise services, engineering and "four conducts and eight rules". These models enabled centralized risk supervision to penetrate customers and suppliers, projects, contracts and orders. A risk disposal monitoring mechanism was also implemented, where the system automatically identifies abnormal risks and promptly assigns tasks to specific responsible individuals, ensuring effective early warning and task resolution.

Adhering to Compliant Operations

China Mobile has always adhered to the compliance philosophy of "abiding by laws, respecting rules, honoring commitments and cultivating moral integrity", and strictly follows various laws, regulations, and industry regulatory policies and guidelines. The Company continuously enhances its capabilities in legal governance and compliance management, steadfastly becoming a practitioner, leader, and disseminator of lawful and compliant operations. In 2024, the Company had no major violations of laws and regulations.

※   Rigorous Execution of the Compliance Escort Plan

The Company closely integrates compliance management with reform, innovation, and high-quality development. We continuously improve compliance management systems, strengthen compliance management organizations, solidify compliance operational mechanisms, and enhance compliance risk prevention. These efforts ensure compliance management covers the entire business operation and service chain, safeguarding the Company's stable and long-term development.

Improving the Compliance Management System

The Company ensures the effective implementation of compliance management systems, with all subsidiaries updating and formulating basic compliance management policies to further solidify the foundation of compliance management. We have deepened compliance risk identification, assessment, and early warning mechanisms, strengthened mechanism coordination and integrated the "three lists" of compliance risks with the Internal Control Manual and Matrix, further enhancing business compliance risk control.

Strengthening Compliance Management Reviews

The Company strengthens legal and compliance reviews of regulations, economic contracts, and major decisions, ensuring the effectiveness of compliance management. We conducted legal reviews of the Company's regulations for legitimacy and compliance, providing legal opinions and improvement suggestions to solidify the foundation of operational management systems. We also enhanced contract review support for emerging key areas such as technological innovation, ensuring business compliance. We accelerated the AI + Contracts initiative, continuously improving capabilities and empowering management, and actively promotes the China Mobile *Xie Zhi* smart contract product to improve industry efficiency. Additionally, we provided legal support for corporate governance, technological innovation, special reforms and key investments, fully supporting the Company's transformation and upgrading strategy.

Enhancing Compliance Management Capabilities

The Company's management led by example, signing the Compliance Commitment Letter, while over 160,000 new employees and key personnel across the Company also signed compliance commitments, integrating compliance culture into daily operations. Compliance management training has been included in the Company's key training programs, with specialized training for full-time and part-time compliance personnel for many years. Special compliance courses have been added to training programs for mid-to-senior management, enhancing the compliance awareness and capabilities of key personnel.

In 2024:

The Company has released the annual compliance management report for **7** consecutive years

The Company conducted **over a thousand** compliance training and cultural exchanges events

A total of more than **340,000** participants attended compliance-specific training across the Company

※ Advancing the Rule of Law in China Mobile Initiative

China Mobile establishes the "rule of law" culture philosophy of "operating according to the laws and following the rules", perfects the five major rule of law work systems of "leadership responsibility system, legal governance system, regulations system, compliance management system and work organization system" and comprehensively enhances the capabilities in legal corporate governance. We have comprehensively enhanced the five core capabilities of 'leadership and support, risk control, foreign-related assurance, proactive rights protection, and digital management' in line with the principles of legal governance. Furthermore, the Company formulated and implemented the *Pilot Plan for the Implementation of Building a World-Class Rule-of-Law Enterprise*. By leveraging the support of China Mobile Rule of Law Construction Expert Committee, legal research centers in specialized fields, and legal expert databases, we advanced the Company's rule-of-law development and compliance management initiatives.

In terms of cultivating awareness of the rule of law, we have established a long-term mechanism for legal education for leadership and management personnel, holding the National Constitution Day theme activity for eleven consecutive years. Senior executives took the initiative to lead learning sessions, with over 20,000 employees participating, promoting the spirit of the Constitution. To enhance law-based and compliant operations, the Company conducted hierarchical and comprehensive legal education activities on the new Company Law for management, employees, and subsidiaries. We also compiled and distributed the Civil Code Legal Case Collection and regularly and systematically carried out legal education on the Four Laws and One Regulation in the cybersecurity and information domain. Through special lectures, series of seminars, and warning education cases, the Company widely disseminated legal knowledge, strengthening legal awareness across the organization. Additionally, the Company held a series of law popularization activities of Operating According to the Law, Protect Life to promote the concept of rule of law culture deeply rooted in people's mind.

※ Focusing on Anti-Unfair Competition

The Company has actively engaged in building a fair and open market environment and implemented the following three measures to promote high-quality business development:

- **Special campaign against online violation channels:** Conducted special campaigns targeting non-compliant channels on online internet cards and platforms, strengthened the management of online agents and centralized cleanup of fraudulent advertising and non-compliant sales practices.

- **Rectification of keep numbers while switching carriers issues:** Improved number portability service quality and urged provincial branches to enhance industry communication and optimize system functions to address malicious competition in mobile number portability.

- **Promotion of tariff transparency:** Advanced the implementation of tariff filing and public disclosure, completed the integration of the tariff management system with the National Telecommunications Service Comprehensive Management Platform and ensured tariff transparency to safeguard users' right to know.

Performance Report

Economic Performance

※ Value Creation

Management Methods and Key Initiatives

Striving towards the new positioning of becoming "a world-class information services and sci-tech innovation enterprise", the Company made steady progress in implementing the development strategy of building a world-class dynamic Powerhouse. We worked to create a new information infrastructure centering on 5G, CN and integration platform and innovatively built a new information service system integrating "connectivity + computility + capability". The Company continued to advance the comprehensive and integrated development of our CHBN (Customer, Home, Business, and New) markets and stepped up efforts to integrate information services into all industries and serve all people. The financial subsidies received from the government by the Company in 2024 are detailed in the annual report.

Key Performance

Performance indicator	Unit	2022	2023	2024
Operational performance				
Operating revenues	RMB100 million	9,373	10,093	10,408
Customer scale				
Mobile customer base	Million	975	991	1,004
5G network customer base[1]	Million	327	465	552
Wireline broadband customer base	Million	272	298	315
IoT card customer base	Million	1,062	1,316	1,416
Government and corporate customer base	Million	23.20	28.37	32.59
Network scale				
Number of 4G base stations	10,000	334	337	> 339
Number of 5G base stations	10,000	128.5	> 194	> 240
Number of cities with NB-IoT	Number	337	337	337
5G SA average download rate in key regions	Mbps	> 750	> 750	> 750
5G network traffic	PB/Day	/	> 300	> 330
Internet backbone bandwidth	Tbps	519	633	633
International services				
Number of countries and regions with 4G international roaming services	Number	218	229	241
Number of countries and regions with 5G international roaming services	Number	60	75	87
YoY growth in international data roaming charges	%	9.82	218.57	49.4
International transmission bandwidth	Tbps	123	145	164

[1] Since mid-2024, the Company has switched to disclosing the number of 5G network customers.

※ Sci-Tech Innovation

Management Practices and Main Actions

The Company implements the innovation-driven development strategy by establishing a Science and Technology Committee to strengthen technological strategic leadership. We have made sustained efforts to improve the Unified Five Rings sci-tech innovation system, promoted enterprise-led integration of industry, academia and research, and built a dual-cycle layout for innovation characterized by solid internal capabilities and expanding external cooperation. Focusing on strategic emerging industries and future industries, the Company continuously advanced the "BASIC6" sci-tech innovation initiative. We mobilized efforts to drive breakthroughs in key and core technologies, led the formation of the 5G Innovation Coalition, piloted the modern mobile information industrial chain, and built an industry leading base for nurturing innovative technologies. We furthered the Joint Innovation+ plan and built a new scientific research ecosystem featuring win-win cooperation with key universities, enterprises and other partners. We stepped up efforts in entrepreneurship and innovation to foster a culture of innovation in the wider society and invigorate the ecosystem for innovation.

Patent management

The Company has established a "1+3" full lifecycle management system for patents, covering creation, utilization, protection, and management. We have initially formed a working model of professional integration, autonomous management, and supportive sharing. For the "BASIC6" sci-tech innovation initiative, we have developed two tools: a patent navigation database and a knowledge database, while advancing the AI + Patent Large Model to enhance R&D and patent quality. The Company has established a hierarchical and categorized patent talent certification system to improve the patent skills of inventors, technical experts, and patent professionals. It has also implemented differentiated patent incentive mechanisms to promote patent output. To date, the Company has joined 8 international patent pools and granted patent licenses to over 140 enterprises in 21 countries.

Intellectual property protection

Adhering to the *Trademark Law of the People's Republic of China*, the *Copyright Law of the People's Republic of China*, and other applicable laws and regulations in its operating regions, the Company has formulated the *China Mobile Trademark Management Methods*, the *China Mobile Copyright Management Methods* and *China Mobile Graphic Copyright Review Measures* to guide the trademark and copyright management of the whole company. Furthermore, by strengthening the protection of independent intellectual property rights and continuously enhancing awareness of intellectual property protection, the Company hosted an annual Intellectual Property Awareness Week for all employees for 15 years in a row. The Company also promotes the building of an industrial IP ecosystem, establishing the National 5G Industry Intellectual Property Operation Center and releasing the *Blue Book on Innovation and Intellectual Property Protection in the Information and Communication Industry (2024)*.

