



2025 | Sustainability Report

China Mobile Limited

Jointly Advancing Sci-tech for a Better Future

About this Report

This report is the 20th 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 2025. The last report was released in April 2025.

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 reference the following standards (2025) in this report:

- *Corporate Sustainability Disclosure Standards — Basic Standards (Trial)*, the Ministry of Finance and other eight ministries and commissions
- *Corporate Sustainability Disclosure Standards No. 1 — Climate (Trial)*, the Ministry of Finance and other eight ministries and commissions
- *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 Shanghai Stock Exchange for Self-Regulation of Listed Companies — Standardized Operation*, Shanghai Stock Exchange (SSE)
- *Reference Indicator System for ESG Special Reports of Central State-owned Enterprise-Controlled Listed Companies*, the State-owned Assets Supervision and Administration Commission of the State Council (SASAC)
- *2030 Agenda for Sustainable Development*, United Nations (UN)
- *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)

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 2025.

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 2025 Report are mainly obtained through the following channels:

- Relevant internal data collection systems and statistical reports;
- Sustainability practices submitted by provincial subsidiaries and specialized companies quarterly;
- China Mobile's 2025 excellent CSR practice selection;
- Qualitative and quantitative information collection questionnaires based on the report framework.

Report Assurance

In 2025, China Mobile engaged SGS-CSTC Standards Technical Services Co., Ltd. to provide independent third-party report assurance for this report. See page 100 for the details of this assurance report.

Reader Feedback

If you have any comments or suggestions regarding the report, you are welcome to submit your feedback to the China Mobile 2025 Sustainability Report Preparation Team by scanning the QR code below. We will carefully consider your feedback and comments. All personal information provided will be kept strictly confidential and will not be disclosed to third parties.



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Chairman's Statement



In 2025, China Mobile committed to the vision of becoming a world-class sci-tech service enterprise, and fully integrated the concept of sustainable development into our corporate strategy, focused on strengthening, optimizing, and expanding our communications, computing and AI services, accelerated the deep integration of technological and industrial innovation, empowered the high-quality economic and social development, served the safeguarding and improvement of people's livelihoods. We successfully completed the goals set out in the 14th Five-Year Plan, and the company achieved steady revenue growth from a high base and continuous enhancement of sustainable development capabilities.

Leading the strategic deployment of the “three services”, we empowered the digital intelligence upgrade of the economy and society. On revitalizing communications services, we have built a globally leading 5G network, and the total number of our 5G network base stations exceeded 2.77 million. The number of 5G network customers reached 640 million, and we developed 57,000 5G industry commercial cases serving 91 out of 97 major categories of the national economy. We have promoted precise broadband coverage with gigabit broadband covering over 530 million households. We have built the world's largest connection management platform, and the new connection scale of intelligent connected vehicles led the industry. We have deployed integrated space-air-ground networks, built the “China Mobile *Lingyun*” low-altitude regulatory platform. On accelerating computing services, we have deepened the integrated supply of cloud and intelligent computing. Our total intelligent computing capacity reached 92.5 EFLOPS (FP16). The Computing Network Brain has built full-stack computing services capabilities, and its service scheduling capability reached an industry-leading level. We have advanced the construction of the integrated computing intelligent network, and completed a 400G OTN all-optical backbone network covering the eight major hubs and over 135 cities. The “globally leading and nationally largest-scale computing network” was selected as one of the “Top Ten mega-projects of China's central state-owned enterprises in 2025”. On upgrading AI services, we have continuously promoted the integration of AI technology with the real economy, and expanded into data algorithms, embodied intelligence, digital intelligence culture, digital intelligence e-commerce, and industry digital intelligence services. The AI intelligent assistant *Lingxi* smart agent users surpassed 100 million, and *Lingxi* Robot products were successfully deployed. We have provided services for over 10,000 enterprises via the industrial Internet platform. We have developed over 3,000 5G smart agriculture demonstration projects, and our self-developed rural revitalization cloud platform now covers 150,000 administrative villages, comprehensively empowering the digital intelligence upgrade of production, life and governance.

We have systematically stimulated scientific and technological dynamism, jointly fostering the accelerated development of new quality productive forces. We focused on technological breakthroughs in key areas such as 5G-A/6G, computing networks, AI, quantum, and satellite internet, and improved synergistic safeguards for institutional mechanisms, talent teams, achievement commercialization, and scientific ethics governance, with R&D investment exceeding RMB37.4 billion. Chief Scientist and Chief Engineer Wang Xiaoyun was elected as an academician of the Chinese Academy of Engineering. Our “world's first 6G open crowdsourcing experimental device” was selected as one of the “Top Ten National Pillar Brands Amongst Central State-owned Enterprises in 2025”. We have independently developed the “*Jiutian*” series of general large models and completed the training of a trillion-parameter MoE large model. The “*Jiutian*” AI team was awarded the honor of “Model Central State-owned Enterprise”. We have taken the lead in 5G-A/6G international standards, with the number of standard proposals ranking first among global operators, and as a Chinese company, the Company was elected as 3GPP RAN1 Chairman for the first time. The total number of valid patents exceeds 20,000, firmly ranking first among global operators, becoming the first operator to enter the top ten globally for 5G patents. 5G core patents once again won the China Patent Gold Award, and independent innovation capability continues to strengthen.

We conscientiously fulfilled our social responsibilities and promoted the sharing of development achievements with the people. We practiced the people-centered development philosophy, actively responded to customer concerns, announced 10 service commitments to the society, and continuously improved service quality. We have comprehensively strengthened our network and information security system, cumulatively intercepted 21.32 billion spam SMS and MMS messages and blocked 1.9 trillion attempts to access various malicious websites, thereby effectively safeguarding a clean and healthy cyberspace. We have successfully completed communication and cybersecurity and information security assurance for major events such as the Harbin Asian Winter Games, and the 15th National Games. We continuously deepened the inclusive development of technology services, using digital intelligence technology to promote coordinated regional development, empower rural revitalization, and assist in common prosperity, having built over 458,000 digital village standard-compliant villages. We deeply cultivated the “One Red and One Blue” public welfare and charity brand, and actively carried out public welfare and charity activities and volunteer services, to gather forces for good. We adhered to the “talent-driven enterprise” strategy, strengthened talent acquisition, development, and utilization, safeguarded employee rights and interests, continuously implemented the “Five Small” heartwarming construction projects and Happiness “1+1” project, to create a happy working environment for employees.

We actively assumed environmental responsibilities and contributed to the society's green and low-carbon development. We deeply implemented the “C² Three Energy Plan”, carried out special actions such as “Green & Smart Wireless” and “Green & Smart Computing”. These efforts resulted in a decrease of PUE of large and extra-large data centers to 1.285 in 2025, a 5.6% year-on-year reduction in energy consumption intensity of the Company, a 6.6% year-on-year drop in carbon emission intensity, and a total energy saving of 15 billion kWh of electricity for the entire year. We deepened the green development of the industrial chain, promoted the green transformation of the entire supply chain, deployed 5G-A passive IoT technology, and built a “digitalization + low-carbon” intelligent warehousing system. We fully harnessed the leverage of digital intelligence technology in assisting carbon reduction, supported the transformation and upgrading of environmental protection and pollution control, and during the 14th Five-Year Plan period, helped the entire society reduce carbon emissions by approximately 1.6 billion tons.

We continuously improved corporate governance and strengthened institutional guarantees for high-quality development. We fully completed our reform deepening and enhancement actions, and accelerated the formation of institutional mechanisms adapted to support our high-quality and sustainable development. We continuously optimized the Company's organizational system, set up an office for developing computing services, coordinating network deployment, ecosystem resource integration and major project delivery, and built the AI innovation hub by founding China Mobile *Jiutian* Artificial Intelligence Technology (Beijing) Company Limited, forming the Embodied AI Industry Innovation Center, the Artificial Intelligence Security and Governance Research Institute and the AI+ New Industrialization Innovation Institute. We deepened the “Science and Technology Reform Action” and “Double Hundred Action”, with 10 subsidiaries continuously improving their reform effectiveness. We cultivated 22 “Specialized, Refined, Unique, and Novel” teams, among which 3 were recognized as “Little Giant” enterprises. We created a new paradigm for “AI+Audit” intelligent risk control, releasing the industry's first general audit large model and professional engineering audit model. We continued to strengthen our legal compliance in business operations, building a more robust compliance management system, and continuously enhancing the capabilities of governing enterprises by law and compliance management. We persistently advanced anti-corruption efforts, fostered an ethos of advocating integrity, resisted corruption, and worked pragmatically.

Steadfastly pursuing lofty goals, we embarked on a new journey with vigor. In 2026, we will focus on shouldering our responsibility in the digital intelligence era, strengthen the network foundation and full-stack innovation, continuously strengthen, optimize and expand our communications, computing and AI services, and accelerate the building of a world-class sci-tech service enterprise to ensure a good start for the 15th Five-Year Plan period. China Mobile is eager to collaborate with all sectors of society, further leverage the important role of digital intelligence technology in promoting economic development, social progress, improvement of people's livelihood, and ecological protection, and make greater contributions to the sustainable development of the economy, society and the environment.

Chen Zhongyue

Chairman
China Mobile Limited

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. 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 provides international roaming and information services in over 200 countries and regions worldwide. The actual controller of the Company is China Mobile Communications Group Co., Ltd. (“CMCC”). By the end of 2025, CMCC directly and indirectly held approximately 68.80% of the total issued shares of the Company, with the remaining approximately 31.20% 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, and the highest revenue, leading innovation capability, leading brand value, leading market value and leading profitability. The Company’s main business includes communications services such as mobile communications, broadband networks, cellular IoT, and satellite internet; computing services such as data centers, Mobile Cloud, and Mobile Cloud applications; and AI services such as data algorithms, embodied intelligence, digital intelligence culture, digital intelligence e-commerce, and industry digital intelligence services.

Annual Result Performance



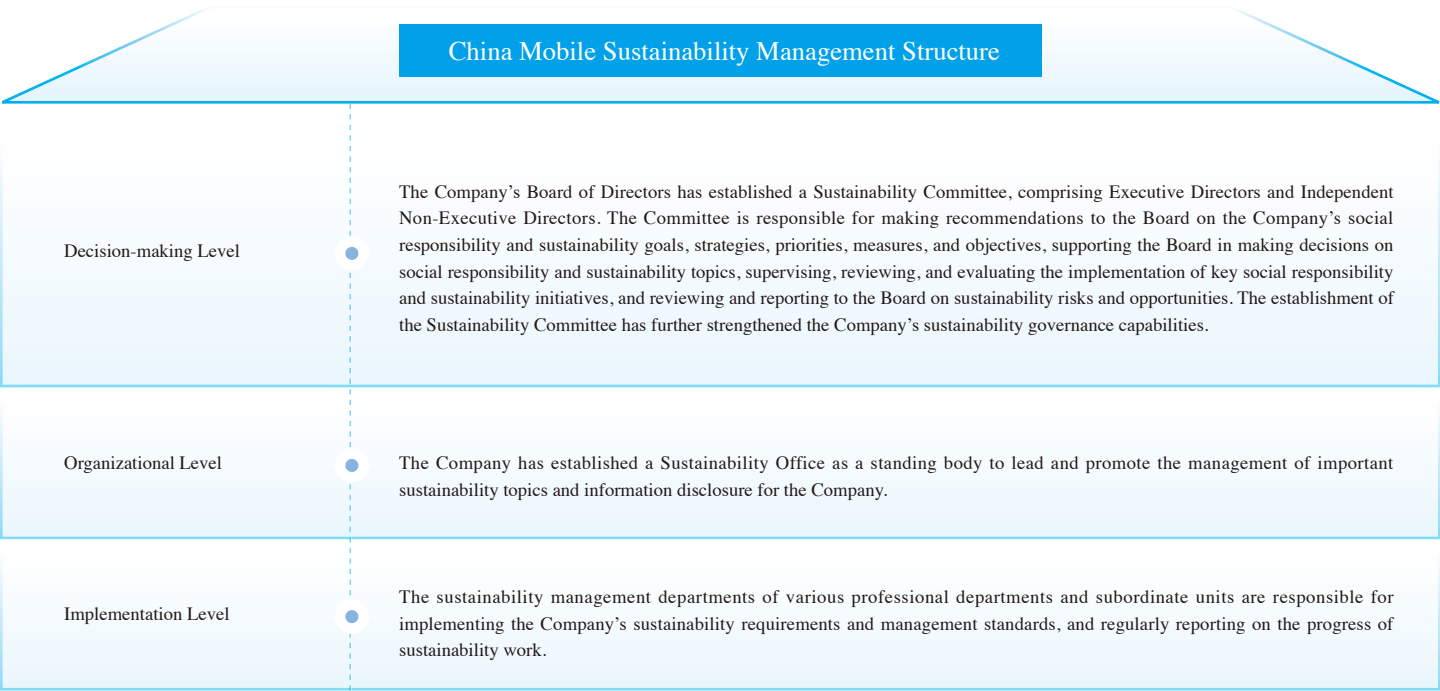
Annual Honors and Awards

	Awarded the title of “ESG Model Demonstration Base” by China Media Group and China Enterprise Reform and Development Society
	Received the highest “Five-Star Excellent” rating in the “China ESG Listed Companies Pioneer 100” list for three consecutive years
	Ranked 1st in Wind ESG comprehensive industry rankings for three consecutive years
	Ranked 32nd in Forbes Magazine’s 2025 “Global 2000”
	Ranked 58th in Fortune’s “2025 Global 500” , retaining its position as the world’s number one telecommunications operator
	In the “2025 Top 60 Central State-owned Enterprises Brand Value” list, which was released under the guidance of the State-owned Assets Supervision and Administration Commission of the State Council (SASAC), China Mobile ranked first in the industry and second among central state-owned enterprises with a brand value of RMB 471.067 billion;
	Among the second batch of achievements from the “Central State-owned Enterprises Brand Leadership Action”, China Mobile had the highest number of selections among central state-owned enterprises; in 2025, “China Mobile” was awarded as an Excellent Group Brand, while “China Mobile Aijia (AI Home)” and “GoTone” were selected as Excellent Brands.
	Bloomberg Businessweek/Chinese Edition’s 10th Annual “Listed Companies of the Year” Awards: “Listed Companies of the Year 2025”, “Best Performance - Best Investor Relations”, and “Most Investable Listed Company”
	Ranked by Extel (formerly Institutional Investor) as “Most Respected Company” (in the “Overall Results” and “Chinese Mainland” categories) in its 2025 “Best Management Teams in Asia” awards, and ranked 1st in the ratings for “Best Investor Relations Program”, “Best Board of Directors”, and “Best ESG” in the telecommunications industry (Chinese Mainland)
	Finance Asia’s “Best Companies in Asia 2025” Gold Award for “Best Telecommunications Service Provider (Chinese Mainland)”
	Corporate Governance in Asia’s “15th Asia Corporate Governance Awards (2025)”: “Best Investor Relations”, “Asia Sustainability Award”, “Best Environmental Responsibility”, and “Best Corporate Communications”
	Received three major awards from the TM Forum Innovation Asia Conference: the “Innovation Vision Award”, “Best Moonshot Project Award”, and “Outstanding AI Project Award” , making it the most awarded operator globally
	Chief Scientist and Chief Engineer Wang Xiaoyun was elected as an academician of the Chinese Academy of Engineering
	Successfully elected as Chair of 3GPP Radio Access Network Working Group 1 (for the first time in China)
	The “Jiutian” AI team was awarded the honor of “Model Central State-owned Enterprise”
	The 5G core technology patent won the Gold Award of the 25 th China Patent Award
	“The world’s first 6G open crowdsourcing experimental device” was selected as one of the “Top Ten National Pillar Brands Amongst Central State-owned Enterprises in 2025” by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC)
	The “globally leading and nationally largest-scale computing network” was selected as one of the “Top Ten mega-projects of China’s central state-owned enterprises in 2025” by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC)
	“Information Gateway! 2Africa Submarine Cable Illuminates the Intelligent Digital Future” was selected as one of the “Top Ten Outstanding Overseas Moments of Central Enterprises in 2025” by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC)

Sustainability Management

Sustainability Governance Structure

The Company has established a Sustainability Committee, which leads a three-tiered “Decision-Organization-Implementation” sustainability management architecture characterized by deep involvement of senior management, horizontal coordination, and vertical integration. The Sustainability Committee oversees overall decision-making, the Sustainability Office handles organization and management, and specialized departments and various subsidiaries implement specific tasks, ensuring clear responsibilities and a well-defined division of labor for the efficient implementation of sustainable development initiatives.



Sustainability Strategy

China Mobile adheres to the responsibility philosophy of “Utmost Sincerity in Realizing One’s Potential, Achieving Self-Development and Benefiting Others”. It emphasizes the spirit of “With utmost sincerity, fully realizing one’s own potential, the potential of others, and the potential of all things”. This means that on the basis of achieving its own sustainability, the Company actively leverages its strengths to contribute to economic, social, and environmental sustainability.

“Utmost Sincerity in Realizing One’s Potential” stems from the corporate social responsibility philosophy established by the Company in 2006, and has been China Mobile’s core commitment to responsibility for many years. “Achieving Self-Development and Benefiting Others” further extends the connotation of responsibility from both internal and external dimensions. Its fundamental purpose is to drive and empower the comprehensive development of the economy, society, and environment, based on the Company’s own development.

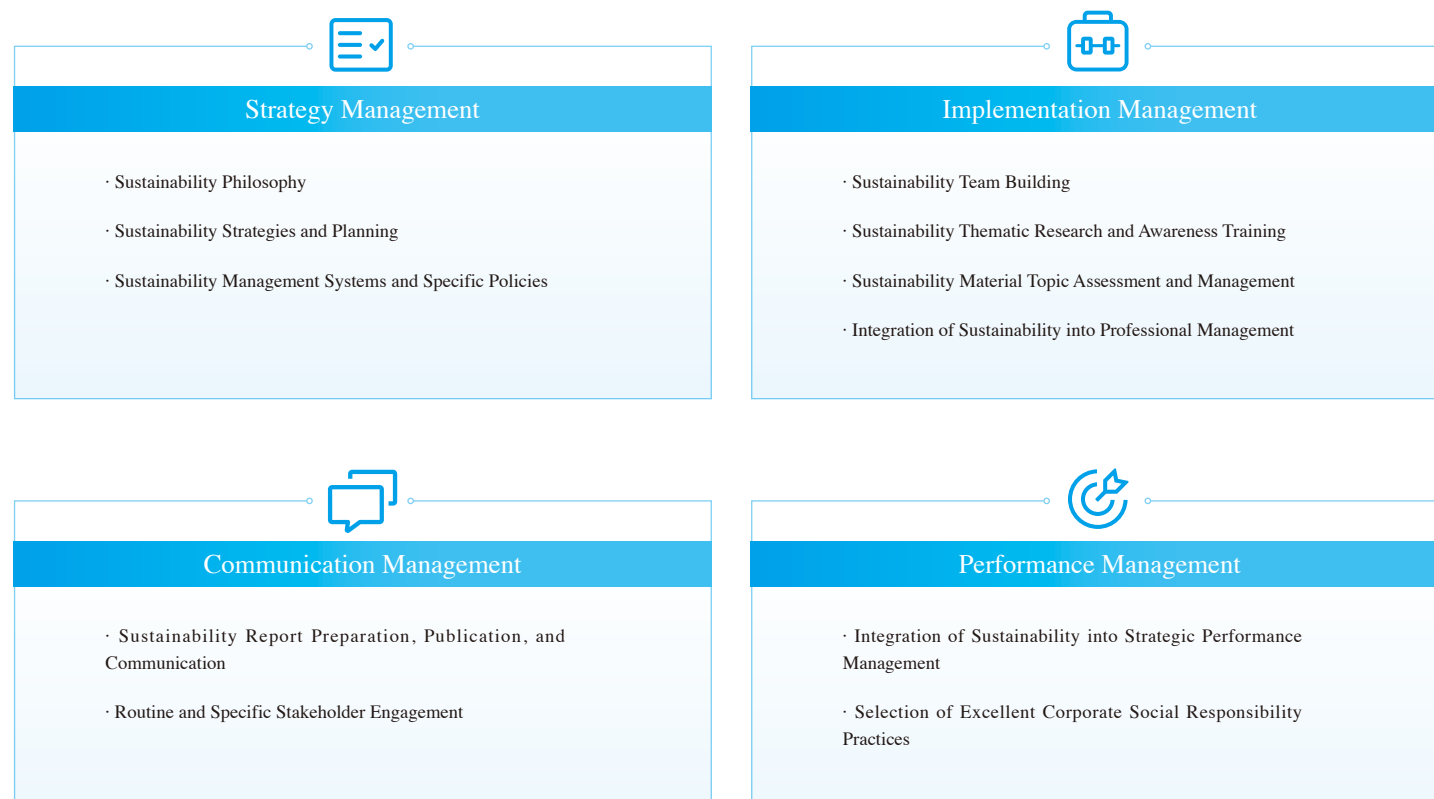
In 2025, the Company took digital intelligence innovation, inclusive growth, green development, and excellent governance as its main lines of action, actively fulfilled its corporate social responsibility, and contributed China Mobile’s wisdom and strength to the sustainability of the economy, society, and environment.

Sustainability Management System

The Company has established and improved the comprehensive framework of sustainability policies, internal controls, and management mechanisms and processes, and established four core modules: strategy, implementation, performance, and communication, thereby forming a strategic sustainability closed-loop management system. At the same time, leveraging the regular compilation and release of Sustainability Reports as a key initiative, the Company has built a long-term sustainability engagement mechanism covering all employees and all processes.

Since 2008, the Company has continuously conducted annual selection activities for outstanding corporate social responsibility practices. Over 18 years, we have collected 1,464 practical results from various units, selected 319 best practices, and effectively guided all units within the Company to actively participate in social responsibility practices.

China Mobile Sustainability Management System



The Company incorporates key ESG indicators into the business performance assessment and management for company executives and their respective units, improves the sustainability supervision mechanism, and promotes the Company's coordinated development across economic, environmental, and social dimensions.

Stakeholder Communication

The Company regards valuing stakeholder concerns as the foundation for implementing sustainability. Based on strategic, comprehensive, systematic, and participatory sustainability management guiding principles, it identifies six major stakeholder groups that may or have already had a significant impact on the Company's business and operations. Meanwhile, during the preparation of the Sustainability Report, the Company actively collects topics of concern to stakeholders and integrates them into the Company's relevant decision-making and policy formulation.

Stakeholder	Expectations and Concerns (Top 5) ¹	Communication and Feedback Channels
Customer	1. Safeguarding Data Security and Customer Privacy 2. Enhancing Product and Service Security and Quality 3. Ensuring Supply Chain Security 4. Combating Commercial Bribery and Corruption 5. Financial Performance and Taxation	· Customer Day · Customer Satisfaction Survey · 10086 Hotline · Mobile App · Weibo, WeChat and other new media · CEO Mailbox · Online and Mobile Service Halls
Employees	1. Safeguarding Employee Rights and Interests 2. Safeguarding Data Security and Customer Privacy 3. Employee Growth and Development 4. Employee Care and Well-being 5. Enhancing Product and Service Security and Quality	· Staff and Workers' Congress · Employee Performance Appraisal Mechanism · Regular Training · Employee Grievance Mechanism · Performance Communication Mechanism · CEO Mailbox and Union Chairman's Mailbox
Shareholders and Investors	1. Employee Growth and Development 2. Leveraging Digital Intelligence Technology to Empower Economic and Social Progress 3. Innovation-driven Development 4. Corporate Governance and Internal Control Management 5. Technology for Disaster Prevention and Relief	· Annual Reports, Interim Reports and Announcements · Results Briefing · Roadshows and Reverse Roadshows · Shareholders' Meetings · Investor Meetings
Value Chain Partners	1. Safeguarding Data Security and Customer Privacy 2. Enhancing Product and Service Security and Quality 3. Anti-Unfair Competition 4. Ensuring Supply Chain Security 5. Combating Commercial Bribery and Corruption	· Procurement Activities · Supplier Portal, Supplier Service Center, and Supplier Service Hotline · Training and Evaluation · CEO Mailbox · Forums and Conferences
Government and Regulatory Bodies	1. Safeguarding Data Security and Customer Privacy 2. Enhancing Product and Service Security and Quality 3. Promoting the Inclusive Application of Digital Intelligence Technologies 4. Combating Commercial Bribery and Corruption 5. Ensuring Supply Chain Security	· Routine Reporting and Communication · Thematic Research Field Meeting · Related Forum and Exchange Activities
Media, Industry Organizations, Research Institutions, Non-profit Organizations, and Others	1. Safeguarding Data Security and Customer Privacy 2. Leveraging Digital Intelligence Technology to Empower Economic and Social Progress 3. Enhancing Product and Service Security and Quality 4. Technology for Disaster Prevention and Relief 5. Safeguarding Employee Rights and Interests	· Stakeholder Communication Activities · Weibo, WeChat and other new media · Non-profit Project Platform · CEO Mailbox · Mass Media

¹ The top 5 topics of expectations and concerns from all stakeholders are derived from the conclusions of the 2025 special stakeholder survey on key sustainability topics.

Sustainability Topic Assessment

The Company prioritizes the identification, assessment, and disclosure of sustainability topics as an important part of its sustainability management. It regularly conducts material topic analysis annually and, based on the analysis results, improves its sustainability work system and mechanism processes. In 2025, the Company, in conjunction with the latest requirements of the Hong Kong Exchanges and Clearing Limited (HKEX) and the Shanghai Stock Exchange, conducted sustainability topic assessments, fully incorporating the perspectives of stakeholders and multiple internal departments, to comprehensively analyze the impact materiality and financial materiality of sustainability topics on the Company.

China Mobile 2025 Double Materiality Assessment Process

1 Topic Identification

Background Analysis and Topic Identification

The Company researched and analyzed major domestic and international sustainability disclosure standards, sustainability hotspots, industry characteristics, and company strategy, identified 32 potential sustainability topics, and established a topic repository.

2 Topic Assessment

Impact Materiality Assessment

Stakeholders and internal experts jointly assessed the issues based on impact and likelihood, collecting 2,077 valid questionnaires.

Financial Materiality Assessment

Internal experts of China Mobile assessed the financial materiality of each topic through the likelihood of risks and opportunities and their impacts, and then submitted the assessment results for review and confirmation by various departments.

3 Topic Analysis

Double Materiality Assessment Analysis

Based on the assessment data from Step 2, the 2025 Material Topic Matrix was formed to determine the material sustainability topics for the current year.

4 Topic Disclosure

Guiding Sustainability Disclosure and Practice

The Company, guided by analysis results, conducted targeted disclosures and practice enhancements.

Background Analysis and Topic Identification

China Mobile comprehensively considers internal and external factors to ensure the scientific rigor, practicality, and forward-looking nature of its topic repository, providing strong support for the Company's sustainability.

Policies, Regulations, and Regulatory Requirements

Corporate Sustainability Disclosure Standards — Basic Standards (Trial) and Corporate Sustainability Disclosure Standards No. 1 — Climate (Trial) by the Ministry of Finance and eight other ministries and commissions; Environmental, Social and Governance (ESG) Reporting Guide by the 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 Shanghai Stock Exchange for Self-Regulation of Listed Companies — Standardized Operation by the Shanghai Stock Exchange, and Reference Indicator System for ESG Special Reports of Central State-owned Enterprise-Controlled Listed Companies by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC).

International Standards and Capital Market Rating Requirements

United Nations Sustainable Development Goals (SDGs), Ten Principles of the United Nations Global Compact (UNGC), International Sustainability Standards Board (ISSB) IFRS S1 and S2, GRI Sustainability Reporting Standards, etc., Wind ESG ratings, etc.

Stakeholder Expectations

The Company extensively collects opinions from shareholders, customers, employees, suppliers, community residents, regulatory bodies, and other stakeholders through questionnaires, interviews, roundtable discussions, and other methods; comprehensively analyzes these expectations and incorporates them into the topic repository considerations, balancing the concerns of various stakeholders.

Strategy Planning and Business Priorities

Closely integrate with the Company's own strategic plan and annual business priorities, such as strengthening, optimizing, and expanding communications services, computing services, and AI services. This ensures that the topic repository aligns with the Company's development direction, thereby contributing to the achievement of strategic goals.

Topic Optimization

In accordance with the Company’s vision of becoming a world-class sci-tech service enterprise and its mission to strengthen, enhancing, and expand the layout of communications services, computing services, and AI services, and to better demonstrate its achievements in serving the economy, society, and people’s livelihoods, the report adds four key corporate issues: “Leveraging Digital Intelligence Technology to Empower Economic and Social Progress”, “Deepening Overseas Responsibility Fulfillment”, “Promoting Coordinated Regional Development”, and “Rural Revitalization”. A total of 32 sustainability topics have been formed. The topic name of “Labor Union Safeguards” was adjusted to “Employee Care and Well-being”.

Impact Materiality Assessment

Topic impact materiality refers to whether a company’s performance on respective topics significantly affects the economy, society, and environment. In 2025, China Mobile conducted a topic impact materiality assessment through questionnaires aimed at stakeholders to understand the criteria of severity, collecting 2,077 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

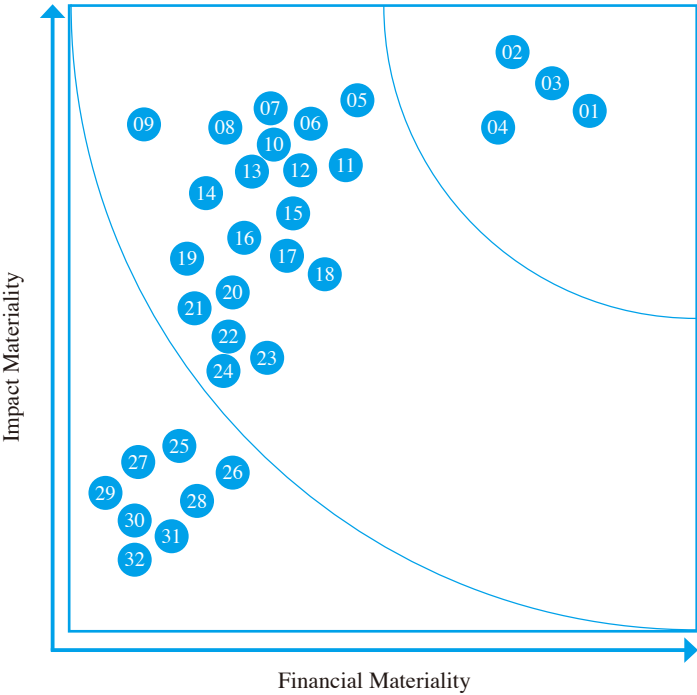
Topic financial materiality refers to whether a topic is expected to materially impact a company’s business model, operation, development strategy, financial position, performance, cash flow, access to finance or cost of capital over the short, medium and long term. Internal experts of China Mobile assessed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

The likelihood of risks and opportunities 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 assessment methodologies and data for assessing impact materiality and financial materiality, China Mobile has developed the 2025 Material Topic Matrix. We identified a total of 24 material topics: four topics triggering higher impact materiality and financial materiality and 20 topics only triggering impact materiality.

China Mobile’s 2025 Material Topic Matrix



Topic Materiality	Sustainability Topics
Double Materiality (Impact Materiality and Financial Materiality)	01 Technological innovation 02 Data security and customer privacy protection 03 Energy utilization 04 Addressing climate change
Impact Materiality	05 Product and service safety and quality 06 Network quality assurance 07 Leveraging digital intelligence technology to empower economic and social progress 08 Supply chain security 09 Anti-commercial bribery and anti-corruption 10 Employee growth and development 11 Deepening overseas responsibility fulfillment 12 Stakeholder communication 13 Employee rights protection 14 Promoting coordinated regional development 15 Employee care and well-being 16 Social contribution 17 Corporate governance and internal control management 18 ESG management 19 Technology for disaster prevention and relief 20 Promotion of digital and intelligent inclusiveness 21 Technology ethics 22 Rural revitalization 23 Anti-unfair competition 24 Fair treatment of SMEs
Others ²	25 Ecosystem and biodiversity protection 26 Taxation 27 Circular economy 28 Environmental compliance management 29 Due diligence 30 Pollutant emissions 31 Waste management 32 Water resources utilization

² During the compilation of this report, a standardized materiality assessment was conducted. According to the evaluation results, eight topics—ecosystem and biodiversity conservation, circular economy, environmental compliance management, pollutant emissions, waste management, water resource utilization, due diligence, and tax compliance—were deemed not to possess financial or impact significance. Further analysis revealed that, as the Company has no industrial manufacturing processes, the six environment-related topics listed above have low impact and minimal probability of occurrence. Additionally, the Company has consistently employed various methods to monitor its sustainability performance, establishing sound management practices for due diligence and tax compliance, thereby mitigating potential sustainability risks. Notwithstanding the above assessment, to ensure comprehensive disclosure of all topics and enable stakeholders to fully understand the Company's status, this report still includes information pertaining to these eight topics.



01

Digital Intelligence Innovation

China Mobile is committed to its vision of becoming a world-class sci-tech service enterprise. Aligning with the standards of “product excellence, brand distinction, innovation leadership, and modern corporate governance”, we promote the deep integration of scientific and technological innovation with industrial innovation, China Mobile strengthens the network foundation, enhances digital intelligence capabilities, and builds a robust enterprise brand. China Mobile accelerates the construction of new information infrastructure, and speeds up the integration of digital intelligence technologies into all sectors of the economy and society, empowering various industries and serving thousands of households.

Key Achievements of the Company During the “14th Five-Year Plan” Period (Beginning of Period - End of Period)

Number of 5G
Base Stations:
0.39 million



Number of 5G
Base Stations:
2.77 million

Number of
Households Covered
by Gigabit Networks:
70 million



Increased to
530 million

International
transmission
bandwidth
91 T



Increased to
406 T

Number of
5G Network
Subscribers:
60 million



Increased to
642 million

Number of valid
patents:
8,614



Increased to
20,514

Number of strategic
partners:
63



Increased to
158

Additional 5G industry commercial
cases:
over **57,000**

Accumulated High-Quality Datasets:
3,500 TB

Total intelligent computing capacity³
reached
92.5 EFLOPS(FP16)

³ Total intelligent computing capacity includes both self-built and leased intelligent computing capacity.

Revitalizing Communications Services

The Company maintains a leading position in core communications fields such as mobile communications, broadband networks, cellular IoT, and satellite internet. The Company has built a solid foundation for high-speed and high-quality networks, forged outstanding network operation and maintenance capabilities, provided high-quality communications services, jointly built a new ecosystem for communications services, and contributed to the high-quality development of the digital economy.