Performance indicator

Performance indicator	Unit	2022	2023	2024
R&D and innovation				
R&D investment[1]	RMB100 million	217	341	341
Proportion of R&D investment to operating revenues	%	2.7	3.9	3.8
Number of patent applications	Number	5,186	6,452	8,141
Number of newly granted patents	Number	2,258	2,958	2,169
Number of valid patents	Number	/	15,149	17,004
Number of valid patents per million in revenue	Number/RMB Million	/	0.02	0.02
Number of software copyrights	Number	/	7,098	10,221
Open cooperation				
Average number of daily authentication requests processed on the mobile authentication platform	100 million	18.73	19.85	20.06
Number of developers on OneNET	Number	292,641	349,177	396,054
Number of enterprises on OneNET	Number	15,414	16,384	17,013
Number of devices connected to OneNET	10,000	22,180.81	23,781.61	31,745.00
Number of developers on China Mobile *Aijia* (AI Home)	Number	190,610	195,064	201,650
Number of enterprises on China Mobile *Aijia* (AI Home)	Number	1,716	2,007	2,421
Number of devices connected to China Mobile *Aijia* (AI Home)	10,000	37,100	49,210	58,688
Number of capability requests on China Mobile *Aijia* (AI Home)	10,000	47,766,823	60,252,530	72,650,125
Number of GTI operator members	Number	142	146	146
Number of GTI industry partners	Number	254	257	266
Number of China Mobile's Smart Home Cooperation Alliance members	Number	515	560	600
Number of China Mobile's IoT Alliance members	Number	2,000	2,048	2,207
Entrepreneurship				
Investment in entrepreneurship and innovation support	RMB10,000	3,770	3,300	3,300
Number of users of the entrepreneurship and innovation platform	10,000	19	19.3	19.9
Number of projects created from entrepreneurship and innovation events	Number	3,575	3,795	4,017
Number of teams participating in entrepreneurship and innovation events	Number	3,744	3,859	5,076
Number of teams participating in HeChuang Incubation	Number	238	284	359
Number of people participating in HeChuang Incubation	Number	786	1,148	1,298
Number of jobs created	10,000	205	161	179

[1] R&D (research and development) investment includes both expense-based R&D investment and capital-based R&D investment.

※ Science and Technology Ethics

Management Practices and Main Actions

In compliance with the *Cybersecurity Law of the People's Republic of China,* the *Data Security Law of the People's Republic of China,* the *Personal Information Protection Law of the People's Republic of China,* the *Regulations on the Management of Algorithm Recommendations for Internet Information Services,* the *Administrative Provisions on Deep Synthesis in Internet-based Information Services* and the *Interim Measures for the Management of Generative Artificial Intelligence Services*, as well as other applicable laws and regulations in its operating regions, the Company has established ethical review requirements for AI algorithm technology and conducted review work during the algorithm development process. Meanwhile, we have also disseminated the detailed rules for the management of ethical review of algorithm technology within the Company.

※ Cybersecurity, Information Security and Customer Privacy Protection

Management Practices and Main Actions

In alignment with the *Cybersecurity Law of the People's Republic of China,* the *Data Security Law of the People's Republic of China,* the *Personal Information Protection Law of the People's Republic of China,* the *Anti-Telecom and Online Fraud Law of the People's Republic of China* and the *Regulations on Critical Information Infrastructure Security Protection,* the *Regulations on the Management of Network Data Security,* the Company formulated *China Mobile Data Security Management Measures, China Mobile Data Classification and Grading and Important Data Control Guidelines, China Mobile Data Security Incident Emergency Response Implementation Guidelines, China Mobile Customer Personal Information Protection Implementation Rules*. These measures are in place to mitigate the growing cybersecurity information risks of critical information infrastructure attacks, the rising threat of cybercrimes including hacker activities, malicious software, and data theft, as well as new challenges posed by advancements in big data, IoT, and AI technologies like automated attacks and distributed denial of service (DDoS) attacks. In 2024, the Company did not encounter any significant cybersecurity breaches or any major incidents of information or data leaks.

> **Management framework**
>
> The Company has formed a dedicated Cyberspace and Information Security Leadership Team, headed by the Chairman with the General Manager and the Deputy General Manager serving as the primary deputy. This team is tasked with implementing laws, regulations, policies and requirements related to network and information security issued by government authorities; reviewing the Company's network and information security strategies, medium- and long-term plans, regulations, and major decisions; coordinating and addressing significant network and information security issues across the Company's networks. The Network and Information Security Leadership Team has set up an office within the Network and Information Security Management Department to oversee and coordinate the Company's overall network and information security efforts. Each subsidiary's Network and Information Security Leadership Team reports annually to the parent company's leadership team and promptly reports major incidents related to network and information security. The Company has also formulated the *Measures for the Assessment and Accountability of China Mobile Network Security Work (Trial),* integrating network and information security performance into the Company's overall business performance evaluation system.

Critical information infrastructure security protection

In accordance with industry standards for defining the boundaries of critical information infrastructure (CII), the Company has clearly defined the scope of CII assets and strengthened the security management of CII assets. We have formulated *Plan for the Implementation of China Mobile Critical Information Infrastructure Security Protection, China Mobile Critical Information Infrastructure Protection Capability Enhancement Special Action Plan* and *2024 China Mobile Critical Information Infrastructure Protection Plan* to ensure the detailed implementation of security protection requirements. Additionally, we organized nationwide cybersecurity protection training for critical information infrastructure, enhancing cybersecurity education for personnel in key positions.

Data Security Management

The Company established and refined China Mobile's data security management system, focusing on management, technology, operations, and ecosystem, to address data security throughout its entire lifecycle. We also further defined systems and mechanisms for data classification, grading, security risk assessment and emergency response and standardized data processing across all stages, including collection, storage, transmission, usage, and destruction. In addition, we continuously strengthened the technical capabilities of data security, with basic data security capabilities already implemented across the company's general systems, ensuring protection throughout the data lifecycle. The Company built an integrated data security operations management platform with provincial collaboration, enabling comprehensive management of China Mobile's data assets, external data partnerships, compliance assessments and capability coverage, thus enhancing overall protection capabilities. Regular self-checks, data security risk assessments, security audits and emergency drills are organized to promptly identify and rectify risks, eliminating potential threats. Thee Company established a "list-based" management mechanism for key data security personnel, with over 20,000 key individuals having signed data security responsibility agreements and ensuring complete coverage of training, education and awareness.

Customer Personal Information Protection

The Company enhanced the personal information protection system throughout its lifecycle, regulated personal information processing, strengthened technical control capabilities, standardized algorithm applications and improved risk monitoring and emergency response. We also ensured proper management and risk assessment of critical data and established an accountability and evaluation system to implement relevant laws and policies at every stage of personal information processing, continuously improving compliance. Moreover, the Company standardized the processing of personal information and ensured proper customer notification. We also refined the list of personal information types to be collected based on business needs, used compliant devices and standard processes for lawful data collection and prominently displayed personal information processing rules on the official website and in business service areas. China Mobile efficiently addressed customer concerns related to personal information protection and ensure privacy compliance for proprietary apps. We optimized workflows by adopting the banking "vault model", implementing "key operations completed by multiple people". Through technology, we ensured all customer information operations undergo strict approval processes, thorough record-keeping and auditing to prevent unauthorized access to customer personal data by internal staff.

Key Performance

Performance name	Unit	2022	2023	2024
Emergency communication support				
Number of times emergency communications support was provided	Times	4,743	7,879	8,803
Significant event support	Times	3,973	7,663	8,489
Significant natural disaster support	Times	334	194	299
Significant accident or catastrophe support	Times	39	14	15
Public health incident support	Times	394	5	0
Social safety incident support	Times	3	3	0
Number of emergency vehicles dispatched	Number	6,155	9,957	9,925
Number of emergency communications equipment installed	Set	11,128	15,803	29,227
Number of personnel involved in emergency support	Number	471,709	307,026	401,970
Spam governance				
Number of customer complaints about spam handled	10,000	77	68	171[1]
Number of scam phone numbers handled	10,000	15.13	23.42	3.5
Average monthly number of spam SMS and MMS messages blocked	100 million	5.91	11.18	18.61
Average number of illegal 5G massages handled per month	10,000	486.46	2,768.65	3,371.11
Number of nuisance call numbers handled	10,000	＞7.68	＞8.47	＞17.20
Number of illegal websites handled	10,000	＞53.31	＞72.79	＞86.17
Number of malwares monitored and handled	10,000	＞21.24	＞75.71	＞177.56
Number of malware control terminals handled	Number	19,764	55,115	744,080
Number of SMS fraud alerts sent	100 million	348.94	282.17	318.8
Number of users covered by the scam caller alert service	100 million	1.97	1.97	1.47
Annual cumulative number of scam caller lD reminders sent	100 million	34.32	45.34	39.02

[1] The reason for the large increase in data: Starting from April 2024, 12321 Complaint Center of the Ministry of Industry and Information Technology expanded the categories of harmful information reports assigned to operators. New categories include debt collection spam messages and verification code-related complaints.

※ Service Quality Management and Standardized Marketing

Management Practices and Main Actions

The Company steadfastly implements the Sunshine Action for customer rights and interests protection. We developed after-sales service systems such as the *Guiding Opinions on the Construction of Fault Repair Service Systems* and the *China Mobile Customer Complaint Management Measures*. These efforts aim to strengthen and build the high-quality reputation of Heartwarming Service and drive continuous improvement in customer experience.

Service quality evaluation system

The Company has designed a customer-centric and multi-indicator comprehensive service quality evaluation system based on customer perceptions and experience processes of key services. By considering service components (e.g., personnel, processes, technology) and lifecycle stages (e.g., planning and design, implementation service operations), we have established a customer perception model encompassing dimensions such as functionality, security, reliability, responsiveness, tangibility and friendliness. The weight of each indicator is determined based on its value and importance, with continuous adjustments and optimizations as products evolve.

Marketing compliance management

The Company conducted 100% pre-launch reviews for company-wide unified products and marketing campaigns to ensure compliance in user product subscriptions, modifications and unsubscription SMS notifications. We have optimized plan change rules to reduce billing disputes. Additionally, we inspected marketing pages of external channel partners, addressed non-compliant advertisements and live streams and imposed stricter penalties for misleading claims to safeguard customer rights.

Key Performance

Performance indicator	Unit	2022	2023	2024
Overall customer satisfaction	Point	82.05	82.57	82.29
First call resolution rate via hotline	%	92.00	95.17	96.35
Number of customers receptions on general manager's reception days	Number	91,305	135,978	108,652
Number of customer inquiries and complaints handled on general manager's reception days	Number	85,710	53,803	58,717

※ Product Quality Management

Management Practices and Main Actions

The Company is dedicated to refining its product experience and enhancing its Two Firsts (customer first, frontline first) product quality assessment system. At the same time, the Company has adopted a stringent quality control system that scrutinizes products both before commercial release and throughout their iterative development.

Product quality evaluation system

The Company further delineated product quality standards by formulating 26 customer perception standards (KEI) for key products, 837 quality standards and 1,024 internal operation support standards (KQI). By the end of 2024, the quality evaluation scores of key products was 95, increasing by two points compared to 2023.

Product quality control system

The Company strictly controls product commercialization and iteration, adhering to the principle of "no launch without meeting standards". It has established a monthly evaluation, analysis and scheduling mechanism. In 2024, the Company cumulatively iterated over 1,000 versions of key products, with number of iterative functions exceeding 12,000. The product iteration optimization and improvement rate reached 99.7%, marking a 4.7pp increase compared with 2023.

Product experience evaluation model

Building on the existing quality assessment system, the Company promoted the development of a product experience evaluation model that integrates both subjective and objective metrics across 5 dimensions (e.g., functionality/content, usability, performance) and 22 indicators. This model shifts product evaluation from quality testing to experience assessment. The Company has developed experience evaluation index systems for 4 products and tested them on key products, effectively enhancing product user-friendliness.

Product withdrawal process

The Company strengthens post-launch evaluations of products, assessing indicators such as business growth, product quality and financial performance. Products meeting exit criteria based on these evaluations are promptly decommissioned. For products eligible for exit, the Company issues notifications at least 60 days in advance through announcements and other means, ensuring existing customers are informed. The work related to the withdrawal of products from relevant platforms and the retreat of equipment from the network shall be completed in a timely manner to maintain a positive user experience.

Social Performance

※ Recruitment and Employment

Management Practices and Main Actions

The Company strictly abides by the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*, among other legal standards, by implementing the *China Mobile Employee Recruitment Management Procedures*. These procedures mandate that the Company's recruitment process is conducted in an open, transparent, fair, and equitable manner, and prohibits any form of discriminatory or qualifications requirements unrelated to the position. The Company focuses on attracting talent across various genders and age demographics to foster a workforce that reflects diversity. In doing so, the Company prioritizes hiring graduates from impoverished and ethnic minority regions.

Key Performance

Performance indicator	Unit	2022	2023	2024
Employee structure[1]				
Total number of employees	Number	450,698	451,830	455,405
Number of male employees	Number	213,527	215,343	218,916
Number of female employees	Number	237,171	236,487	236,489
Number of employees in the mainland of China	Number	448,226	449,390	452,967
Number of employees in Hong Kong, Macao, Taiwan and overseas markets	Number	2,472	2,440	2,438
Employees under 30 years old	Number	/	58,086	57,552
Employees between 30 and 50 years old	Number	/	362,469	364,575
Employees over 50 years old	Number	/	31,275	33,278
Number of employees with master degree or higher	Number	55,904	60,380	66,468
Employees with bachelor degree	Number	300,644	306,579	311,202
Number of employees with associate degree or below	Number	94,150	84,871	77,735
Proportion of employees under 30 years old	%	13.62	12.86	12.64
Proportion of employees between 30 and 50 years old	%	79.76	80.22	80.06
Proportion of employees over 50 years old	%	6.62	6.92	7.30
Proportion of technical personnel	%	36.8	38.83	40.21
Proportion of marketing personnel	%	45.35	43.74	42.62
Proportion of management personnel	%	7.35	7.26	7.19
Proportion of general affairs personnel	%	9.71	9.37	9.05
Proportion of others	%	0.79	0.79	0.93

Employee introduction				
Number of new employees	Number	16,808	17,577	16,038
Number of new female employees	Number	6,747	7,157	5,968
Number of new male employees	Number	10,061	10,420	10,070
Number of new employees in the mainland of China	Number	/	16,485	15,173
Number of new employees in Hong Kong, Macao, Taiwan and overseas markets	Number	/	1,092	865
Number of new employees under 30 years old	Number	/	10,972	11,921
Number of new employees between 30 and 50 years old	Number	/	6,414	3,986
Number of new employees over 50 years old	Number	/	191	131
Employee turnover				
Employee turnover rate[2]	%	1.77	1.31	0.94
Female employee turnover rate	%	1.47	1.18	0.81
Male employee turnover rate	%	2.11	1.46	1.07
Turnover rate of employees in the mainland of China	%	1.53	1.13	0.8
Turnover rate of employees outside the mainland of China	%	21.88	15.88	16.26
Turnover rate of employees under 30 years old	%	6.92	5.51	4.04
Turnover rate of employees between 30 and 50 years old	%	1.02	0.74	0.52
Turnover rate of employees over 50 years old	%	0.21	0.22	0.16
Number of employees who resigned	Number	7,985	5,939	4,257
Number of female employees who resigned	Number	3,478	2,793	1,927
Number of male employees who resigned	Number	4,507	3,146	2,330
Number of employees dismissed	Number	1,364	2,274	1,818
Number of female employees dismissed	Number	717	1,193	888
Number of male employees dismissed	Number	647	1,081	930
Employee diversity				
Proportion of female employees	%	52.62	52.34	51.93
Proportion of female employees in senior management positions	%	16.08	15.14	14.79
Number of ethnic minority employees	Number	/	33,222	34,053
Proportion of ethnic minority employees	%	7.30	7.35	7.48

[1] As of the end of 2024, all employees of the Company are full-time permanent employees, with no part-time employees, temporary employees, or non-guaranteed hour employees.

[2] The employee turnover rate excludes retirees and refers to employees who voluntarily left the Company.

※ Compensation and Benefits

Management Practices and Main Actions

Compensation

Guided by the principle of market-oriented and performance based compensation, the Company formulated the *China Mobile Guidelines for Employee Compensation Management* and *China Mobile Labor Cost Management Measures*, and implemented a "performance-oriented and structure-adjusted" compensation system. We have implemented a compensation system focusing on "performance orientation and structural adjustment". This system establishes a comprehensive 19-grade position-based compensation management framework. We also standardize the income distribution structure across all internal levels, highlighting a principle that prioritizes frontline employees, core talent and groups with relatively lower income. This approach ensures fair, orderly and effective internal income distribution, aligning compensation with organizational goals and employee contributions.

Incentives

The Company remains firmly committed to its three guiding principles of "strategy, business and innovation", implementing more precise and targeted incentive allocation strategies. We focus on key markets, regions, businesses and products, launching a series of flexible, effective and targeted incentives, such as CHBN market development, regional company growth, integration platform performance and mobile cloud performance-based incentives, to effectively drive business growth. To achieve product breakthroughs, we accelerate the construction of incentive models for product managers, ensuring the effective implementation of the product manager accountability system to support high-quality development. In driving technological innovation, the Company steadily advances the *Implementation Plan for Incentive and Guarantee Mechanisms Supporting Technological Innovation*, continuously increasing resource support for strategic and emerging tasks. We implement incentives for technological innovation talent, improve medium- and long-term incentive mechanisms oriented toward innovation, and propel the Company's technological innovation to higher levels.

Benefits

A comprehensive welfare guarantee system has built for employees, including five types of social insurance, housing provident fund, corporate annuity, supplemental medical care and other benefits, fully safeguarding employees' daily life and work needs. The *Guidelines on Strengthening the Construction of the Medical Security System for Employees* were formulated, constructing a three-pillar medical security system framework based on social basic medical insurance as the basic guarantee, enterprise supplemental medical insurance as the core guarantee, and individual commercial health insurance as the autonomous guarantee. Reasonable arrangements have made for employees' working and rest time, ensuring the right to rest and vacation for employees. We have established an enterprise annuity system, contributing to employees' enterprise annuity to effectively safeguard the benefits of retirees.

Key Performance

Performance indicator	Unit	2022	2023	2024
Number of CEO mailbox emails and letters	Number	626	1,032	740
Number of female employees on maternity leave at the HQ	Number	17	20	26
Number of male employees on paternity leave at the HQ	Number	15	10	20
Proportion of male employees at the headquarters who returned to work after paternity leave at the HQ	%	100	100	100
Proportion of female employees at the headquarters who returned to work after maternity leave at the HQ	%	100	100	100

※ Labor Rights Protection

Management Practices and Main actions

In compliance with the *Labor Law of the People's Republic of China,* the *Law on the Protection of Minors of the People's Republic of China* and the *Provisions on Prohibition of Child Labor* and other applicable laws and regulations, the Company strictly prohibits the use of child labor and forced labor. Throughout 2024, the Company did not encounter any incidents of child labor or forced labor violations, nor did it face any major labor disputes.

The Company strictly adheres to the *Trade Union Law of the People's Republic of China,* the *Regulations on the Democratic Management of Enterprises*, formulating the *Guidance on Further Strengthening the Construction of the Employees' Representative Assembly System* and the *Guidance on the Implementation of Enterprise Affairs Disclosure by China Mobile,* perfecting the democratic management system primarily in the form of the Employees' Congress. This ensures that the Employees' Congress can legally exercise its various powers and perform its democratic supervisory duties, providing a systematic guarantee for the protection of employee rights and interests.

Key Performance

Performance indicator	Unit	2022	2023	2024
Proportion of unionized contract employees	%	100	100	100

※ Occupational Health and Safety

Management Practices and Main Actions

The Company is deeply committed to ensuring the occupational health and safety of our employees, closely following guidelines such as the *Law on Prevention and Control of Occupational Diseases of the People's Republic of China* and other applicable laws and regulations in its operating regions. We actively implement guidelines such as the *State Council's Opinions on Implementing the Healthy China Initiative* and the *Healthy China Action Plan (2019-2030)*. In line with the *14th Five Year National Health Plan* issued by the State Council's General Office, the Company has established a four-in-one occupational health system encompassing management, awareness, training, and services to safeguard employees' physical and mental well-being. In 2024, the Company received 13 awards from the National Health Commission and 51 awards from the China Enterprise Confederation.