Mobile Communications

In 2025, the Company continued to deepen 5G network coverage and upgrade its capability, and built a leading 5G network, improving network operation and maintenance (O&M) capabilities, and innovating distinctive 5G applications, thereby fully unleashing the value of the wireless network. 5G network customers reached 640 million, with over 57,000 5G industry commercial cases serving 91 out of 97 major categories of the national economy.

Building a Leading 5G Network

The total number of 5G base stations exceeds **2.77 million**

The Company was the first to introduce 5G-A core network intelligence in the world.

We have achieved continuous 4G and 5G network coverage in areas above township level across China. 4G network coverage in administrative villages exceeded **99.7%**.

5G network coverage exceeding **96%**, covering **97%** of the population in Mainland China

Enhancing Network O&M Capabilities

We developed network-wide intelligent sensing and scheduling capabilities, established a real-time sensing system covering the entire network, self-developed a new generation of intelligent scheduling technology, achieved end-to-end low-latency assurance across regions and scenarios, and maintained industry-leading network quality and service levels.

We fortified global network data transmission path (routing) security monitoring defenses, strengthened multi-level security protection at network boundaries, introduced multi-dimensional intelligent analysis models to identify routing anomalies, achieved automatic monitoring and early warning of routing fluctuations, and enhanced cyberspace security defense capabilities.

We explored integrated applications of artificial intelligence and mobile communications networks, globally pioneered the introduction of 5G-A core network native AI architecture, built “intelligent control plane” and “intelligent user plane”, formed a full-cycle joint intelligent control capability of “sensing - analysis - assurance - feedback”, and provided exclusive services such as network speed assurance and intelligent application acceleration for over ten million premium package users.

Innovating Distinctive 5G Applications

New Calling

Simultaneous interpretation function enables intelligent translation of multiple languages; we have incubated AI call assistants, featuring services such as AI visual menus, AI call membership, popular science object recognition, and medical consultations. The project “Research and Large-scale Application of Key Technologies for New Generation Intelligent Calling”, primarily focused on 5G New Calling, won the First Prize for Science and Technology from the China Institute of Communications (CIC).

New Message

Upgrade *Lingxi* Messaging smart agent, focusing on life service recommendations and travel scenarios, providing more than 70 proprietary capabilities and integrating 30 ecosystem capabilities; China Mobile’s “5G Messaging Global Multi-operator Cloud-based Service” was honored as an excellent case for “Building a Community with a Shared Future in Cyberspace” at the 2025 World Internet Conference Wuzhen Summit.

5G Private Network Product System

We built traffic, campus, on-site, and dual-domain private networks, accelerating 5G-A business model innovation. Cumulative 5G industry commercial cases have exceeded 57,000, serving 91 out of 97 major categories of the national economy, with a penetration rate of 93.8%.

Broadband Networks

The Company continued to advance precise broadband coverage, driving business growth with network capabilities, efficiently consolidating its gigabit leadership, actively promoting the evolution of broadband networks towards 10-gigabit, and leading the development of next-generation optical access network technical standards and industry. The number of households covered by Gigabit networks has reached 530 million, and the Company is actively promoting 10-gigabit optical networks in pilot programs across multiple regions.

Smart Networking and FTTR

To address the need for passive response in home network operations and maintenance, and strengthen AI monitoring capabilities to solve the challenge of delayed user network problem detection in traditional modes, we have enabled proactive prediction and localization of network problems before users perceive them.

Senior-Friendly Products

Mobile HD products customized for the seniors offer age-appropriate content such as traditional opera and health and wellness programs, and enhance the user experience for seniors through simplified interfaces like “play on startup” and “one-button switching”.

Mobile High-Definition

We have upgraded AI-enhanced multi-form and multi-screen terminal products, integrating devices such as “TV, speaker, computer, learning tablet, and video phone” into one. These products combine multi-scenario services like audio-visual entertainment, health and wellness, education, care, and communication, delivering a smart living experience of “five screens in one, one screen for companionship”, with over 10 million connected users.

We have upgraded AI voice remote controls, achieving an upgrade from “single interaction” to “dual-control smart interaction”. The new-generation voice remote control uses voice to control the set-top box and buttons to control the TV, solving the “two remote controls” hassle and enabling one-button access to on-demand and live channels. User satisfaction has increased by 6.1 percentage points annually.

Building a Globally Leading High-Speed Visual Internet

Leveraging the computing power internet architecture, we build a video acceleration network to effectively improve transmission efficiency.

We launched the “General-Purpose Plus Specialized” Private Video Network, featuring elastic intelligence, industry-specific solutions, and exclusive services, and established platform base nodes covering 31 provinces.

We have independently developed the *Jiutian* Internet of Videos (IoV) large model, launched video network large and small model algorithms across the entire IoV, and accumulated high-quality dataset annotations.

We have achieved a comprehensive AI+ upgrade, accumulating AI scenario models for digital villages, government affairs, video-enabled fire safety, smart cadre education, and other areas, thereby creating a new paradigm for AI+ IoV business applications and realizing a significant leap in value.

Cellular IoT

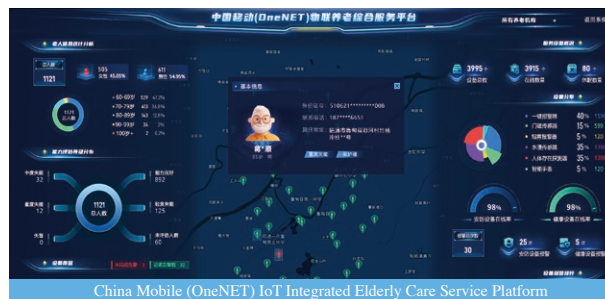
Leveraging its ubiquitous three-dimensional network, the Company further deepened its penetration into industry markets and, through an integrated deployment of modules, chips, platforms and applications, promoted the development of IoT connectivity solutions. The Company has created CMCCONELINK, the world's largest connection management platform. The company ranked second globally in terms of cellular module market share, the Urban IoT Perception Platform has been rated first in market share for two consecutive years. The Smart Water Large Model has been successfully deployed in benchmark projects such as the South-to-North Water Diversion Project. The new connection scale of intelligent connected vehicles led the industry. The "Wanxiang Gengyun" Large Model was recognized as an excellent case for national rural revitalization.

We achieved key breakthroughs in independent and controllable technologies. *The 5G IoT Downlink Processing Enhancement Technology Solution*, which focuses on optimizing 5G chip technology, won the bronze medal at the Geneva International Exhibition of Inventions, and we released the first domestic RISC-V core satellite+cellular dual-mode narrowband communication IoT-NTN chip.

Ecosystem operations yielded significant results. The IoT Alliance now covers over 2,000 industry chain enterprises. We established an AIoT joint laboratory with Xidian University.

IoT Sensing Services – Building “Smart Guardianship” for More “Caring” Senior Care Monitoring

To improve the home safety and health care for seniors living alone, China Mobile implemented the Home and Community Basic Elderly Care Service Enhancement Action in Ludian County, Yunnan Province. By deploying about 4,000 IoT sensing devices such as one-button alarm devices, smoke detectors, human infrared sensors, door magnetic sensors, and water immersion sensors, it built an elderly care operation platform with capabilities such as safety monitoring, health monitoring, and AI smart elderly care assistants. This platform manages health-related smart devices and home safety-related smart devices, enhancing the safety, convenience, and comfort of home life.



Satellite Internet

Facing the 6G network evolution trends and business service demands, China Mobile actively collaborates with the satellite industry chain to provide more users with high-quality integrated terrestrial-satellite network services. The Company, together with China Satellite Network Group and Honor Group, has launched the *BeiDou* messaging services for users, promoting the industrial application of *BeiDou* and enhancing its value in emergency response. The *BeiDou* Messaging Application system Construction and Industrialization Project has been selected for the “Brand Powerhouse Initiative” of China Media Group.

With the issuance of satellite mobile communications business operation license by the Ministry of Industry and Information Technology, the “*BeiDou* + Tiantong” dual-satellite communication service has officially entered a new stage of large-scale commercial application.

BeiDou SMS - Emergency Guardian Across Mountains and Seas

The Company launched the industry's first commercial trial of *BeiDou* SMS service, with service coverage across Chinese Mainland and Hong Kong, China, filling a critical industry gap and effectively ensuring communication needs for emergency scenarios and residents in remote areas.

During disasters such as the 2025 Tibet earthquake, extreme heavy rainfall in North China and extreme typhoons in Guangdong, free services were activated for 310,000 residents in affected areas.



Launch of 5G+BeiDou SMS Commercial Trials

Accelerating Computing Services

Computing services are an important foundation for the digital economy and a key element of Digital China. China Mobile focuses on building an integrated and converged computing network, the development of services such as data centers, Mobile Cloud, and Mobile Cloud Applications, coordinating the layout of computing resources, innovating computing-network convergence models, and jointly building a new pillar for the digital economy development.

Data Centers

The Company closely aligned with the national "East-to-West Computing Initiative" project deployment, the Company accelerates resource planning and construction, focusing on national hub nodes such as Beijing-Tianjin-Hebei, Yangtze River Delta, Guangdong-Hong Kong-Macao Greater Bay Area, Chengdu-Chongqing, Inner Mongolia, Ningxia, Gansu, and Guizhou, boosting resource supply, accelerating upgrades to AIDC, and achieving sound growth in data centers business. The data centers layout covers all national hub nodes and has fully established capabilities.

The Company has upgraded AIDC standardization solutions, integrated advanced technologies such as AI, liquid cooling, and high-temperature water, and a total of 51 data centers/application cases have received national and industry honors in 2025.

The Company has built a full lifecycle management system for data centers PUE based on "Two Domains, Three Phases, Four Transformations", with data centers design PUE being industry-leading.

Mobile Cloud

The Company, with the national integrated computing network as the core carrier, comprehensively advanced the evolution "from cloud to intelligence", expanded the layout of intelligent computing infrastructure, released "Computing Network Brain 3.0", built a "1+N" multi-agent collaborative architecture, and established full-stack computing services capabilities. As shown in IDC reports, the Company's public cloud IaaS+PaaS market share has climbed to fourth place nationwide, while its market shares in healthcare cloud and education cloud ranked first domestically.

· It has achieved full-scale management of computing-network resources, aggregating proprietary and third-party general computing, intelligent computing, supercomputing, and even quantum computing through computing grid integration technology.

· It has promoted the integrated supply of cloud and intelligent computing. The Company has built 2 national intelligent computing training center nodes and 12 regional intelligent computing training center nodes. These nodes encompass different computing specifications, including 100-card, 1,000-card, 10,000-card, and over 10,000-card configurations, capable of undertaking tasks such as pre-training various foundational large models and fine-tuning industry-specific models. It has become a core pillar for the provision of inclusive intelligent computing resources to society and for the Company's internal innovation in large AI models, with its total intelligent computing capacity reaching 92.5 EFLOPS (FP16).

· It built a three-tier computing latency circle of 20 milliseconds nationwide, 5 milliseconds within provinces, and 1 millisecond within cities. The inter-provincial backbone 400G OTN network covers the entire country, and the data bearer network backbone achieves fully interconnected networking between computing hubs.

· It has built a full-process scheduling system, pioneering a computing-network converged graph scheduling algorithm. Its related capabilities have won the First Prize for Science and Technology from the China Institute of Communications (CIC) and ranked TOP1 in IDC's China Computing Power Scheduling Platform Capability Assessment.

· It accelerated the recycling and reuse of long-idle servers and the timely power-off of inefficient cabinets, completing the pilot of a "computing + IDC integration" computing-network architecture, which significantly improved overall resource efficiency and delivery efficiency.



China Mobile Intelligent Computing Center (Hohhot) is the world's largest single-unit liquid-cooled intelligent computing center among global operators, with nearly 20,000 AI accelerator cards deployed, capable of providing 6.7 EFLOPS (FP16) of intelligent computing.

China Mobile Intelligent Computing Center (Harbin) is the world's largest single-cluster intelligent computing center among operators. 18,000 AI cards were deployed, providing 6.93 EFLOPS (FP16) of 100% independently controllable and domestically produced intelligent computing.

Intelligent Computing Products

The Company launched Computing Network Brain 3.0, promoted the upgrade of cloud computing to cloud intelligent computing, built a four-layer technical architecture for cloud intelligent computing IPMS, and facilitated the Computing Network Brain's evolution into a super intelligent agent.



Storage Products

The Company's Mobile Cloud storage products have achieved large-scale commercial promotion, ranking TOP3 in IDC's public cloud storage, and cumulatively serving over 200,000 users, including leading enterprises in industries such as mobile phones and energy.

- Accelerating AI transformation, commercial intelligent computing high-performance file storage has been launched, meeting the high-throughput and low-latency storage demands of the AI training and inference stages.
- Deeply tackling KVCache multi-level caching technology, promoting the adaptation of localized resources to achieve independent control, addressing the low efficiency of data transmission among multiple nodes, and enhancing the performance of large-scale inference clusters.
- Releasing elastic cache disk.
- Upgrading AI data lake, and optimizing metadata architecture to enhance horizontal scalability.
- Upgrading all-flash storage engine, and enabling high-performance erasure coding support.

Platform Products

Mobile Cloud MaaS platform has built full-link service capabilities covering training, inference, and development. Self-developed high-speed inference engine, combined with core technologies such as MoE architecture and model compression, achieved a 4x increase in single-machine throughput and a 4x reduction in first token latency. We have innovated technologies like SOFT-CKPT, supporting stable training of hundred-billion-parameter models for over 30 days, ensuring independent and controllable capabilities.

We have integrated over 200 mainstream large models, over 1100 intelligent agents, and hundreds of MCP services, incubating multi-industry applications. We have launched the "Benefit Enterprise Co-creation" Program, which aims to lower the threshold and cost for SMEs to migrate to the cloud, increase partner revenue share, fully promote the intelligent transformation and upgrading of industries, and jointly build an open and win-win ecosystem through inclusive computing, billion-level dividends, and tens of billions in resource support.

Database Products

The Company explored the deep integration of AI capabilities into database services, and promoted the research and development of vector databases. Leveraging efficient multi-modal data processing and retrieval capabilities, it has successfully empowered China Mobile Cloud Drive to achieve an "AI+" intelligent upgrade. The project "Mobile Cloud Vector Database Empowers Mobile Cloud Drive to Advance Towards AI+" was awarded the "Typical Case" in the 2025 Star River Case Database Special.

China Mobile's Computing Network Brain Empowers Hub Nodes for Computing Integration

China Mobile actively supports the construction of the Yangtze River Delta Hub Wuhu Cluster Computing Public Service Platform, promoting the creation of the nation's first "Five-in-One Computing" public service platform demonstration benchmark. This platform has officially achieved interconnection with the CAS Satellite Operations and Scheduling Platform, marking the full integration of the "Five-in-One Computing" system, encompassing general-purpose computing, intelligent computing, supercomputing power, quantum computing, and space-based computing. The entire chain of "space-based observation - data reception - computing scheduling - information extraction - scenario services" has been realized for the first time at the provincial level with integrated scheduling and collaboration. It has cumulatively aggregated over 600P of general-purpose computing, over 40,000P of intelligent computing, 33.3P of supercomputing power, 2,070 bits of quantum computing, and 1.1P of space-based computing, with a cumulative transaction volume exceeding RMB 400 million. This efficiently supports large model services in relevant industries and empowers the development of fields such as scientific brain, autonomous driving, humanoid robots, automotive, and finance.

Mobile Cloud Applications

Mobile Cloud Drive

The Company fully developed an AI-powered new cloud drive to improve product usability, ease of use, and usage stickiness. The Company upgraded the intelligent management capabilities of user assets, developed premium AI applications such as personal knowledge bases and AI cameras, built an AI Store ecosystem, and provided multi-scenario personal cloud space services.

AI+Mobile Home Security

With machine vision technology at its core, it provides intelligent care services such as elderly care and home security, with more than 25 AI applications. Breaking through core technologies such as IoV home large model matrix, multimodal high-order representation fusion, and heterogeneous mixture of experts, and detection accuracy reached industry-leading levels.

Mobile Cloud PC

Accelerating the upgrade of cloud PC AI+ products, and launching multiple functions such as in-depth reports, text-based videos, image-based videos, MCP plugin sets, and shared knowledge bases. Cloud PC users now exceed 190,000, and the net increase in Cloud PC integrated hardware-software users surpassed 2.2 million.

Mobile Cloud Phones

Cloud phone thin client promotion; one-click access to cloud device mode is now available in provinces such as Jiangxi, Guangdong, Sichuan, and Shandong. The adaptation of age-friendly slim terminals for the elderly has been completed for multiple models. Monthly paying users of Cloud Phone exceeded 5.5 million.

Upgrading AI Services

AI services represent a new service paradigm formed by the widespread and deep integration of artificial intelligence with various industries and fields of the economy and society, fostering an intelligent economy and intelligent society characterized by human-machine collaboration, cross-domain integration, and co-creation and sharing. The Company continues to promote the deep integration of artificial intelligence into all aspects of production, daily life, and corporate governance, enhancing core competitiveness, innovating scenario applications, empowering the digital transformation of the economy and society, and jointly creating a new future for digital intelligence development.

Data Algorithms

Internally, the Company empowers the entire chain of production and operation management through data-driven approaches. It has pioneered a wide-area distributed collaborative computing architecture, accumulated high-quality datasets totaling 3,500 TB, and launched a big data “AI+DATA” service system. Externally, leveraging data as a bond, we empower the development of diverse industries, provide replicable and generalizable practical paradigms for the industry ecosystem, and contribute to the building of Digital China. We continuously upgrade and innovate our three core data products: Risk Control, Insights, and Engagement; innovatively develop new data element solutions such as Data Network, Data Governance, and high-quality datasets; deepen the integration of “Data Element x” across various application scenarios; empower social governance to enhance quality and efficiency.

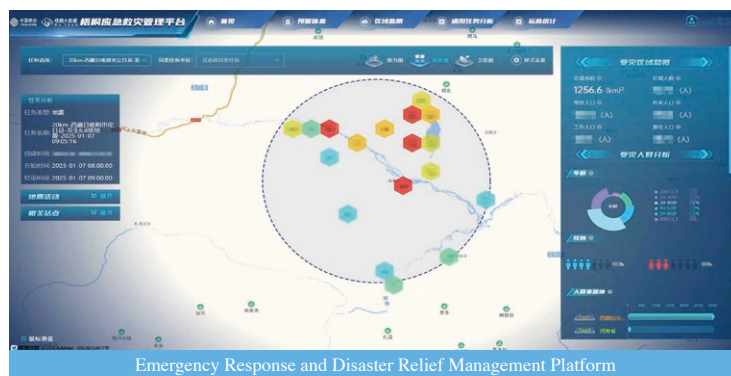
AI Intelligent Assistant *Lingxi* Smart Agent

The AI intelligent assistant *Lingxi* smart agent offers open services to users across multiple touchpoints such as home ubiquitous screens, 5G Messaging, and China Mobile APP, having cumulatively served over 100 million customers. As the super gateway for home AI, it enables intelligent interaction upgrades, breaking through “single-utterance” natural language interaction technology to deliver a “words bring immediate results” smart living experience.

Big Data Drives the Enhancement of National Emergency Command's Real-time Disaster Response Capabilities

In response to national “Smart Emergency Management” development and data sharing requirements, China Mobile, leveraging big data and AI technologies, has established a full-lifecycle emergency response system encompassing “pre-disaster, during-disaster, and post-disaster phases”. By leveraging multi-source data fusion modeling, the system enables pre-disaster crowd flow trend prediction, second-level early warning information dissemination during disasters, and a closed-loop comprehensive post-disaster evaluation, thereby driving the transformation of emergency management from a “passive response” to “intelligent prevention and control” and significantly enhancing the accuracy and timeliness of disaster prevention and control.

At 9:05 AM on January 7, 2025, a 6.8-magnitude earthquake struck Dingri County, Shigatse City, Tibet. Based on China Mobile's emergency integrated service platform and big data insight and analysis capabilities, within 15 minutes of the earthquake, the platform accurately identified the size and distribution of the population within a 20-kilometer radius of the epicenter in the hour prior to the earthquake, and analyzed the gender and age distribution within the region, resident population and other data to help the Ministry of Emergency Management to grasp information about the population in the disaster-stricken area immediately after the earthquake, enabling rapid and accurate decision-making and deployment, greatly improving the efficiency of emergency response, and effectively protecting the lives and property of the people.



Emergency Response and Disaster Relief Management Platform

Embodied Intelligence

Focusing on embodied intelligence R&D, the Company has built a core technology system for embodied intelligence, has striven to develop the *Lingxi* Robot product and has achieved its practical application, continuously enhancing its scientific and technological innovation capabilities in the robotics field. We created the embodied intelligence virtual-real integrated training ground, and built core capabilities for the entire process of physical data collection, cleaning, and labeling, building a million-level dataset.

Targeting “Autonomous Operation”, we are tackling key problems in embodied intelligence large models.

We are tackling key technologies for “hand-eye-brain” coordinated generalized operations, balancing practicality and foresight, and establishing a dual-route R&D system of “layered cascading” and “end-to-end”.

Targeting “Autonomous Interaction”, we are tackling key problems in emotional intelligence and human-computer interaction technology.

We are tackling key problems in anthropomorphic emotional and intelligent interaction technology, innovating a dual-link emotional computing framework based on speech and semantics, and supporting emotional recognition for multiple languages and emotions.

Targeting “Autonomous Mobility”, we are tackling key problems in embodied intelligence mobile navigation technology.

We are developing an embodied intelligence mobile navigation system that covers cloud-based remote operation, follow-me/accompanying, high-precision map navigation for indoor scenarios, and mapless intelligent driving solutions for outdoor open scenarios, completing functional verification and implementation in diverse scenarios such as offices, exhibition halls, and business halls.

Building a million-level dataset and establishing a virtual-real integrated training ground.

We created the embodied intelligence virtual-real integrated training ground, and built core capabilities for the entire process of physical data collection, cleaning, and labeling, building a million-level dataset.

Embodied Intelligence AI Products Applications

We launched three self-developed products: quadruped robot dogs, tour guide humanoid robots, and wheeled robots, which have been piloted and deployed in multiple provinces including Zhejiang, Hunan, Jiangsu, and Guangdong. In nursing homes, seniors stroll accompanied by the quadruped robot; on the green field, running enthusiasts find robot a running companion; the quadruped robot guide dog has completed deployment and adaptation at the Braille Library of China Tactile Museum, enabling blind guidance, and is expected to become a new choice for home care and mobility assistance in the future.



Digital Intelligence Culture

The Company adheres to the close integration of improving people’s livelihoods and promoting consumption. Using new demands to lead new supplies and new supplies to create new demands, the Company forms a diversified product matrix covering video services, music, immersive content, and other fields, providing users with high-quality digital intelligence cultural life experiences through the deep integration of “technology + content + scenarios”.

MIGU Music

A comprehensive digital music service platform with a new positioning as the “Chinese-style Music Hub”, centered around “listen, watch, play, and learn” content services, catering to diverse music consumption scenarios, and offering a one-stop music experience integrating licensed music content, high-quality audio effects, AI+ music creation, and AI services. MIGU Music membership numbers are growing rapidly, and VRBT users have reached 0.46 billion.

MIGU Digital Media

Focusing on digital reading and knowledge services, centered around building a mainstream position for national reading, the Company created an industry-leading premium “online literature + short drama” integrated platform, and an industry-leading knowledge integration platform. Through the “Bookish Learning Program”, we promoted national reading into enterprises and government authorities, serving over 2 million enterprise employees.

MIGU Video

MIGU Video has solidified its position as “No. 1 sports content platform in China”, gathering over 30 sports events such as the Olympic Games, UEFA European Football Championship, top five European football leagues, NBA, UFC, Chinese Super League, and WTT, offering 11,000 exciting live broadcasts, with over 170 million monthly active users across all scenarios.

MIGU Video served as a high-quality comprehensive video client service launched for internet users, offering over 65 million online videos, and over 21,000 exciting online movies, TV series, variety shows, animations, and documentaries.

As the official strategic partner and rights-holding broadcaster of the Chinese Super League, through technologically innovative operating models and systematic communication coverage, the 2025 season achieved 182 million total views, a year-on-year increase of 30.2% compared to the previous season.

MIGU Interactive Entertainment

Focusing on game rights distribution, it has aggregated rights for over 1,600 leading games, and created products for various segmented markets such as young people and the elderly, to meet users' diverse consumption needs.

MIGU Xinkong

Focusing on the immersive content field, it launched innovative products such as AI-powered digital human co-creation, XR large spaces (e.g., “Dunhuang Fantastic Journey”, “The Infinite”), Apple Vision Pro, Autostereoscopy, and AI cloud intelligent production, exploring integrated “online + offline” cultural, commercial, and tourism experiences.

By fully leveraging its advantages in information technology integration capabilities, the Company has promoted the deep integration of emerging technologies such as artificial intelligence, data elements, low-altitude economy, and *Beidou* high-precision positioning with the cultural tourism industry. It innovatively creates new AI+ digital intelligence cultural tourism business models, and for diverse entities such as cultural and tourism authorities, scenic spots, museums, and tourists, it has built comprehensive solutions including cultural tourism big data, AI+ smart scenic spots, AI+ cultural relics protection, and VR immersive experiences for tourists, successfully creating over 2,000 innovative and integrated benchmark projects, continuously empowering the high-quality development of the cultural tourism industry.

Digital Intelligence E-commerce

Mall Services

Mobile *Igou* mall is a digital and intelligent life service platform, built by China Mobile by leveraging its integration, aggregation, and operational capabilities, using communication as an entry point and extending into the lifestyle domain.

Based on fully drawing lessons from the category operation experience of mainstream e-commerce platforms and combined with China Mobile's unique characteristics, Mobile *Igou* mall focuses on “communication connectivity + information services”, “digital and intelligent applications + smart hardware”, and “lifestyle services”. With digitalization, intelligence, and localization as its core selling points, it aggregates high-quality resources from central state-owned enterprises and top internet benefits, striving to build a supply chain management system characterized by “strict quality selection, controllable sources, and traceable services”, thereby creating a differentiated experience through a premium product strategy.

Financial Technology

China Mobile focuses on innovation in risk control technology within the fintech sector, striving to promote the deep mining of high-quality financial risk control data advantages through fintech big data, continuously advancing the R&D and industrial application of financial risk control large models.

The financial risk control large model V2.0 version achieved a breakthrough, innovatively developing three core capabilities: deepfake face detection, document image tampering detection, and visual document understanding. The interception rate for attacks using AIGC-generated faces reached 95%, placing it at an industry-leading level.

Industry Digital Intelligence Services

The Company continues to promote the integration of AI technology with the real economy, embedding intelligent algorithms into the entire process, chain, and elements of digital intelligence production scenarios in industries. Core scenario-based capabilities in various fields are refined to empower the digital intelligence upgrading of industries and contribute to the high-quality development of the economy and society.

Industrial Internet

China Mobile leverages its network and cloud computing capabilities to continuously strengthen the construction of industrial internet platforms and build a five-layer capability system of “connection-technology-platform-application-service” that is independently controlled, promoting the digital intelligence transformation of the manufacturing industry and deepening the application of AI. The Industrial Internet Platform was selected as a national-level “cross-industry and cross-domain” platform by the Ministry of Industry and Information Technology (MIIT), and the *Jiutian* Industrial Large Model was ranked 6th in the 2025 Global Industrial Large Model TOP 50.

The platform has empowered over half of central state-owned enterprise clients, and provided digital transformation services for 88 prefectural-level cities and over 10,000 small and medium-sized enterprises (SMEs).

Focusing on key industries such as equipment manufacturing and petrochemicals, over 7,800 industrial internet projects were implemented throughout the year.

The platform has passed the five-star security assessment by the National Industrial Information Security Development Research Center.

China Mobile Empowers Intelligent Upgrade of Refining and Chemical Production with AI Large Models

China Mobile, leveraging AI large model technology, successfully built and launched a large model application for refining and chemical production in collaboration with leading enterprises. This application focuses on key process links of atmospheric and vacuum distillation units, innovatively establishing two core scenarios: “AI+Intelligent Operation Assistance” and “AI+Production Operation Diagnosis”. The system deeply integrates multi-source data, significantly enhancing operational standardization and efficiency. It can accurately identify and optimize operating conditions such as coking in vacuum furnaces and abnormal liquid levels. While ensuring safe production, it helps save energy and reduce consumption, forming a replicable model of “technology empowerment + business efficiency improvement”. It has been selected as a benchmark case for GSMA Operator AI Empowerment in Vertical Industries in 2025, providing a significant practical example for the smart transformation of the energy and chemical industry.



Intelligent Operation Assistance Application for Petrochemical Refining and Chemical Units

Low-Altitude Economy

The Low-Altitude Aerial Intelligent Network (LAIN) is crucial for coordinating the development and safety of the low-altitude economy. China Mobile actively responds to the nation's major strategic deployment for developing the low-altitude economy, aiming for the largest, highest-quality, and most capable Low-Altitude Aerial Intelligent Network (LAIN). The Company creates industry-leading “three networks” for communication, navigation, and sensing, and independently develops the “China Mobile *Lingyun*” Low-Altitude Management and Service Platform.

Key Technology Innovation and Application

The “Low-Altitude Aerial Intelligent Network (LAIN) Technology System 2.0” was released, proposing six integrated capabilities—communication, navigation, sensing, administration, data, and intelligence—to address low-altitude safety and large-scale development. It pioneered a controllable and manageable technical solution for low-altitude drones based on 5G networking and integrated communication-sensing. The Low-Altitude Aerial Intelligent Network (LAIN)’s technological innovation and application practices won the Leading Science and Technology Award at the World Internet Conference in November 2025.

The Company continued to build the “China Mobile *Lingyun*” Low-Altitude Platform, launched the Low-Altitude Regulatory Platform V2.2, and released the Low-Altitude Platform Developer Community. It has accumulated over 100 scenario algorithms, and developed multiple innovative demonstration applications such as Low-Altitude Regulation, Low-Altitude Security, Low-Altitude Inspection, and Low-Altitude Emergency.

Targeting low-cost and high-performance objectives, key technical solutions such as 700MHz dual-wing networking⁴, four-code integration⁵, and multi-source fusion were proposed. Specialized technical trials were conducted in provinces (cities) including Guangdong, Zhejiang, Sichuan, and Shanghai.

A Low-Altitude Aerial Intelligent Network (LAIN) test facility was constructed; a “Low-Altitude Aerial Intelligent Network (LAIN) Integration and Innovation Laboratory” was built based on an electromagnetic environment digital twin system in Beijing; a “Low-Altitude Aerial Intelligent Network (LAIN) Pilot Validation Platform” was constructed in Chengdu that integrates all elements of the industry chain.

Strengthening terminal and application innovation, we launched 12 self-developed terminals, including the industry’s first 5G airborne connected terminal. It is compatible with over 70 types of drones and over 60 types of detection and countermeasure equipment, having accumulated over 100 scenario algorithms.

⁴ “Dual-Wing Networking”: By reconstructing mapping relationships, it forms time-division staggered main lobes directed towards the air and the ground, to enhance low-altitude coverage and reduce interference.

⁵ “Four-Code Convergence”: Integrating a unique code for each drone, owner information, SIM card information, and networked terminal information, facilitating traceability and tracking.

Contributing to the development of Hangzhou City Low-Altitude Integrated Management Platform

China Mobile has successfully built the nation's first 5G-A+ multimodal 600-meter Low-Altitude Aerial Intelligent Network (LAIN) demonstration zone in Hangzhou City, and helped build a city-wide unified low-altitude integrated management platform. The platform integrates global airspace development, air route management, flight approval, and safety oversight, with supervisory efficiency increasing by over 40%. With the enablement of the intelligent connected network, drones can not only achieve fast and convenient low-altitude logistics transportation above urban, rural, and marine areas, allowing various types of food delivery, seafood, and even ton-level wind power equipment to arrive instantly, but also further developed innovative applications in multiple fields such as medical emergency rescue, industrial inspection, agricultural plant protection, and government emergency response, comprehensively empowering major industries and sectors to rapidly advance in the "aerial track".



Hangzhou City Low-Altitude Flight Data Platform

Smart Transportation

The Company is deeply engaged in the three major areas of "Smart Connectivity", "Smart Vehicles", and "Smart Cities", systematically advancing the development of smart transportation capabilities. It enhances the optimization of intelligent connected services, "human-vehicle-home" all-scenario operations, leading high-precision positioning coverage, and innovation in vehicle-road-cloud solutions. This has resulted in "four firsts" in new energy vehicle connectivity, overseas connectivity, intelligent computing for automakers, and vehicle-road-cloud market scale, providing strong support for the digital intelligence transformation of the transportation industry.

IoV connections under the communication network reached 80.97 million, with comprehensive cooperation established with the Top 10 new energy vehicle manufacturers, and overseas coverage extending to over 100 countries; the computing network has established new collaborations with intelligent computing centers of multiple leading automotive companies, with a service scale exceeding 6 EFLOPS; the navigation network leverages the unique advantage of 5G+Beidou high-precision positioning, covering over 15 million vehicles.

For "human-vehicle-home" all-scenario operations, the "Human-Vehicle-Home" platform has launched two intelligent agents, "Vehicle Assistant" and "Application Assistant", and established an interactive entry point for the cockpit.

Leading in high-precision positioning coverage, over 4,400 high-precision positioning stations have been built, achieving a dynamic accuracy level of 3-5 cm and a service availability of 99.99%.

The Company has taken the lead in compilation of the nation's first carrier-grade Vehicle-Road-Cloud Integrated Network Solution, pioneered a 5G-A edge device integrating communication, sensing, and computing, and built the nation's first fully covered vehicle-road-cloud integrated demonstration project in Wuxi, cutting costs by over 30% at each intersection.

The Technical Requirements for Vehicle-Road Collaborative Roadside Computing Equipment, which the Company led in formulating, was selected as a typical case for the promotion and application of group standards by the Ministry of Industry and Information Technology (MIIT). Additionally, multiple products were launched at industry summits and garnered numerous awards.

"Four Integrations"⁶ Empowers Urban Smart Transportation Upgrade: China Mobile Creates a Vehicle-Road-Cloud Integrated "Wuxi" Paradigm

China Mobile has built the first city-level vehicle-road collaboration benchmark project in Wuxi, innovatively constructed a "four-integration" technology system, and realized a city-wide, full-network, full-coverage intelligent transportation network. Through the integrated networking of 5G and C-V2X and edge computing coordination, the project has achieved a significant reduction in the cost of computing and network facilities compared with traditional solutions. The self-developed intelligent 5G roadside unit provides highly reliable services with 99% reliability and latency lower than 50 milliseconds, effectively supporting scenarios such as pedestrian "sudden appearance" warning and cloud-controlled emergency braking.