Key Performance

Performance indicator	Unit	2022	2023	2024
Physical and mental health of employees				
Physical examination rate of employees	%	97	96.5	97
Number of employees covered by "Happiness 1+1"	10,000	41.2	41.2	43
Number of employees covered by the Mental Care Program[1]	10,000	> 40	> 40	> 40
Number of Mental Care Programs held across the Group	Number	36,333	43,601	56,923
Number of employees covered by Mental Care Programs held across the Group	Number	271,040	324,033	469,393
Work safety				
Investment in work safety	RMB100 million	22.21	30.37	27.9
Number of safety emergency drills	Number	12,116	15,367	19,675
Security risk protection training coverage rate	%	/	94.29	92.19
Number of employees participating in safety and emergency response drills	Number	548,664	1,074,969	853,754
Work-related injuries[2]				
Number of accidents occurring among employees in the workplace	Number	/	0	0
Rate of accidents occurring among employees in the workplace	%	/	0	0
Lost workdays due to work-related injuries	Days	32,519	37,360	50,873
Number of fatalities due to work related accidents	Number	0	0	0
Accident fatality rate per 1,000 employees	%	0	0	0

[1] In 2024, building on our efforts to care for grassroots employees, we expanded our focus from mental health care to a broader range of ideological care, and made corresponding adjustments to data disclosure practices.

※ Development and Training

Management Practices and Main Actions

The Company has formulated the *China Mobile 14th Five-Year Talent Plan* and the *China Mobile's Implementation Opinions on Further Strengthening Talent Work* to assist employees in achieving their career development goals. Aligning with the Company's growth needs, we have upgraded the position systems across four major lines: administration, market, technology and management. This includes optimizing position families, position titles, position responsibilities and position allocation units to match business development and dynamically update standard position settings. To meet the demands of business transformation, the Company has initially established a new position system featuring six key characteristics: scientific and technological innovation foundation, network and information characteristics, provincial-specialized collaboration, major role accountability, key focus traction and capability integration. We have strengthened management systems and reinforced position layout support to better align with strategic goals.

Professional ability training

The Company has provided employees with comprehensive professional competency training. We organized diverse labor skill competitions to optimize the development of skilled talent teams. We have implemented hierarchical and tiered training, systematically advancing its annual training tasks and course resource development plans.

Employee performance evaluation

The Company has implemented a comprehensive, closed-loop, role-based performance management system, which aligns with its strategies. This system encompasses five key stages: performance planning, performance coaching, performance evaluation, performance feedback and performance application. Performance evaluations are conducted based on employees' achievement of their performance goals, with five standardized rating levels established according to the normal distribution principle. This ensures that evaluation data is authentic, accurate and detailed, fostering objective, fair and impartial assessments. In 2024, the Company achieved 100% coverage in employee performance evaluations.

Key Performance

Performance indicator	Unit	2022	2023	2024
Employee training				
Average training expenses per employee	RMB	1,957	2,895	2,903
Number of total employee participations in training	10,000	123.4	160.1	170.7
Female employees' participations in training	10,000	/	78.9	80.8
Male employees' participations in training	10,000	/	81.1	89.9

[2] The statistics on the number of accidents involving employees in the workplace, the rate of accidents among employees in the workplace, the number of deaths due to work safety accidents, and the death rate of 1,000 people do not include the category of partner organizations.

Performance indicator	Unit	2022	2023	2024
Employee training				
Senior management's participations in training	Number	1,341	1,612	1,971
Middle-level management's participations in training	Number	23,103	25,799	34,472
General staff's participations in training	10,000	121.0	157.3	166.3
Average employee training time	Hour	125.0	123.1	123.5
Average training time for female employees	Hour	118.77	130.1	112.4
Average training time for male employees	Hour	131.85	118.1	136.4
Average training time for senior management	Hour	128.1	173.1	167.4
Average training time for middle level management	Hour	151.1	173.6	178.8
Average training time for general staff	Hour	124.6	123.1	122.7
Training participation rate of female employees	%	99.9	99.6	99.5
Training participation rate of male employees	%	98.9	99.4	99.6
Training participation rate of senior management	%	100	100	100
Training participation rate of middle-level management	%	99.9	99.9	100
Training participation rate of general staff	%	99.5	99.6	99.5
Training on Online Talent Development Center				
Total number of users on Online Talent Development Center	10,000	47.6	47.5	47.8
Average learning time of users on Online Talent Development Center	Hour	93.6	81.8	82.4
Number of mobile learners on Online Talent Development Center	10,000	37.5	31.9	33.1
Employees assessed for performance and career development				
Proportion of employees regularly assessed for performance and career development	%	100	100	100
Proportion of female employees regularly assessed for performance and career development	%	100	100	100
Proportion of male employees regularly assessed for performance and career development	%	100	100	100
Proportion of senior managers regularly assessed for performance and career development	%	100	100	100
Proportion of middle-level managers regularly assessed for performance and career development	%	100	100	100
Proportion of general staff regularly assessed for performance and career development	%	100	100	100

※ Local Communities

Management Practices and Main Actions

The Company adheres closely to the *Charity Law of the People's Republic of China* among other relevant laws and regulations in its operating regions. We have formulated the *China Mobile External Donation Management Measures* and works in tandem with the parent company to collaborates with its parent company on consumption assistance and industrial assistance initiatives to support the consolidation and expansion of poverty eradication efforts. Deeply committed to the public welfare sector, the Company established the China Mobile Public Welfare Platform to provide the public with convenient avenues for participating in charitable activities. Through the China Mobile Charity Foundation, we have launched public welfare projects such as the Heart Caring Campaign and the Blue Dream China Mobile Education Aid Plan, extensively organizing volunteer service activities. Additionally, the Company has placed a significant emphasis on fulfilling our responsibilities abroad by actively contributing to the development of local communities and promoting community integration and growth.

Key Performance

Performance indicator	Unit	2022	2023	2024
Public welfare activities				
Number of And You volunteer activities	Number	1,920	800	838
Cumulative amount of funds donated by And You volunteer activities	RMB 10,000	134.24	96	100.56
Cumulative amount of funds donated by the China Mobile Charity Foundation	RMB 10,000	45,235	49,365	53,395
Cumulative amount of funds donated under the Blue Dream Program	RMB100 million	2.451	2.704	2.984
Cumulative number of primary and secondary school principals in rural areas trained under the Blue Dream Program	Number	＞ 130,000	＞ 130,000	＞ 130,000
Cumulative number of libraries constructed under the Blue Dream Program	Number	2,310	2,310	2,310
Cumulative number of multimedia classrooms constructed under the Blue Dream Program	Number	4,360	4,725	5,115
Cumulative amount of funds donated under the Heart Caring Campaign	RMB100 million	2.143	2.24	2.3
Cumulative number of impoverished children receiving free CHD screening under the Heart Caring Campaign	Number	63,850	68,591	71,847
Cumulative number of impoverished children with CHD assisted under the Heart Caring Campaign	Number	7,446	7,745	7,936
Employee localization				
Proportion of local employees in Hong Kong subsidiary	%	84.4	79.6	73.5
Proportion of local management level employees in Hong Kong subsidiary	%	60.6	62.8	62.5
Paired-up support and assistance				
Paired-up support and assistance funds allocated by the headquarters within the year	RMB 10,000	28,700	28,700	30,300
Cumulative paired-up support and assistance funds allocated by the headquarters	RMB100 million	15.9	18.74	22

Environmental Performance

※ Energy Use, Greenhouse Gas and Exhaust Emission

Management Practices and Main Actions

The Company rigorously follows the *Energy Conservation Law of the People's Republic of China,* alongside specific guidelines issued by the National Development and Reform Commission, such as the *Management Measures for Energy Conservation in Key Energy-Consuming Entities* and the *Energy Conservation Review Measures for Fixed Asset Investment Projects*, as well as the national carbon peaking and carbon neutrality goals and the "1+N" policy model and other applicable laws and regulations in its operating regions. The Company has established pertinent policies and procedures to steadfastly advance the development of eco-friendly networks, embraced the utilization of renewable energy sources, engage in sustainable office practices, and enhanced the efficiency of our energy consumption. Our efforts are also focused on minimizing the greenhouse gas emissions resulting from the energy usage.

Key Performance

Performance indicator	Unit	2022	2023	2024
Investment on energy saving and environmental protection				
Investment on energy saving and environmental protection	RMB100 million	/	72	78.7
Energy use				
Total energy consumption	MWh	/	63,067,608	64,747,094
Green electricity purchase volume	100 million kWh	/	1.58	35.37
Average power usage effectiveness (PUE) of data centers	/	/	1.32	1.30
Direct energy use				
Natural gas consumption	Million cubic meters	12.8	12.6	13.0
LPG consumption	100 tons	1.5	1.5	1.5
Gas consumption	Million cubic meters	0.01	0.03	0.01
Coal consumption	10,000 tons	0.04	0.03	0.01
Gasoline consumption	Million liters	77.9	74.7	68.6
Diesel consumption	Million liters	9.3	8.4	8.4
Indirect energy use				
Purchased electricity consumption	100 million kWh	592.5	610.8	629.3
Purchased heat consumption	10,000 GJ	405.0	392.0	350.2
Energy use intensity				
Comprehensive energy consumption per unit of telecommunications services	Kg of standard coal/ RMB10,000	/	64.5	61.5
Rate of decrease in total energy consumption per unit of data traffic	%	15	13.16	9.05
Rate of decrease in total energy consumption per unit of total telecommunications services	%	14	12.99	4.65