The project covers 5,200 kilometers of roads across the city, has completed the connected transformation of 2,675 intersection signal controllers, hundreds of sets of sensing equipment and traffic signs, launched a rich array of city-level applications, and realized the large-scale operation of unmanned minibuses, unmanned delivery vehicles and others. The application results of the project are remarkable: it has accelerated the road network across Wuxi and improved the average vehicle speed during morning and evening peak hours, received extensive media coverage, and set a benchmark for replication across the country.



Wuxi Vehicle-Road-Cloud Integration

⁶ The "Four Integrations": Integration of 5G and C-V2X (Cellular Vehicle-to-Everything) communication, vehicle-road computing integration, vehicle-city cloud and vehicle enterprise cloud integration, and human-vehicle-home integration.

Smart Agriculture

China Mobile strengthens technological empowerment, fully leveraging the integrated capabilities of its new-generation information technologies such as 5G, *Beidou*, cloud computing, IoT, and big data. Focusing on key scenarios such as high-standard farmland, increasing grain yield per unit area, smart breeding, smart animal husbandry, smart fisheries, and low-altitude agricultural technology, it has cumulatively built over 3,000 5G smart agriculture demonstration projects. It has also released large models for agricultural planting and grain storage, facilitating stable agricultural production and income growth, and assisting industrial digital intelligence transformation and upgrading.

“5G+BeiDou + Smart Agriculture” Assisting Large-Scale Corn Yield Per Unit Area Improvement

China Mobile, adhering to the working philosophy of “integration of agricultural machinery and agronomy, matching improved varieties with advanced methods, and integration of high yield and high efficiency”, has developed an agricultural industry large model and successfully explored a corn yield per unit area improvement model that fits the actual agricultural production conditions in Datong City, Shanxi Province. Based on China Mobile’s Digital Intelligence Agriculture and Forestry Platform, it has created a “device + system + application” corn yield per unit area improvement solution. By leveraging 5G+*BeiDou* unmanned agricultural machinery, planting density is increased. Through field IoT monitoring and precision irrigation and fertilization, high yield and high efficiency are achieved. By leveraging agricultural situation early warning and plant protection drones, pests and diseases are precisely prevented and controlled. Through farmland production management and a unified land use map, full-process control from cultivation to harvest is achieved. It is estimated that corn yield increased by 15.5% compared to last year, and labor costs decreased by 50%, achieving increased single-crop yield, reduced costs, and improved efficiency. This initiative was recognized as a national smart agriculture typical case by the Ministry of Agriculture and Rural Affairs.



5G+BeiDou Unmanned Agricultural Machinery Field Operations

Digital Government

In 2025, China Mobile actively responded to the national “AI+” strategy, releasing the “AI+Digital Government Renewal Capability System” and driving the evolution of digital government from the “Five Horizontal and Five Vertical” 1.0 architecture to the “full-stack AI” 2.0 era. The Company has built an intelligent foundation integrating “massive computing + big data + large models”, expanding its application scenarios to include “one-stop online services, unified online management, and collaborative online collaboration”. This is achieved through a “five-in-one” approach: a suite of industry large models, a high-quality dataset, an AI middle platform, a series of innovative scenarios, and a computing scheduling center, injecting powerful momentum into the reshaping of the entire digital government process. The Company partnered with over 10 provinces (cities), including Gansu, Heilongjiang, Shandong, and Jiangxi, to fully promote the leap of digital intelligence government towards an “AI+” intelligent government.

China Mobile Powers Digital Chongqing Development

China Mobile assists Chongqing in actively exploring a new path for mega-city modernized governance, fully participating in the construction of Digital Chongqing’s all domains, providing full-process services including top-level design, solution development, application development, implementation and delivery, and O&M support, thereby supporting the improvement of governance efficiency in areas such as government affairs, economy, society, culture, and the rule of law.



Smart City Operation Center (SCOC)

Smart City

The Company built a new paradigm for urban digital construction with its City Superbrain, enhancing the new level of modern urban governance, activating new drivers for urban development, and contributing to the high-quality development of smart cities.

Nanchang AI+ City Superbrain Platform Enhances Urban Decision-Making Efficiency

In Nanchang, Jiangxi Province, China Mobile supports the deployment of an AI + Urban Super Brain platform, with the goal of promoting intelligent urban governance. Based on the aggregation and integration of city-wide data and centered on building intelligent agent collaboration capabilities, it achieves the construction of generalized capabilities for intelligent urban governance scenarios, fully supporting the city's overall digital transformation and promoting the upgrade of governance and operation systems for megacities.



Digital Village

China Mobile focused on core scenarios for digital village development. Through its “Platform + Ecosystem” strategy, it has built a complete digital service system for grassroots governance, covering everything from technology R&D to scenario implementation, and from standard setting to large-scale promotion. This system delivers strong digital support for the modernization of grassroots governance.

Large-scale deployment has been achieved in the rural governance field, with our self-developed Rural Revitalization Cloud Platform covering 150,000 administrative villages.

In Jishishan County, Gansu Province, the Company has built a demonstration benchmark for “post-disaster reconstruction + digital village”, built a digital governance system for “single-screen comprehensive oversight and single-network unified management”, and effectively enhanced the efficiency of grassroots governance.

A digital village smart assistant, based on “DeepSeek + Local Knowledge Base”, has been deployed in regions such as Sichuan and Gansu, effectively addressing pain points in grassroots work efficiency.

Sanya’s Baoqian Village pioneered an innovative “points-based management + business matching” model, which has gained recognition from the Ministry of Agriculture and Rural Affairs and is planned for promotion.

Lankao Smart Village Affairs Platform - Empowering Grassroots with Technology to Bridge the “Last Mile” of Rural Governance

The smart village affairs platform developed by China Mobile in Putaojia Township, Lankao County, Henan Province, focuses on pain points in grassroots governance and, by leveraging digital means, addresses the “last mile” of rural governance, achieving remarkable results. The platform first constructs a multi-dimensional comprehensive database covering “townships, villages, households, and individuals”, integrating various scattered basic information, subsidy records, and business data to form dynamically updated rural electronic archives, providing a unified data foundation for precise governance. The platform has fully digitized the 28 high-frequency services identified through research, covering livelihood matters such as subsidy inquiries, certificate issuance, and service applications. Through process reengineering, it achieves “end-to-end online processing with traceable progress”. Villagers have shifted from “at most one trip” to “zero trips required”, and the overall business processing efficiency has increased by approximately 70%. The platform focuses on establishing a cross-departmental business collaboration mechanism, automatically and accurately pushing information to all relevant departments. This effectively solves issues such as information asymmetry and enhances governance efficiency and the warmth of services.



Smart Education

China Mobile actively utilizes digital intelligence technologies to promote the inclusivity and upgrading of education. Through “AI+Education” integrated innovation, the Company continues to contribute its digital intelligence capabilities to the digital transformation of education and the promotion of education equity.

In terms of exam digitization

Its AI proctoring service has served over 3 million candidates in 20 provinces nationwide.

In terms of personalized learning terminals

It launched the AI electronic student ID card.

In terms of campus safety and education innovation

The Company led the compilation of the group standard Technical Specification for Campus Anti-Bullying Alarm Systems and launched the AI campus safety “6S E-SAFE” comprehensive safety and prevention control system.

Jointly Promoting the National Smart Education Platform Inclusive Program with the Ministry of Education Resource Center

China Mobile, in collaboration with the Ministry of Education Resource Center, advanced the implementation of the National Smart Education Platform Inclusive Program and jointly launched the National Smart Education Platform Inclusive Program. The Company developed the first national-level inclusive education terminal, the “AI Learn Cloud PC”, which was launched at the 2025 China Mobile Cloud AI conference. The initial rollout benefited over 10,000 teachers and students across 110 primary and secondary schools in 25 cities and counties, including Enshi, Hubei, and Baisha, Hainan. This initiative aims to establish a new model for inclusive education characterized by “full coverage and balanced quality” through “hardware digital intelligence inclusivity + AI value-added + data integration”.

Smart Healthcare

The Company actively serves the “Healthy China” initiative, focusing on four core scenarios: proactive health management in hospitals, civil affairs health supervision, institutional health and elderly care, and grassroots health services. It deeply cultivates large healthcare models, building an integrated health management capability of “connectivity + terminals + platforms + applications + services” to efficiently meet the healthcare needs of the people.

Solving the Challenge of Accessing Medical Care, Ulanqab’s Million Residents Enjoy “Quality Medical Care at Their Doorstep”

Leveraging Mobile Cloud’s “cloud-edge collaboration” core technology, a dedicated platform was built by China Mobile. The Company actively participated in the development of Ulanqab’s county-level integrated medical care system, pioneering the “cloud-edge-device three-level intelligent collaboration” model, effectively improving the dispersion of regional medical resources and the weakness of grassroots services. The project is centered on county-level hospitals, integrating over 10 secondary hospitals and nearly 100 primary healthcare institutions, to establish a three-tier medical network covering county, township, and village levels. Through the regional medical imaging cloud platform, annual duplicate examination expenses are reduced by over RMB 10 million. By integrating “Internet + Healthcare” capabilities, high-quality expert resources are channeled to lower levels, helping residents save medical expenses. The project has established 6 standardized medical communities, covering 6 banners/counties and 2 million residents, significantly improving the county-level medical visit rate. It has become the nation’s first demonstration project to achieve substantive integration of county-level medical communities through edge computing, offering replicable digital smart healthcare solutions for county-level medical reform nationwide and effectively narrowing the urban-rural healthcare gap.



Mobile Cloud is deeply involved in the construction of Ulanqab’s county-level medical communities.

Promoting Integrated Innovation

The Company is committed to high-quality promotion of scientific and technological innovation, focusing on “strengthening the network foundation and driving full-stack innovation”. It is improving the scientific and technological innovation management system, strengthening breakthroughs in key core technologies, promoting deep integration of scientific and technological innovation with industrial innovation, accelerating the development of new quality productive forces, and facilitating the effective transformation of scientific and technological innovation capabilities into real productive forces and market competitiveness.

Strengthening Technological Innovation Management

China Mobile continuously improves its scientific and technological innovation management system by establishing a governance structure, formulating response strategies, strengthening management capabilities, and clarifying management objectives, thereby promoting the high-quality and efficient conduct of scientific and technological innovation.

Analysis of Material Topics: Technological Innovation

In 2025, the Company continued to identify and assess impacts, risks, and opportunities related to scientific and technological innovation, and streamlined relevant management processes and objectives, laying the foundation for formulating scientific and technological innovation response strategies.

• Establishing Governance Structure

China Mobile has established a three-tier governance system—“Strategic Decision-making, Coordinated Management, and Agile Response”—for scientific and technological innovation, forming a closed-loop technical risk management system with clear responsibilities and accountabilities. At the decision-making level, the Science and Technology Committee, as the Company’s highest-level decision-making advisory body, provides high-level decision-making consultation for major decisions and significant technological issues in the field of scientific and technological innovation. At the management level, the Scientific and Technological Innovation Department has established a three-level planning architecture and the “531” planning system, and has set up a technology innovation fault tolerance mechanism to balance innovation exploration with risk prevention and control. At the implementation level, the Company’s Scientific and Technological Innovation Department regularly organizes and conducts special inspections in the field of technology R&D, strengthening the standardized full-lifecycle management of scientific and technological innovation.

• Formulating Response Strategies

	Risk/Opportunity Details	Risk/Opportunity Details	Time Range	Response Strategy
Risk	Information and Communications Industry's Restructuring Risks	Currently, a new round of scientific and technological revolution and industrial transformation is accelerating breakthroughs. Emerging technologies such as artificial intelligence and quantum technology are rapidly iterating, and the information and communications industry is facing challenges in the transition of growth drivers.	Mid-to-Long Term	- Continuously improve the scientific and technological innovation planning system; based on national and company development needs, formulate differentiated deployment strategies for the positioning of various domains; continuously strengthen scientific and technological innovation capabilities; continuously enhance advantages in traditional technology fields; actively secure positions and deploy in emerging technology fields; and ensure proactive reserves of core technologies and capabilities. - Give full play to the leading role of the Science and Technology Committee to scientifically plan the strategic thinking for key technology domain deployment, and effectively enhance the Company's foresight in strategic leadership.
Opportunity	Opportunities for the Development of Strategic Emerging Industries and Future Industries	Currently, the country is accelerating the development of strategic emerging industries such as next-generation information technology, high-end equipment manufacturing, and new energy, and is fostering future industries like 6G, quantum technology, and brain-computer interfaces. Developing strategic emerging industries and future industries is an imperative for the Company to achieve high-quality development and become a world-class enterprise, and it is also a crucial embodiment of effectively leveraging scientific and technological innovation, industrial leadership, and security underpinning.	Mid-to-Long Term	- Strengthen the strategic deployment in strategic emerging industries and future industries, closely align with national strategic guidance, gain deep insights into the transformative trends in industrial development led by new technologies, focus on key future development directions such as next-generation mobile communications and quantum technology, and precisely plan the deployment of new technologies and industries. - Continuously increase R&D investment, center on market demand as the core to guide R&D resources to remain focused. - Comprehensively promote full lifecycle management of patent portfolios, improve management quality and efficiency, continuously build world-class industrial intellectual property operation centers to high standards, and drive the industry to foster a win-win intellectual property ecosystem.

Risk/Opportunity Details		Risk/Opportunity Details	Time Range	Response Strategy
Opportunity	Opportunities for Accelerated Industrial Digital Transformation and Development	Next-generation information technology will profoundly, comprehensively, and lastingly permeate all aspects of the economy and society, reshaping digital intelligence lifestyles, production and operation models, and social governance models. It will become a core force for sustainability and significantly drive a leapfrog increase in labor productivity, helping the economy and society fully transition from the “Internet+” and “5G+” stages into a new “AI+” era. As a key builder of new information infrastructure, the Company will embrace greater market expansion opportunities.	Mid-to-Long Term	- Continuously consolidate and enhance technological capabilities. By driving full-stack innovation to build core competitiveness, we will systematically consolidate our leading position in communication networks, strengthen the growth pole of computing networks, and seize the commanding heights in intelligent network applications. This will ensure a continuous leap in our scientific and technological innovation capabilities, injecting robust technological momentum into the Company’s high-quality development. - Actively expand into new industries, business forms, and models, driving the upgrade of information services from basic connectivity to integrated intelligent solutions. This will comprehensively empower smart manufacturing, smart life, and digital governance, accelerating the digital intelligence transformation of social 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 consistently upholds the philosophy of “controllable risks and innovation-driven”, and actively establishes a systematic and scientific risk identification and assessment mechanism to address the impacts, risks, and opportunities arising from scientific and technological innovation, thereby continuously enhancing the Company’s scientific and technological innovation capabilities and resilience.

Strengthening Management Capability Processes		
1 Identification At the strategic level, the Company has built a robust think tank expert system, regularly analyzed technological trends, evaluate policy implications, and identified risks of deviation in technology roadmaps. - At the business level, for highly exploratory and high-risk scientific research activities, such as the management of major project consortia and scientific research special zones, a multi-dimensional risk identification framework has been established. - At the project level, the R&D management platform was leveraged for the precise identification of risks, such as R&D errors, cost overruns, and supply chain dependencies, that may arise throughout the project’s entire lifecycle.	2 Evaluation - The Company has developed a multi-dimensional risk assessment system by establishing a scientific and rational risk assessment indicator framework, which considers various dimensions such as urgency, scope of impact, complexity of the entities involved, and difficulty of response. - The Company has established a dynamic risk assessment mechanism that integrates risk management data across all platforms and domains, and incorporates expert opinions to regularly conduct risk assessments using a combination of quantitative and qualitative methods, thereby enhancing the accuracy of the assessments.	3 Response - The Company has established a three-level planning architecture and a “531” planning system, coordinated sci-tech innovation initiatives involving significant risks or opportunities, and formulated special plans and programs to address these major risks and opportunities. - For significant sci-tech innovation opportunities, it has refined and developed strategic projects, ensured targeted resource allocation, grasp critical milestones, and established a closed-loop full lifecycle management mechanism. - Focusing on cross-integration domains where risks may emerge, it has built a new cross-organizational consortium model, and improved the organizational system for responding to risks and opportunities.

• Clarifying Management Objectives

In the future, the Company will stay committed to its vision of becoming a world-class sci-tech service enterprise, focus on its main businesses of communications services, computing services, and AI services, coordinate the layout of R&D resources, improve R&D expense management, deeply advance scientific and technological innovation, better invest in networks, more strongly invest in people, and faster invest in new technologies, effectively support strengthening the network foundation and driving full-stack innovation, promote the deep integration of scientific and technological innovation and industrial innovation, and fully serve the Company's high-quality development and the high-level sci-tech self-reliance and self-improvement of the information and communication industry.

Focusing on Tackling Key Areas

The Company has strengthened its role as the main innovation entity, focused on key areas such as 5G-A/6G, computing networks, artificial intelligence, quantum, and satellite internet, carried out key technology breakthroughs, provided high-level innovation impetus for the Company's high-quality development, and contributed China Mobile's strength to promoting the development of new quality productive forces and the advancement of information technology.

5G-A and 6G Fields

Focusing on the frontier areas of 5G-A/6G, the Company has strengthened key technology breakthroughs, and achieved comprehensive breakthroughs in producing original results, driving industrial collaborative innovation, and enhancing basic network competitiveness.

Producing Original Results

- The Company has built an integrated sensing, computing, and intelligence technology system, developed ten key 6G technologies, and ranked among the top global operators in 6G patents and papers.

- The Company led 6G international standards, and spearheaded 6 key technologies—including intelligent agent communication, distributed autonomy, data framework, computing-network convergence, network digital twin, and intrinsic security—into the 3GPP SI standard research framework.

- The Company continuously strengthened 6G open experimental facilities, developed 6G wireless network conceptual prototypes and core network prototypes, and completed the interconnection of 6G access network and core network, forming an end-to-end experimental environment. The Company built an industry-leading small-scale 6G experimental network with 15 sites, completed multiple key technology and service verifications, and achieved Beijing-Hong Kong node laboratory interconnection.

Driving Industrial Collaborative Innovation

The Company led the 5G and New-Generation Mobile Communications Innovation Consortium, gathered 34 central state-owned enterprises to focus on integrated advancement of 5G-A/6G, space-air-ground integration, and integrated communication and intelligence, produced a batch of landmark achievements such as integrated communication, computing, and intelligence small base stations and virtual power plant platforms, and supported the expansion of key industries.

The Company promoted the integrated development of 5G-A and AI, innovatively introduced network big data analysis network elements and wireless network intelligent boards, and enhanced customer experience in important scenarios.

The Company created the industry's first 5G-A embodied intelligence robot application demonstration for power grid inspection, and completed the industry's first 5G-A embodied intelligence humanoid robot torch relay application during the National Games.

The Company launched a cellular passive IoT prototype based on R19, and completed technical verification in typical scenarios such as warehousing and asset management across 5 locations.

Computing Network Field

The Company has achieved significant scientific research and innovation breakthroughs in three key directions: intelligent computing, foundational network upgrades, and the Computing Network Brain.

Intelligent Computing

The Company has developed China solutions for intelligent computing card-to-card interconnection and machine-to-machine interconnection, and completed the formulation of the OISA⁷ Protocol 2.0 for card-to-card interconnection and GSE⁸ 2.5 end-network collaboration technology standards for machine-to-machine interconnection, completed the research and development of GSE-E2E prototype system and verification of 100 cards, and promoted the construction of an independent and controllable intelligent computing ecosystem.

Basic Network

The Company continued to lead the evolution of next-generation network technologies and spearhead the release of the core standard RFC9800 for the next-generation Internet IP basic protocol G-SRv6 in IETF (Internet Engineering Task Force). It completed the first terabit-level real-time S+C+L live network transmission verification of hollow-core optical fiber and the first commercial deployment of optical cable in China, setting an industry benchmark.

Regarding the Computing Network Brain

The Company released Computing Network Brain 3.0, building capabilities for “Intelligent Analysis” of intent, “Intelligent Connection” planning, and “Intelligent Integration” scheduling. This has pioneered the industry’s entry into the “Intelligent Computing Network Brain” era, with service scheduling capability reaching industry-leading levels, providing in-depth services for multiple national-level computing scheduling projects.

Artificial Intelligence Field

China Mobile continues to deeply cultivate this area, tackling the intelligentization of complex systems, forming profound technological accumulation, and independently developing the internationally leading and full-stack independently controllable “*Jiutian*” general-purpose large model system. The comprehensive technical competitiveness of the model has reached an internationally leading level.

Building a Strong Foundation for AI Development

- The Company thoroughly implemented the “AI+” initiative, independently developed the “*Jiutian*” series of general large models and completed the training of a trillion-parameter MoE large model.
- The Company debuted MoMA, a multi-model and agent aggregation service engine, and consumer-grade, fully domestically produced *Beidou* chips. The Company has deployed over 50 industry-specific large models.
- Both the “cognitive intelligence” and “executive intelligence” dimensions of its agents have reached internationally advanced levels (with the JoinAI-Agent and the LX-GUIAgent topping the GAIA evaluation list and the AndroidWorld dynamic evaluation list, respectively).
- Promoting AI+ infrastructure upgrades, AI+ scenario applications, AI+ scientific and technological innovation, and AI+ ecosystem co-building, the Company has successfully built tens of thousands of AI computing clusters, trillions of tokens of high-quality datasets, and trillion-parameter AI large models.
- The “*Jiutian*” full series 3.0 foundational large models have undergone comprehensive upgrades, now featuring full modalities including language, speech, vision, multimodal, and structured data. They cover full-size parameters from billion-level to trillion-level and support full-scenario application environments such as cloud, edge, and device. The *Jiutian* large model topped the OpenCompass list and obtained A-level security certification from China Software Testing Center.

Deepening Innovative Applications of Artificial Intelligence

- The Company has self-developed VLA end-to-end large model, the industry’s first “VLA-RAIL” real-time asynchronous inference framework.
- The Company has self-developed simulation training platform, and created high-quality datasets on a scale of millions, placing us among the top tier in the industry. Humanoid robots have been deployed in over 30 exhibition halls and business halls, while quadruped robots have launched pilot programs in 10 provinces for scenarios such as elderly care and guided tours.
- The Company has collaborated with central enterprises such as China National Petroleum Corporation, Sinochem Holdings, China North Industries Group Corporation, China Logistics, and China Merchants Group on *Jiutian* foundational large models, and with central enterprises such as China National Nuclear Corporation and TravelSky on industry-specific large models.

⁷ OISA is short for Omni-directional Intelligent Sensing Express Architecture. OISA is an open interconnection standard system proposed by China Mobile, aimed at providing AI computing power clusters with high-performance, low-latency GPU card-to-card interconnection solutions.

⁸ GSE, or Global Scheduling Ether, is the Global Scheduling Ethernet technical architecture. It is an Ethernet technical architecture jointly proposed by China Mobile and its industry partners, aimed at breaking through the network performance bottlenecks of intelligent computing centers, creating a new type of intelligent computing center network that is non-blocking, high-bandwidth, and ultra-low-latency, and facilitating the rapid development of high-performance services such as AIGC.

Improving the Innovation Support System

The Company has established sound scientific and technological innovation systems and mechanisms to solidify the foundation for innovation, enhanced the quality and effectiveness of attracting and cultivating scientific and technological talent to stimulate vitality and dynamism, strengthened patent management and the efficiency of achievement commercialization to unleash value dividends, standardized governance of scientific and technological ethics to safeguard high-quality development, and comprehensively built a sustainable innovation and development ecosystem.

Improving Technological Innovation Systems and Mechanisms

The Company continuously strengthened the scientific and technological innovation layout in key areas, established the China Mobile *Jiutian* Artificial Intelligence Technology (Beijing) Company Limited, formed the Embodied Intelligence Industry Innovation Center, and created the AI+ New Industrialization Innovation Institute, aiming to build an artificial intelligence innovation hub.

The “National Intellectual Property Operation Center for 5G Industry” has been upgraded to the “National Information and Communication Industry Intellectual Property Operation Center”, advancing from the 5G domain towards a national leading platform for information and communication. This move comprehensively expands the breadth and depth of its business, promotes collaborative development of intellectual property across the upstream and downstream of the industry chain, and continuously drives the effective release of technological value.

The Company officially released a unified scientific research platform that leverages AI's inherent capabilities to connect the entire scientific and technological innovation process, driving a new paradigm shift in AI + scientific research.

Enhancing the Quality and Effectiveness of Attracting and Cultivating Scientific and Technological Talents

Cultivating Innovative Talents

Leading scientific and technological talents are emerging one after another. Chief Scientist and Chief Engineer Wang Xiaoyun was elected as an academican of the Chinese Academy of Engineering. The Company has achieved a historic breakthrough in leading scientific and technological talents, with 20 experts having been selected for national talent programs and awards.

The Company continuously expanded the “10-100-1000” expert talent pool, intensified efforts in recommending scientific and technological talents, and nominated outstanding experts to participate in honor evaluations and training organized by entities such as the Ministry of Industry and Information Technology, the State-owned Assets Supervision and Administration Commission of the State Council (SASAC), and the China Association for Science and Technology.

The Company established a talent echelon comprising over 20 strategic leading talents, over 7,000 high-level expert talents, over 20,000 excellent engineers, and over 19,000 outstanding young talents.

Establishing a Science and Technology Association System

The Company continuously strengthened the Science and Technology Association System, established 16 Science and Technology Association Academies, 44 Science and Technology Associations, and 4 major Science and Technology Association regional divisions, bringing together 477 Academy experts and over 235,000 members;

The Industrial Investment and Financing Special Working Group, along with the Cloud Computing, Security, and other technology academies, jointly held 3 events covering multiple frontier fields such as Low-altitude Intelligent Internet of Things, Cloud Intelligent Computing, and AI Cybersecurity and Information Security, fully stimulating the innovative vitality of scientific researchers.

Enhancing Patent Management and the Efficiency of Scientific and Technological Achievement Transformation

The Company continuously drives the transformation of scientific and technological innovation achievements, fully unleashing their value, and continuously empowering the cultivation and development of new quality productive forces.

Developing Standards

The Company has led a total of 364 5G international standard projects (including 235 5G-A projects) and 14 6G standard projects, ranking first among global operators.

The Company officially joined the International Telecommunication Union - Telecommunication Development Sector (ITU-D).

The Company led the development of the world's first international standard for interactive IoT multimedia communication in the field of IoV for the 5G/6G era.

The Company has held over 80 positions in more than 20 international standard organizations, including key roles such as 3GPP SA Vice Chairman, 3GPP RAN1 Chairman (first time for China), 3GPP CT4 Chairman, and W3C Advisory Committee Member (the world's only operator representative).

The Company served as the co-rapporteur for the 3GPP "6G Wireless Technology Standard" project, leading 6 key technologies, including intelligent agents, data frameworks, digital twins, and intrinsic security, into the 3GPP standard research framework.

Scientific Research Awards

The Company was selected for two consecutive years into SASAC's List of Excellent State-owned Enterprises for Scientific and Technological Innovation (ranked first in 2024, and tied for third in 2025).

The Computing Network was selected as one of the "Top Ten mega-projects of China's central state-owned enterprises in 2025", and the 6G Open Co-creation Experimental Device was selected as one of the "Top Ten National Pillar Brands Amongst Central State-owned Enterprises in 2025".

The Company's 5G core technology patent won the Gold Award of the 25th China Patent Award, becoming the only telecom operator to receive the China Patent Gold Award in this session.

During the 2025 World Internet Conference, the project led by the Company, "Research and Application of Key Technologies for Low-Altitude Aerial Intelligent Network (LAIN)", was awarded the World Internet Conference Leading Technology Award. The Company's "5G Messaging Global Multi-Operator Cloud Service" stood out from 315 global application cases and was successfully selected as one of the 12 outstanding cases.

During the 2025 Mobile World Congress (MWC25), the Company won multiple awards. Its "Autonomous Network Innovation Practice" received 3 GSMA Global Mobile Awards (GLOMO) and 1 GSMA Foundry Excellence Award, while its "Smart Wireless RuralStar Plus Solution" won the GSMA Global Mobile Award (GLOMO) for "Best Mobile Innovation for Emerging Markets".

During the 2025 World Artificial Intelligence Conference (WAIC), the Company's "Integrated End-to-End Trusted Security Protection System for AI Applications" stood out from nearly 300 projects worldwide, winning the 2025 SAIL Award for Leading Artificial Intelligence Achievers (TOP 30).

Patent Creation and Application

The total number of valid patents exceeds 20,000, firmly ranking first among global operators.

According to the latest statistics of the authoritative global intellectual property data platform IPlytics in December, China Mobile has successfully entered the top ten of the global 5G SEP rankings, becoming the first telecom operator to be included in the list.

On October 13, 2025, at the “Intelligence Convergence and Coexistence: Intellectual Property Empowering Industrial Innovation” themed event for the information and communication industry, held during the Dalian Patent Fair, China Mobile - Chinese Academy of Sciences jointly released the country’s first industry-university-research patent pool — the Low-Altitude Economy Patent Pool.

Standardizing Scientific and Technological Ethics Governance

The Company formulated the “Detailed Rules for the Management of Algorithm Tech Ethics Review”, which provides clear guidelines and institutional guarantees for conducting tech ethics security assessments, risk prevention, work supervision, and accountability for algorithm security.

The Company systematically built an ethics governance system covering over 7,000 keywords and developed a detection and filtering system that integrates rules and models, integrating ethics review throughout the entire algorithm development process.

Through dual safeguards of systems and technology, the Company effectively achieved ethical governance of pre-trained data, successfully developing a secure and trustworthy foundational large model; externally, it strongly supported the implementation of key projects, effectively standardized algorithm recommendation services, and comprehensively enhanced the Company’s algorithmic ethics governance capabilities.

The “China Mobile Artificial Intelligence Security Governance Research Center” was established to focus on research into AI security and technological ethics, standard formulation, core technology breakthroughs, technical evaluation, and platform infrastructure and capability development, among other areas. It aims to become a core research institution and a leading technical support force for AI security governance, dedicated to serving as a strategic enabler for the national AI security governance strategy.

The Company extensively promotes and disseminates scientific and technological ethics through various initiatives, advancing the principles of “tech for good” and “digital intelligence for good”. In 2025, the Company did not commit any violations of scientific and technological ethics.

Building a Cooperative Ecosystem

China Mobile, positioning as the chain leader in the mobile information industry chain, has built a multi-dimensional, multi-form ecological cooperation platform, deepening advantageous synergy, resource integration, and win-win development with partners, to build a digital economy ecosystem and jointly empower the high-quality development of digital economy.

Strengthening Supply Chain System

Based on the new development paradigm, with the core focus on enhancing full-chain resilience, the Company is committed to solidifying the foundation of supply chain security, forging a robust and reliable supply chain system, systematically strengthening the risk prevention and control network, enhancing assurance capabilities in critical links, and upholding the principle of fair collaboration to jointly build a symbiotic and win-win industrial ecosystem with a vast number of small and medium-sized enterprises.

Strengthening Supply Chain Risk Management

The Company established an emergency coordination team, built a mechanism and process for emergency reserves of critical resources, and improved the overall system of the China Mobile Centralized Procurement Supply Security Guidelines. It references existing ISO standards and recommended national standards, and leverages mature methodologies such as PDCA to establish a phased, scenario-based, and tiered supply business continuity management system for monitoring, early warning, evaluation, and response to supply risks, achieving closed-loop management of supply risks, and enhancing supply chain resilience and security.

Enhancing Supply Chain Resilience

Establish and improve a diversified supply system. We extensively conducted supplier sourcing, identified potential suppliers, and expanded diversified supplier collaboration. We formulated the Supply Assurance Toolkit to guide suppliers in controlling exclusive materials at the design source and promote diversified component supply.

Widely apply price linkage. We monitored price changes of commodities and consumer chips in real time, analyzed and assessed the impact of raw material prices (such as copper, aluminum, steel, plastics, and lead) and component prices (such as SSDs and DRAM) on IT products, optical cables, cabinets, and other supporting products. We adopted a price linkage mechanism to effectively mitigate the risk of suppliers failing to fulfill contracts due to rising costs.

Establish a coordinated supply and demand mechanism. We regularly conducted thematic communications with key suppliers to promptly understand the latest supply status of various types of equipment. We urged key suppliers to formulate detailed supply plans for critical demands, ensuring the construction of important infrastructure.

Promote accelerated growth of the industrial ecosystem. We established China Mobile's IT product ecosystem building platform, smart home ecosystem building platform, and antenna and feeder system ecosystem innovation platform, to accelerate the verification and supply of core products in key areas. We deepened investment and procurement synergy and R&D and procurement synergy to foster the development of an efficient and low-cost industrial chain.

Equal Treatment of SMEs

Timely and full payment of accounts. The Company optimized approval processes, established green channels, and provided advance payments for eligible SMEs, driving SME payment from "zero arrears" to a new stage of "100% green channel payment", thereby strongly supporting the collaborative development of supply chain partners.

Supply chain finance support. Leveraging our own creditworthiness to support SMEs' accounts receivable financing, the scale of direct financing support for industrial chain finance increased from RMB 56 million in 2020 to RMB 15.286 billion in 2025, significantly reducing SMEs' financing costs.

Expanding the Digital Ecosystem

China Mobile continued to build an open and collaborative digital ecosystem, driven by strategic cooperation, powered by scientific and technological innovation collaboration, linked by equity investment. It actively expanded its international cooperation network, working with all parties to build a digital ecosystem community that promotes mutual progress and co-creates value, jointly empowering the high-quality development of the digital economy.

Strengthening Strategic Cooperation

Adhering to the philosophy of openness and win-win cooperation, the Company continuously deepened strategic collaboration with diverse stakeholders such as governments and enterprises. By promoting governmental cooperation and collaboration with industry partners, it effectively facilitated efficient resource integration and practical project implementation, demonstrating its responsibility in assisting in the construction of digital government and empowering industrial transformation and upgrading.