Energy conservation				
Total electricity savings	100 million kWh	64.3	89.90	115.34
Equivalent cost savings reductions of the electricity savings	RMB100 million	43.09	60.63	76.07
Equivalent GHG emissions reductions of the electricity savings	10,000 tons	366.70	512.65	618.90
Greenhouse Gas (GHG) emissions				
GHG emissions (Scope 1 + Scope 2) [1]	Million tons	34.46	35.40	32.46
Total direct GHG emissions (Scope 1)	Million tons	0.22	0.22	0.20
Total indirect GHG emissions (Scope 2)	Million tons	34.24	35.18	32.26
GHG emission intensity per unit of data traffic (Scope 1 + Scope 2)	Tons CO_2e/ TB	0.015	0.013	0.011
Rate of decrease in GHG emissions intensity per unit of data traffic	%	16	13.3	18.8
Scope 3 GHG emissions-Category 6: business travel [2]	10,000 tons	3.47	7.05	8.05
Scope 3 GHG emissions-Category 7: employee commutin [3]	10,000 tons	37.13	29.05	25.93
Total direct GHG emission reductions (Scope 1)	10,000 tons	/	/	3.8
Total indirect GHG emission reductions (Scope 2)	10,000 tons	/	/	821.0
Exhaust emission				
SO_2 emissions [4]	ton	8.16	5.17	1.96

[1] The Company adopts the operational control method for accounting greenhouse gases, including all related operational entities within the accounting scope. The type of greenhouse gas accounted for is carbon dioxide. The accounting standards are sourced from the *Accounting Methodology and Reporting Guidelines for Greenhouse Gas Emissions for Other Industrial Enterprises* published by the National Development and Reform Commission. The average greenhouse gas emission factor of the power grid is obtained from the Notice of the Ministry of Ecology and Environment on the Management of Greenhouse Gas Emission Reporting of Enterprises in the Power Generation Industry from 2023 to 2025. The carbon dioxide emission factor of outsourced heat is taken from the *Notice of the General Office of the National Development and Reform Commission on Issuing the Third Batch of Greenhouse Gas Accounting Methods and Reporting Guidelines for Enterprises in 10 Industries (Trial).* The carbon dioxide emission factors for natural gas, liquefied petroleum gas, coal gas, gasoline, diesel were taken from the *2006 IPCC Guidelines for National Greenhouse Gas Inventories*, where gasoline density was 0.72Kg/L and diesel density was 0.83Kg/L.

[2] The scope of greenhouse gas emissions statistics for business travel covers domestic units. The method of calculation is based on financial travel expense data, accounting for the starting and ending distances of domestic travel expense documents and modes of transportation. The carbon emissions are calculated by summing up the emissions based on the United States Environmental Protection Agency's corresponding unit mileage carbon emission factors. Among them, the carbon emissions from air travel are provided by the Company's suppliers, based on the International Air Transport Association's pre-flight standards, calculated by aircraft type and distance for the corresponding flight segment's greenhouse gas emissions data.

[3] Employee commuting greenhouse gas data utilize an internally developed commuting carbon emission inventory mini-program, encouraging employees to regularly submit information on commuting mileage and modes of transportation. Based on the number of employees participating in the inventory (valid inventory participants exceed 355,000 with a coverage rate of nearly 80%) and the total greenhouse gas emissions inventory, the annual average commuting carbon emissions are derived. Then, based on the total number of employees under labor contracts, the Company's total commuting carbon emissions are estimated..

[4] The theoretical value estimation is based on the emission calculation formula stipulated in the *Notice on Issuing the Statistical Report Form for Energy Conservation and Ecological Environmental Protection of Central Enterprises* (State-owned Assets Comprehensive [2019] No. 19).

※ Water Resource Usage

Management Practices and Main Actions

The Company strictly adheres to the relevant requirements of the *Water Resource Law of the People's Republic of China* and the *Water Pollution Prevention and Control Law of the People's Republic of China*. In our daily production and operation, the Company promotes water conservation, encourages rainwater harvesting, rigorously controls sewage discharge, reduces unnecessary water resource consumption, and aim to achieve the established goal of zero growth in per capita managed water use.

The Company's routine office activities and production processes rely primarily on water supplied by municipal systems, eliminating any risk associated with water resources.

Key Performance

Performance indicator	Unit	2022	2023	2024
Total water consumption	Million tons	35.97	37.41	38.74
Fresh water consumption	Million tons	/	37.12	38.21
Water use intensity	Ton/ RMB10,000	0.38	0.37	0.37
Reclaimed water usage	Million tons	/	0.29	0.31
Groundwater	Million tons	/	/	0.23

※ Waste and Material Use

Management Practices and Main Actions

The Company continues to strengthen the management of various types of solid waste, strictly adhering to national relevant laws and regulations in every aspect, including storage, transportation and disposal, in order to prevent and control environmental pollution risks and continuously improve the overall utilization rate.

Key Performance[1]

Performance indicator	Unit	2022	2023	2024
Non-hazardous waste[2]				
Amount of general solid waste generated	10,000 tons	4.46	6.17	5.12
Amount of general solid waste comprehensively utilized	10,000 tons	4.63	6.35	5.29
Amount of general solid waste carried over from previous years comprehensively utilized	10,000 tons	0.68	0.18	0.17

Comprehensive utilization rate of general solid waste[3]	%	88.61	100	100
Discharge intensity of general solid waste	Kg/ RMB10,000	0.48	0.61	0.49
Hazardous waste[2]				
Amount of hazardous waste generated	10,000 tons	2.74	3.9	3.91
Amount of hazardous waste disposed of	10,000 tons	2.63	4.09	4.08
Amount of hazardous waste carried over from previous years disposed of	10,000 tons	0.37	0.18	0.17
Disposal rate of hazardous waste[4]	%	82.35	100	100
Discharge intensity of hazardous waste	Kg/ RMB10,000	0.29	0.39	0.38
Material use				
Total amount of materials used in production of terminal equipment	Tons	12,308	12,270	7,865
Total amount of non-renewable materials used in production of terminal equipment	Tons	11	11	7.1
Total amount of renewable materials used in production of terminal equipment	Tons	12,297	12,259	7,858
Total amount of toxic and hazardous materials used in production of terminal equipment	Tons	0	0	0
Proportion of recycled feedstock used in production of terminal equipment	%	43.72	43.72	43.72
Quantity of recycled feedstock used in production of terminal equipment	Tons	5,381.06	5,364.44	3,438.58
Proportion of recycled products and their packaging materials used in production of terminal equipment	%	99.91	99.91	99.91
Quantity of recycled products and their packaging materials used in production of terminal equipment	Tons	12,296.92	12,258.96	7,857.92
Amount of packaging materials used per production unit of terminal products	Ton/ production unit	0.000408	0.000409	0.000409

[1] In the coming years, China Mobile will make efforts to reduce general waste, electronic waste, and hazardous waste in its office and marketing activities. However, it is currently unable to anticipate specific targets due to the direct correlation between waste generation in network

[2] The solid waste generated by the Company's production and operations mainly consists of three categories: general waste, electronic waste, and hazardous waste. General waste mainly includes household waste, kitchen waste, office and marketing paper waste or packaging, construction waste, etc. Electronic waste mainly refers to electronic components and equipment replaced in base stations and machine rooms, as well as discarded equipment such as printers, copiers, fax machines, and computers in office and business operations. General waste and electronic waste are collectively referred to as general solid waste. Hazardous waste mainly includes exposed circuit boards and batteries discarded from base stations and server rooms, printer toner cartridges, ink cartridges, fluorescent tubes, and damaged or discarded smartphones, smart terminals, batteries, SIM cards, etc. in office locations.

[3] The comprehensive utilization rate of general solid waste refers to the ratio of the comprehensive utilization volume of general solid waste in the reporting period minus the volume stored in previous years to the generation volume of general solid waste.

[4] The disposal rate of hazardous waste refers to the ratio of the disposal volume of hazardous waste in the reporting period minus the volume stored in previous years to the generation volume of hazardous waste.

※ **Green Supply Chain**

Management Practices and Main Actions

The Company is committed to green procurement practices, issuing documents such as the *China Mobile Centralized Procurement Supplier Information Verification Management Regulations,* the *Implementation Rules for Quality and Performance of China Mobile First-Level Centralized Procurement* and the *China Mobile Centralized Procurement Product Quality Management Measures.* It has also formulated the *China Mobile Supplier Cooperation Guidelines* to guide related initiatives. The Company focuses on cultivating green suppliers, enhancing the use of green packaging and promoting recycling. Through its actions and technological advancements, it drives energy conservation and emission reduction across the supply chain.

Key Performance

Performance indicator	Unit	2022	2023	2024
E-commerce transaction volume	RMB100 million	6,339	6,486	6,876
Number of electronic procurement projects implemented	10,000	approx. 3.2	approx. 3.5	approx. 2.9
Amount of paper documents reduced due to the application of fully electronic procurement processes	10,000	approx. 69.2	approx. 75.7	approx. 43.3
Proportion of new main equipment with green packaging	%	> 80	> 80	> 85
Target for proportion of new main equipment with green packaging	%	≥ 70	≥ 70	≥ 70
Amount of wood saved	10,000 cubic meters	26.81	27.85	28.14

※ **Environmental Compliance**

Management Practices and Main Actions

The Company has formulated the *China Mobile Ecological Environmental Pollution Risk Prevention and Control Management Measures (Z.Y.T.J. [2019] No.64)*, addressing major risk points in environmental management such as air, water and soil, solid waste, electromagnetic radiation and noise. It clearly defines responsible departments and establishes emergency response plans and prevention measures.

※ **Eco-Friendly Products and Services**

Management Practices and Main Actions

The Company develops various digital applications and services to meet the information needs of various industries and individual users, improving efficiency in production, daily life, and social governance, and contributing to energy conservation and carbon reduction in the economy and society. Through products such as MIGU Reading, ViLin, Mobile Cloud, Big-Screen Video-on-Demand, MIGU Video, Cloud Games and And-Education, we not only provide online convenience to users but also reduce the energy and resource consumption associated with traditional reading, meetings, entertainment and learning methods. The Company seizes the opportunity of the development of new-generation technologies and creates digital application demonstrations for multiple industries, helping them optimize production methods and management models, effectively improve resource utilization efficiency, reduce costs and actively promote the reduction of greenhouse gas emissions in various sectors.

Governance Performance

※ **Corporate Governance**

Management Practices and Main Actions

The Company is dedicated to advancing the governance modernization efforts. As of the end of 2024, the Board of Directors comprises eight members and has established four specialized committees: the Audit, Nomination, Compensation and Sustainable Development Committees.

Key Performance

Performance indicator	Unit	2022	2023	2024
Number of directors	Number	8	8	8
Number of executive directors	Number	4	4	4
Number of independent directors	Number	4	4	4
Number of female directors	Number	1	1	1
Number of male directors	Number	7	7	7
Proportion of female directors	%	12.5	12.5	12.5
Average tenure of Board members	Year	4.8	4.0	4.1
Number of Board meetings held within the year	Number	12	7	10
Average attendance rate of Board meetings	%	85.0	96.5	98.8
Number of proposals reviewed by the Board throughout the year	Number	50	51	56
Number of independent or non-executive directors with industry experience	Number	0	0	0

※ **Tax Management**

Management Practices and Main Actions

The Company adopts a two-level tax management organizational structure: the headquarters oversees overall tax management activities, and the individual units are tasked with their specific tax responsibilities and supporting tax-related aspects of their operations. The Company is committed to adhering to the tax laws and regulations in China and wherever we operate, upholding principles of integrity and legality in our tax practices. The Company has developed policies like the *China Mobile Tax Management Measures* and the *China Mobile Invoice Management Measures* to ensure meticulous compliance with tax obligations and the standardized implementation of tax policies. In 2024, the Company continuously monitored and timely analyzed the impact of significant fiscal and tax policies, providing training to tax personnel on the latest fiscal and tax regulations to ensure legal and compliant tax handling. We conducted specialized training for senior financial managers to strengthen tax compliance awareness. Additionally, the Company researched and formulated a tax informatization system development plan, expanded the pilot scope of digital electronic invoices and optimized tax calculation and tax risk control functions. By leveraging new technologies, it enhanced tax management capabilities, providing strong support for compliant tax practices.

Key Performance

Performance Indicator	Unit	2022	2023	2024
Taxes paid	RMB100 million	373	386	399

※ Business Ethics and Anti-Corruption

Management Practices and Main Actions

The Company is committed to upholding the highest standards of business ethics, taking a firm stance against corruption with a zero-tolerance policy for any detected corrupt practices.

Improvement of policies and procedures

The Company continue to implement the *China Mobile Integrity Commitment System (Trial)*, further regulating the integrity and professional conduct of leaders, managerial staff, and key position holders.

Enhancement of the integrity culture

China Mobile highlights leveraging centralized education to drive regular education, establishing and refining a long-term mechanism for integrity education. Focusing on key areas and critical links such as market operations, government and enterprise services, network management, international business and financial operations, we conducted targeted integrity education. Materials such as the *Compilation of Typical Legal Case Warnings for China Mobile* have been developed to enhance the relevance and effectiveness of warning education. Additionally, we organized evaluations of outstanding practices in integrity culture development and promote the dissemination of best practices. Furthermore, we provided updated training on regulatory requirements, including content related to conflicts of interest and position for company directors, including independent directors.

Continuously enhancing embedded integrity risk prevention and control mechanisms

China Mobile has persistently deepened the development of its unique embedded integrity risk prevention and control mechanisms, characterized by the Company's distinctive approach. We have issued key points for the systematic enhancement of the embedded prevention and control system, adhering to the principles of effectiveness, practicality and applicability. This initiative aims to optimize prevention measures, plug risk loopholes and standardize the exercise of power. We are vigorously advancing information technology construction, conducting special campaigns to address key issues, fostering collaborative regional development and promoting best practices. We are focusing on areas prone to frequent and recurrent issues at the grassroots level, building an early warning model for integrity risk prevention and control. This effort is driving the transformation of risk management from "post-event analysis" to "real-time warning and preemptive prevention", thereby continuously improving the capability to safeguard against integrity risks.

Continuing to deepen internal inspections

Implementing the inspection work policy, the Company conducted regular inspections of 14 affiliated units in two rounds. We optimized the top-level system design for inspection rectification, solidified the "six-party responsibility" for rectification and strengthened the application of inspection rectification and results.

Opening channels for reporting

Postal mailbox, address: Building A, 29 Financial Street, Xicheng District, Beijing, 100033; onsite receipt of reports during supervision and inspection work; CEO mailbox, for employees and members of the public to report any improprieties.

In line with the regulatory guidelines, information on corruption incidents within the Company is confidential. For details on corruption cases and outcomes that have been made public, please refer to the Central Commission for Discipline Inspection and National Supervisory Commission's website.

Key Performance

Performance indicator	Unit	2022	2023	2024
Number of anti-corruption and integrity education events conducted annually	Number	11,524	13,705	14,736
Employee coverage rate of anti-corruption and integrity education events annually	%	＞ 90	＞ 90	＞ 90
Number of employees receiving anti-corruption education and training annually	Number	724,519	833,181	1,165,838

※　Value Chain Management

Management Practices and Main Actions

The Company has established a supply chain management system led by top-level policies, grounded in operational policies, and guided by standardized documents. We have implemented a comprehensive suite of 32 supply chain management policies that encompass areas such as procurement, logistics, compliance, risk control, supplier relations, quality assurance and digital transformation. This framework is underpinned by a closed-loop management approach of planning, execution, assessment and optimization, aimed at elevating the efficiency, standardization and detail-oriented management of our supply chain.

Efficiency in procurement

The Company has adopted multiple procurement strategies including batch, consolidated, and centralized procurement, alongside collaborative execution to bolster the intensive management approach. In 2024, the Company achieved a remarkable centralization rate of over 99.9% in the two-tier procurement activities, reducing the average time for procurement projects to 44 days, consistent with the previous year.

Smart procurement initiatives

A centralized supply chain management system is built, forming six core capabilities: e-commerce guidance, full process structuring, centralized order center, warehousing standard management, centralized unified portal, and quality closed-loop management; a unified electronic procurement and bidding system is constructed to support the digitization of sourcing processes for all procurement methods such as bidding, selection, inquiry, competitive negotiation and single source. In 2024, the Company achieved an electronic procurement rate of nearly 100%.

Strengthening compliance in procurement

Adhering to the principles of "openness, fairness, justice, and honesty", efforts are made to create a fair and healthy business environment and a transparent and standardized procurement environment. In 2024, the Company first issued bid collusion identification rules in the industry, clarifying the principles and work requirements for directly identifying collusion and suspected collusion, striving to curb improper market competition behaviors such as bid collusion (response); applying smart compliance digital platform, checking procurement documents before procurement, assisting in discovering improper behaviors such as supplier bid-rigging and fraud during procurement, and checking the implementation process after procurement, effectively supervising procurement work; promoting standardized bid evaluation rooms in bidding and selection projects to ensure the review process is transparent.

Responsible procurement

The Company assisted in developing the telecommunications industry supplier social responsibility evaluation system standards and issued the *China Mobile Centralized Procurement Supplier Information Verification Management Regulations to* guide related initiatives. In 2024, it conducted over 1,059 information verification activities.

Quality management

The *China Mobile Centralized Procurement Product Quality Management Measures* and the *China Mobile Implementation Rules for Tier 1 Centralized Procurement Quality and Contract Fulfillment* and other guidelines are formulated to strengthen product quality management of cooperative suppliers. In 2024, factory inspections were carried out for tier 1 centralized procurement products in 12,772 batches, arrival inspections 9,438 batches and flight inspections in 312 batches.

Supporting private enterprises and SME growth

Through electronic procurement, the payment cycle is shortened by more than 55%; supporting small and medium-sized enterprises (SMEs), reducing or waiving bid security deposits by RMB320 million throughout the year. In 2024, among the suppliers of centralized procurement, more than 70% are private enterprises, and over 80% are small and micro enterprises.

Key Performance

Performance indicator	Unit	2022	2023	2024
Number of suppliers				
Number of centralized procurement suppliers[1]	Number	18,798	15,681	14,479
Number of suppliers by region				
Number of procurement suppliers in Eastern China	Number	5,592	4,857	4,526
Number of procurement suppliers in Northern China	Number	2,967	2,899	2,718
Number of procurement suppliers in Central China	Number	1,813	1,468	1,453
Number of procurement suppliers in Southern China	Number	1,746	1,755	1,656
Number of procurement suppliers in Southwest China	Number	1,899	1,496	1,313
Number of procurement suppliers in Northwest China	Number	2,000	1,920	1,518
Number of procurement suppliers in Northeast China	Number	2,781	1,283	1,292
Number of overseas centralized procurement suppliers	Number	0	3	3

Number of suppliers by category[2]				
Number of Tier 1 centralized procurement suppliers	Number	754	671	635
Number of Tier 2 centralized procurement suppliers	Number	18,580	15,444	14,252
Suppliers localization				
Proportion of local suppliers[3] in Tier 1 centralized procurement suppliers	%	100	99.7	99.69
Proportion of local suppliers[4] in Tier 2 centralized procurement suppliers	%	67.40	62.6	50.17
Information verification of suppliers				
Number of information review verifications on Tier 1 centralized procurement suppliers	Number	1,510	1,371	2,209
E-procurement system				
Number of launched projects in the e-procurement and bidding system	Number	32,018	35,461	29,269
Number of suppliers in the e-procurement and bidding system	Number	339,319	371,743	404,862
Number of experts in China Mobile procurement evaluation expert pool	Number	49,901	49,446	50,123

1 The 2024 data is for newly contracted suppliers and does not include suppliers who signed contracts before 2024 but whose contracts have not expired.

2 Some companies are both Tier 1 centralized procurement and Tier 2 centralized procurement suppliers, and the number of centralized procurement suppliers is equal to the number of Tier 1 centralized procurement suppliers and the number of Tier 2 centralized procurement suppliers after the removal of weight.