Strengthening Cooperation with Governments and Enterprises

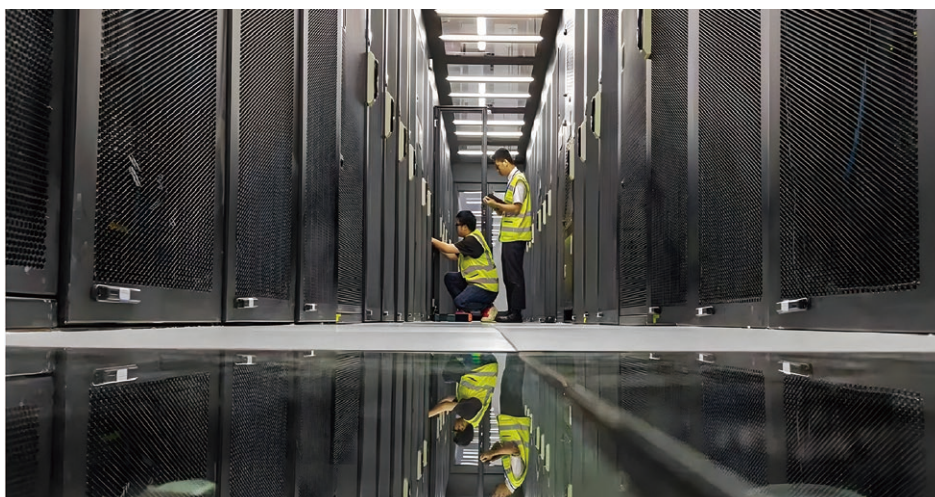
Regarding governmental cooperation, the Company has established strategic partnerships with a total of 43 government entities. In 2025, a new round of strategic cooperation agreements was signed with 8 government entities, including Chongqing Municipality, Xinjiang Uygur Autonomous Region, Henan Province, Heilongjiang Province, Hubei Province, and Jiangsu Province.

Regarding enterprise cooperation, the Company has established strategic partnerships with a total of 158 large enterprises. In 2025, new strategic cooperation agreements were signed with 10 entities, including Dongfeng Motor, Aluminum Corporation of China (CHINALCO), China Digital Logistics, China National Nuclear Corporation (CNNC), and China National Salt Industry Group (CNSIG). A new round of strategic cooperation agreements was also signed with 15 entities, including Alibaba, Postal Savings Bank of China, ByteDance, Pengcheng Laboratory, Chongqing University, and Tsinghua University.

Accelerating the Implementation of Strategic Cooperation Projects

China Changan Automobile IoV Integrated Service Project

The Company achieved comprehensive cooperation with China Changan Automobile in the Internet of Vehicles (IoV) domain, covering “intelligent connectivity + intelligent computing + AI services”. The Company expanded the network connectivity base, and provided high-speed and stable network access for vehicles across all Changan brands, and increasing vehicle network connectivity speed. The Company accelerated intelligent computing cloud cooperation, and provided over 5 EFLOPS of cloud computing, boosting the training efficiency of Changan large models. The Company innovated big data AI services, and jointly provided 500,000 car owners with precise services covering “data traffic + cockpit ecosystem + mobility benefits”



Changan Automobile Intelligent Computing Cloud Service

Deepening Technological Innovation Cooperation

China Mobile has established a “Co-creation+” R&D cooperation system, continuously strengthening external R&D collaboration. In recent years, it has produced over a thousand achievements with partners, including prototypes, standards, papers, and patents. These achievements are directly applied to China Mobile’s networks and existing products, continuously advancing high-efficiency innovation synergy and high-quality innovation cooperation, and facilitating the effective integration of industry, academia, and research.

Co-building Joint R&D Platforms

- Cumulatively, 35 group-level R&D cooperation platforms have been established with universities and enterprises, generating a series of phased R&D achievements that effectively contribute to the development of the Company’s core capabilities.
- The Company jointly established group-level joint research institutes with multiple universities in fields including Artificial Intelligence, Machine Vision, semiconductors, and 6G.
- The Company established joint laboratories with multiple leading enterprises, focusing on areas like core chips, smart voice, and operating systems.

Deepening the Deployment of Scientific and Technological Innovation Funds

The Company has deepened three research funds: the “National Natural Science Foundation of China - China Mobile Enterprise Joint Fund”, the “Pengcheng Laboratory - China Mobile Sci-tech Innovation Fund”, and the “Ministry of Education - China Mobile Research Fund”, to explore and tackle key core technologies and drive integrated industrial innovation through industry-academia-research efforts.

Continuously Expanding International Research Collaboration

The Company established the China Mobile - The University of Hong Kong Joint Innovation Center with the University of Hong Kong, and built the China Mobile - Sinar Mas Artificial Intelligence Joint Laboratory with Indonesia’s Sinar Mas Group, and continuously conducted technology R&D and talent exchange to enhance the international influence of scientific and technological innovation.

Strengthening Equity Investment

The Company adheres to an investment philosophy of “value contribution as the bottom line, industry-investment synergy as the foundation, and ecosystem building as the direction”. With equity investment as the link, it promoted the deep integration of industrial chains, innovation chains, and capital chains. It extensively carried out strategic equity investments in vertical application fields such as smart hardware, information security, cloud computing, IoT, as well as healthcare, fintech, entertainment, and media, facilitating the deep integration of the digital economy and the real economy.

Key Investment Projects for 2025

- The Company invested in the cornerstone investment of HKEX IPO of Beijing Saimo Technology Co., Ltd.
- Acquired Supermap (Thailand) Company Limited, which was later renamed Data Zone Company Limited.
- The Company acquired Hong Kong Broadband Network Limited, strengthening the Company’s strategic deployment in the fixed-line business in Hong Kong.
- The Company invested in Mianyang Science and Technology City Low-Altitude Industry Development Co., Ltd. (a joint venture), primarily to develop a strategic layout in the low-altitude economy sector.

Expanding International Cooperation

Adhering to the principles of openness, connectivity, and collaboration, the Company continuously expanded its channels for international exchange and cooperation, collaborated with overseas partners for mutual benefit and win-win outcomes, and promoted industry innovation, and is committed to building a world-class technology service enterprise image.

“Hand-in-Hand Program” continues to advance ecosystem building:

- Broadening the ecosystem’s reach: Deeply cultivating the core operator community and introducing Kazakhstan Telecom, a leading regional operator, to expand the “Hand-in-Hand Program”.
- Deepening the ecosystem: Upgrading the member rights and benefits system, establishing working groups for traditional and innovative businesses, and agilely responding to market changes.
- Enhancing ecosystem density: Building a new paradigm for efficient and collaborative ecological cooperation, and strengthening interaction and connection among members.
- Elevating ecosystem stature: Creating a landmark event for the 10th anniversary of the “Hand-in-Hand Program”, and holding themed promotional activities in Barcelona and Rome, significantly enhancing the brand’s international visibility.



02

Inclusive Growth

China Mobile deeply implements the people-centered development philosophy, diligently provides high-quality services to customers, fully safeguards the rights and interests of customers, employees, and all stakeholders, fortifies the network and information security barrier, and deepens digital intelligence inclusivity and universal telecommunications services. Leveraging digital intelligence technology to assist rural revitalization and regional coordinated development, the Company has ensured that technology services benefit all citizens, and sharing of development achievements with the society, contributing to the realization of common prosperity.

Key Achievements of the Company During the “14th Five-Year Plan” Period



Cumulatively blocked 70.45 billion spam messages and 134.81 billion nuisance calls, and detected over 4.263 million types of mobile malware.

Cumulatively blocked access to malicious links 868.12 billion times, blocked 9.394 million undesirable websites, and blocked access to undesirable websites 15.7 trillion times.

Successfully completed the sixth to tenth batches of universal telecommunication service pilot tasks, with a total investment of RMB 6.76 billion.

Cumulatively invested RMB 1.69 billion in gratuitous assistance funds in 8 counties receiving aid.

The One Red and One Blue charity project cumulatively donated RMB 178 million.

Cumulative volunteer service person-times: over 500,000

The “Caring Mutual Aid Fund” achieved a cumulative use of RMB 122 million in assistance funds, benefiting 25,400 employees in need.

Serving Customers with Heart

The Company adheres to the principles of customer-centricity and service-orientation, taking high-quality service development as the primary focus and supply-side reform of product services as the key approach. We promote the establishment of an “all-customer, all-business, all-process, all-scenario” smart digital intelligence service excellence experience assurance system, and strengthens the protection of customer rights and interests.

Enhancing Customer Service Quality

Launching Ten Service Commitments

On July 21, 2025, China Mobile actively responded to customer concerns by officially launching ten service commitments. Aimed at improving service standards and setting industry benchmarks, this initiative demonstrates the Company’s commitment to effectively safeguarding the rights and interests of the public, strengthening the provision of high-quality information services, leading the high-quality development of the industry, and earning widespread recognition from all sectors of society.

By the end of December 2025, the problem resolution rate rose by 19.2 percentage points, and the customer satisfaction rate increased by 24.3 percentage points.



Enhancing Customer Service Capabilities

The Company prioritized service capability development, resulting in a comprehensive enhancement of operational efficiency. Front-line service efficiency and the consistency of customer service perception have significantly improved, and the first-call resolution rate for hotline customer issues has further increased.

Continuously Deepening Touchpoint Integration to Enhance Precise Operational Capabilities

Focusing on three major touchpoints: business halls, hotlines, and home broadband installation and maintenance, the Company completed data integration, which supports precise operation of touchpoint services and effectively ensures the consistency and continuity of customer experience.

Continuously Strengthening Empowerment to Enhance Front-line Problem-solving Capabilities

- The Company realized the development of diagnostic and handling capabilities for key and difficult complaint scenarios and made them available on the national hotline agents.
- The Company upgraded human-machine collaborative assistance capabilities to quickly identify customer intent and combine it with preceding service content to provide agents.
- The Company upgraded intelligent coaching capabilities, currently featuring core functions such as large model-based courseware generation, system simulation and practical operation, and digital intelligence mentors.

Comprehensively Deepening Intelligent Touchpoint Applications to Enhance Customer Intelligent Interaction Capabilities

- The Company continuously iterated LLM-powered customer service capabilities, enhancing intelligent voice customer service to achieve full automation of nighttime inquiries in 31 provinces, resulting in a 4.00 percentage points decrease in the nighttime transfer-to-human rate.
- To enhance customers' self-service problem-solving capabilities, the Company launched diagnostic and resolution services for issues such as overage charges and data sharing in 19 provinces, providing customers with a consistently refreshing service experience.

Implementing Refined Customer Services

The Company focuses on customers' core needs, providing refined customer services from multiple dimensions, optimizing the end-to-end APP experience, reconstructing the GoTone customer hotline service system, and comprehensively enhancing customer service quality and experience. These efforts showcase the corporate image and highlight the Company's service standards.

All Sectors of Society Highly Recognize the Company's Service Efforts

Eight work teams of the Company won the "Typical Experience in Building a Quality Trustworthy Work Team" award from the China Association for Quality, 51 work teams won the "Quality Trustworthy Work Team in the Information and Communication Industry" award from the China Association of Communication Enterprises, and 28 units won the "User Satisfaction Service Organization" award.

In the "1st National Telecommunications Service Skills Competition in 2025", China Mobile contestants distinguished themselves among 200 participants nationwide, securing 3 first prizes, 8 second prizes, and 8 third prizes across four major competition categories: customer service personnel, business hall staff, installation and maintenance engineers, and government and enterprise client managers. The number of first and second prizes, along with the total number of awards, ranked first in the industry, fully showcasing the Company's leading capabilities in customer service.



Continuously Enhancing the Service Experience of the China Mobile APP

- The Company initiated the "100-Day Service Quality Enhancement Campaign", and completed experience evaluations for lengthy processes and key business services, and the post-use satisfaction score for the China Mobile APP increased by 0.34 percentage points year-on-year.
- The Company steadily advanced four key safeguards of "Igou Mall"—knowledge assurance, process assurance, capability assurance, and user experience assurance.
- Leveraging an end-to-end management mechanism covering pre, during, and post-service stages, the Company deepened complaint root cause analysis and resolution. In 2025, the monthly average complaint rate for unified products decreased by 36.48% compared with the previous period, and the MIIT-attributable complaint rate for unified key products decreased by 87.1% year-on-year.

Re-engineering the GoTone Customer Hotline Service Experience

- Focusing on key service scenarios for GoTone customers that offer differentiated and perceptibly enhanced experiences—namely priority services, emergency service activation for overdue accounts, exclusive activities, international roaming travel, and invoice issuance—we achieved network-wide unified high-quality services.

Safeguarding Customer Rights and Interests

The Company firmly focused on protecting customer rights and tackling cross-domain issues, continuously enhancing customer experience, and promoting the effective improvement of industry service quality.

The Company proactively launched a campaign to rectify persistent service issues, employing decisive measures to address behaviors that infringe upon customer rights and interests.

- The Company systematically identified persistent service issues that have long remained unresolved and generated significant customer complaints, and meticulously formulated control lists.
- The Company incorporated the rectification of persistent service issues into business performance appraisals, ensuring thorough and decisive problem-solving, and effectively improving customer perception.

Launching a Set of Service Initiatives, Embodying “Showcasing Standards, Wielding A Sharp Sword, and Demonstrating Sincerity”

- Improved service commitment support. The Company actively implemented the Ministry of Industry and Information Technology’s (MIIT) directives, “Responding to Every Public Call” and “Transparent processing, confident usage”. The company released ten service commitments to the public. A dedicated task force was established, promoting the fulfillment of commitments across the entire network.
- Launched service supervision platforms. The general public supervises the fulfillment of service commitments and the implementation of “Internet for the People” initiatives, improving the platform’s processing efficiency, ensuring full acceptance of all cases, full-speed processing, and end-to-end supervision.
- Built comprehensive service systems. The Company issued the China Mobile Comprehensive Service System Construction Plan to promote its network-wide implementation and build a digital intelligence service excellent experience assurance system covering “all customers, all services, all processes, and all scenarios”.

The Closed-loop Service Quality Improvement Mechanism Operates Efficiently

- Relying on the Customer Experience Management Committee, the Company regularly holds service quality analysis meetings to promote a systematic solution to the challenging issues across the entire network from the perspective of systems and mechanisms. These meetings focused on service improvement on the supply quality of related products.

Building a Renowned Brand

Guided by the “brand excellence” standard of world-class enterprises, the Company has continuously deepened its brand building, enriching brands for segmented markets, and making every effort to create the China Mobile strategic brand system. China Mobile’s brand value reached RMB 471.067 billion, ranking first in the industry and second among central State-owned Enterprise on the 2025 Central State-owned Enterprises Brand Value List. The Company became the central State-owned Enterprise with the most entries in the “Second Batch of Achievements in the Central State-owned Enterprises Brand Leadership Action”. In 2025, “China Mobile” was awarded as an Excellent Group Brand, while “China Mobile Aijia” and “GoTone” were selected as Excellent Brands.



Safeguarding Cybersecurity and Information Security

China Mobile attaches great importance to cybersecurity and information security, adheres to the principle of coordinating development and security, deepens bottom-line thinking and risk awareness, continuously improves its network and information security management system, enhances security capabilities and levels, and builds a strong cybersecurity and information security barrier in the digital era.

Strengthening Cybersecurity and Information Security

We continuously improve our cybersecurity and information security management system by perfecting our governance structure, formulating response strategies, strengthening process management, clarifying management objectives, and continuously enhancing the ability to respond to risks and threats.

• Analysis of Material Topics: Data Security and Customer Privacy Protection

The Company identified and assessed impacts, risks, and opportunities related to data security and customer privacy protection, and comprehensively reviewed and clarified relevant management systems, processes, measures, and initiatives, laying the foundation for formulating response strategies for data security and customer privacy protection.

• Establishing Governance Structure

The Company established a Network and Information Security Leadership Team, with the Chairman serving as its head. This Leadership Team is responsible for implementing and enforcing the laws, regulations, policies, and regulatory requirements issued by government authorities concerning network and information security management (including data security, customer privacy protection, etc.). The Network and Information Security Leadership Team has an office under the Network and Information Security Management Department to oversee and coordinate the Company's overall network and information security efforts. Each affiliate'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.

• Developing Response Strategies

	Risk / Opportunity Type	Risk/Opportunity Details	Time Range	Response Strategy
Risk	Data Breach Risk	Telecommunication operators, as critical information infrastructure operators, manage vast amounts of data. Data breaches or data tampering resulting from inadequate data protection may compromise the legitimate rights and interests of enterprises and customers, and could even impact national security and social stability.	Long term	- Establish and enhance data security technical capabilities, strengthening operational mechanisms for data asset risk identification, data classification and grading, and data security assessment. Enhance the research and application of new technologies, such as AI, in the data security domain. - Strengthen data security management, and implement focused control and oversight for critical data processing stages, including important data protection, third-party vendor management, and data sharing with external partners. - Carry out activities such as promoting data security laws and regulations, provide warning education, and conduct skill training, to enhance the data security literacy and compliance awareness of all employees.
	Customer Personal Information Leakage Risk (Illegal or Non-compliant Use)	The leakage of citizens' personal information (which may be illegally or improperly utilized) could lead to the infringement of customers' legitimate rights and interests, subsequently resulting in issues such as telecommunication and online fraud.	Long term	- Strictly adhere to the principles of legality, legitimacy, and necessity in collecting and using customer personal information. By formulating policies such as the China Mobile Data Security Management Measures and the China Mobile Customer Personal Information Protection Implementation Rules, we will deploy comprehensive network and data security technical protection capabilities, and establish a robust customer personal information protection mechanism. - Optimized work processes, referencing the bank's "vault-style management", and implemented critical operations requiring multiple-person authorization. Through technical means, ensuring all operations involving customer information are subject to strict approval controls and comprehensive logging and auditing, to strictly prevent internal employees from illegally or improperly accessing customer personal information.

	Risk / Opportunity Type	Risk/Opportunity Details	Time Range	Response Strategy
Opportunity	Security Capabilities Empowering External Parties and Bringing More Business Opportunities	The Company possesses long-term experience in data security governance and has accumulated rich security capabilities. The Company includes security as an important part of its sci-tech innovation plan.	Medium term	The Company will continuously enhance its own security capabilities, build security products covering cloud, network, edge, and endpoint, providing all-process, all-element, and all-lifecycle security protection for various sectors.
	Data Standard Management Brings Value Enhancement	Data from the National Data Administration for 2025 shows that as of the end of 2024, China's data industry reached a scale of RMB 5.86 trillion, and the continuous increase in the value of data assets will bring revenue growth to the Company.	Long term	The Company participates in the pilot program for full lifecycle management of data assets. The Company will establish a standardized management system to promote the creation of greater value in areas such as data product development and scenario application 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 process management

Monitoring and detection	Monitor data security and customer personal information security incidents through methods such as early warning monitoring and third-party monitoring.	Preliminary Assessment	After discovering suspected data security and customer personal information security incidents, organize relevant personnel to conduct a preliminary assessment of the incidents' relevance, authenticity, and severity, and promptly determine the scope of impact and the source.
Emergency Measures	Based on the preliminary assessment of the situation and source identification, implement appropriate administrative controls and technical countermeasures to block or contain the incident source.	Cause Investigation	Establish an investigation working group to analyze and verify the incident situation, and produce accurate and detailed investigation results.
Impact Analysis	Conduct a comprehensive analysis of the incident's impact across four dimensions: its impact on users, the nation, the industry, and the company, particularly concerning data security and customer personal information security incidents.	Remedial Measures	Based on the incident source and the identified problem cause, implement effective measures to eliminate or mitigate the negative impact caused by the crisis as much as possible.
Risk Screening	Based on the problems and risks identified during the incident handling process, conduct a comprehensive screening of other systems to promptly identify and rectify similar potential risks.	Experience Summarization	Based on the findings of risk screening, summarize lessons learned and areas for improvement, enhance monitoring and early warning mechanisms, technical solutions, and other measures, and develop long-term improvement plans to prevent the recurrence of similar incidents.

• Defining Management Objectives

2025 Management Objectives

Zero major data security and customer privacy breaches

2025 Achievements

No major data security or customer privacy breaches occurred

2026 Management Objectives

Zero major data security and customer privacy breaches

Fortifying Network and Information Security Defenses

China Mobile has firmly upheld the bottom line of cybersecurity and information security, fortified data security defenses, resolutely combated and governed undesirable information, striven to create a clean and clear cyberspace, and protected the healthy growth of minors, provides a solid security guarantee for the high-quality development of the digital economy.

Consolidating the Cybersecurity and Information Security Foundation

Safeguarding Critical Information Infrastructure Security

- The Company established a protection system, formulated Critical Information Infrastructure protection implementation plans and protection plans, and developed actionable security work guidelines.
- The Company established a security incident early warning mechanism, regularly issued incident warnings, and enhanced the proactive defense and response capabilities.
- The Company summarized and compiled excellent cases of critical information infrastructure protection, and shared and promoted valuable experiences.

Safeguarding Data Security Governance

- The Company innovatively established a group-wide data security governance system, completed full-volume data classification and tiered management, compiled a catalog of critical data assets, and achieved full lifecycle data security protection capability coverage.
- The data security expert team and solutions have cumulatively won over 100 industry awards, consistently maintaining an industry-leading position.
- Customer personal information protection has been significantly enhanced. In 2025, “Personal Information, Authorized Use by Authorized Parties” was publicly disclosed as the Ten Customer Service Commitments.

Building a Strong Cyberspace Security Team

- Over 11,000 cyberspace security professionals were certified across the entire network, and nearly 2,000 cybersecurity digital employees have been developed.
- The Company refined and established a cybersecurity and information security talent system covering 6 professional domains and 7 capability levels, and targetedly introduced high-level, high-potential security professionals.
- The Company conducted security practical training and empowerment across the entire network, continuously explored new models for cybersecurity security talent selection, training, and management, and supported the establishment of a cybersecurity and information security talent pipeline.

Prevention and Control of Telecommunications and Online Fraud

The Company strictly adheres to the Anti-Telecom and Online Fraud Law of the People’s Republic of China, fully implementing the “top leader accountability system”. Through strengthening institutional building, innovating anti-fraud services, and carrying out special governance initiatives, the Company continuously maintains a high-pressure stance against fraud, resolutely safeguarding the property safety and legitimate rights and interests of the people.

Improving the Setup of Anti-Fraud Organizations

In line with the positioning of “Capability Center, Dispatch Center, Innovation Center, and Support Center”, the setup of the “China Mobile Anti-Fraud Center” has been optimized to achieve normalized operations.

Strengthening Innovation in Anti-Fraud Services

The Company independently developed the industry’s first one-stop, all-scenario anti-fraud service, “China Mobile Xihe Guardian”, pioneering a dual protection mechanism of “smart technology prevention + anti-fraud insurance service”.

Building a nationwide anti-fraud protection system to build a safety line for the people.

China Mobile integrated carrier-grade security protection capabilities with anti-fraud services in Jiangxi Province, and pioneered a “three-layer protection + full-chain closed-loop” system, achieving integrated “pre-event warning—in-event dissuasion—post-event compensation”. This has cumulatively intercepted more than 34.47 million risks incidents and recovered potential economic losses exceeding RMB 80 million. Leveraging AI technology, the risk identification rate exceeded 95%, the early warning response time was shortened to 30 seconds, and the resolution efficiency was improved by over 90%.



Strengthening Comprehensive Cyberspace Governance

The Company continuously intensified its comprehensive cyberspace governance efforts. In 2025, a cumulative total of 21.32 billion junk messages had been intercepted, and 1.9 trillion visits to various harmful websites had been prevented.

Strengthening Special Rectification of Key Businesses

A special campaign was launched to combat spam SMS messages across various industry ports. Based on a dual approach of “content security + business compliance”, and 783 main platforms and 38,000 sub-platforms were handled and rectified, leading to a decrease of over 60% in non-compliant SMS content from gateways.

Promoting the Adjustment of the Hierarchical Governance Model

To implement the requirements for industry conduct dispute governance, the handling of commercial advertisements was changed from shutdown to traffic restriction, achieving tiered and graded management of short message and voice services, resulting in a 70.16% decrease in the average daily number of complaints.

Safeguarding the Healthy Growth of Minors

China Mobile places the network security and digital health of adolescents in an important position, and is committed to guiding them to develop good online habits. In 2025, we further optimized and upgraded the “Minor Mode” of the products. Through measures such as strengthening usage time and duration control, refining age-appropriate content recommendations, and improving real-name authentication and age-classification systems, we systematically built a comprehensive protection network, creating a clearer and healthier digital content usage environment for adolescents and safeguarding their healthy growth.

MIGU Music

The APP strictly controls usage periods and duration, prohibiting use from 10:00 PM daily to 6:00 AM the next day, with cumulative playback duration cap of 60 minutes. The Company completely blocked age-inappropriate features such as paid content, live streaming, and concert viewing, thereby curbing online consumption and addiction risks for minors at the source. In 2025, the minor mode was revamped and upgraded, introducing a dedicated music content and service system. This includes launching a minor-exclusive playlist hub, optimizing playlist detail page functions, and enabling basic playlist management permissions, among others, to provide healthy and uplifting music content for minors.

MIGU Video

In accordance with the requirements of the Guidelines for the Construction of the Minor Mode on the Mobile Internet, the Company collaborated with mainstream mobile phone manufacturers to achieve integrated minor protection through “one-click activation” technology. The platform strictly implemented anti-addiction measures such as restricted time slots, time locks, and purchase limits. It also actively built a content pool for the minor mode, segmented into five age-specific zones, to create exclusive content for minors under 18 years old.

MIGU Interactive Entertainment

The Company has built an integrated protection system comprising “real-name authentication + minor mode + multiple anti-addiction measures”, fully implementing anti-addiction requirements for minors. Game anti-addiction, live streaming restrictions, payment restrictions, social interaction restrictions, and time lock functions are added. This upgrade also strengthened game content control and improved the age-appropriate content prompting system. An “AI Full-Stack Risk Control Center” has been established to enhance content risk control capabilities. Through the implementation of the “Clean Internet” series of special governance campaigns, the Company continuously purified the online environment and ensured healthy internet usage for teenagers.

Enhancing Emergency Response Capabilities

Through technological empowerment, system establishment, and process optimization, the Company has comprehensively enhanced emergency communication support capabilities, successfully completed communication and cybersecurity and network security support for major events, successfully responded to numerous natural disasters and emergencies, safeguarded the communication “lifeline”, and demonstrated the responsibility and commitment.

Enhancing the Emergency Communication System

China Mobile’s New Emergency Communication Assurance System

Establish an Emergency Assurance Organization

The Company explored and formed a new emergency communication support system, established an emergency support organization, coordinated vertically and horizontally, and created an emergency response system that is “ready to respond, capable of executing, and able to deliver results”. The Company divided the entire network into 6 specialized service regions according to geographical location and type of support task to comprehensively improve the response efficiency and speed of communication support, ensure regional coordination, and creatively propose a “red, orange, yellow, and blue” graded support plan for business-oriented purposes, so as to ensure that business is not interrupted in the event of a disaster.

Improve the emergency communication management system

The Company established and improved standardized support mechanisms, breaking down support objectives into a list of quantifiable, traceable, and assessable key tasks. By implementing methods such as “closure management” and “weekly progress tracking”, we ensured that every task was assigned to a specific person and implemented effectively. More than 300 key tasks were investigated and closed throughout the year, and more than 10,000 potential hazards were identified and rectified. This system ensured that the work was carried out seamlessly. In 2025, it had responded to more than 400 emergencies and more than 8,000 other types of emergency incidents.

Integrated emergency support model

The Company established an integrated monitoring and emergency response support model, relying on a centralized network management system to ensure 7*24 real-time monitoring of all network elements; Upon immediate detection of emergencies or network anomalies, the Company responded promptly, uniformly dispatched resources, and coordinated response and disposal.

“Super base station” capability upgrade

The Company pioneered the development and construction of “Super Base Stations” in the industry, establishing one “Super Base Station” in each county (urban district) in disaster-prone areas. The system utilizes China Mobile’s high-throughput satellite communication network, upgrading 4G/5G super base stations, fixed-wing drones, all-terrain vehicles, emergency support vehicles, and small satellite vehicles to form a three-dimensional “space-air-ground integrated” network.

China Mobile has established an integrated “space-air-ground” emergency communication system

During the flood relief operations in Miyun, Beijing, drone base stations made their maiden flight and were applied on a large scale, with a total flight duration exceeding 1,100 minutes and providing emergency access services to over 7,000 person-times, efficiently completing disaster reconnaissance and temporary coverage. Concurrently, portable satellite backpack stations, emergency communication vehicles, and other equipment were widely deployed, ensuring uninterrupted communication for command and dispatch.



Engineers, Carrying Portable Satellite Stations to the Disaster Area for Emergency Relief and to Commission and Test Emergency Communication Drones

Strengthening the Foundation for Disaster Prevention and Mitigation

In terms of emergency response and coordinated scheduling, the Company demonstrated strong organizational capability by leveraging its ‘nationwide unified coordination approach’ mechanism.

In terms of emergency repair strategies and process optimization, the Company innovatively developed scientific and on-site efficient practical methods.

In terms of infrastructure capacity and proactive prevention, the Company organized a special inspection of potential hazards across the entire network before the flood season, rectifying a total of more than 10,000 risks and hazards. Meanwhile, 491 flood emergency drills at various levels were conducted, effectively honing the practical combat capabilities and coordination levels of grassroots units, reflecting the capability upgrade from passive emergency to proactive defense.

In terms of service expansion and livelihood security, the Company's technical capabilities were transformed into compassionate services. Leveraging big data and targeted push technology, over 130 million emergency warning SMS were sent to disaster-affected and at-risk users in Gansu, Beijing, and other regions. The Company innovatively launched and prompted the use of *Beidou* emergency SMS service. For users in disaster-stricken areas, "no service suspension for overdue payments" was implemented and compassionate data allowances were provided, ensuring worry-free communication in times of crisis.

“Swordfish” Typhoon Emergency Communication Support

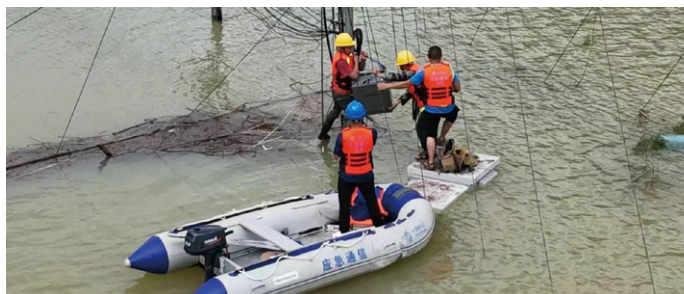
Following the severe impact of Typhoon “Swordfish” in 2025 on Hainan's communication network, the Company established an efficient and integrated three-tier command system. It responded rapidly, coordinated scientifically, and fully carried out emergency repair and communication restoration work. National resources were quickly mobilized for support, with 321 technical experts dispatched from various provinces. The “Convergence of Mobile Communications and Railway Systems” operational mechanism was deepened, and a provincial and municipal joint command center was established to coordinate tasks, information statistics, material supply, and other aspects, ensuring an unbroken command chain and seamless collaboration.



After the Typhoon, Engineers Are Racing Against Time to Repair Communication Stations

Targeted Early Warning, Outpacing Flash Floods, Safeguarding People's Lifelines

Targeting flash flood scenarios in Guangxi, the Company innovated a targeted early warning system, integrating 4G/5G positioning and AI algorithms to improve warning accuracy. Relying on a big data engine to achieve minute-level response capability, the Company introduced dynamic monitoring and management via heatmaps, and formed a replicable “Guangxi Model”.



Engineers Ensure Smooth Communication

Securing Communication Support for Major National Events

The Company adheres to the key major event security assurance goals of “zero major network failures, zero major network security incidents, zero important customer complaints, and zero negative focus events”. It successfully fulfilled communication and cybersecurity and information security support for major events such as the Asian Winter Games Harbin, the National Two Sessions, the Shanghai Cooperation Organization Summit, and the 15th National Games.

China Mobile's Communication and Network Security Assurance for the Harbin Asian Winter Games: A Technological Showcase and Quality Benchmark in Extreme Cold

Facing the challenges of an international-level ice and snow event and extreme cold climate, the company achieved “simultaneous completion of the network and the venues”.

For the first time, large-scale deployment of cutting-edge technologies such as 5G-A 3CC (Three-Carrier Aggregation) and DMIMO was implemented in the venues, creating an “Ultra-Dense, Elastic, Self-Optimizing Network”. This enabled the 5G downlink peak rate within the venues to exceed 2 Gbps.

An innovative “8+3” dual guarantee system for base stations was established, achieving 100% redundancy for core equipment. For international roaming users from 34 countries, a green channel and precise monitoring system were set up, ensuring zero complaints from international users during the event and earning widespread acclaim from guests worldwide.

Coordinating the deployment of security experts across the network to provide counterpart support, the Company analyzed and handled 1.788 million cyber attacks while blocking 400,000 international scam calls.



Base Station Construction for Harbin Asian Winter Games

Advancing Inclusive Digital Intelligence

China Mobile steadfastly advanced universal telecommunications services with a strong sense of responsibility and mission, and innovated digital intelligence inclusive applications, striving to eliminate the “digital divide”, and fully consolidating the foundation of a digital society shared by all.

Deepening Universal Services

In 2025, the Company added 2,448 4G base stations and 1,777 5G base stations in remote rural areas, and 936 4G base stations and 224 5G base stations in border and island areas, further enhancing network communication service capabilities in remote regions.

The Company, through intensifying the application of “700MHz+900MHz” 4G/5G dual-mode equipment and high-gain antennas and other scenario-specific products, effectively addressed network construction challenges in poor-coverage areas, such as remote rural areas and island and sea areas.

Sharing the Information Dividend

· Focusing on digital inclusion for the elderly, in the care-oriented version of the mobile APP, AI technology was integrated to enable direct voice services, and age-friendly services such as “Senior Public Welfare Classrooms” were launched.

· Throughout the year, over 150 billion public welfare SMS messages were sent free of charge, covering key areas such as anti-fraud reminders for customers, disaster warnings, drowning prevention, energy saving and carbon reduction, and anti-drug campaigns. This enhanced public awareness of risk prevention, and played an active role in improving social public safety and protecting people's lives and property.

Building a Bridge with AI to Let Voices Be Heard – Empowering the Hearing-Impaired to Embrace Digital Life

In accordance with the Barrier-free Environment Development Law of the People's Republic of China, the Company created a carrier-grade, inclusive, and sustainable service closed-loop, building a digital intelligence bridge for hearing-impaired individuals to break free from "information silos". Through the deep integration of 5G and AI technologies, and by leveraging the "China Mobile Accessibility" mini-program as an entry point, the Company aims to lower user costs and ensure inclusive benefits are realized. The Company has independently developed a pronunciation quality assessment algorithm that breaks through the limitations of traditional speech recognition. By building a dedicated speech recognition model tailored to the pronunciation characteristics of hearing-impaired users, accuracy has been raised to 75%-90%. These achievements effectively address industry pain points and are expected to help 27.8 million hearing-impaired individuals nationwide improve communication efficiency, build communication confidence, and integrate into barrier-free social life more conveniently.