3 Local suppliers in Tier 1 centralized procurement refer to domestic suppliers.

4 Local suppliers in Tier 2 procurement refer to provincial suppliers.

Independent Assurance Report

SGS

SGS

ASSURANCE STATEMENT
CN25/00001579

SGS-CSTC'S REPORT ON SUSTAINABILITY ACTIVITIES IN *THE CHINA MOBILE LIMITED'S SUSTAINABILITY REPORT* FOR 2024

NATURE OF THE ASSURANCE/VERIFICATION
SGS-CSTC STANDARDS TECHNICAL SERVICES CO., LTD. (hereinafter referred to as SGS) was commissioned by *CHINA MOBILE LIMITED* (hereinafter referred to as China Mobile) to conduct an independent assurance of the Chinese version of China Mobile's 2024 Sustainability Report (hereinafter referred to as the Report).

INTENDED USERS OF THIS ASSURANCE STATEMENT
This Assurance Statement is provided with the intention of informing all China Mobile's Stakeholders.

RESPONSIBILITIES
The information in the Report and its presentation are the responsibility of the Department of Development Strategy and the management of China Mobile. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of assurance with the intention to inform all China Mobile's stakeholders.

SGS hereby states that it shall not be held responsible or liable for any direct, indirect, incidental, or consequential damages or losses arising from or in connection with the use of information provided in this report.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE
The SGS ESG & Sustainability Report Assurance (SRA) protocols used to conduct assurance are based upon internationally recognised assurance standards including the AA1000 series of standards and ISAE3000.

The assurance of this report has been conducted according to the following Assurance Standards:

Assurance Standard Options	Level of Assurance
AA1000AS v3 Type 2	Moderate

SCOPE OF ASSURANCE AND REPORTING CRITERIA
The assurance engagement was conducted to evaluate the accuracy and reliability of the sustainability performance information included in the Report. Additionally, it assessed the extent to which the Report's content is in accordance with the requirements of *Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules* published by Hong Kong Exchanges and Clearing Limited's (HKEX). Additionally, it assessed the extent to which the Report's content refers to the requirements of *GRI Standards 2021*.

ASSURANCE METHODOLOGY
The assurance comprised a combination of pre-assurance research, on-site interviews with relevant employees and departments located at China Mobile Building of No.28 and No.29 Financial Street, Xicheng District, Beijing, P.R. China,and China Mobile Innovation Building of No. 32. Xuanwumen West Street, Xicheng District, Beijing, P.R.China; documentation and record review and validation where relevant.

LIMITATIONS AND MITIGATION
Data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process.

The greenhouse gas emissions related data in the Report has not undergone verification by an independent third-party auditor. In the context of the present assurance engagement, our procedures were limited to sample-based validation.

No compliance verification was conducted in respect of *Part D: Climate-related disclosures* of the *Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules* published by HKEX, and the climate-related verification was still implemented in accordance with the previous version of *Appendix C2 Environmental, Social and Governance Reporting Guide*.

This assurance engagement was restricted to the group level of China Mobile and did not include traceability of original data from all subordinate institutions.

STATEMENT OF INDEPENDENCE AND COMPETENCE
The SGS Group of companies is the world leader in inspection, testing and certification, operating in multiple countries and providing services. SGS affirm our independence from China Mobile, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment.

FINDINGS AND CONCLUSIONS

ASSURANCE/VERIFICATION OPINION
On the basis of the methodology described and the assurance engagement performed, the specified performance information included in the scope of assurance is accurate, reliable, and has been fairly stated.

CONCLUSIONS, FINDINGS AND RECOMMENDATIONS BASED ON *APPENDIX C2 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING CODE OF LISTING RULES* PUBLISHED BY HKEX
The assurance team concludes that the Report has been prepared in accordance with the requirements of *Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules* published by HKEX.

CONCLUSIONS, FINDINGS AND RECOMMENDATIONS BASED ON *GRI STANDARDS 2021*
The assurance team concludes that the Report has referred to the requirements of *GRI Standards 2021*.

FINDINGS AND RECOMMENDATIONS
All observations pertaining to commendable practices, sustainable development activities, and managerial recommendations identified throughout the assurance process have been thoroughly documented in the *Internal Management Report* on Sustainability Reporting Assurance. This report has been officially presented to the relevant management divisions of China Mobile to serve as a reference for their ongoing efforts towards continuous improvement.

Signed:

For and on behalf of SGS-CSTC

David Xin
Sr. Director – Business Assurance
16/F Century Yuhui Mansion, No. 73, Fucheng Road, Beijing, P.R. China

Mar. 17th, 2025
WWW.SGS.COM

Report Disclosure Indexes

HKEX Listing Rules-Appendix C2 Environmental, Social, and Governance (ESG) Reporting Guide

Subject areas, aspects, general disclosures and KPIs		Page(s)
Part B: Mandatory disclosure requirements		
Board Statement		85,89
Reporting Principles		01
Reporting Scope		01
Part C: Interpret without disclosure provisions		
A. Environmental		
Aspect A1: Emissions	General Disclosure: Information relating to exhaust gas emissions, sewage discharge to water and land, generation of hazardous and harmless waste, etc.: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	81,105
	KPI A1.1 — The types of emissions and related emissions data.	105
	KPI A1.2 — Total amount of hazardous waste generated (in tons) and, if applicable, density (e.g., per unit of production, per facility).	105
	KPI A1.3 — Total amount of non-hazardous waste generated (in tons) and, if applicable, density (e.g., per unit of production, per facility).	105
	KPI A1.4 — Description of emission reduction targets established and steps taken to achieve them.	105
	KPI A1.5 — Description of methods for handling hazardous and non-hazardous waste, as well as waste reduction targets established and steps taken to achieve them.	81
Aspect A2: Resource Usage	General Disclosure: Policies on the efficient use of resources, including energy, water and other raw materials.	77,104-105
	KPI A2.1 — Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	104
	KPI A2.2 — Water consumption in total and intensity (e.g. per unit of production volume, per facility).	105
	KPI A2.3 — Description of energy use efficiency target(s) set and steps taken to achieve them.	74
	KPI A2.4 — Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	105
	KPI A2.5 — Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	105
Aspect A3: The Environment and Natural Resources	General Disclosure: Policies on minimizing the issuer's significant impacts on the environment and natural resources.	82
	KPI A3.1 — Description of significant environmental and natural resource impacts of business activities and actions taken to manage these impacts.	82

Subject areas, aspects, general disclosures and KPIs		Page(s)
B. Social		
Employment and Labor Practices		
Aspect B1: Employment	General Disclosure: Information relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	62-67,100-103
	KPI B1.1 Total workforce by gender, employment type (for example, full- or part time), age group and geographical region.	100
	KPI B1.2 Employee turnover rate by gender, age group and geographical region.	100
Aspect B2: Health and Safety	General Disclosure: Information relating to providing a safe working environment and protecting employees from occupational hazards: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	65,102
	KPI B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	102
	KPI B2.2 Lost days due to work injury	102
	KPI B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	65
Aspect B3: Development and Training	General Disclosure: Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	66-67,102
	KPI B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	102-103
	KPI B3.2 The average training hours completed per employee by gender and employee category.	103
Aspect B4: Labor Standards	General Disclosure: Information relating to preventing child and forced labor: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	62-64,101
	KPI B4.1 Description of measures to review employment practices to avoid child and forced labor.	62
	KPI B4.2 Description of steps taken to eliminate such practices when discovered.	101
Operating Practices		
Aspect B5: Supply Chain Management	General Disclosure: Policies on managing environmental and social risks of the supply chain.	39,106,108
	KPI B5.1 Number of suppliers by geographical region	108
	KPI B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	109
	KPI B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	39,78-79
	KPI B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	78-79,106,108

Subject areas, aspects, general disclosures and KPIs			Page(s)
Aspect B6: Product Responsibility	General Disclosure: Information relating to health and safety, advertising, labeling and privacy matters relating to products and services provided and methods of redress: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.		43-47,97-99
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not involved
	KPI B6.2	Number of products and service related complaints received and how they are dealt with.	32-33，99
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	96
	KPI B6.4	Description of quality assurance process and recall procedures.	99
	KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	97-98
Aspect B7: Anti-corruption	General Disclosure Information relating to bribery, extortion, fraud and money laundering: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.		107
	KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	107
	KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	107
	KPI B7.3	Description of anti-corruption training provided to directors and staff	107
Community			
Aspect B8: Community Investment	General Disclosure: Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.		60-61,103
	KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport)	60-61
	KPI B8.2	Resources contributed (e.g. money or time) to the focus area	60-61,103
Part D: Climate-related disclosures			
Aspect D-I Governance	Governance body responsible for overseeing climate-related risks and opportunities.		69
	Role of management in monitoring, managing, and overseeing climate-related risks and opportunities.		69
Aspect D-II Strategy	Climate-Related Risks and Opportunities	Description of the reasonably expected climate-related risks and opportunities that could affect the issuer's cash flows, financing channels, or cost of capital in the short, medium, or long term.	71-73
		For each climate-related risk identified by the issuer, explanation of whether the issuer considers the risk to be related to climate-related physical factors or climate-related transitional factors.	69-73
		Specification of the time frame (short term, medium term, or long term) during which each identified climate-related risk and opportunity is reasonably expected to impact the issuer.	71-73
		Explanation of how the issuer defines short term, medium term, and long term, and how these definitions are linked to the scope of its strategic decision-making planning.	71-73