"China Mobile Accessibility" Product Public Welfare Experience Event

Fortifying the Digital Frontier

Expanding Communication Coverage

In border areas, over 440,000 4G base stations and over 290,000 5G base stations have been cumulatively built. This has achieved full 5G coverage in border county seats and township seats, with 5G network coverage of 95% in border administrative villages.

Bridging the "Last Mile" of Communications Services

Communication base stations were built at Chaguola, Gamba Town, Gamba County, Shigatse, on the northern foothills of the Himalayas, at an altitude of 5,318 meters. This addressed the network coverage challenge for the Chaguola border defense outpost. We have accelerated the development of gigabit capabilities in townships and government bases and noticeably enhanced the level of digitalization at border areas.



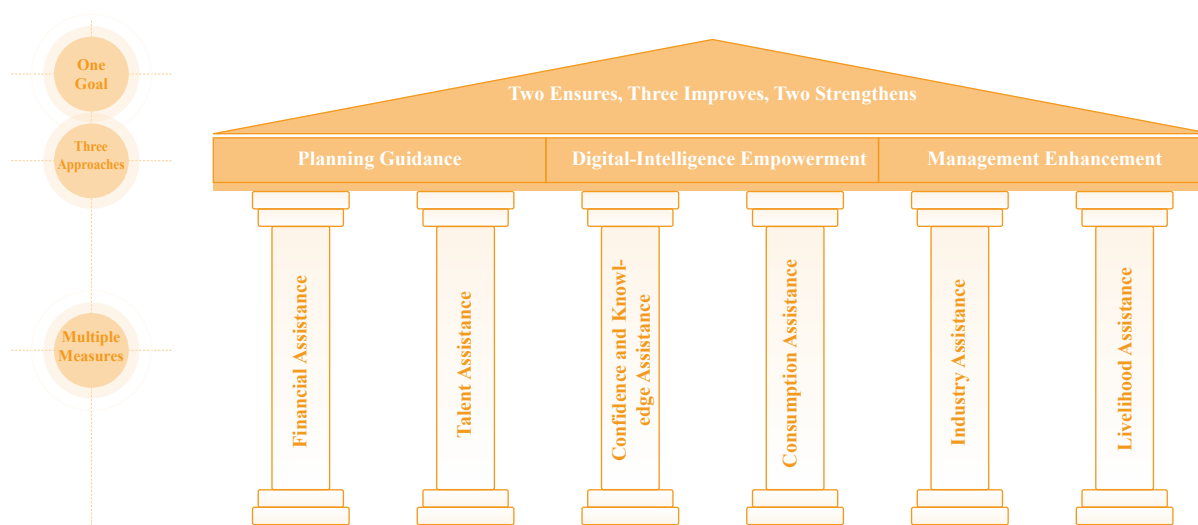
Communication Base Station Near the Main Peak of Chaguola, Gamba Town, Gamba County, Shigatse

Striving for Common Prosperity

China Mobile actively serves the national rural revitalization strategy, contributes to regional coordination and high-quality development, optimizes regional digital infrastructure, deepens the fulfillment of responsibilities for “Belt and Road” projects, continuously carries out public welfare and charity projects, and promotes common prosperity through concrete actions.

Serving Rural Revitalization

China Mobile drawing on the successful experience of the “Green Rural Revival Program” and relying on the Company’s work system for rural revitalization, it focuses on strengthening overall strategic planning, digital intelligence innovation-driven, and refined operation and management. It solidly promotes various measures such as talent empowerment support, intellectual assistance, consumption assistance, industrial cultivation, and livelihood improvement. It continuously improves the rural infrastructure network, enhances the convenience of public services and the quality of the living environment, helps narrow the urban-rural digital divide, promotes coordinated development, and provides “Mobile Power” for comprehensively advancing rural revitalization.



Overall Strategy and Direction

- Anchoring the goal of building a strong agricultural nation, thoroughly learning from the experience of the “Green Rural Revival Program”, and centering on the work system for rural revitalization, we solidly steadily advance the effective transition from consolidating and expanding poverty alleviation achievements to rural revitalization.
- We formulate annual rural revitalization work plans, covering digital intelligence empowerment, management improvement, assistance measures, and other aspects.
- The Company formulated the China Mobile Consumption Assistance Work Management Measures (Trial) in 2025 to further clarify the management requirements for key aspects such as organizational management of consumption assistance work, supplier management, commodity management, after-sales management, risk prevention and control mechanisms, and accountability management.

Core Methods and Paths

- The Company coordinated with local governments to formulate a three-year plan for assistance and support work, and promoted special initiatives such as “Harmonious Rural Roads”.
- The Company continuously improved the comprehensive assistance framework, deeply advanced various assistance measures, perfected the closed-loop management, deepened the working mechanism of “horizontal coordination, top-down linkage, paired assistance, internal and external cooperation, and integrating targeted efforts with comprehensive approaches”, and consolidated the synergy of assistance.

Innovative Assistance Initiatives

- This has resulted in increased resource investment and significant achievements. Cumulative donation in gratuitous assistance funds was RMB 3.6 billion. More than 6,000 cadres were dispatched to provide assistance, a total of RMB 3.8 billion was provided in consumer assistance, and more than 830,000 grassroots cadres and technicians were trained.
- The Company strengthened digital and intelligence empowerment, led and carried out special initiatives such as “Cultural Revitalization for Agriculture by Central SOEs”, built over 3,000 5G smart agriculture demonstration projects across the country, and established over 458,000 qualified digital villages.

Performance Assessment, Evaluation, and Recognition

- The Company ranked among the top three central state-owned enterprises for seven consecutive years in the performance evaluation of targeted assistance for central authorities. “Blue Dream” education assistance program was recognized as a typical case by the Ministry of Agriculture and Rural Affairs, and as the only operator case, it was featured in China Media Group’s CMG Rural Revitalization Annual Observation Report. It also received prominent honors such as China Enterprise Reform and Development Society’s “ESG China Annual Excellent Practice Case” and “Xinhua Net 2025 Rural Revitalization Best Practice Case”.

Implementation of Innovative Technologies

- In Shule County, Xinjiang, a 5G smart saline-alkali land pond aquaculture demonstration zone was built, empowering local farmers to develop fish and shrimp farming, with an expected annual income of approximately RMB 10 million.
- In Longsheng County, Guangxi, utilizing technologies such as 5G, IoT, and big data, a full lifecycle traceability and smart management platform for Siraitia grosvenorii (Monk Fruit) was built, achieving precise cultivation management, cutting pest and disease risks by 30%, achieving steady yield growth, and generating an annual income increase of over RMB 6 million.
- In Xinlong County, Sichuan, a synergistic and mutually reinforcing development model between core business and rural revitalization has been established. Through systematic planning, brand building, channel expansion, and digital empowerment, this model promotes the high-quality development of the Tibetan Snow Chrysanthemum industry, driving income growth for 130 needy households, creating employment for 220 people.

Strengthening New Rural Infrastructure

- Fully leveraging the multi-frequency synergy advantages of 2.6GHz and 700MHz, the Company continuously promoted the practical application of technological innovation in rural areas. Especially targeting key areas such as internet-famous villages, agricultural demonstration zones, agricultural product live-streaming bases, rural logistics service outlets, and agricultural product wholesale markets in production and sales areas, the Company continuously improved network service quality and ensured user experience through technical means such as short-term high-capacity assurance and carrier aggregation, thereby supporting the development of smart agriculture and continuously injecting new vitality into rural revitalization.

“Harmonious Rural Roads” — Central State-owned Enterprise Cultural Tourism Support Platform

- Under the guidance and promotion of the Ministry of Agriculture and Rural Affairs and the State-owned Assets Supervision and Administration Commission of the State Council (SASAC), in collaboration with China Tourism Group and other central state-owned enterprises (SOEs), the “Harmonious Rural Roads” cultural tourism assistance platform was jointly built, creating the first cultural tourism assistance platform for rural revitalization supported by state-owned assets and central SOEs.

- Using “short video + VRBT + 5G new calls” digital intelligence integrated media as the carrier, the platform centralizes the display of high-quality rural cultural content. Currently, the platform has launched more than 1,000 rural cultural and tourism routes covering all 298 assistance-targeted counties of central SOEs, with 50 State-owned Enterprise-backed suppliers having completed their entry, and it has undertaken travel-related businesses for 24 central SOEs.



“Harmonious Rural Roads” — Platform Empowers Rural Revitalization

Promoting Regional Development

China Mobile fully implemented the national regional coordinated development strategy. Focusing on the five major key regions of Beijing-Tianjin-Hebei, the Yangtze River Delta, the Guangdong-Hong Kong-Macao Greater Bay Area, the Chengdu-Chongqing economic circle, and Northeast China, the Company deeply focused on advancing key areas such as innovation in regional collaboration mechanisms, new infrastructure layout, synergy in scientific and technological innovation, and integrated information disclosure services. It steadily advanced the implementation of major regional projects, striving to create a series of benchmark projects with significant effects in serving regional development, strong demonstration effects, and significant social influence, thereby effectively empowering high-quality regional development.

In 2025, the Company orderly promoted the implementation and landing of 28 major regional benchmark projects, achieving an annual completion rate reaching 100%. These projects cover key initiatives such as cross-provincial service optimization in Beijing-Tianjin-Hebei, industrial digital transformation in the Yangtze River Delta, and interconnectivity in the Greater Bay Area.

Deepening Overseas Responsibility Fulfillment

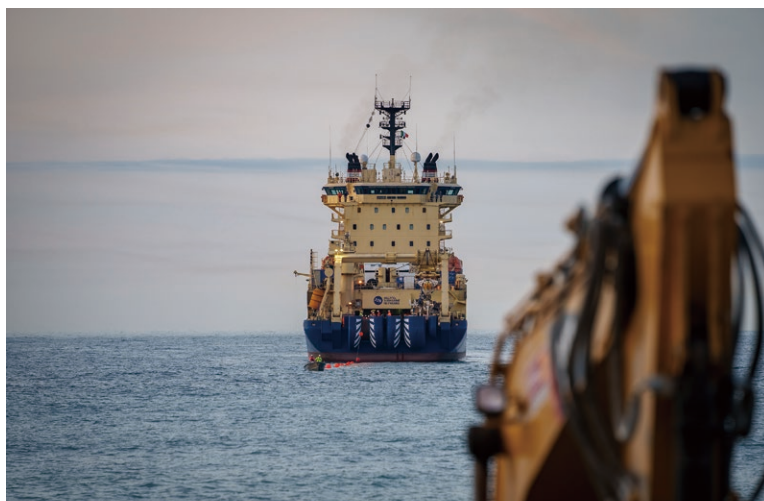
China Mobile actively implemented the national strategy of opening up, continuously advanced international development, and has achieved remarkable results in supporting the “Belt and Road” Initiative and promoting overseas digital intelligence inclusive services. The Company collaborated with over 1,300 telecom operators and has signed strategic cooperation memorandums with multiple leading international roaming and regional telecom operators, establishing a new cooperation and engagement mechanism. International transmission bandwidth of the Company reached approximately 406T.

International roaming services covered 264 countries and regions worldwide, including 5G roaming covering 89 countries and regions. Meanwhile, the Company provided cross-border information services to over 14,000 enterprise customers worldwide, effectively supporting their international operations and digital transformation.

2Africa International Submarine Cable Project – Building a pan-African undersea information highway, connecting Africa’s digital future

Submarine optical cables, as the main artery of international communication, carry approximately 99% of global data traffic. Although Africa is the region with the fastest internet growth globally, submarine cable construction lags due to technical and financial constraints. Submarine cable connectivity directly affects the quality and coverage of network services. The current internet penetration rate in Africa is only 37%, far below the world average of 67%, indicating a significant digital divide.

Since 2020, China Mobile has partnered with multiple partners to launch the 2Africa submarine cable project. The cable has a total length of 45,000 kilometers and a capacity of 180 Tbps. It encircles Africa, connecting Europe and Asia, providing more efficient and convenient international connectivity for 33 countries. It benefits approximately 3 billion people along its route, supporting the development of 4G and 5G and the construction of a digital ecosystem, and creating numerous employment and technical positions locally, allowing the digital dividends to benefit more people.



The 2Africa submarine cable backbone system is complete, with China Mobile supporting Africa’s digital and intelligent development.

Support Public Welfare and Charity

Deeply Cultivating Brand Projects

For many consecutive years, China Mobile has deeply fostered flagship brand-value benchmarking projects in the charity and public welfare sector, namely the “One Red and One Blue”, supporting vulnerable social groups and working to narrow educational gaps between regions, demonstrating the responsibility and commitment through practical actions.

“One Red”: Love “Heart” Action – Assistance Program for Children with Congenital Heart Disease from Impoverished Families

Project Background: To help children with congenital heart disease from impoverished families escape their suffering and reduce the risk of falling into or returning to poverty due to illness, China Mobile launched the Love ‘Heart’ Action – Assistance Program for Children with Congenital Heart Disease from Impoverished Families in 2011.

Project Initiatives: The project features proactive screening, comprehensive protection, full funding, and continuous care. Over 13 years, the project has been successively implemented in 11 provinces (regions) in the central and western parts of China.

Project Achievements: As of the end of 2025, the project had donated a total of RMB 236 million, benefiting 73,799 children. Free congenital heart disease screenings were provided for children, and free surgical treatment was provided for 8,163 diagnosed child patients.



China Mobile Love ‘Heart’ Action Guangxi Station provided free congenital heart disease screening for children in need.

“One Blue”: “Blue Dream” — China Mobile Education Donation Program

Project Background

In order to narrow the educational gap between regions, China Mobile, together with the Ministry of Education and the China Education Development Foundation, has been carrying out the “Blue Dream — China Mobile Education Donation Program” since 2006.

Project Initiatives

The project focuses on “supporting the construction of educational facilities and promoting teacher training”, and includes two sub-projects: “China Mobile Training for Primary and Secondary School Principals in Rural Areas of Central and Western China” and “China Mobile Multimedia Classroom”. The aim is to improve the software elements of primary and secondary education and the hardware facilities of basic education in primary and secondary schools in central and western China.

Project Achievements

As of the end of 2025, the project had donated a total of RMB 330 million, trained more than 130,000 primary and secondary school principals in central and western China, and built a total of 5,478 multimedia classrooms.

Conducting Volunteer Services

China Mobile organizes a variety of volunteer services, promoting social civilization and progress by conveying the volunteer spirit of love, friendship, mutual assistance, and progress. By establishing a volunteer service system featuring “headquarters coordination - provincial and municipal linkage - employee participation”, and relying on the public welfare brand “With You”, China Mobile organized employee volunteers to carry out diverse public welfare activities such as educational assistance, elderly care and disability support, and environmental protection. In 2025, over 2,000 volunteer service projects were carried out, with more than 100,000 employee volunteers participating and over 500,000 hours of service accumulated.

The Zhang Wenming Volunteer Service Team was honored with the title of “National Best Volunteer Service Organization”.

China Mobile strengthened the construction of its volunteer service system, deeply promoting the organic integration of volunteer service with various company initiatives such as civilization building, window services, customer care, public welfare and charity, rural revitalization, and emergency support, thereby contributing volunteer power to serving national strategies, improving people’s livelihoods, and enhancing social governance. Its deeds attracted widespread attention across society.



The Company’s Zhang Wenming Volunteer Service Team was recognized as a “National Best Volunteer Service Organization”.

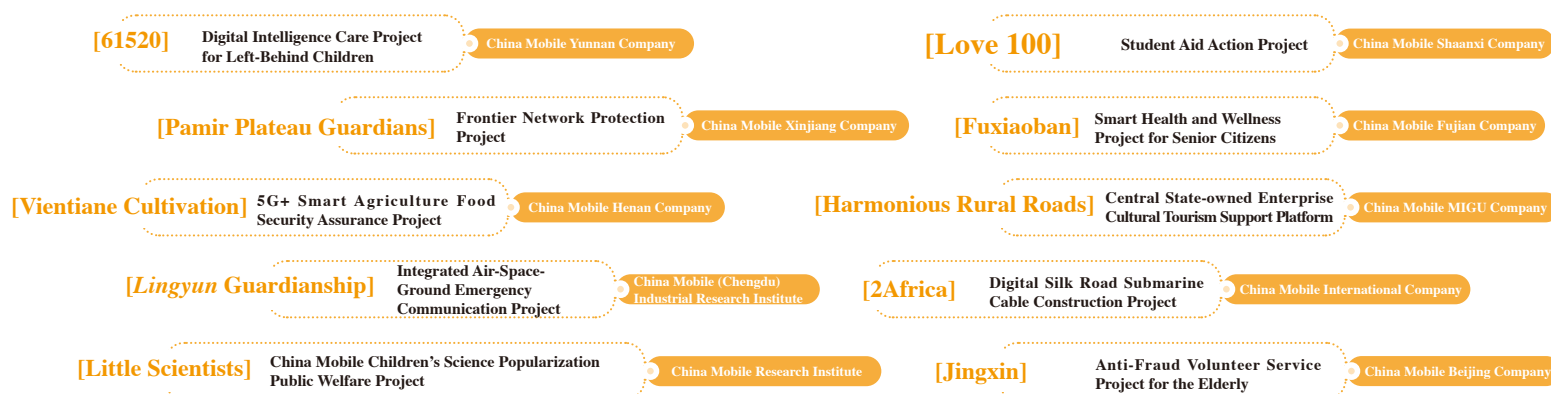
Co-creating a Philanthropic Culture

As one of the internet public fundraising service platforms for charitable organizations designated by the Ministry of Civil Affairs, the “China Mobile Philanthropy” platform, since its launch and operation in 2021, has primarily leveraged the China Mobile App to provide charitable organizations with services such as fundraising information release and information management in disaster relief, education assistance, and elderly care and other channels, and to provide the public with “safe, convenient, and transparent” internet donation services. As of the end of 2025, the platform had cumulatively raised RMB 16.8065 million for 86 charitable projects from 28 charitable organizations (of which, 638 million China Mobile points were donated, equivalent to RMB 6.38 million).

Promoting Excellent Practices

In 2025, China Mobile launched the first batch of solicitation and selection for corporate social responsibility (CSR) brand value benchmark projects, from which ten outstanding projects stood out.

The First Batch of China Mobile Social Responsibility Brand Projects



Caring for Employee Growth

China Mobile always adheres to a people-oriented approach and is committed to achieving the common growth of employees and the enterprise. We strictly abide by the principle of equal employment opportunity, effectively safeguards occupational health and safety, continuously optimizes the salary and welfare system, and fully safeguards employees' legitimate rights and interests. We focuses on building a high-caliber talent team, improving the systematic training system, and continuously broadening diverse career development channels. We attach great importance to the humanistic care for employees, fostering a positive and progressive organizational atmosphere by enriching cultural and recreational activities and enhancing support for employees in need.

Safeguarding Employee Rights and Interests

The Company regards its employees as the most valuable asset of its development. It has carried out a series of systematic and institutionalized initiatives in areas such as protecting employee rights, promoting equal employment, strengthening workplace safety, and optimizing compensation and benefits, achieving remarkable results. It was awarded one of the Top 10 Best Employers in China (2025) and one of the Top 10 Employers Most Watched by College Students 2025. This has laid a solid talent foundation for the Company's sustainability. In 2025, the Company reported no violations involving child labor or forced labor, and no major labor disputes occurred.

461,345

Total number of employees

456,877

Number of employees in the mainland of China

4,468

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

51.51%

Proportion of female employees

15%

Proportion of female employees in management positions

7.46%

Proportion of ethnic minority employees

100%

Labor contracts were signed

Upholding the Principle of Equal Employment

China Mobile, in accordance with national laws and regulations, adheres to a market-oriented approach, follows the principles of openness, fairness, and impartiality, scientifically and reasonably establishes recruitment conditions based on job requirements, strengthens person-job matching, and provides equal employment opportunities for all hired personnel. We treat employees of different nationalities, ethnicities, races, genders, and cultural backgrounds equally, oppose any form of employment discrimination, and strictly prohibit the use of child labor and forced labor within our operational scope. We advocate for diversity and equal opportunity, focus on attracting talent with diverse gender and age structures, and strive to build a diverse workforce. Under equal conditions, we prioritize the recruitment of graduates from poverty-stricken areas and ethnic minority regions. We sign labor contracts with employees in accordance with the law, respect employees' personal information and privacy, and foster a fair, just, flexible, and efficient working environment.

In accordance with national laws and regulations, we implement the Company's internal employment management regulations, conduct legal and compliance inspections, and ensure that recruitment is fair, just, and transparent. In 2025, we held employment and recruitment policy communication meetings for all affiliated units, adhered to the principles of "information disclosure, process transparency, and results openness", avoided employment discrimination, and strove to ensure employment fairness.

Deepening Democratic Management

The Company's labor union thoroughly implemented national laws and regulations concerning labor rights protection and democratic management, deeply integrated employee rights protection into the corporate governance system, systematically promoted the standardization, institutionalization, and effectiveness of democratic management, and continuously built harmonious, inclusive, and caring new labor relations.

Solidifying the Institutional Foundation and Standardizing Democratic Governance Mechanisms

- The Company compiled and issued the Democratic Management Standardization Handbook, providing clear guidance and operational templates for grassroots democratic management.
- Staff and Workers' Congress at all levels reviewed and approved major institutional documents concerning employees' vital interests, such as the Employee Disciplinary Policy, effectively safeguarding employees' rights to information, participation, expression, and supervision.

Streamlining Channels for Appeals and Feedback, and Enhancing the Quality and Effectiveness of Suggestions and Recommendations

- The Company improved the grassroots-oriented closed-loop mechanism for opinion collection and feedback, and high-quality organized the collection and selection of outstanding Workers' Congress proposals. 18 outstanding proposals were selected, covering areas such as digital intelligence and AI, inspiring employees to proactively contribute their insights to the Company's development.
- The Company optimized the "Union Chairman's Mailbox" and other regular communication platforms, receiving 222 letters/messages, achieving a 100% response rate and 100% closed-loop resolution.

Focusing on Key Groups and Strengthening the Protection of Their Special Rights and Interests

- For female employees, the Company implemented targeted care measures and continuously promoted the “Female Employee Committee Members Engaging with Grassroots” initiative. The Company strictly implemented the “Five-Period Protection” policy for female employees, and provided accompanying special services such as psychological health support and summer childcare.
- For ethnic minority employees and other groups, the Company respected ethnic cultural customs, created a diverse and inclusive workplace environment, and effectively enhanced employees’ sense of belonging, dignity, and well-being.

Ensuring Work Safety

The Company strictly complies with the *Law of the People's Republic of China on Work Safety*, the *Fire Protection Law of the People's Republic of China*, and other laws and regulations, upholds the principle of integrated development and safety, solidly advances the Three-Year Action Plan for Tackling Fundamental Issues in Work Safety, ensures all work safety tasks are put into practice, effectively safeguards the lives of employees and the safety of the Company’s production and operations, and the safety situation continues to improve steadily. In 2025, the Company did not experience any major work safety accidents, achieving its predetermined goals.

Strengthening Oversight and Inspection

- The Company systematically carried out special actions for the investigation and rectification of risks and hidden dangers in work safety and natural disasters, the investigation and rectification of major fire risks and hidden dangers in high-rise buildings, and the “Thunderbolt Action” for Work Safety.

- The Company organized safety management personnel and experts from fire technical service agencies to conduct key on-site work safety inspections, covering 19 provincial (autonomous region, municipality) companies, 11 specialized companies, and branches of directly affiliated units.
- All units collectively organized and carried out 13,865 special safety inspections, and rectified and eliminated 111,649 potential hazards.
- The Company strengthened technological support, optimized the work safety supervision and inspection system, and organized employees to report 118,538 safety hazard clues through the “Snap and Report” mini-program.

Enhancing Safety Awareness

- The Company innovatively built a comprehensive safety management system compatible with the Company’s overall safety, and researched and formulated the Guiding Opinions on Building a “1+6” Comprehensive Safety Development Framework and Promoting the Company’s High-Quality Sustainable Development.

- The Company organized the principal responsible persons of all units to sign the 2025 Work Safety Responsibility Statement, completed the “Mandatory Work Safety Course for Principal Responsible Persons”, and strengthened their awareness of being the primary responsible person for work safety.

- The Company organized and conducted themed publicity and education activities such as “Work Safety Month” and “Fire Safety Awareness Month”, arranged specialized courses, and carried out fire and evacuation emergency drills to enhance employees’ safety awareness and emergency response capabilities.

- The Company organized safety management key personnel from various units to attend safety management improvement training courses, innovatively conducted practical training and drills on fire facilities, and enhanced the performance capabilities of safety management personnel.

- Focusing on production safety accidents, the Company organized the writing of “one incident” full-chain management analysis reports, analyzed the “root causes” of major accident hazards, resolved challenging safety management issues, and plugged management loopholes.

- The Company improved the pairing and assistance mechanism, and organized companies in Shanghai, Guangdong, Jiangsu, Zhejiang, and other regions to pair up with and assist relevant units, thereby promoting the collective enhancement of safety management standards.

Optimizing Employee Compensation and Benefits

To improve the distribution system, the Company issued five supporting institutional documents. Among them, the China Mobile Implementation Plan for Further Supporting Scientific and Technological Innovation Incentive Mechanism, integrating the Company's technology innovation requirements and the development of its talent work system, focuses on the commercialization of scientific and technological achievements and the motivation of scientific and technological talents, outlining twenty-one incentive measures across four key areas. The China Mobile Implementation Plan for Further Supporting Business Development Incentive Mechanism focuses on achieving business objectives, key markets, key regions, key businesses, and key products, creating a systematically integrated incentive toolbox to support the high-quality and sustainable development of the Company's business operations. The Several Support Policies on Strengthening Compensation and Incentive Guarantees for Frontline Employees intensify the inclination of income distribution towards frontline employees. It specifically focuses on improving the wage growth mechanism for frontline employees, ensuring the direct allocation of special incentive resources to frontline employees, strengthening fundamental guarantees for frontline employees, and providing care and assistance to employees in need. These policies introduce eleven specific incentive measures to ensure that compensation resources genuinely favor frontline positions.

Adhering to a "strategy, business, innovation" orientation, the Company deepens the "basic + special" two incentive models, focuses on key areas of business development, and precisely allocates incentive resources. The Company effectively leveraged both short-term and medium-to-long-term incentive tools to establish a medium-to-long-term incentive system that is clearly oriented, well-structured, and focused, thereby effectively stimulating employee enthusiasm and creativity. The Company defined compensation distribution principles based on performance, ensured compensation distribution is strongly linked and tightly correlated with performance achievement and value contribution, and effectively implemented the principle of "higher performance, higher compensation; lower performance, lower compensation". The Company adhered to a market-oriented approach, tilting compensation resources towards core key personnel, frontline staff, and lower-income groups. The Company systematically developed "special zone" incentive model projects. For key innovation projects across all units, the Company implemented the "Hundred Boats Competing" plan, establishing over a hundred "mini special zones" to truly realize "market-based selection and appointment, contractual management, differentiated incentives, and institutionalized exit".

The Company has established a comprehensive welfare and benefits system for its employees, providing them with five social insurances, housing provident fund, enterprise annuity, supplementary medical insurance, and other benefits, paying salaries on time, and fully safeguarding employees' daily life and work needs.

Promoting Employee Development

Talent is the core driving force for enterprise development. China Mobile adheres to the philosophy of "attracting, cultivating, and retaining talent", implements differentiated policies for talent acquisition, provides precise and categorized training at various levels, and offers a broad platform for employees to grow and excel.

Building A Strong Talent Team

The Company actively promoted its talent team to fully match the needs of its transformation and development, and strengthened its high-caliber talent team.

· The Company thoroughly implemented the talent-driven enterprise strategy and established a high-caliber talent echelon. · The Company established a talent echelon comprising over 20 strategic leading talents, over 7,000 high-level expert talents, over 20,000 excellent engineers, and over 19,000 outstanding young talents.

· The number of academician talents has achieved a historic breakthrough, with strengthened talent cultivation and support. The Company's Chief Engineer and Chief Scientist was elected as an academician of the Chinese Academy of Engineering.

· The Company systematically built talent acquisition brand value, with the influence of high-level and youth-oriented talent acquisition brand value such as the "Top Talent Program" and "Golden Seed Program" continuously expanding. It innovatively implemented mechanisms like the Chief Technology Officer system, talent-driven enterprise development demonstration zones, and "experts contributing on the front line", leading to the continuous emergence of "hardcore" innovative achievements.

Strengthening the Talent Cultivation System

China Mobile deeply refined its training and empowerment system, systematically planning capability development paths and key empowerment initiatives for cadres, talents, and employee teams, to meet the training needs of different talents and help employees enhance their personal abilities and value.

Systematically Cultivating Excellent Leadership

Senior executives: Conduct thematic rotation training covering all senior executives, focus on cutting-edge scientific and technological innovation to carry out joint learning between higher and lower levels, and organize Q&A exchanges and cross-industry learning with scientific and technological innovation enterprises, etc., to promote the strengthening of the ideological construction of the leadership team and systematically improve their ability to perform their duties.

Key personnel of municipal and prefecture-level branches: Conduct capacity-building training covering all key personnel of municipal and prefecture-level branches, and launch a series of special programs on “refined operation” and “lean management” to help solve the challenges of transformation and development and forge regional competitiveness.

Young cadres: Hold advanced training courses for young and middle-aged cadres, and carry out comprehensive ideological tempering and performance enhancement training, to help consolidate their ideological foundation and systematically improve their ability to promote transformation and development.

International management personnel: Conduct intensive face-to-face training, on-site learning, cross-industry exchanges, thematic seminars, and student forums to enhance overseas employees’ understanding and identification with the corporate culture and build synergy for international business development.

Coordinated Promotion of Practical Talent Development in Key Areas

Strengthening independent talent cultivation: We construct innovatively the “*Jitian-Bisheng*” AI talent training and certification system with China Mobile characteristics. Relying on the group-level AI and digital intelligence empowerment center and E-Learning Platform, we have created a one-stop AI learning and practice platform to carry out practical exercises, on-site training and R&D practice, and build a strong AI talent team. Focusing on key technical and business areas such as scientific and technological innovation, market, government-enterprise relations, grid management, and branding, we launched a series of “empowering” distinctive brand projects to systematically promote the transformation of talent capabilities.

Building a diversified ecosystem that empowers industry, academia, research and application: Host a special training program for new-generation mobile communications talents of central enterprises, and invite authoritative experts such as academicians and professors from key universities to give lectures. Partner with select key domestic universities to integrate industry and education, cultivating engineering master’s and doctoral students, and proactively developing a talent pipeline for strategically urgent needs.

New employees: Conduct tiered, progressive, and long-term systematic training, and innovate and develop AI digital intelligence assessment and AI digital intelligence mentors to accelerate job adaptation and realize the role transformation from “campus person” to “workplace person”.

Broadening Career Development Channels

Based on the full-chain human-post optimization needs across strategy, functions, staffing, and positions, we are building a position system with six major characteristics: a foundation in scientific and technological innovation, features in information and communication, provincial companies and specialized companies collaboration, clear major roles and core responsibilities, key leadership, and capability integration. We have revised and released the “China Mobile Position Library”, optimized position management models, position settings, position deployment mechanisms, and supporting statistical systems. Additionally, we have for the first time formulated and issued the Position Management Measures, leveraging positions to drive business development and promote the transformation and upgrading of our employee workforce.

Such initiatives as building a “10-100-1000” technical expert system and establishing an excellent engineer team, we systematically broadened employees’ career development paths, strengthen the cultivation and incentive mechanisms for technical and skilled talents, and provide employees with diversified growth platforms.

“Diamond Plan 2.0”

Guided by “strategy, business, and innovation”, the Company implemented the “Diamond Plan 2.0” for workforce transformation, meticulously optimizing the workforce structure, strengthening new additions, and continuously enhancing the technological content of the workforce. The Company precisely optimized workforce allocation, establishing “large and small cycles” for employee mobility, activated existing talent, strengthened various teams such as government and enterprise, R&D, and product teams, broadening employee career development channels, and built a versatile workforce.

“‘Strengthening the Military’ Initiative”

Taking business needs as its starting point and focusing on empowering business through technology, the Company is implementing the “Strengthening the Military” Initiative for government and enterprise sector team building. This initiative promotes the movement of employees from capability reserve areas to business expansion areas, improves the position system for government and enterprise front-end sales and integrated delivery, opens up position and rank development channels, and clarifies horizontal and vertical career development paths for government and enterprise sector teams.

“Intelligence Empowerment Program 2.0”

The Company leverages technology to empower, reduce workload, and boost efficiency, strengthening the development of its digital workforce. The Company upgraded and implemented the “Intelligence Empowerment Program 2.0”, advanced the deployment of digital employees in key areas, completed the “Yunxi Cup” digital employee evaluation and recognition, and built the centralized operation platform. The Group’s digital workforce has initially taken shape, covering 32,000 business scenarios such as network troubleshooting and customer complaint handling, and driving efficiency improvements through carbon and silicon synergy.

Strengthening Employee Care

The Company comprehensively safeguards employee rights and interests, continuously deepens the heartwarming care initiatives, enriches employees’ cultural lives, and effectively enhances their sense of gain and happiness. The Company promoted the building of healthy enterprises and strengthened occupational health management, cumulatively receiving 5 excellent practice cases for healthy enterprises from the National Health Commission, and 54 excellent occupational health cases from the China Enterprise Confederation and the China Enterprise Directors Association.

Enriching Employee Life

Enriching employees’ cultural lives, enhancing happiness and cohesion

·The Company, with the goal of enhancing employee happiness, continuously optimized the “Happiness 1+1” employee physical and mental health improvement activities. The Company launched the 10th “Happiness 1+1” MIGU Fun series of activities. By introducing AI elements and utilizing online health walks, reading journeys, music journeys, and other forms, it attracted over 690,000 participants throughout the year, effectively enhancing employees’ sense of belonging and team cohesion.

·The Company deepened the “Culture and Sports Alliance” model, integrating resources to carry out diversified activities.

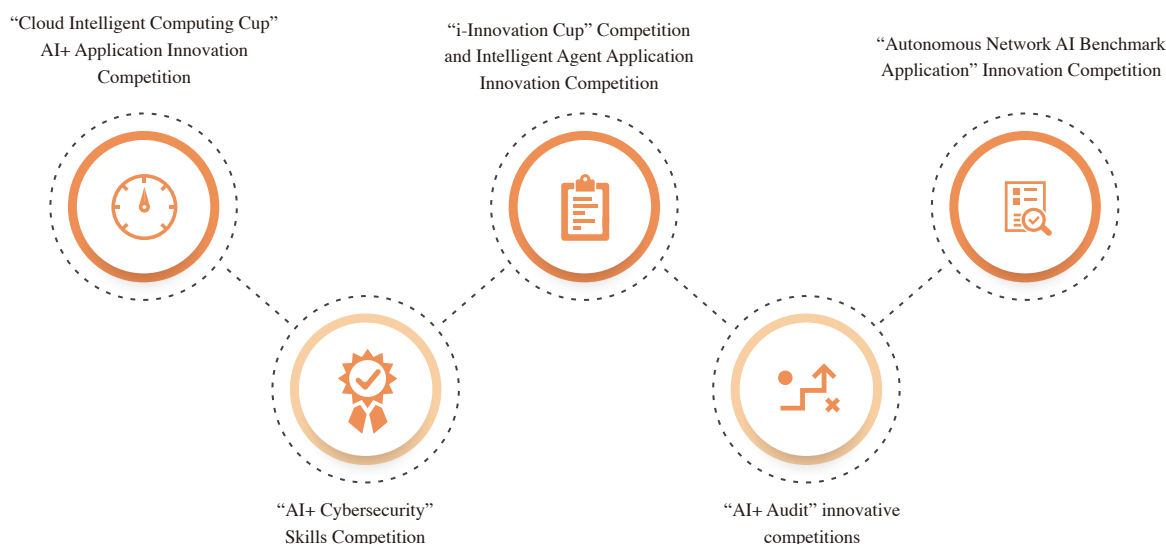
·Branded events such as table tennis competitions and 3x3 basketball competitions were organized for Beijing-based units, alongside regular activities like brisk walking, football, calligraphy, painting, and photography.

Building a Competitive Platform to Enhance Employees’ Sense of Fulfillment

·Focusing on tackling performance challenges, the Company launched “Opening Red” and “Closing” labor competitions, and organized “Customer Battle Action 1.0”, “Break the Ice and Clear to Zero”, and “Ten Thousand Yuan Breakthrough” initiatives, cultivating a group of “China Mobile Business Experts”.

·The Company, initiating for the first time activities such as the Digital Intelligence Employee Selection and the Digital Intelligence Operations and Maintenance Skills Competition, actively recommended outstanding employees to participate in external competitions, such as the Ministry of Industry and Information Technology’s 1st Service Skills Competition, providing employees with a platform to showcase their talents. Throughout 2025, a total of 59 individuals were awarded the title of “China Mobile Technical Expert” and 25 individuals were awarded the title of “China Mobile Business Expert”, effectively boosting employees’ sense of professional honor and career achievement.

Focusing on the Company's development strategy and centered on the AI+ action plan, the Company launched multiple skills competitions



Deepening Employee Care

China Mobile has built and formed an “end-to-end care system” encompassing “psychological support—material security—emergency assistance—special condolence” for employee care and hardship assistance, effectively enhancing employees’ sense of fulfillment, belonging, and team cohesion.

Mental Health Care

- The Company established a case library covering themes such as marriage and family, career development, etc., and developed specialized solutions for typical scenarios;
- Leveraging occasions such as Mental Health Day to conduct special awareness campaigns, the Company provided over 8,000 hours of regular consultation and more than 320 expert courses annually;
- By conducting comprehensive psychological assessments, empowerment experiments, and specialized training (such as compiling a Care Handbook), the Company improved the accuracy and professionalism of our care work, effectively enhancing employees’ mental health and sense of belonging.

Material Security and Hardship Assistance

- The Company continues to deepen the “Five Small Constructions” Warmth Project, continuously allocating resources to the frontline, with frontline investment accounting for over 70%; the Company upgraded and developed “Five Small 2.0”, transforming traditional small libraries into “smart digital libraries”, promoting “health stations” in grassroots units, and cumulatively providing 25,000 “caring medicine kits” for the production frontline;
- The Company continuously improved the “Caring Mutual Aid Fund” support mechanism, utilizing RMB 31.37 million in assistance funds, benefiting over 6,984 employees in need.
- Established a “Warmth+” special solicitude mechanism, providing targeted care to key project teams, major mission support teams, and others.
- Strengthened emergency care, and efficiently executed the rapid response mechanism for emergencies. After the state issues a disaster relief response, condolence activities were immediately initiated, ensuring that affected employees and emergency communication support personnel promptly feel the organization’s care and warmth.

03

Green Development

China Mobile is actively responding to climate change and is deeply implementing the “C² Three Energy Plan”. Internally, we are deepening green and low-carbon operations, and externally, we are giving full play to the role of digital intelligence technology in reducing carbon emissions, empowering the green development of the economy and society, and contributing to the construction of ecological civilization and a beautiful China.

Key Achievements of the Company During the “14th Five-Year Plan” Period

Per unit of telecom business volume
Comprehensive energy consumption

decreased by

47%

Carbon emissions intensity per unit of
telecom business volume

decreased by

54%

Large and Ultra-large Data Centers

PUE⁹

decreased to

1.285

Green power
volume exceeded

9.2 billion kWh

Enterprise
cumulatively saved

46.3 billion kWh

Help society reduce
carbon dioxide emissions by over

1.6 billion tons

⁹ PUE (Power Usage Effectiveness) is a metric used to evaluate the energy efficiency of data centers, defined as the ratio of the total energy consumed by the data centers to the energy consumed by its IT load. The total energy consumption of data centers includes the energy consumption of IT equipment and systems such as cooling and power distribution. Its value is greater than 1; the closer it is to 1, the less energy consumed by non-IT equipment, indicating better energy efficiency.



Strengthening Dual Carbon Management

China Mobile actively responded to the national “Dual Carbon” Strategy, integrating climate change responses into the overall corporate development, and improving the climate governance structure. By systematically identifying, assessing, and managing climate-related risks, we actively promote the comprehensive green transformation of our operations.

• Analysis of Material Topics: Addressing Climate Change and Energy Utilization

The Company is committed to its “Dual Carbon” goals, continuously improving its environmental governance structure, and clarifying responsibilities at all levels. It gradually established a refined climate change risk management system. It has formulated forward-looking response strategies and set multi-level quantitative indicators, effectively contributing to climate change response.

For climate change topics, a three-tier governance structure of “decision-making level, management level, implementation level” has been established, clarifying the responsibilities of the Board of Directors and management, and forming a top-down management system. China Mobile incorporated climate-related performance indicators into the Chairman’s remuneration policy, and incorporated the energy and carbon intensity reduction rate into the business performance assessment of each subsidiary, linking it to the remuneration performance of subsidiary heads, further incentivizing management to address climate change and promote carbon reduction practices. Personnel at all levels are required to possess basic knowledge in green development, energy saving and carbon reduction, ecological environmental protection, and other related fields. Decision-making Level and management personnel regularly participate in green and low-carbon related specialized training organized by superior ministries and commissions. Implementation level personnel regularly organize and participate in internal company Green & Smart talent management, innovation, and empowerment training series.

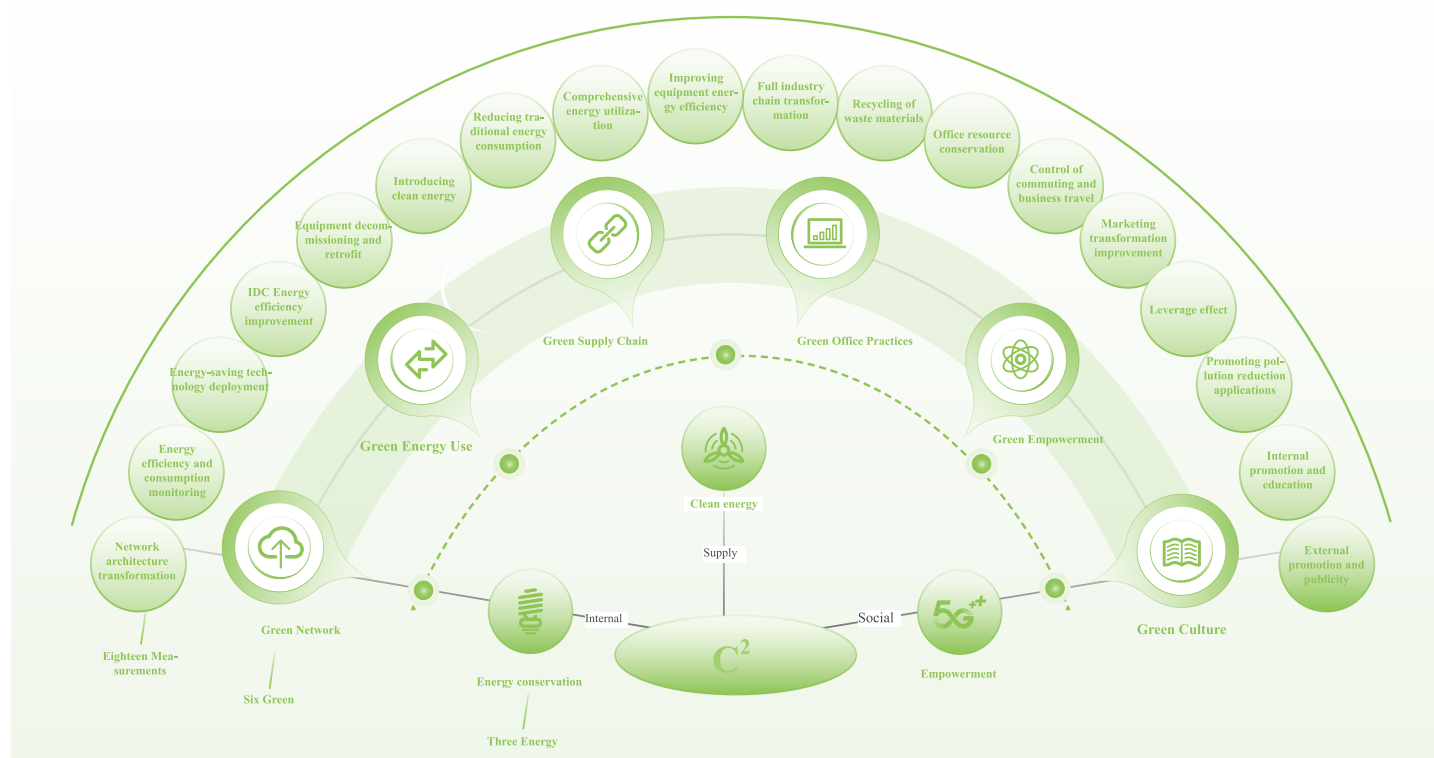
• Improving Climate Governance Structure

Management Level	Governance Body and Composition	Responsibilities and Work Progress
Decision-making Level	China Mobile’s Carbon Peak and Carbon Neutrality (Energy Saving and Emission Reduction) Leading Group, chaired by the Chairman	Assume primary responsibility for ecological environmental protection and energy conservation, research and formulate overall strategies and plans, coordinate relevant company resources to create synergy, review and resolve major issues in the work, and ensure the steady advancement of related initiatives.
Management Level	Pollution Prevention and Control and Energy Conservation Working Group, chaired by the Chief Executive Officer, with heads of various headquarters departments, the Information Technology Center, the Supply Chain Management Center, and the IoT Company serving as members	Implement strategic arrangements related to pollution prevention and energy conservation. Assign specific tasks to relevant departments and branches according to management procedures, and monitor and evaluate energy consumption.
Implementation Level	Headquarters Planning and Construction Department	Formulate and implement climate change-related plans, review the progress of climate-related goals and indicators monthly, and regularly report annual progress to the board of directors. Based on the “C² Three Energy –Carbon Peak and Carbon Neutrality Action Plan” (hereinafter referred to as the “C² Three-Energy Plan”) launched in 2021, the “C² Three-Energy Plan 2.0” scheme was formulated, upgrading it in five aspects: vision, goals, actions, organization, and capabilities. This integrates green concepts into the entire process of production and operation, promotes the in-depth and practical implementation of “Three Energies and Six Greens”, and continuously expands its value contribution to the economy, society, and environment. Through multi-faceted initiatives such as building green networks, promoting green energy consumption, establishing green supply chains, deepening green empowerment, advocating green office practices, and fostering a green culture, in 2025, the Company’s own energy consumption intensity decreased by 5.6% year-on-year, and carbon emission intensity decreased by 6.6% year-on-year. Fully leverage the decarbonization leverage of information technology to assist the entire society in reducing carbon emissions by approximately 470 million tons.

·Deepening the “Dual Carbon” Strategy

The Company builds a new “Three Energies and Six Greens” green development model and has published the C² Three Energy – China Mobile’s Carbon Peak and Carbon Neutrality Action Plan. Taking “energy saving, clean energy, and empowerment” as the main action lines, while meeting the society’s information service needs with high quality and continuously strengthening 5G and data centers construction, the Company focuses on “Dual Carbon” goal management. It continuously implements pathways such as green networks, green energy consumption, green supply chains, green office practices, green empowerment, and green culture, striving to increase the proportion of green energy use and improve energy efficiency, thereby integrating the green and low-carbon development concept throughout all aspects of the Company’s production and operation.

C² Three Energy – China Mobile Carbon Peak and Carbon Neutrality Action Plan



The Company organizes and carries out the construction of a C² Three-Energy green development talent system. Green development talents include three series: Green & Smart Management, Green & Smart Innovation, and Green & Smart Empowerment, establishing a talent pool for continuously advancing various energy-saving and carbon reduction initiatives and fully supporting the nation’s “Dual Carbon” goals to be achieved as scheduled.

“Carbon Offset and Carbon Credit”

Zero-Carbon Building

In 2025, China Mobile was the first to achieve carbon neutrality for its headquarters building. In terms of daily energy saving, China Mobile leveraged its smart building management system to implement 7*24 monitoring and AI optimization for the building’s cooling, heating, lighting, and equipment, promoting green hardware renewal; regarding renewable electricity substitution, indirect greenhouse gas emissions from electricity were avoided through the procurement and use of renewable energy. For carbon sink offsetting, an equivalent offset of 1,309 tonnes of CO₂ carbon was achieved by trading carbon credits from “Improved Forest Management” projects under the Verified Carbon Standard (VCS) mechanism.

Internal Carbon Pricing

Subject to pricing on carbon exchanges.

• Enhancing Climate Management Capabilities

In response to intensifying global climate change, China Mobile continuously strengthened the identification, analysis, assessment, and management of climate change-related risks and opportunities, established an effective and comprehensive climate risk management system, and integrated climate change considerations into all stages of risk management.



The Company formulates a five-year strategic plan and network plan every five years to identify long-term climate-related risks and opportunities, and submits them to the Board of Directors for review, ensuring the effective implementation of all climate change response initiatives. The Company’s management annually reviews and approves the investment budget (which includes energy conservation and emission reduction components), and reviews and approves climate-related strategies, key action plans, and targets.



Time Range and Definition

Short term	0-1 year	The Company formulates the work plan for the next year at the beginning of each year, makes adjustments mid-year, and summarizes at year-end.
Medium term	1-3 years	The Company formulates a three-year work plan every three years as a medium-term development plan.
Long term	3-5 years	The Company formulates a five-year strategic plan and work plan every five years, with its cycle aligned with the National Five-Year Plan.

Risk Category	Specific Type	Time Range	Risk Description	Risk Countermeasures
New Regulations	Carbon Trading	Long term	China Mobile Headquarters and its Beijing Company, as well as China Mobile Tietong Headquarters and its Beijing Company, have been incorporated into the Beijing ETS (Emissions Trading System) pilot. The Company, its subsidiaries, and branches are highly likely to be included in the upcoming national ETS.	To effectively manage risks associated with ETS compliance, the Company formulates internal management rules and compliance plans at the beginning of each year, assesses carbon emissions quarterly, and notifies its branches and subsidiaries quarterly.
Severe Natural Factors	Natural Disasters	Long term	Extreme weather events may adversely affect infrastructure such as base stations and transmission facilities, thereby disrupting the normal operation of the Company's business. This will also correspondingly raise the requirements for disaster-resistant hardware and software specifications of base stations and transmission equipment supplied by upstream manufacturers in the supply chain, ultimately increasing their R&D, production, and service costs.	To proactively deploy response plans, the Company annually formulates post-disaster reconstruction plans, forecasting its investment in post-disaster reconstruction during the planning period. When formulating investment plans at the end of each year, the Company specifically allocates a portion for the reconstruction of post-disaster facilities, with the investment scale for post-disaster reconstruction in 2025 being RMB 50 million.
Technology	Low-carbon Technology Transformation	Short term	According to a report by the International Energy Agency (IEA), it is projected that by 2026, global data centers electricity consumption will reach 1,000 terawatt-hours (TWh). In the future, the energy consumption and emissions issues of information infrastructure may become a significant challenge. The Company has built extensive 5G and computing infrastructure networks and may face challenges such as rising electricity costs and stricter energy efficiency and emissions assessment requirements from regulatory authorities. This pressure will be partially passed on to upstream suppliers in the supply chain, requiring them to raise technical standards for procurement and network access, add post-assessment projects, etc., thereby increasing their R&D, production, and service costs.	Accelerate innovation in energy-saving technologies, continuously improve the energy efficiency of 5G and data centers, and promote the green transformation of networks. Pioneer the collaborative design concept of "computing, network, and energy" (CNE), deepen the deployment of wireless network energy-saving technologies, and increase the proportion of clean energy supply. Actively explore energy performance contracting (EPC) and other methods to carry out energy-saving cooperation, and gradually build an energy-saving and carbon reduction ecosystem. Continuously expand the utilization of clean energy with comprehensive cost advantages, and create a series of clean energy demonstration and leading projects. Encourage cascaded utilization of energy and strictly control fossil energy consumption.

Opportunity Category	Specific Type	Time Range	Opportunity Description	Opportunity Countermeasures
Products and Services	Development and/or Expansion of Low-carbon Products and Services	Long term	Increased demand from downstream customers in the value chain in the green transformation sector, for example, for low-carbon services and ICT solution products, presents significant business expansion opportunities for the Company.	The Company actively explores opportunities arising from emission reduction policies, increases R&D expenses for low-carbon information technology products, and continuously researches and develops new products. By fully leveraging the decarbonization potential of information technology and applying it across various fields, the Company assists clients in achieving energy conservation and emission reduction.
Energy Efficiency Improvement	More Efficient Production and Distribution Processes	Long term	Long-term, steady improvements in energy efficiency will result in reduced production and operational costs for the Company.	The Company allocates special funds annually for energy conservation and environmental protection to improve energy efficiency, reduce greenhouse gas emission intensity, control energy consumption costs, and enhance low-carbon environmental performance, thereby creating competitive advantages for the company. In 2025, the total investment in energy conservation and environmental protection amounted to RMB 10.4 billion, accounting for approximately 1% of total revenue. Of this, capital expenditure directly related to key energy-saving and decarbonization construction and renovation projects reached RMB 4.1 billion.

The Company currently has no financing specifically allocated for climate-related risks and opportunities. Moving forward, we will conduct a more comprehensive analysis of assets or business activities that are susceptible to climate-related transition and physical risks, as well as those involving climate-related opportunities, and quantify the corresponding financial amounts.

Climate Risk Scenario Analysis

Climate-related Scenarios

IEA B2DS (Beyond 2°C Scenario)

Scope

Company-wide

Scenario Analysis

The IEA B2DS is a scenario that projects energy sector emissions to reach net-zero around 2060, achieving negative emissions through deploying bioenergy with CCS (Carbon Capture and Storage), and limiting future temperature rise to 1.75°C before 2100. It explores the extent to which existing technologies or those in the innovation pipeline can be deployed to go beyond the 2DS. To achieve net-zero emissions by 2060 and maintain net-zero or below-zero emissions thereafter, without requiring unexpected technological breakthroughs or limitations on economic growth, technological improvements and deployment across the entire energy system are being pushed to their maximum feasible limits. This approach results in cumulative emissions of approximately 750 GtCO₂ from the energy sector between 2015 and 2100, consistent with a 50% probability of limiting future average temperature rise to 1.75°C.

China Mobile Scenario Analysis

China Mobile used quantitative assessment analysis in this scenario. Key parameters include carbon price, based on assumptions regarding China Mobile's inclusion process in the carbon trading market, to investigate the impact of carbon price on China Mobile's operating costs.

With the rapid growth in economic and social demand for digital infrastructure capabilities, China Mobile's network construction is expected to continue to grow in the future, consequently leading to a further increase in energy consumption. However, in recent years, China Mobile's business growth has become steady. As revenue growth becomes steady and energy consumption growth intensifies, China Mobile's overall greenhouse gas emissions and emission intensity will both further increase. Under these circumstances, China Mobile will face significant risks in the carbon trading market in the future.

Based on RCP8.5 (Representative Concentration Pathway 8.5, i.e., "High Emission Scenario") main scenario driving factors, China Mobile made assumptions regarding future company-wide network construction and technological changes. Based on these assumptions, it analyzed the future greenhouse gas emission levels and the impact on emission intensity. Based on the analysis, it formulated corresponding green and low-carbon action plans.

Application of Business Strategy and Decision-making

China Mobile, in response to the needs of economic and social development, moderately and proactively builds advanced digital infrastructure, accelerates the formation of a national integrated computing network system, cultivates a computing industry ecosystem, and builds the first batch of intelligent computing center nodes. In the absence of effective measures, total greenhouse gas emissions in 2025 would increase by more than 10% year-on-year. The Company actively responded to risks, launched special initiatives including Green & Smart Wireless, Green & Smart Computing, and Wind-Solar Powered Wireless, procured over 5.5 billion kWh of green power, issued the Notice on Issuing the 'Three Ones' Investment Guidelines for Green Energy Saving and Carbon Reduction, and organized all units to actively deploy investment projects in the field of green energy saving and carbon reduction, curbing the growth rate of greenhouse gas emissions. The Company's greenhouse gas emission intensity decreased by 6.6%.

· Regularly Monitoring Environmental Performance

China Mobile has set clear and measurable quantitative targets for energy use and greenhouse gas emissions, along with corresponding key performance indicators, anchoring the direction for energy management and emission reduction efforts. The targets are broken down into various aspects of daily operations, refined to energy saving in network base stations, energy consumption reduction in data centers, and office energy consumption reduction, prompting all subsidiaries and departments to actively implement green initiatives. The Company regularly collects and analyzes data on energy consumption volumes, greenhouse gas emissions and emission intensity of provincial companies and specialized companies, monitors progress and oversees the achievement of these indicators, ensuring the targets are met as scheduled. By 2026, the Company's carbon emission intensity reduction rate will be no less than 0.5%.

2025 Targets	Key Performance Indicators Energy Utilization	Progress and Achievements in 2025
Energy Utilization		
· By 2025, the company aims to achieve a cumulative electricity saving of over 40 billion kWh. · By 2025, the overall energy consumption per unit of telecommunications business volume will decrease by no less than 20% compared to 2020. · In 2025, the average annual design PUE of newly built ultra-large data centers nationwide will be controlled below 1.3.	· Total annual electricity savings · Rate of decrease in total energy consumption per unit of total telecommunications services · PUE	· Cumulative electricity savings of 46.3 billion kWh from 2021 to 2025 (of which: 15 billion kWh in 2025) · Saw a 47% decrease in 2025 compared with 2020 · In 2025, the operational PUE of newly built ultra-large data centers nationwide did not exceed 1.30.
Greenhouse Gas Emissions		
· In 2025, Scope 1 and Scope 2 annual greenhouse gas emissions will be controlled within 46.5 million tons. · By 2025, the rate of decrease in greenhouse gas emissions per unit of total telecommunications universal service volume will be no less than 20% compared to 2020.	· Total direct greenhouse gas emissions (Scope 1) · Total indirect greenhouse gas emissions (Scope 2) (before green electricity offsetting) · Rate of decrease in greenhouse gas emissions per unit of total telecommunications business volume	· In 2025, Scope 1 and Scope 2 (before green electricity offsetting) CO₂ emissions stood at 190,000 tons and 35.02 million tons, respectively. · In 2025, greenhouse gas emissions per unit of total telecommunications universal service volume decreased by 54% compared with 2020.

· Exploring Accounting for Scope III Greenhouse Gas Emissions

The Company actively promoted the statistics and disclosure of Scope 3 greenhouse gas emissions. Building on the statistics and disclosure of Category 6 (business travel) and Category 7 (employee commuting) last year, in 2025, the Company further explored collaborative efforts to build relevant management mechanisms at both ends of the investment chain and supply chain, continuously improving disclosure methods, unifying accounting standards, expanding coverage, and has made phased progress.

- The Company has invested in 8 entities under category 15. Based on the combined total of Scope I and Scope II greenhouse gas emissions of the relevant investee enterprises in 2024, and after converting in accordance with the Company's corresponding shareholding ratio, it is estimated that the total carbon emissions of Scope III in the investment chain are approximately RMB 3.7027 million tons of CO₂
- The Company adopts a hybrid strategy of "building an internal factor library based on supplier-specific data and calculating via the expenditure method" to estimate the total carbon emissions from procurement activities at approximately 4.68 million tons.

Green and Low-Carbon Operation

China Mobile actively pursues and practices green and low-carbon operations, continuously builds minimalist, efficient, and intelligent green development infrastructure, increases the proportion of clean energy use, promotes green office practices, advocates eco-friendly packaging, deepens the circular economy for resource utilization, and drives energy conservation and emission reduction via technological innovation and refined operation and management optimization.

Green & Smart Network

In 2025, China Mobile developed “a list of investment guidelines, a set of project evaluation standards, and a batch of mature technical solutions” (collectively known as the “Three Ones”) in the field of green energy saving and carbon reduction. This aims to clarify the investment direction and key construction tasks for green energy saving and carbon reduction at the company level, guide the project initiation of green energy saving and carbon reduction investment projects, and provide specific technical solution templates to offer targeted solutions for different scenarios.

Network Architecture and Computing Facilities

- The Company thoroughly implemented the Zero-Carbon and Low-Carbon Base Station Deployment Action Plan, promoting the green energy-saving transformation of base stations annually as planned. By the end of 2025, there have been more than 8,000 zero-carbon base stations and over 30,000 low-carbon base stations.
- The Company has built technologically advanced, green development-focused and energy-efficient intelligent computing centers. Intelligent computing centers in locations such as Hohhot and Harbin have achieved a win-win situation for both business and energy saving.
- The Company has built the world’s most extensive and capable inter-provincial backbone network, achieving latency of less than 20 ms among the eight major computing hubs. While enhancing bearing capacity and transmission efficiency, it has cut overall energy consumption intensity via network architectural optimization.

Application of Energy-Saving Technologies and Energy Efficiency Management

- Leading the industry’s R&D in autonomous networks, the Company has achieved intelligent energy-saving management for the world’s largest wireless network, enabling communication base stations to “intelligently sleep and serve on demand”. The Company promoted Green & Smart development for base stations in the Henan region, utilizing big data and AI technologies to build an energy-saving intelligent system. While ensuring user services, it provided refined energy-saving control. Compared to 2024, this project saved 400 million kWh of electricity, and total electricity savings increased by 30%.
- The Company has actively applied advanced energy conservation and emission reduction technologies such as liquid cooling and AI-controlled HVAC group control, established a sound long-term mechanism for PUE control in data centers, and strengthened full-process closed-loop management of energy conservation and emission reduction operations and maintenance. As of December 2025, the 55 large and extra-large data centers had a PUE of 1.285, a further decrease of 1.4% compared to the end of 2024, equivalent to annual electricity savings of 120 million kWh. A total of 35 data centers were selected as National Green Data Centers.
 - The Company continues to improve the management mechanism for high energy consumption intensity and low energy efficiency equipment, and promptly carries out optimization, renovation, and decommissioning of old equipment in operation on the network to continuously improve the network’s energy efficiency level.
 - The Company conducted research on energy efficiency standards for data centers computing networks. Based on the issue of rapidly increasing energy consumption in computing power networks, it established a collaborative evaluation system for computing energy/carbon.

Renovation of Old Equipment Buildings in China Mobile's Hainan Region

In Hainan Province, China Mobile applied the integrated technical renovation solution of “heat pipe + AI + airflow optimization” to improve the energy conservation and emission reduction operating conditions of old equipment buildings by utilizing heat pipe technology for efficient temperature control and combining it with AI group control for autonomous optimization to achieve optimal energy conservation and emission reduction performance, leading to a significant leap in both energy efficiency and economic benefits. The two old equipment buildings cut annual electricity bills by around RMB 5 million annually and reduced carbon dioxide emissions by about 3,587 metric tons per year after transformation.



Old Equipment Buildings and Energy-saving Cabinets

Green Energy Utilization

The Company fully leverages the role of the “East-to-West Computing Initiative” in promoting green development by actively introducing clean energy sources such as western wind and photovoltaic power. This drives an integrated “source-grid-load-storage” direct green power supply business model, better transforming “green electricity” into “green and intelligent computing”.

Green Development and Energy Utilization Transformation

- The Company takes the initiative to participate in green electricity and carbon trading, purchasing more than 5.5 billion kWh of green electricity, which resulted in a reduction of over 2.93 million tons of carbon dioxide emissions.¹⁰
- The Company has promoted the construction of wind-solar hybrid “zero-carbon base stations”, and has completed China’s first domestic communication station source-grid-load-storage digital and intelligent management innovation project, which won the TM Forum Catalyst Project Outstanding Application Award and Most Popular Award.
- The Company has actively introduced renewable energy to inject “clean energy” into computing. China Mobile’s Hohhot Data Center, as the operator’s largest stand-alone intelligent computing center, has achieved a green electricity proportion of nearly 90%.
- The Company has explored direct green power connection. In 2025, leveraging the rich local wind and solar resources, the Company in Ningxia collaborated with leading industry enterprises, power grids, and the government to jointly promote data centers green power access projects. The project innovatively introduces a power supply model of “photovoltaic priority direct supply, flexible energy storage peak shaving, and grid collaborative assurance”, establishing a green energy system for “source-grid-load-storage” coordinated development, and exploring practical paths for creating “zero-carbon” parks. It is estimated that upon completion, this project will provide nearly 1 billion kWh of clean electricity annually, enabling the data center to achieve a green electricity share of close to 100%.

Construction of “China Mobile Green & Smart Carbon Management Platform”

The Company independently researches, develops and constructs the China Mobile Green Intelligence Carbon Management Platform, focusing on five major typical scenarios: Green & Smart Wireless, Green & Smart Computing, Green & Smart Buildings, Green & Smart Energy Utilization, and Green Intelligence Empowerment. It aims to establish a green network full lifecycle intelligent operation and management system covering the full chain of “planning-operation-decommissioning”. The platform consolidates the data foundation, basically realizing centralized and coordinated management of green and low-carbon data across the entire group. It presents energy consumption data in multiple dimensions, possessing capabilities for national and provincial-level energy efficiency data analysis and profiling of energy-consuming sites such as data centers, core equipment rooms, base stations, convergence rooms, and office buildings. The Company has developed AI-powered evaluation and diagnostic capabilities to support ultimate energy efficiency; developed four major intelligent assistants: Green Carbon Data Query, Green Carbon Report Generation, Green Evaluation and Diagnosis, and Green Carbon Encyclopedia Library, which efficiently identify high energy consumption and low energy efficiency scenarios, provide optimization and improvement suggestions, and offer a scientific basis for management decision-making.



Green Intelligence Carbon Big Data Management Platform

¹⁰ According to the Announcement on the Release of the 2023 Electricity Carbon Dioxide Emission Factor jointly issued by the Ministry of Ecology and Environment and National Bureau of Statistics in 2025, the electricity carbon emission factor is calculated as 0.5306 kg CO₂/kWh.

Green & Low-Carbon Office

The Company continuously advances the development of the green office system, creating a new model for digital intelligence green offices.

- The Company formulated a special plan and action plan for digital intelligence transformation in the administrative office sector, and carried out pilot trials and demonstrations for smart lighting and smart air conditioning digital intelligence applications in the headquarters building. This greatly cuts ineffective operating time of equipment, promoting energy saving, emission reduction, cost reduction, and efficiency improvement without compromising employees' office experience. The lighting energy saving rate in the renovated areas reached 30%-70%, and the ineffective operating time of air conditioning has been cut by around 60%.
- The Company launched the "Green & Smart Building" special initiative, planning to connect all provincial and municipal office buildings to the "China Mobile Green & Smart Management Platform" to achieve full online energy consumption intensity monitoring.
- The Company promoted the renewal and iteration of old, low-energy-efficiency equipment, replacing low-energy-efficiency transformers, combined air conditioning units and lighting fixtures with low energy efficiency levels with equipment with high energy efficiency levels to enhance energy utilization efficiency.
- The Company raised awareness of conservation and effectively reduced food waste by carrying out anti-waste publicity campaigns, strengthening kitchen supervision, and monitoring food waste disposal.
- The Company promoted energy conservation and emission reduction for official vehicles, updating to new energy vehicles for production and operation, and continuously monitoring vehicle energy consumption intensity to effectively reduce the green and low-carbon operational carbon footprint.

Green Culture

The Company has focused on building a green culture and established a full-chain circular economy system for waste resources to promote resource conservation and green low-carbon operations.

The Company has promoted the circular sharing of idle materials. Leveraging the "Material Sharing Supermarket" and digital intelligence-platform, it has established a three-tier sharing mechanism (Group-Province-City) guided by idle timelines and geographical information, to advance the digital management and efficient revitalization of idle materials, thereby improving resource reuse efficiency.

The Company has promoted green packaging and energy-saving technologies. It has collaborated with suppliers to adopt green packaging, raise the proportion of recycled paper, use biodegradable paper-plastic models instead of foam boards, promote lightweight heat-shrink film packaging, and utilize recyclable plastic-steel pallets. It has adopted energy-saving technologies such as tubular daylighting, smart ventilation, and rainwater harvesting in warehouse construction to reduce resource consumption.

It independently developed a scrap material disposal module within the digital intelligence supply chain system, interfacing with the internal resource management system and external internet auction platforms, to achieve full-process online and transparent disposal of scrap materials, thereby promoting the socialized recycling of resources and maximizing resource value.

The Company has actively organized and carried out energy-saving and carbon reduction awareness campaigns, encouraged all employees to participate in interactive activities such as "Low-Carbon Mobility" and "Count Your Carbon Emissions" to foster a green cultural atmosphere and drive supply chain partners to jointly pursue low-carbon development.