		Subject areas, aspects, general disclosures and KPIs	Page(s)
Aspect D-II Strategy	Business Model and Value Chain	Description of the current and expected impacts of climate-related risks and opportunities on the issuer's business model and value chain.	71-73
		Description of where climate-related risks and opportunities are concentrated within the issuer's business model and value chain (e.g., geographical regions, facilities, and types of assets).	71-73
	Strategy and Decision-Making	Providing information on how the issuer has addressed and plans to address significant climate-related risks and opportunities in its strategies and decisions, including how the issuer plans to achieve any climate-related targets it has set and any targets required by law or regulation.	71-73
		Providing information on how the issuer currently plans to provide resources for its actions to address significant climate-related risks and opportunities, both presently and in the future.	71-73
	Financial Position, Performance, and Cash Flow		
	Current Financial Impacts	How climate-related risks and opportunities affect an issuer's financial position, financial performance, and cash flow during the reporting period.	71-72
		Information on how climate-related risks and opportunities affect the issuer's financial position, financial performance, and cash flow identification during the reporting period when there is a significant risk that will cause significant adjustments to the book value of assets and liabilities in the relevant financial statements for the next reporting year.	71-72
	Expected Financial Impacts	After considering its strategy to manage climate-related risks and opportunities, and taking into account the following, the issuer anticipates how its financial performance will change in the short, medium and long term.	71-72
		Based on the issuer's strategy to manage climate-related risks and opportunities, and how its financial performance and cash flow are expected to change in the short, medium and long term.	71-72
	Climate Resilience	The issuer's assessment of its climate resilience as of the reporting date.	71-73
		How and when to conduct climate-related scenario analyses.	73
Aspect D-III Risk Management	Processes and related policies used by issuers to identify, assess, prioritize, and maintain monitoring of climate-related risks and opportunities.		71-73
	Processes used by issuers to identify, assess, prioritize, and maintain monitoring of climate-related risks and opportunities (including information that issuers can and use climate-related scenario analysis to determine climate-related opportunities).		71-73
	The identification, assessment, prioritization, and monitoring of climate-related risks and opportunities, and how these are incorporated into the issuer's overall risk management process, along with the extent of their integration.		71-73
Aspect D-IV Indicators and Goals	Greenhouse Gas Emissions		104
	Climate-Related Transformation Risks		72
	Climate-Related Physical Risks		72
	Climate-Related Opportunities		72
	Use of Capital		104
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Self-Regulatory Guidelines No. 14 for Companies Listed on Shanghai Stock Exchange-Sustainability Report Trial

| Dimension	S.N.	Topic	Corresponding clauses	Page(s)
Environmental	1	Addressing Climate Change	Clause 21-28	69-74,104
	2	Pollutant Emissions	Clause 30	82,104
	3	Waste Disposal	Clause 31	105
	4	Ecosystem and Biodiversity Conservation	Clause 32	82
	5	Environmental Compliance Management	Clause 33	83,106
	6	Energy Utilization	Clause 35	104
	7	Water Resource Utilization	Clause 36	105
	8	Circular Economy	Clause 37	78-81,106
Social	9	Rural Revitalization	Clause 39	6-7,52-55
	10	Social Contribution	Clause 40	60-61,103
	11	Innovation-Driven Development	Clause 42	18-25,96-97
	12	Science and Technology Ethics	Clause 43	97
	13	Supply Chain Security	Clause 45	39,106,108-109
	14	Equal Treatment of Small and Medium Enterprises (SMEs)	Clause 46	39-40,108
	15	Product and Service Safety and Quality	Clause 47	13-18,26-38,99
	16	Data Security and Customer Privacy Protection	Clause 48	43-49,97-98
	17	Employee	Clause 50	62-67,100-103
	18	Labor union safeguards		63-64,101
	19	Technology for Disaster Prevention and Relief		47,97-98
	20	Promotion of digital and intelligent inclusiveness		50-52

Dimension	S.N.	Topic	Corresponding clauses	Page(s)
Governance related to sustainable development	21	Due Diligence	Clause 52	108-109
	22	Stakeholder Engagement	Clause 53	85,91
	23	Anti-Bribery and Anti-Corruption	Clause 55	78-79,89-90,107
	24	Anti-Unfair Competition	Clause 56	95
	25	Corporate Governance and Internal Control Management		84-88,92-95,106
	26	ESG Management		89-91

Ten Principles of the UN Global Compact

Section	Principle	Page(s)
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	62
	Principle 2: Make sure that they are not complicit in human rights abuses	62
Labor	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	64
	Principle 4: The elimination of all forms of forced and compulsory labor	101
	Principle 5: The effective abolition of child labor	101
	Principle 6: The elimination of discrimination in respect of employment and occupation	62
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges	71-73
	Principle 8: Undertake initiatives to promote greater environmental responsibility	70,74
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies	75-76
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	107

UN Sustainable Development Goals (SDGs)

SDGs	Practices of China Mobile	Page(s)
1 NO POVERTY	China Mobile comprehensively implemented support measures in areas such as talent, intelligence, consumption, industry, and people's livelihoods, mobilizing social forces to donate RMB117.16 million in charitable assistance and directly purchasing and helping to sell agricultural products worth RMB940 million.	52-55
2 ZERO HUNGER	Using strategies such as constructing 5G+ high-standard farmland and developing AI-based grain storage models, China Mobile increased yield per acre, conserve water and fertilizers, and enhance grain storage security. By 2024, 863 new 5G smart agriculture projects have been implemented.	55
3 GOOD HEALTH AND WELL-BEING	The Heart Caring Campaign has donated a total of RMB230 million to support the treatment of impoverished children with congenital heart disease, offering free treatment to 7,936 diagnosed children. A four-in-one occupational health system has been established to safeguard employee health and safety. The Company is driving the decentralization of high-quality medical resources, with 253 new grassroots healthcare demonstration projects planned for 2024.	55,60,65
4 QUALITY EDUCATION	Using the "Four New" strategy to support the digital transformation of the education sector, China Mobile has developed the *Wutong Honghu* Digital-intelligent Talent Nurturing Platform. An integrated solution combining "smart campus platform + hardware + electronic student ID cards + rights" has been created. By the end of 2024, 1,552 new smart campuses had been constructed. Additionally, by the end of 2024, the 'Blue Dream - China Mobile Education Donation Program' had trained over 130,000 primary and secondary school principals in central and western China.	38,55,60
5 GENDER EQUALITY	China Mobile promoted diverse and equal opportunities, with a focus on recruiting talent from different genders and age groups, while striving to build a diverse workforce. In 2024, the proportion of female employees was 51.93%.	62
6 CLEAN WATER AND SANITATION	In daily operations, China Mobile advocates for water conservation, encourages rainwater harvesting, strictly controls wastewater discharge, reduces unnecessary water consumption, and achieves the set goal of 'zero growth in per capita water usage.	105
7 AFFORDABLE AND CLEAN ENERGY	The total green energy generation for the year amounted to 290 million kWh, equivalent to a reduction of 160,000 tons of carbon dioxide emissions. The Company actively participated in green electricity trading, purchasing more than 3.5 billion kWh of green electricity, which resulted in a reduction of over 1.87 million tons of carbon dioxide emissions.	77
8 DECENT WORK AND ECONOMIC GROWTH	Adhering to the Talent Strengthening Enterprise strategy, China Mobile views talent as the foremost resource for innovation and development. The Company actively protects employees' rights, ensures their safety and health, fosters their growth and development, and works towards building harmonious and stable labor relations, providing robust and effective talent support for the Company's high-quality development.	62-67
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Fully implementing "Two New Elements" upgrade: China Mobile expedites the development of new information infrastructure and new information service systems, promotes the reform of high-quality R&D management mechanisms, drives industrial innovation through technological advancements, and accelerates revolutionary breakthroughs in technology, innovative allocation of production factors, and deeps industrial transformation and upgrading.	12-25
10 REDUCED INEQUALITIES	China Mobile continues to improve the balance and accessibility of information services, ensuring that the general public can 'afford and effectively use' the network. By the end of 2024, the 4G network had covered 99.7% of administrative villages nationwide, while the 5G network had achieved near-continuous coverage in rural towns across the country. The Company continued offering tariff discounts to key groups such as the elderly, the disabled, and those lifted out of poverty, and enhanced the digital literacy and skills of the elderly.	50-52
11 SUSTAINABLE CITIES AND COMMUNITIES	Building the 'Network + Cloud + OneCity + Industry Application' capability system, China Mobile concentrated on four key areas: urban governance, livelihood services, industrial economy, and ecological livability, to support the digital transformation of cities. By the end of 2024, 415,000 villages had met the standards for digital rural construction.	36-37,55
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Focusing on the health and safety of young people's Internet use, China Mobile actively guided them to use the Internet properly and responsibly. The Company continues to carry out customer rights protection through the Sunshine Action, strengthening the creation of a strong reputation for Heartwarming Service. Moreover, the Company established a product quality control system that oversees key checkpoints, ensuring rigorous management of commercial access and iteration processes.	45,99
13 CLIMATE ACTION	Incorporating climate change responses into the overall corporate development strategy, China Mobile continuously enhances the environmental governance framework, clarifies responsibilities at all levels, anchors the 'dual carbon' goals, formulates forward-looking strategies, gradually builds a detailed climate change risk management system, and establishes multi-level quantitative indicators to ensure efficient implementation of actions.	68-74
14 LIFE BELOW WATER	Actively responding to the Ministry of Ecology and Environment's *14th Five-Year Plan for National Marine Ecological Environment Protection*, China Mobile carries out the Ocean Blue Circle project in Taizhou City, actively exploring new models for ocean pollution governance.	82
15 LIFE ON LAND	Leveraging high-density network coverage and advanced information technology, China Mobile assists in the establishment of an intelligent environmental monitoring system. 5G-enabled smart management solutions help to curb ecological damage, contributing communication capabilities to the protection of ecologically fragile areas and biodiversity.	82
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Continuing to promote the development and improvement of the modern enterprise system, China Mobile strictly fulfills information disclosure responsibilities, maintains communication with stakeholders, advances reforms, and enhances risk control and compliance management systems.	84-95
17 PARTNERSHIPS FOR THE GOALS	China Mobile has hosted the China Mobile Global Partners Conference for 12 consecutive years. By the end of 2024, the Company had more than 160 strategic partners and over 300,000 partners across various industries. The "10^1-10^2-10^3-10^4" Partners Initiative had gathered more than 1,400 blockchain-based enterprises. China Mobile also actively pursued equity investment strategies to continue to expand international exchange and cooperation channels.	40-41

GRI Content Index

Note	China Mobile has reported in accordance with the GRI Standards for the period between January 1 and December 31, 2024.
GRI 1	GRI 1: Foundation 2021

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GRI 2: General Disclosures 2021	2-15 Conflicts of interest	See the "Board of Directors Report" section in the *Annual Report*
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