Deepening Green Cooperation

China Mobile has collaborated with upstream and downstream partners in the industry chain to comprehensively build a green supply chain, systematically constructing an end-to-end environmentally compliant supply chain system. We empower various industries with digital intelligence technologies, contributing to the green development of the economy and society.

Building a Green Supply Chain

The Company has fully integrated sustainability concepts into its supplier management system, systematically promoting the green transformation of the entire chain through system development, standard integration, process supervision, and industry collaboration. In 2025, the Company cumulatively conducted nearly 110,000 batches of various quality inspections (including simple, ex-factory, incoming, and flying inspections), performed on-site environmental verification for key products, and promoted suppliers to enhance environmental transparency and management levels.

2025

Approximately **33,000** procurement projects became paperless. **115 million sheets** of paper were saved.

The electronic procurement rate reached nearly **100%**. Carbon emissions were reduced by approximately **290 tons**.

Supplier Access

During the procurement access process, the Company assesses suppliers' ESG performance (including environmental qualifications, legal employment, prohibition of corruption, etc.), and gives priority to suppliers with good ESG performance. Certifications including SA8000 (Social Accountability Standard), ISO 45001 (Occupational Health and Safety Management System), and ISO 14001 (Environmental Management System Standard) have been adopted as criteria for supplier qualification review, dynamic quantitative assessment, and comprehensive capability evaluation. On the China Mobile Procurement and Bidding website, the number of suppliers who have signed the online Integrity and Honesty Commitment Letter exceeds 140,000, achieving 100% coverage of Level 1 and Level 2 procurement cooperative suppliers. Since 2019, ISO 14001 certification has been incorporated into the scope of supplier information verification. The Company revised the Supplier Comprehensive Strength Rating Standard, and listed "conducting GHG verification in accordance with ISO 14064-1 and obtaining a third-party report" as a mandatory evaluation indicator for suppliers of communication equipment, IT equipment, supporting categories, etc., guiding suppliers to proactively carry out carbon accounting and reduction efforts.

Supplier Disclosure

The Company actively participates in the drafting of the Guidelines for Construction of Enterprise Low Carbon Supply Chains and the CCSA Group Standard Guidelines for Green Procurement Management in the Information and Communication Industry, providing important guidance for the construction of green supply chains in the industry. Requirements for green information disclosure within the green supply chain include: disclosing corporate information on energy conservation, emission reduction, and carbon reduction. The Company has also facilitated suppliers in regularly disclosing their carbon emission information on their corporate websites.

Supplier Evaluation

The Company continuously promotes the construction of a supplier greenhouse gas management system, assist government authorities and industry management units in formulating standards for the evaluation system of social responsibility of telecommunications industry suppliers, and actively participates in the review and discussion of the industry standard Guidelines for Green Procurement Management in the Information and Communication Industry; in procurement, the Company evaluates corporate carbon emissions and product carbon footprint certification status, and it is clearly required that supplier greenhouse gas verification must cover Scope I, Scope II, and Scope III, and incentive mechanisms for suppliers demonstrating strong ESG performance have been implemented.

Supplier Exit

The Company issued the China Mobile Procurement Supplier Management Measures and the China Mobile Procurement Supplier Negative Behavior Management Regulations, among other policies, to evaluate the performance of cooperative suppliers. A mechanism of elimination or warning is applied to suppliers with unsatisfactory performance.

Green Warehousing and Logistics

The Company has implemented digital intelligence to empower the green upgrade of warehousing, deploying 5G-A passive IoT technology in core warehouses across four provinces: Hebei, Tianjin, Yunnan, and Guangxi. This technology adopts a decoupled networking architecture, and through systematic optimization of terminals, networking, capabilities, and algorithms, it significantly enhances terminal performance and communication range. It offers advantages such as low cost, low power consumption, easy deployment, and maintenance-free operation, enabling long-distance and efficient identification of material information. Leveraging features such as battery-free power supply, wide coverage, and high reading efficiency, the technology has been extensively applied in warehousing scenarios like intelligent inventory management, paperless operations, and end-to-end collaboration, establishing a new warehousing model that fosters the synergistic development of “digitalized operations + low-carbon management”. In 2025, through the large-scale application of this technology, these warehouses further enhanced intelligent inventory management, paperless operations, and full-process digital collaboration. The total energy consumption of warehouses, equipment energy consumption, and auxiliary energy consumption such as lighting and ventilation significantly decreased, cumulatively saving approximately 22,500 kWh of energy, reducing paper consumption by 73,800 sheets, and substantially lowering battery and maintenance material consumption. The level of resource recycling continuously improved, providing strong support for green and low-carbon warehousing operations.

A green orientation is integrated into the procurement mechanism. A technical scoring item for green logistics is added to the 2025 regional transporter procurement, guiding partners through procurement policies to enhance their green operational capabilities and jointly promote the low-carbon transformation of logistics processes.

Supporting Social Energy Conservation and Environmental Protection

Leveraging its digital intelligence technology and resource advantages, China Mobile actively supports society’s green transformation and empowers the public’s green lifestyle.

Practical Application of Base Station Photovoltaic Power Generation System in Communication Assurance

To effectively address the unstable power supply in the Liangshan region, China Mobile innovatively introduced the “Base Station Solar Overlay Power Generation System” in Sichuan Province. This system superimposes solar power generation units onto the traditional power supply, creating a stable and reliable dual power supply guarantee. This system operates independently of traditional power sources, possessing autonomous control, protection, and management functions. It can run independently, effectively mitigating the risk of large-scale power outages.

The Base Station Solar Overlay System construction project was launched in 2022. After the system was put into operation, the backup endurance capacity of base stations significantly improved, and the number of base station outages caused by power failures significantly decreased, cumulatively preventing over 25,000 base station outages. This has strongly supported critical scenarios such as forest and grassland fire prevention and control, and emergency communications during flood seasons, continuously enhancing mobile network quality and reliability. Since the system’s launch, it has successfully completed 219 communication assurance tasks for major emergencies such as mudslides and forest fires, as well as various large-scale events. The system has cumulatively generated 14.72 million kWh of electricity, approximately equivalent to saving 1,800 tons of standard coal and reducing carbon emissions by 7,800 tons, thereby achieving dual benefits of communication assurance and green emission reduction.



Base Station Photovoltaic Power Generation System and Parameter Adjustment and Control Interface

Strengthening Ecological Protection

China Mobile has prioritized the protection of the ecological environment and biodiversity, leveraged digital technology to foster green ecological development, and collectively safeguarded ecological diversity. Leveraging the high-quality network coverage and advanced digital technology, the Company has helped monitor, protect, and rescue animals such as Tibetan antelopes in Qinghai Hoh Xil, white dolphins in Xiamen Bay, white storks at the Yellow River estuary, and crested ibises deep in the Qinling Mountains, contributed to protecting ecologically vulnerable areas and biodiversity, and painted a new picture of ecological harmony.

Safeguarding Hoh Xil Sources of Three Rivers and Empowering Biodiversity Conservation

To safeguard the biodiversity of Sources of Three Rivers, China Mobile has overcome the extreme conditions of the Hoh Xil uninhabited area. It has pioneered the application of innovative technologies such as 5G, long-range microwave coverage, and integrated energy-saving cabinets in areas like Zhuonai Lake and Kusai Lake, building a dedicated ecological monitoring network covering 37,400 square kilometers. This has established an “air-space-ground” integrated monitoring network, reducing on-site patrol workload in high-altitude, frigid regions by approximately 80%. By installing 4-megapixel high-definition cameras on observation towers at protection stations, the Company achieved communication network coverage in the uninhabited area for the first time. This helped increase the “Qinghai Ecological Window” observation points to 76, enabling “long-distance, large-scale, and comprehensive” real-time monitoring of Hoh Xil’s ecological types, natural landscapes, and species activities such as Tibetan antelopes. Monitoring data, analyzed by a big data platform, continuously serves the tracking and research of key ecological indicators such as biological activity and glacier changes. The resulting three-dimensional and intelligent monitoring system has covered the core area of Sources of Three Rivers, significantly enhancing ecological monitoring and early warning capabilities, and contributing digital power to strengthen the national ecological security barrier.



Zhuonai Lake 5G Base Station and Monitoring Video in Hoh Xil Hinterland

From “Human-based” to “Intelligent” Prevention, Fortifying the First Line of Defense Against Forest Fires

To protect the biodiversity and forest resources of Wangmo County, Guizhou, China Mobile has deeply integrated digital intelligence technology with ecological protection needs, creating an intelligent forest fire prevention system that upgrades the prevention model from traditional “manual prevention” to smart “intelligent prevention”. The system establishes a three-tiered prevention and control system of “one hub, multiple outposts, and comprehensive checkpoints”. A standardized forest fire prevention command and dispatch center has been built. The command center, acting as a “smart brain”, integrates fire risk early warning, resource dispatch, and disaster scenario simulation based on 3D maps, achieving panoramic visibility and precise decision-making. High-altitude monitoring points have been equipped with dual-spectrum PTZ cameras, acting as “ecological eyes in the sky”, enabling 24-hour intelligent patrol without blind spots for early detection of fire situations. Meanwhile, intelligent checkpoints at road intersections strictly guard mountain access points, automatically identifying and warning people entering the mountains, thereby managing risks at the source. This project effectively addresses the pain points of “late detection and difficult control” in mountain fire prevention by deeply integrating “human-based prevention” experience with “technical prevention” capabilities. It has significantly enhanced the early warning efficiency and response accuracy of forest fire prevention, fortifying the first line of defense for green mountains and clear waters, safeguarding biodiversity homes through digital intelligence, and contributing to ecological security and sustainability.



High-Tower Monitoring Business System



04

Advanced Governance

China Mobile continues to promote the soundness and improvement of the modern enterprise system, and is committed to building a corporate governance mechanism characterized by legally defined and transparent responsibilities and powers, coordinated operation, and effective checks and balances. It strengthens Board development, strictly fulfills information disclosure responsibilities, maintains communication with stakeholders, promotes in-depth reform, and improves the risk management and compliance management system, thereby laying a solid foundation and providing strong support for the Company's high-quality and sustainable development.

Key Achievements of the Company During the “14th Five-Year Plan” Period

New Progress in Capital Operations

- Became the first red-chip company to return to A-share main board
- Established a Sustainability Committee under the Board of Directors

The Reform Achieves New Breakthroughs

- 100% of Subsidiaries Achieved Standardized Board Development requirement
- 100% of Managerial Personnel Under Term-based and Contractual Management
- 100% Market-oriented Employment
- Continuous Improvement of the Organizational System
- Established an IPD (Integrated Product Development) System

New Progress Made in Building World-Class Rule-of-law Enterprises

- Designated as a pilot enterprise for building world-class rule-of-law enterprises by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC)

Audit Supervision Moving Towards a New Paradigm of “AI+Audit”

- Built an intelligent new supervision system

Improving the Governance System

Strengthening Board Development

Board Structure

The Company, based on its practice, clarified the boundaries of the Board of Directors’ responsibilities and continuously improved its governance institutional system, with the Articles of Association of China Mobile Limited at its core. The Board of Directors is primarily responsible for formulating the Company’s overall strategic policies and objectives, setting management objectives, overseeing the Company’s internal controls and financial management, and monitoring the performance of management. The daily operations of the Company’s business are managed by the Company’s management, as authorized by the Board.

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 Executive Directors and Independent Non-executive Directors (INEDs), including Mrs. LEUNG KO May Yee Margaret (Chairman), Mr. Li Ronghua, and Mr. LEE Ka Sze Carmelo.

Board Composition (total: 7 members)	
Appointed Positions ¹¹	Executive Directors: 3; Independent Non-executive Directors: 4
Gender Distribution	Male: 6 (85.7%); Female: 1 (14.3%)

Board Performance

Directors attended Board meetings and committee meetings in person, via video conference, or by telephone conference. In 2025, the Board held 11 meetings to primarily deliberate on strategic planning, annual plans, financial management, Shareholder’s Meeting matters, double materiality assessment, risk assessment, internal audit, and other topics.

¹¹ For more details, please refer to the Corporate Governance Report.

In 2025, the specialized committees of the Board of Directors held 15 meetings.

Audit Committee	Remuneration Committee	Nomination Committee	Sustainability Committee
Held 7 meetings, primarily to review related-party transactions, annual financial reports, risk management, internal control systems, and other topics.	Held 3 meetings, primarily to review the completion of annual performance indicators for senior management, the remuneration realization, and the proposal on directors' emoluments for newly appointed directors and other topics.	Held 3 meetings, primarily to review adjustments to Board members, revising the Board member diversity policy, and other topics.	Held 2 meetings, primarily to review the Sustainability Report, annual compliance with laws and regulations, and other topics.

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 the 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 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 independence of the Board of Directors is ensured by strictly adhering to the requirements for appointing independent directors as stipulated in the Hong Kong Listing Rules and the relevant independence guidelines set forth in the Hong Kong Listing Rules. - As of the end of 2025, there were four independent Non-Executive Directors on the Board, accounting for more than one-third of the total number.
Board Professionalism	The members of the Board 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 Board Diversity Policy. 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. The final decision will be based on the benefits, merits, and contributions that the candidate can bring to the Board. The Board should include at least one director of a gender different from that of the other directors.

Subsidiary Board Development

The Company continuously deepens the standardized development of subsidiary boards by adopting tailored measures for each enterprise, and constantly enhances the modernization level of corporate governance.

- Strengthening top-level design for subsidiary boards. The Company facilitated subsidiaries in completing amendments to their articles of association, reform of their boards of supervisors, and optimization and adjustment of their audit and risk committees.
- Enhancing guidance on the operation and management of subsidiary boards. The Company continuously implemented and improved mechanisms such as meeting management, ledger management, communication and exchange, and performance reporting and evaluation.
- Ensuring external directors' performance support. The Company strengthened the development of the external independent non-executive directors and enhanced safeguards for their performance of duties, including training and information disclosure.

Safeguarding Investors' Rights

Standardizing Information Disclosure

The Company's information disclosure work is uniformly led and managed by the Board of Directors, with the Company's management performing relevant duties. To meet the relevant regulatory requirements for the Company's RMB share issuance, the Company's Board of Directors reviewed and approved the Measures for Administration of Information Disclosure and the Measures for the Administration of Raised Funds, which became effective on January 5, 2022. If any department or individual violates information disclosure procedures and internal control systems, resulting in errors in the Company's external information disclosure, or violates laws and regulations related to information disclosure, the Company will, under appropriate circumstances, hold the relevant parties accountable.

Pursuant to Hong Kong's *Securities and Futures Ordinance* (Cap. 571 of the Laws of Hong Kong), the *Securities Law of the People's Republic of China*, *Administrative Measures for Information Disclosure of Listed Companies* from the CSRC and other regulations, the Company formulated the Administrative Measures for the Registration of Insiders of China Mobile Limited, which regulates the use and responsibilities regarding inside information involved and possessed by the Company's directors, management, and employees when conducting transactions related to the Company's shares or exercising Company options. It also implemented blackout periods, clarified confidentiality requirements, strictly prohibited unauthorized use of confidential or inside information for profit, and aims to prevent violations of laws and regulations and company disciplinary incidents.

The Company strictly complies with laws and regulations, ensuring that information disclosure is lawful, truthful, accurate, complete, timely, and fair, establishes effective communication and good relationships with the capital market, and meets the needs and expectations of the capital market. Generally, authorized company spokespersons only clarify and explain information that has already been released to the market, to avoid disclosing any undisclosed inside information.

Protection of Investors' Rights

The Company maintains active interaction with shareholders, investors, and other capital market participants through various forms such as investment bank conferences, one-on-one meetings, and conference calls, to ensure that shareholders and investors are fully informed about the Company's operations and development, and to safeguard shareholders' rights to participate in meetings. In 2025, the Company actively responded to the concerns of investment banks and investors regarding ESG, covering various aspects such as governance structure, carbon neutrality targets, and renewable energy use.

Key Investor Activities in 2025

Conference communications

Organized the 2024 Annual Results Briefing, the 2025 Interim Results Briefing, the Annual General Meeting and others, facilitating communication between the company management, analysts, the media, and shareholders.

Overseas expansion

Actively conducted communication with overseas institutional investors, including properly arranging for Chief Accountant Li Ronghua for roadshows and meetings with local investment institutions, and the working team to go to Singapore to attend an investment banking conference, participate in the "Focus on Shanghai Stock Exchange - Southeast Asia Special" online international roadshow, and participate in the research activities of South African investors in Hong Kong.

Daily interaction

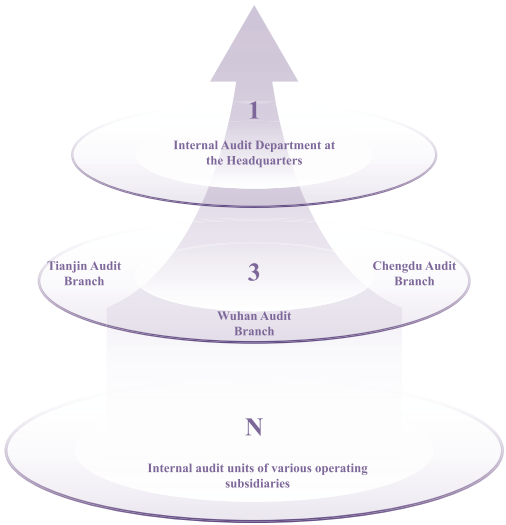
Through daily investor meetings, we answered questions and clarified doubts, and enhanced trust. In 2025, over 200 various investor exchange activities were conducted.

Improving Audit Supervision

Audit Supervision Governance System

The Company complies with the National Audit Law and the requirements of the capital market, and continues to improve its three-tier internal audit system, which is led by the China Mobile Internal Audit Charter and covers management policies, working standards, and practice guidelines. In 2025, the Company formulated and refined policies including the China Mobile Equity Investment Audit Management Measures (Trial) and the China Mobile Overseas Internal Audit Management Measures.

The Company strengthens the Board of Directors’ leadership over internal audit, enhances the “1+3+N” audit framework, and has established a professional audit team of one thousand members, with expertise spanning audit, finance, economics, communications, IT, and other fields. By applying systematic and standardized audit procedures and methodologies, the Company conducts financial audits, internal control audits, economic responsibility audits, construction project audits, information system audits, data audits, and other related work. It provides independent and objective assurance on the appropriateness, compliance, and effectiveness of the Company’s various business activities, internal controls, and risk management, thereby helping to improve corporate governance, risk management, and internal control effectiveness.



China Mobile “1+3+N” audit framework

Enhancement Audit Value

The Company accelerated the “AI + Audit” paradigm upgrade. In 2025, leveraging the “Jiutian” large model foundation, it launched the “Mingming” audit industry large model and the “Jianshen Qianxun” engineering audit large model, accelerating the embedding of AI across all aspects of audit work.

2025 Honors

- The Company’s internal audit work has received an “A” rating for three consecutive years in the central enterprise internal audit quality assessment conducted by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC).
- The engineering audit specialized large model “Jianshen Qianxun” won the Outstanding Achievement Award and the Excellence Achievement Award respectively in the 2025 Intelligent Supervision Business Model Innovation Activity organized by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC).
- The audit industry large model “Mingming” and the engineering audit specialized large model “Jianshen Qianxun” won the second prize and third prize respectively in the Intelligent Technology Track of the 2025 Digital China Innovation Contest.

Deepening Enterprise Reform

Promoting Reform

China Mobile, closely adhering to the primary task of high-quality development, addresses current and future development by focusing on key difficulties, challenges, and bottlenecks in its transformation. It accelerates the cultivation of new quality productive forces, establishes new production relations, and, centering on reforms in areas such as high-quality development, scientific and technological innovation, and institutional mechanisms, integrally promotes both the China Mobile Outline for Further Comprehensive Deepening of Reforms and the China Mobile Reform Deepening and Enhancement Action (2023-2025). This has stimulated endogenous drivers, innovation vitality, and development potential, leading to significant achievements in serving national strategies, operating with market-oriented mechanisms, and building world-class enterprises. The Group's parent company's key reform task assessments have received an A rating for four consecutive years, with its various specialized assessments ranking among the top central state-owned enterprises. Furthermore, multiple reform experiences have been promoted and publicized by SASAC.

The Company actively fosters an atmosphere conducive to learning about reforms, successfully hosting the fifth "Reform Forum" event to create a platform for intellectual exchange. It provides high-quality support for two reform research projects of SASAC, contributing the "Mobile Solution". For five consecutive years, it has continuously published "Reform Dynamics" monthly, disseminating policies and practical experiences to promote benchmarking, learning, catching up, and surpassing.



Reforms in Key Areas

Improving Corporate Governance and Market-oriented Operating Mechanisms

- Comprehensively standardized the Board Development, further promoting the standardized operation of the Board of Directors in two subsidiaries.
- Facilitated the reform of supervisory boards in affiliated legal entities.
- Achieved full coverage of tenure-based and contractual management for the management teams of subsidiaries at all levels, and implemented competitive recruitment and a bottom-tier adjustment mechanism.
- Optimized the human resource cost determination mechanism, and implemented scientific and technological innovation incentives, significantly strengthening the overall incentive efforts.

Improving the Organizational System

- Set up a Computing Management Office to oversee the overall planning of the company's computing network, the consolidation of ecosystem resources and the delivery of key projects.
- Built a highland for artificial intelligence innovation, establish China Mobile *Jiutian* Artificial Intelligence Technology (Beijing) Co., Ltd., and set up the Embodied Intelligence Industrial Innovation Center, the Artificial Intelligence Security Governance Research Center, and the AI + New Industrialization Innovation Research Institute. Industry Innovation Center, the Artificial Intelligence Security and Governance Research Institute and the AI+ New Industrialization Innovation Institute.

Driving the Transformation of New Paradigms in AI+ Scientific Research

- Accelerated the reform of IPD (Integrated Product Development) processes and management mechanisms; AI research platform was established and put into operation.

Special Reform Action

- Ranked among the top central state-owned enterprises in performance evaluations for special initiatives such as demonstration project creation and value creation, with multiple achievements recognized as management benchmarks by SASAC.
- Promoted special reforms in 8 "Science and Technology Reform Action" subsidiaries and 2 "Double Hundred Action" subsidiaries.
- Optimized the "selection, cultivation, evaluation, and exit" mechanism for Specialized, Refined, Unique, and Novel enterprises, and cultivated 22 "Specialized, Refined, Unique, and Novel" teams, among which 3 were recognized as "Little Giant" enterprises.

Strengthening Risk Prevention

Strengthening Assessment and Management of Major Risks

The Company continues to refine its work system and operating mechanism for bottom-up risk identification and top-down responsibility evaluation and implementation. Risk management departments, business departments, and all subordinate units collaborate to systematically conduct the predictive assessment and control of major operational risks for 2025, utilizing a five-step methodology: comprehensive identification, aggregated analysis, scientific evaluation, collaborative control, and monitoring and disposal. The Company assessed the risk landscape and comprehensively collected information, comprehensively presented risk information, combined quantitative and qualitative analysis, comprehensively evaluated and ranked risks, and evaluated and proposed 5 major operational risk prediction recommendations and control arrangements.

Enhancing the Internal Control Risk Management System

The Company strictly implements policies, regulations, and regulatory requirements, and has established a comprehensive, well-structured, interconnected, and practical internal control and risk management system. Annually, it comprehensively reviews and optimizes the China Mobile Internal Control Manual and Matrix, promoting, in a coordinated manner, the development of internal controls, compliance management, risk prevention, and issue remediation, strengthening full-process risk prevention and control, and continuously enhancing the effectiveness of risk control management. The Company incorporates sustainability-related risks, such as carbon emission and natural environment risks, into its risk management inventory to strengthen assessment and oversight.

Improving the Risk Control Framework

Strengthening Tiered and Categorized Risk Management, Empowered by Data and AI to Enhance Risk Control Efficiency

Strengthening Quantitative Monitoring of Major Operational Risks

The Company has established a “red, yellow, and green light” early warning mechanism covering 40 key indicators, which enables dynamic risk assessment and tiered management, enables timely monitoring and early warning, reinforces prevention and control responsibilities, and ensures prevention and control of major operational risks.

Promoting Dynamic Optimization of the Internal Control System

Closely focusing on business development needs, we will add and optimize control points in key areas, emerging businesses, and weak links to further improve the internal control system. This effort is expected to be recognized as a “Best Practice in Internal Control for Listed Companies” in 2025, continuously enhancing the effectiveness of internal control.

Establishing a Financial Penetrating Supervision System

Focusing on dimensions such as operational quality and efficiency, fund security, and financial and tax compliance, the Company targets six major key areas for targeted governance. By extending financial supervision to the business front-end, the Company drives the upgrade of full-domain penetrative regulatory capabilities.

Upgrading Digital Intelligence Risk Monitoring Capabilities

AI+ tools were utilized in 2025 to assist in auditing ICT project initiation, conducting cross-dimensional audits of personnel, time, and location, and auditing revenue recognition compliance, thereby enhancing risk management effectiveness. We carried out special controls for revenue quality, engineering assets, travel expenses, etc., built monitoring models, and strengthened end-to-end supervision in key areas. The “Accounts Receivable and Payable End-to-End Supervision Model” was awarded “Outstanding Achievement” in the “2025 Smart Supervision Business Model Innovation Activity” by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC).

Adhering to Compliant Operations

China Mobile upholds the compliance culture philosophy of “strictly abiding by laws and regulations, respecting rules, fulfilling commitments, and cultivating moral character”, deeply promotes the “Compliance Safeguard Program”, continuously improves its compliance management system, and constantly enhances its capabilities in managing the enterprise according to law and compliance management, thereby effectively ensuring the Company’s high-quality sustainable development. In 2025, no major illegal or non-compliance incidents occurred.

Further Implementing the “Compliance Escort Plan”

Strengthen Compliance Management Structure:

The Company’s principal responsible person effectively fulfills compliance management responsibilities, having presided over National Constitution Day theme activities for 12 consecutive years, leading by example in respecting, learning, abiding by, and applying the law. The Company’s Compliance Committee collectively researches and deploys compliance management work, and has reviewed and released annual compliance management reports for 8 consecutive years. Promote the appointment and fulfillment of duties by Chief Compliance Officers, ensuring that CCOs are established in all eligible subordinate units. Strengthen the development of the headquarters’ compliance administrator team, issue Guidelines for Compliance Administrators’ Duties, and facilitate the effective performance of compliance administrators.

Improve Compliance Management Systems:

Promptly revise the Articles of Association in accordance with the new Company Law and new requirements for state-owned assets supervision and administration, and improve the corporate governance structure. Formulate and update compliance management systems for business areas such as marketing, government and enterprise business, information security, scientific and technological innovation, and supply chain, further clarifying compliance requirements in key areas. Update and release the Guide to the Anti-monopoly Compliance and Guidelines for Compliance in Assisting Administrative Law Enforcement in Market Supervision Field, strengthening behavioral compliance guidance in market operation areas.

Solidify the Compliance Operating Mechanism:

Strictly implement the requirement for 100% legal and compliance review of important decisions, economic contracts, and rules and regulations. Integrate the “three lists” of compliance risks with the internal control manual and matrix, and holistically promote the development of the internal control system and the compliance risk identification, assessment, and early warning mechanism. Departments with primary business responsibility, compliance management departments, and audit supervision departments perform their respective duties and cooperate fully to effectively leverage the risk prevention and control role of the “three lines of defense” in compliance management. We deepened the digital and intelligent upgrade of contract management, enhancing the quality and efficiency of compliance management.

Promote the Concept of Compliance Culture:

For the Company’s young and middle-aged cadres, international management personnel, compliance administrators, and other employees, continuously conduct specialized training on compliance management, focusing on key areas such as compliance management system development, market competition, cybersecurity and information security, and data and artificial intelligence governance. Guide subordinate units to conduct various activities such as compliance promotion month, issuing compliance initiatives, and compliance knowledge competitions, to ensure compliance awareness is deeply ingrained and integrated into daily work, guiding all employees to be conscious adherents, exemplary practitioners, and firm defenders of legal compliance.

2025

- The Company has published its annual compliance management report for eight consecutive years.
- Has conducted over a thousand compliance training sessions and cultural exchange activities.
- 39 affiliated units obtained ISO 37301 compliance management system assessment certification.
- The “China Mobile *Xiezhi*” Contract Management Business Model was awarded the “Outstanding Achievement”, the highest honor in the 2025 Intelligent Supervision Business Model Innovation Activity organized by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC), obtained Level 4 certification, currently the highest level, for its contract platform capability under the “Enterprise Contract Management Digital Capability Model” (T/CCSA 578-2024), awarded by China Academy of Information and Communications Technology (CAICT) and China Telecommunication Technology Labs (CTTL).

Anti-Unfair Competition and Anti-monopoly

The Company complies with the Anti-Monopoly Law and its supporting laws and regulations, as well as a series of anti-monopoly guidelines and the Guide to the Anti-Monopoly Compliance of Undertakings formulated by the National Anti-Monopoly Commission. It continuously strengthens compliance management in the area of market competition, updates the Guide to the Anti-Monopoly Compliance, and provides guidance for the Company’s anti-monopoly compliance work. During the reporting period, the Company had no significant litigation or arbitration matters.

Enhancing Anti-monopoly Compliance Training

Incorporate anti-monopoly compliance into the Group’s annual compliance training plan, establish a dedicated online training zone on its self-developed online learning platform, conduct training and tests for key personnel, and continuously enhance all employees’ compliance awareness and capabilities.

Conducting Special Rectification of Online Channels

Focus on non-compliant behaviors related to internet cards and online platforms, strengthen the management of agents, carry out focused rectification on unfair competition practices such as fraudulent promotion and non-compliant sales, and cleanse the online marketing environment.

Standardizing Number Portability Services

The Company has implemented the Ministry of Industry and Information Technology’s (MIIT) relevant service specifications for number portability services, promoting provincial companies to rectify non-standard competitive practices in number portability, and enhancing service standardization and user satisfaction.

Promoting Tariff Transparency

Implement requirements for tariff filing and public disclosure, complete the integration of the internal tariff system with the National Integrated Telecommunications Service Management Platform, safeguard users’ right to know, and enhance tariff transparency.

Performance Report

Economic Performance

Value Creation

Management Methods and Main Actions

China Mobile is committed to its vision of becoming a “World-Class Sci-tech Service Enterprise”. Aligning with the standards of “product excellence, brand distinction, innovation leadership, and modern corporate governance”, it continuously enhances its global core competitiveness, innovation capability, control, influence, and risk management capability, promoting the deep integration of technological innovation and industrial chain innovation. It deepens efforts in strengthening the network foundation, enhancing digital intelligence capabilities, and building a robust enterprise brand, strengthening, optimizing, and expanding communications services, computing services, and AI services, thereby empowering various industries and serving thousands of households. For details of the financial subsidies received from the government in 2025, please refer to the annual report.

Key Performance

Indicator Name	Unit	2023	2024	2025
Operational performance				
Operating revenue	RMB 100 million	10,093	10,408	10,502
Customer Base				
Mobile customers	Million	991	1,004	1,005
5G network customers ¹²	Million	465	552	642
Wireline broadband customers	Million	298	315	324
IoT Card customers	Million	1,316	1,416	1,482
Government and corporate customers	Million	28.37	32.59	36.17
Network Scale				
Number of 4G base stations	10,000	337	340 ¹³	340
Total 5G base stations deployed	10,000	194	240	277
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	>430
Internet backbone bandwidth	Tbps	633	633	696
International Services				
Number of 4G international roaming countries and regions	Number	229	241	244
Number of 5G international roaming countries and regions	Number	75	87	89
YoY growth in international data roaming charges	%	218.57	49.4	14.27
International transmission bandwidth	Tbps	145	164	406

¹² This was changed to 5G network customers in line with the Company’s disclosures since 2025.

¹³ Update based on the Company’s financial report data of 2024.

Scientific and Technological Innovation

Management Methods and Main Actions

The Company continued to implement its innovation-driven development strategy, strengthened high-level scientific and technological self-reliance and strength, and steadily built a new landscape of science and technology. The Company continued to enhance its research layout in key areas such as AI. China Mobile *Jiutian* Artificial Intelligence Technology (Beijing) Company Limited, Embodied Intelligence Industry-Innovation Center, Center for AI Safety and Governance, and AI+ New Industrialization Innovation Institute were established, consolidating synergy for scientific and technological innovation and promoting cross-level and cross-organizational collaborative innovation. To drive the digital intelligence transformation of research paradigms, the Group’s unified research platform was built and put into operation, enabling centralized management and control of R&D assets and full-process visibility, and promoting the deep empowerment of scientific and technological innovation with AI capabilities. The Company has strengthened its role as the main innovation entity, focused on key areas such as 5G-A/6G, computing networks, and artificial intelligence, carried out key technology breakthroughs, comprehensively improved the overall effectiveness of scientific and technological innovation, and stimulated the driving force of scientific and technological innovation.

Patent Layout: Patent work continues to deepen its value orientation, and has achieving both quantitative and qualitative improvement. Through patent layout models, knowledge bases, navigation libraries, talent certification, and patent layout competitions, we comprehensively promote the creation of high-value patents. We comprehensively optimize patent maintenance evaluation, continuously refine the patent asset structure, enhance the efficiency of patent resource utilization, revise the guidelines for external patent licensing, continuously expand the scale of product patent outbound licensing, and become a core engine for high-quality development.

Intellectual Property Protection: The Company complies with the *Trademark Law of the People’s Republic of China* and the *Copyright Law of the People’s Republic of China*, and other laws and regulations applicable in the places where it operates, and formulates relevant systems such as the China Mobile Trademark Management Measures, China Mobile Copyright Management Measures, and China Mobile Graphic Copyright Review Measures to guide the Company’s trademark and copyright management work. The Company strengthens the protection of independent intellectual property rights, continuously enhance awareness of intellectual property protection, and has conducted company-wide Intellectual Property Promotion Week activities for 16 consecutive years up to now. Promote the construction of an industrial intellectual property ecosystem. The “National 5G Industry Intellectual Property Operation Center” has been upgraded to the “National Information and Communication Industry Intellectual Property Operation Center”, and the Council of the Information and Communication Technology Intellectual Property Alliance has been formally established, providing professional support for the protection of intellectual property rights and the construction of an innovation ecosystem for key domestic industries.

Key Performance

Indicator Name	Unit	2023	2024	2025
R&D and innovation ¹⁴				
R&D investment ¹⁵	RMB 100 million	341	341	374
Proportion of R&D investment to operating revenues	%	3.9	3.8	4.2
Number of R&D personnel	Number	/	/	69,788
Percentage of R&D personnel in total employees	%	/	/	15.13
Number of patent applications	Number	6,452	8,141	8,228

¹⁴ In accordance with the disclosure requirements Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies — Sustainability Report (Trial), four indicators have been added: the number of R&D personnel, the percentage of R&D personnel in total employees, the number of invention patent applications, and the number of invention patents granted.

¹⁵ R&D (research and development) investment includes both expense-based R&D investment and capital-based R&D investment.

Indicator Name	Unit	2023	2024	2025
Number of newly granted patents	Number	2,958	2,169	3,002
Number of valid patents	Number	15,149	17,004	20,514
Number of invention patent applications	Number	/	/	7,950
Number of invention patents granted	Number	/	/	2,773
Number of valid patents per RMB Million in revenue	Number/RMB Million	0.02	0.02	0.02
Number of software copyrights	Number	7,098	10,221	13,812
Open cooperation				
Average number of daily authentication requests processed on the mobile authentication platform	100 million	19.85	20.06	20.36
Number of developers on OneNET	Number	349,177	396,054	463,410
Number of enterprises on OneNET	Number	16,384	17,013	19,890
Number of devices connected to OneNET	10,000	23,781.61	31,745.00	33,088.30
Number of developers on China Mobile Aijia ¹⁶	Number	23,233	25,585	29,064
Number of enterprises on China Mobile Aijia	Number	2,007	2,421	2,727
Number of devices connected to China Mobile Aijia	10,000	49,210	58,688	66,706
Number of capability requests on China Mobile Aijia	10,000	60,252,530	72,650,125	73,244,418
Number of GTI operator members	Number	146	146	147
Number of GTI industry partners	Number	257	266	290
Number of China Mobile's Smart Home Cooperation Alliance members	Number	560	600	640
Number of China Mobile's IoT Alliance members	Number	2,048	2,207	2,325
Entrepreneurship ¹⁷				
Number of jobs created	10,000	161	179	131

¹⁶ Due to changes in the statistical scope of the platform data, the indicator data has been adjusted.

¹⁷ In 2025, "entrepreneurship and innovation" work was no longer be promoted, and 6 indicators were deleted: investment in entrepreneurship and innovation support, number of users of the entrepreneurship and innovation platform accumulated number of projects created in entrepreneurship and innovation events, number of teams participating in entrepreneurship and innovation events, number of teams participating in HeChuang Incubation, number of people participating in HeChuang Incubation.

Science and Technology Ethics

Management Methods 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 *Provisions for the Administration of Algorithmic Recommendations in Internet Information Services*, the *Administrative Provisions on Deep Synthesis in Internet-based Information Services* and the *Interim Measures for the Administration of Generative Artificial Intelligence services*, as well as other laws and regulations applicable in the places where it operates, the Company has established an Artificial Intelligence Security Governance Research Center and formulated ethical review requirements for AI algorithms and conducts review work during the algorithm development process. Meanwhile, we also publicize the detailed management rules for the ethical review of algorithm technology within the Company.

Cybersecurity and Information Security and Customer Privacy Protection

Management Methods 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 *Anti-Telecom and Online Fraud Law of the People's Republic of China*, the *Regulations on Critical Information Infrastructure Security Protection*, and the *Regulations on the Management of Network Data Security*, as well as other relevant laws and regulations, the Company has formulated the China Mobile Cybersecurity Management Measures, the China Mobile Data Security Management Measures, the China Mobile Customer Personal Information Protection Implementation Rules, the China Mobile Management Measures for Preventing and Combating Telecom Online Fraud, as well as other regulations. 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 posted by advancements in big data, IoT, and AI technologies like automated attacks and distributed denial of service (DDoS) attacks. In 2025, the Company did not encounter any significant cybersecurity incidents, or any major incidents of information, data and privacy leaks.

Management framework: The Company has formed a dedicated Network and Information Security Leadership Team, headed by the Chairman with the General Manager and the Deputy General Manager acting as deputy leaders. 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. The Office of the Network and Information Security Leadership Team is set up under the Network and Information Security Management Department to oversee and coordinate the Company's overall network and information security efforts. Each affiliate'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 formulated the China Mobile Network and Information Security Leadership Team Work Rules to further clarify the responsibilities and working mechanisms of the Leadership Team and its office; formulated the Measures for the Assessment and Accountability of China Mobile Network Security Work (Trial), integrating the assessment of network and information security performance into the Company's overall business performance evaluation system.

Critical information infrastructure security protection: In compliance with industry standards for definition of 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 formulated the 2025 China Mobile Critical Information Infrastructure Protection Plan to ensure security protection requirements are thoroughly implemented. Additionally, we organized national 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 management 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, use, and destruction. The Company continuously promotes the enhancement of data security technical prevention capabilities, and has completed the upgrade of security capability coverage across the entire data lifecycle, compiled a list of its critical systems, and achieved coverage of these critical systems with recommended technical capabilities. The Company established an integrated data security operation and management platform that links central and provincial levels, centrally operating and managing data asset inventories, system technical control capabilities, and other aspects, and centrally monitoring the data security posture of all affiliated units of the Company. The Company organized and carried out the “AI+Data Security” Consolidation Action, focusing on five typical data security scenarios: data classification and grading, data security risk monitoring, data security auditing, data flow security, and comprehensive data security governance. This involved conducting AI technology research and application pilots, resulting in a collection of cases and an enterprise-wide integrated “AI+Data Security” comprehensive governance solution. The Company established a “list-based” management mechanism for key position personnel, with over 24,000 key individuals having signed data security responsibility agreements and achieving full coverage of training, awareness and education.

Customer Personal Information Protection: The Company enhanced the personal information protection system throughout the entire personal information lifecycle, regulated personal information processing, strengthened technical control capabilities, standardized algorithm applications and strengthened 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. We also refined the list of personal information types to be collected based on business needs, used compliant devices and standard processes for lawful personal information collection, and publicly disclosed personal information processing rules in all national business halls nationwide and the Company’s proprietary apps. In July 2025, “Personal Information, Authorized Use by Authorized Parties” was publicly announced as one of the Ten Customer Service Commitments. The Company strengthened big data security management. Optimized work processes, referencing the bank’s “vault-style management”, and implemented critical operations requiring multiple-person authorization. Through technical means, ensuring all operations involving customer information are subject to strict approval controls and comprehensive logging and auditing, to strictly prevent internal employees from illegally or improperly accessing customer personal information.

Key Performance

Indicator Name	Unit	2023	2024	2025
Emergency Communication Support				
Number of times emergency communications support was provided	Times	7,879	8,803	8,244
Number of significant event support times	Times	7,663	8,489	8,059
Number of major natural disaster support times	Times	194	299	170
Number of major accident disaster support times	Times	14	15	11
Number of public health incident support times	Times	5	0	0
Number of social safety incident support times	Times	3	0	4

Indicator Name	Unit	2023	2024	2025
Number of emergency vehicles dispatched	Number	9,957	9,925	9,488
Number of emergency communications equipment deployed	Set	15,803	29,227	26,952
Number of personnel involved in emergency support	Number	307,026	401,970	261,553
Spam Governance ¹⁸				
Number of customer reports on harmful information handled	10,000	68	171	1,238 ¹⁹
Number of scam phone numbers handled	10,000	23.42	3.5	7.73
Average monthly number of spam SMS/MMS messages blocked	100 million	11.18	18.61	17.77
Average number of illegal 5G messages handled per month	10,000	2,768.65	3,371.11	10,502.60
Number of illegal websites handled	10,000	>72.79	>86.17	>78.66
Number of malwares monitored and handled	10,000	>75.71	>177.56	>114.54
Number of malware control terminals handled	Number	55,115	744,080	289,235
Number of SMS fraud alerts sent	100 million	282.17	318.8	360.8
Number of users covered by the scam caller alert service	100 million	1.97	1.47	10.05 ²⁰
Annual cumulative number of scam caller ID reminders sent	100 million	45.34	39.02	65.68

¹⁸ According to the requirements of the Ministry of Industry and Information Technology (MIIT), the disposal of nuisance calls was suspended from January 2025, and the indicator “Number of nuisance call numbers handled” was no longer be published starting from 2025.

¹⁹ The reason for the large increase in data: Starting from April 2024, the 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.

²⁰ The Ministry of Industry and Information Technology (MIIT) required that all incoming calls and text messages from overseas be alerted starting in May 2025. Therefore, this service covered all mobile phone users on the network in 2025.

Service Quality Management and Standardized Marketing

Management Methods and Main Actions

The Company continuously carries out “Sunshine Action” for customer rights and interests protection. We formulated after-sales service regulations 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 focus on building the high-quality reputation of Heart-to-Heart Service and drive continuous improvement in customer experience. The Company provides after-sales service and handles customer complaints through online and offline channels including the 10086 hotline, business halls, and the China Mobile APP.

Service quality evaluation system: The Company has designed a customer-centric and comprehensive 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 service friendliness. The weight allocation of each indicator is determined based on its value and importance, with gradually adjusted and optimized as products are iterated

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 messages. We have optimized plan change rules to reduce billing disputes. Additionally, we conducted inspections of the marketing pages of external channel partners, addressed non-compliant advertisements and live streams and imposed stricter penalties for false advertising practices to safeguard customers' rights and interests from infringement

Key Performance

Indicator Name	Unit	2023	2024	2025
Overall customer satisfaction	Point	82.57	82.29	83.45
First call resolution rate via hotline	%	95.17	96.35	97.96
Number of customer receptions on general manager's reception days	Number	135,978	108,652	335,627
Number of customer inquiries and complaints handled on general manager's reception days	Number	53,803	58,717	54,693

Product Quality Management

Management Methods and Main Actions

The Company is dedicated to refining its product experience and enhancing its Two Say-so Principles (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.

Quality Management System Certification: Some subsidiaries have obtained ISO9001 Quality Management System certification.

Product quality evaluation system: We clarified product quality standards and, in collaboration with the customer service department, developed 867 customer perception standards (KEI) for 26 key products. By the end of 2025, the quality evaluation scores of key products were 93, and overall remained stable.

Product quality control system: The Company strictly controls product commercialization, adhering to the principle of "no launch without meeting standards". It has established a monthly evaluation, monthly reporting and bi-monthly scheduling mechanism. In 2025, the Company cumulatively iterated over 1,000 versions of key products, with the number of iterative functions exceeding 10,000. The product iteration optimization and improvement rate reached 99%, 1 percentage point higher than the annual target.

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 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 equipment decommissioning in a timely manner to ensure user experience.

Terminal After-sales Service Establishment: Some subsidiaries have established recall management measures for their own-brand terminal products, and continuously improve after-sales service management for terminal products.

Social Performance

Recruitment and Employment

Management Methods and Main Actions

The Company strictly abides by the *Labour 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 structure to build a diverse employee team. Under equal conditions, the Company prioritizes hiring graduates from poverty-alleviated areas and ethnic minority regions.

Key Performance

Indicator Name	Unit	2023	2024	2025
Employee Structure ²¹				
Total number of employees	Number	451,830	455,405	461,345
Number of male employees	Number	215,343	218,916	223,719
Number of female employees	Number	236,487	236,489	237,626
Number of employees in the mainland of China	Number	449,390	452,967	456,877
Number of employees in Hong Kong, Macao, Taiwan, and overseas markets	Number	2,440	2,438	4,468
Employees under 30 years old	Number	58,086	57,552	56,116
Employees between 30 and 50 years old	Number	362,469	364,575	368,217
Employees over 50 years old	Number	31,275	33,278	37,012
Number of employees with master's degree or higher	Number	60,380	66,468	71,272
Employees with bachelor degree	Number	306,579	311,202	315,658
Number of employees with associate degree or below	Number	84,871	77,735	74,415
Proportion of employees under 30 years old	%	12.86	12.64	12.16
Proportion of employees aged 30 to 50	%	80.22	80.06	79.81
Proportion of employees over 50 years old	%	6.92	7.30	8.02
Proportion of technical personnel	%	38.83	40.21	40.19
Proportion of marketing personnel	%	43.74	42.62	43.08
Proportion of management personnel	%	7.26	7.19	7.21
Proportion of general affairs personnel	%	9.37	9.05	8.95
Proportion of others	%	0.79	0.93	0.58

²¹As of the end of 2025, all employees of the company are contracted employees, with no part-time employees, temporary employees, or non-guaranteed hour employees.

Indicator Name	Unit	2023	2024	2025
Employee introduction				
Number of new employees	Number	17,577	16,038	14,120
Number of new female employees	Number	7,157	5,968	5,315
Number of new male employees	Number	10,420	10,070	8,805
Number of new employees in the mainland of China	Number	16,485	15,173	12,429
Number of new employees in Hong Kong, Macao, Taiwan, and overseas markets	Number	1,092	865	1,691
Number of new employees under 30 years old	Number	10,972	11,921	10,319
Number of new employees aged 30 to 50	Number	6,414	3,986	3,605
Number of new employees over 50 years old	Number	191	131	196
Employee turnover				
Employee turnover rate ²²	%	1.31	0.94	1.03
Female employee turnover rate	%	1.18	0.81	0.80
Male employee turnover rate	%	1.46	1.07	1.28
Turnover rate of employees in the mainland of China	%	1.13	0.8	0.74
Turnover rate of employees outside the mainland of China	%	15.88	16.26	17.40
Turnover rate of employees under 30 years old	%	5.51	4.04	4.39
Turnover rate of employees aged 30 to 50	%	0.74	0.52	0.59
Turnover rate of employees over 50 years old	%	0.22	0.16	0.36
Number of employees who resigned	Number	5,939	4,257	4,773
Number of female employees who resigned	Number	2,793	1,927	2,865
Number of male employees who resigned	Number	3,146	2,330	1,908
Number of employees dismissed	Number	2,274	1,818	2,073
Number of female employees dismissed	Number	1,193	888	961
Number of male employees dismissed	Number	1,081	930	1,112
Employee diversity				
Proportion of female employees	%	52.34	51.93	51.51
Proportion of female employees in senior management positions	%	15.14	14.79	15.00
Number of ethnic minority employees	Number	33,222	34,053	34,406
Proportion of ethnic minority employees	%	7.35	7.48	7.46

²²The employee turnover rate excludes retirees and refers to employees who voluntarily left the Company.

Compensation and Benefits

Management Methods and Main Actions

Compensation

Guided by the principles of market-oriented and performance-based compensation, the Company formulated the China Mobile Guidelines for Employee Compensation Management and the 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 job-based compensation management framework. We also standardize the income distribution structure across all internal tiers, highlighting a principle that prioritizes grassroots frontline employees, core backbone talents and lower-income groups. 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 orientations of “strategy, business and innovation”, implementing more precise specialized targeted incentive allocation strategies. We focus on key markets, regions, businesses and products. We further optimized our special incentive strategies to enhance their driving effect on business development. In terms of driving technological innovation, we solidly advanced the China Mobile Implementation Plan for Incentive and Guarantee Mechanisms Supporting Technological Innovation. We implemented a “high-level, differentiated, and long-cycle” technological innovation incentive plan, continuously increasing resource support for teams undertaking strategic new tasks. By aligning with innovation patterns and highlighting innovation elements, and utilizing a more flexible human resources cost determination mechanism, we aim to drive the transformation of technological capability into technological strength. We improved the medium- and long-term incentive mechanism guided by technological innovation, encouraged subsidiary to actively implement medium- and long-term incentives, conducted forward-looking research on derivative medium- and long-term incentive tools, and continuously stimulated innovation and creativity.

Benefits

A comprehensive welfare guarantee system has been 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 Employees’ 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 backbone guarantee, and individual commercial health insurance as the autonomous guarantee. Reasonable arrangements have been made for employees’ working and rest time, ensuring the right to rest and vacation for employees. We have established an enterprise annuity system, making contributions to the enterprise annuity for employees to effectively protect the benefits and entitlements of retirees.

Key Performance

Indicator Name	Unit	2023	2024	2025
Number of letters received via CEO Mailbox	Number	1,032	740	599
Number of female employees on maternity leave at the HQ	Number	20	26	27
Number of male employees on paternity leave at the HQ	Number	10	20	21
Return-to-work rate of male employees at HQ after paternity leave	%	100	100	100
Return-to-work rate of female employees at HQ after maternity leave	%	100	100	100

Labor Rights Protection

Management Methods and Main Actions

In compliance with the *Labour Law of the People's Republic of China*, the *Law of the People's Republic of China on Protection of Minors* and the *Provisions on Prohibition of Child Labour* and other laws and regulations applicable in the places where it operates, the Company strictly prohibits the use of child labor and forced labor. In 2025, no violations such as the use of child labor and forced labor occurred in the Company, and no major labor dispute cases arose.

The Company strictly adheres to the *Trade Union Law of the People's Republic of China*, the *Regulations on the Democratic Management of Enterprises*, and other applicable laws and regulations applicable in the places where it operates, formulating the *Guidance on the Implementation of Enterprise Affairs Disclosure by China Mobile*, to improve and perfect the democratic management system taking the Employees' Representative Assembly as the basic form. This ensures that the Employees' Congress can exercise its functions and powers in accordance with the law and properly perform its democratic oversight responsibilities, providing an institutional guarantee for the protection of employees rights and interests.

Key Performance

Indicator Name	Unit	2023	2024	2025
Proportion of unionized contract employees	%	100	100	100

Occupational Health and Safety

Management Methods and Main Actions

The Company attaches great importance to the occupational health and safety of our employees, closely following the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases* and laws and regulations applicable in the places where it operates. We earnestly implement the requirements of the *State Council's Opinions on Implementing the Healthy China Initiative and the Healthy China Action Plan (2019-2030)* and actively respond to the *14th Five-Year National Health Plan* issued by the State Council General Office. The Company has established a four-in-one occupational health work system encompassing management, publicity, training, and services to protect the physical and mental health of employees. In 2025, the Company promoted the building of healthy enterprises and strengthened occupational health management, cumulatively receiving 5 excellent practice cases for healthy enterprises from the National Health Commission, and 54 excellent occupational health cases from the China Enterprise Confederation and the China Enterprise Directors Association.

Occupational Health and Safety Management System Certification: Some subsidiaries have obtained ISO45001 Occupational Health and Safety Management System certification.

Key Performance²³

Indicator Name	Unit	2023	2024	2025
Physical and mental health of employees				
Physical examination rate of employees	%	96.5	97	97
Number of employees covered by "Happiness 1+1"	10,000	41.2	43	43
Number of employees covered by the Mental Care Program	10,000	>40	>40	>40
Number of Mental Care Programs held across the Group	Times	43,601	56,923	56,238
Number of employees covered by Mental Care Programs held across the Group	Number	324,033	469,393	454,926
Work Safety				
Investment in work safety	RMB 100 million	30.37	27.9	30.20
Number of safety emergency drills	Number	15,367	19,675	21,198
Safety risk prevention training coverage rate	%	94.29	92.19	91.40

Indicator Name	Unit	2023	2024	2025
Number of employees participating in safety and emergency response drills	Number	1,074,969	853,754	836,044
Number of workplace accidents involving employees	Number	0	0	0
Workplace accident rate involving employees	%	0	0	0
Number of deaths from work safety accidents	Number	0	0	0
Accident fatality rate per 1,000 employees	%	0	0	0
Work-related injuries				
Number of workdays lost due to work-related injuries	Days	37,360	50,873	48,954
Work-Related Injury Insurance Expenditure	RMB 100 million	/	/	3.5
Work-Related Injury Insurance Coverage Rate for Employees	%	/	/	100

²³The statistics on the number of accidents involving employee 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 employees do not include the category of partner organizations. In accordance with the disclosure requirements of Article 50 of the Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies — Sustainability Report (Trial), two indicators have been added: Work-Related Injury Insurance Expenditure and Work-Related Injury Insurance Coverage Rate for Employees. As the Company is not involved in high-risk industries, no requirement has been made for the affiliated units to purchase work safety liability insurance.

Development and Training

Management Methods 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 informatization 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 comprehensive professional competency training for its employees, built rich and diverse training resources, created a multi-dimensional training platform, implemented training by specialty and by level, and organized diverse labor skill competitions to optimize the development of skilled talent teams.

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 2025, the Company achieved 100% coverage in employee performance evaluations.

Key Performance

Indicator Name	Unit	2023	2024	2025
Employee training				
Average training expenses per employee	RMB	2,895	2,903	2,408
Number of total employee participations in training	10,000	160.1	170.7	200.9
Female employees' participations in training	10,000	78.9	80.8	93.9
Male employees' participations in training	10,000	81.1	89.9	107.0
Senior management's participations in training	Number	1,612	1,971	2,585
Middle-level management's participations in training	Number	25,799	34,472	44,514
General staff's participations in training	10,000	157.3	166.3	196.2
Average employee training time	Hour	123.1	123.5	120.6
Average training time for female employees	Hour	130.1	112.4	110.3
Average training time for male employees	Hour	118.1	136.4	131.7
Average training time for senior management	Hour	173.1	167.4	201.1
Average training time for middle-level management	Hour	173.6	178.8	196.9
Average training time for general staff	Hour	123.1	122.7	119.5
Training participation rate of female employees	%	99.6	99.5	99.5
Training participation rate of male employees	%	99.4	99.6	99.9
Training participation rate of senior management	%	100	100	100
Training participation rate of middle-level management	%	99.9	100	100
Training participation rate of general staff	%	99.6	99.5	99.8
Training on Online Talent Development Center				
Total number of users on Online Talent Development Center	10,000	47.5	47.8	48.0
Average learning time of users on Online Talent Development Center	Hour	81.8	82.4	75.8
Number of mobile learners on Online Talent Development Center	10,000	31.9	33.1	30.9
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 Methods and Main Actions

The Company strictly abides by the *Law of the People's Republic of China on Donations for Public Welfare* and other laws and regulations applicable in the places where it operates, thoroughly implements the requirements of regulations such as the *China Mobile External Donation Management Measures* and works in tandem with the parent company on consumption assistance and industrial initiatives to support the consolidation and expansion of poverty eradication efforts. Deeply committed to the public welfare sector, the Company has intensively operated the China Mobile Public Welfare Platform to provide the public with convenient avenues for participating in charitable activities. Through the China Mobile Charity Foundation, the Company has launched public welfare projects such as the Heart Caring Campaign and the Blue Dream China Mobile Education Aid Plan, and extensively organized volunteer service activities. Additionally, the Company has placed significant emphasis on fulfilling its responsibilities overseas by actively contributing to the development of local communities and promoting community integration and growth.

Key Performance

Indicator Name	Unit	2023	2024	2025
Public welfare activities				
Number of "And You" Volunteer Activities Held	Number	800	838	841
Cumulative amount of funds donated by And You volunteer activities	RMB 10,000	96	100.56	319.68
Cumulative amount of funds donated by the China Mobile Charity Foundation	RMB 10,000	49,365	53,395	57,745
Cumulative amount of funds donated under the Blue Dream Program	RMB 100 million	2.704	2.984	3.299
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 Blue Dream Program	Number	4,725	5,115	5,478
Cumulative amount of funds donated under the Heart Caring Campaign	RMB 100 million	2.24	2.3	2.36
Cumulative number of impoverished children receiving free CHD screening under the Heart Caring Campaign	Number	68,591	71,847	73,799
Cumulative number of impoverished children with CHD assisted under the Heart Caring Campaign	Number	7,745	7,936	8,163
Employee localization				
Proportion of local employees in Hong Kong subsidiary	%	79.6	73.5	70.3
Proportion of local management level employees in Hong Kong subsidiary	%	62.8	62.5	64.2
Paired-up support and assistance				
Paired-up support and assistance funds allocated by the headquarters within the year	RMB 10,000	28,700	30,300	29,700
Cumulative paired-up support and assistance funds allocated by the headquarters	RMB 100 million	18.74	22	25

Environmental Performance

Energy Use, Greenhouse Gas and Exhaust Emission

Management Methods and Main Actions

The Company rigorously follows the *Law of the People's Republic of China on Energy Conservation*, alongside specific guidelines issued by the National Development and Reform Commission, such as the *Measures for the Administration of Energy Conservation in Key Energy-Consuming Units* and the *Measures for the Energy Conservation Examination of Fixed-Asset Investment Projects*, as well as the national carbon peaking and carbon neutrality goals and the “1+N” policy system and other laws and regulations applicable in the places where it operates. The Company has established pertinent policies and procedures to steadfastly advance the development of eco-friendly networks, embraced the utilization of renewable energy resources, engaged 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

Indicator Name	Unit	2023	2024	2025
Investment on energy saving and environmental protection				
Investment on energy saving and environmental protection	RMB 100 million	72	78.7	104
Energy use				
Total energy consumption	MWh	63,067,608	64,747,094	67,026,713
Green electricity purchase volume	100 million kWh	1.58	35.37	55.20
Average power usage effectiveness (PUE) of data centers	/	1.32	1.30	1.285
Direct energy use				
Natural gas consumption	Million cubic meters	12.60	13.0	13.71
LPG consumption	100 tons	1.5	1.5	0.96
Coal consumption	Million cubic meters	0.03	0.01	0.01
Coal consumption	10,000 tons	0.03	0.01	0.01
Gasoline consumption	Million liters	74.7	68.6	62.7
Diesel consumption	Million liters	8.4	8.4	7.5
Indirect energy use				
Purchased electricity consumption	100 million kWh	610.8	629.3	652.8
Purchased heat consumption	10,000 GJ	392.0	350.2	346.9
Energy use intensity ²⁴				
Rate of decrease in total energy consumption per unit of total telecommunications services ²⁵	Kg of standard coal/RMB 10,000	64.5	61.5	58.2
Rate of decrease in total energy consumption per unit of total telecommunications services	%	12.99	4.65	5.39
Energy conservation				
Total electricity savings	100 million kWh	89.90	115.34	149.72
Equivalent cost savings reductions of the electricity savings	RMB 100 million	60.63	76.07	96.40
Equivalent GHG emissions reductions of the electricity savings	10,000 tons	512.65	618.90	794.43
Greenhouse Gas Emissions ²⁶				
GHG emissions (Scope I + Scope II) (after green electricity offsetting) ²⁷	Million tons	35.40	32.46	32.28
GHG emissions (Scope I + Scope II) (before green electricity offsetting)	Million tons	35.49	34.36	35.21
Total direct greenhouse gas emissions (Scope I)	Million tons	0.22	0.20	0.19

Indicator Name	Unit	2023	2024	2025
Total indirect greenhouse gas emissions (Scope II) (with green power deduction) (after green electricity offsetting)	Million tons	35.18	32.26	32.09
Total indirect greenhouse gas emissions (Scope II) (with green power deduction) (before deducting the portion corresponding to green electricity)	Million tons	35.27	34.16	35.02
Total direct GHG emission reductions (Scope I)	10,000 tons	/	3.8	1.4
Total indirect GHG emission reductions (Scope II)	10,000 tons	/	821.0	1,087.3
Carbon emissions per RMB 10,000 of comparable operating revenue (after green electricity offsetting)	kg CO ₂ /RMB 10,000	/	214.5	194.5
Carbon emissions per RMB 10,000 of comparable operating revenue (before green electricity offsetting)	kg CO ₂ /RMB 10,000	/	227.0	212.1
Rate of Decrease in Carbon Emissions per RMB 10,000 of Operating Revenue (after green electricity offsetting)	%	/	/	9.3
Rate of Decrease in Carbon Emissions per RMB 10,000 of Operating Revenue (before green electricity offsetting)	%	/	/	6.6
Scope III GHG emissions - Category 6: business travel ²⁸	10,000 tons	7.05	8.05	12.06
Scope III GHG emissions - Category 7: employee commuting ²⁹	10,000 tons	29.05	25.93	22.46
Exhaust emission ³⁰				
SO ₂ emissions ³¹	ton	5.17	1.96	2.07

²⁴ The “Rate of decrease in total energy consumption per unit of data traffic” has a low correlation with the current core control targets and will no longer be included in the disclosure.

²⁵ The total volume of telecommunications services is a core statistical indicator for measuring the scale of telecommunications business and service volume. It reflects the total output of telecommunications enterprises in providing various telecommunications services to society, such as fixed voice, mobile voice, data and Internet, and value-added services, calculated at constant prices.

²⁶ To further clarify the definition of indicators, avoid ambiguity, and effectively improve the accuracy of management, the original two indicators, GHG emissions (Scope 1 + Scope 2) and Total Indirect Greenhouse Gas Emissions (Scope 2), have been adjusted to four indicators, Total Greenhouse Gas Emissions (Scope 1 + Scope 2) (after green electricity offsetting), Total Greenhouse Gas Emissions (Scope 1 + Scope 2) (before green electricity offsetting), Total Indirect Greenhouse Gas Emissions (Scope 2) (after green electricity offsetting), and Total Indirect Greenhouse Gas Emissions (Scope 2) (before green electricity offsetting), based on whether green electricity has been excluded. The 2 indicators, “GHG emission intensity per unit of data traffic (Scope 1 + Scope 2)” and “Rate of decrease in GHG emissions intensity per unit of data traffic”, have low relevance to the current core control objectives and will no longer be included in the disclosure. Newly added 4 indicators: “Carbon emissions per RMB 10,000 of comparable operating revenue (after green electricity offsetting)”, “Carbon emissions per RMB 10,000 of comparable operating revenue (before green electricity offsetting)”, “Rate of Decrease in Carbon Emissions per RMB 10,000 of (Comparable) Operating Revenue (after green electricity offsetting)”, and “Rate of Decrease in Carbon Emissions per RMB 10,000 of (Comparable) Operating Revenue (before green electricity offsetting)”.

²⁷ 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 (HBQHH [2023] No. 43). 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) (FGBQH [2015] No. 1722). The carbon dioxide emission factors for coal, natural gas, coal gas, liquefied petroleum gas, gasoline, and diesel were taken from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories, where gasoline density was 0.72 kg/L and diesel density was 0.83 kg/L.

²⁸ The scope of greenhouse gas emissions statistics for business travel covers domestic entities. 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 International Air Transport Association's pre-flight standards, calculated by aircraft type and distance for the corresponding flight segment's greenhouse gas emissions data.

²⁹ 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.

³⁰ Over 90% of energy consumption is electricity, and among other energy sources, only a small amount of sulfur dioxide gas is generated during the direct use of energy.

³¹ 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 Methods and Main Actions

The Company strictly adheres to the relevant requirements of the *Law of the People's Republic of China on Water*, the *Law of the People's Republic of China on Prevention and Control of Water Pollution* and other laws and regulations applicable in the places where it operates. In our daily production and operations, the Company promotes water conservation, encourages rainwater harvesting, rigorously controls sewage discharge, reduces unnecessary water resource consumption, and strives 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.

The Company's main products are information traffic and technical services. Water consumption is primarily used for cooling the data centers' server room environment and equipment, and does not involve wastewater.

In 2025, the Company actively implemented water-saving initiatives. Currently, the data centers' primary cooling method is water circulation cooling. Compared to traditional air-cooling technology, its energy-saving effect is more efficient, but water consumption has significantly increased. With the rapid growth in energy consumption of intelligent computing centers, the water consumption of data centers will also increase accordingly. In the future, with the rapid growth of AI applications in China, it is projected that water consumption for cooling in the Company's data centers will increase largely during the 15th Five-Year Plan period.

Key Performance

Indicator Name	Unit	2023	2024	2025
Total water consumption	Million tons	37.41	38.74	40.32
Fresh water consumption	Million tons	37.12	38.21	39.68
Water use intensity	Ton/RMB 10,000	0.37	0.37	0.38
Reclaimed water usage	Million tons	0.29	0.31	0.34
Groundwater	Million tons	/	0.23	0.30

Waste and Material Use

Management Methods and Main Actions

The Company continues to strengthen the management of various types of solid waste, strictly adhering to national laws and regulations in every aspect, including storage, transportation and disposal, in order to prevent and control environmental pollution risks, carry out the circular reuse of surplus engineering materials and decommissioned equipment, promote classified disposal of scrapped items, tap into the residual value of resources and continuously improve the overall utilization rate.

Key Performance³²

Indicator Name	Unit	2023	2024	2025
Non-hazardous waste ³³				
Amount of general solid waste generated	10,000 tons	6.17	5.12	3.55
Amount of general solid waste comprehensively utilized	10,000 tons	6.35	5.29	3.69
Amount of general solid waste carried over from previous years comprehensively utilized	10,000 tons	0.18	0.17	0.14

Indicator Name	Unit	2023	2024	2025
Comprehensive utilization rate of general solid waste ³⁴	%	100	100	100
Discharge intensity of general solid waste	Kg/RMB 10,000	0.61	0.49	0.34
Hazardous waste				
Amount of hazardous waste generated	10,000 tons	3.90	3.91	4.43
Amount of hazardous waste disposed of	10,000 tons	4.09	4.08	4.51
Amount of hazardous waste carried over from previous years disposed of	10,000 tons	0.18	0.17	0.08
Disposal rate of hazardous waste ³⁵	%	100	100	100
Discharge intensity of hazardous waste	Kg/RMB 10,000	0.39	0.38	0.42
Material use				
Total amount of materials used in production of terminal equipment	ton	12,270	7,865	6,072
Total amount of non-renewable materials used in production of terminal equipment	ton	11	7.1	5.50
Total amount of renewable materials used in production of terminal equipment	ton	12,259	7,858	6,067
Total amount of toxic and hazardous materials used in production of terminal equipment	ton	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	ton	5,364.44	3,438.58	2,654.68
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	ton	12,258.96	7,857.92	6,066.54
Amount of packaging materials used per production unit of terminal products	Ton/production unit	0.000409	0.000409	0.000409

³²In 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 from network operations and the rapid development of the network and continuous equipment upgrades and iterations.

³³The 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.

³⁴The 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.

³⁵The 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 Methods and Main Actions

The Company adheres to green procurement practices, having issued the China Mobile Energy Conservation Management Measures, China Mobile Ecological Environment Pollution Risk Prevention and Control Management Measures, and China Mobile Green and Low-Carbon Code of Conduct. It collaborates with the industry chain to promote energy-saving upgrades and green transformation of communication products, clarifying behavioral standards for each stage, aiming to promote collaborative improvement of supply chain performance. The Company issued documents such as the China Mobile Centralized Procurement Supplier Information Verification Management Regulations 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.

The Company mainly provides information services. Currently, it achieves green packaging and recycling of main equipment by urging key suppliers.

Key Performance

Indicator Name	Unit	2023	2024	2025
E-commerce transaction volume	RMB 100 million	6,486	6,876	6,780
Number of electronic procurement projects implemented	10,000	approx. 3.5	approx. 2.9	approx. 3.3
Amount of paper documents reduced due to the application of fully electronic procurement processes	10,000	approx. 75.7	approx. 43.3	approx. 71.37
Proportion of new main equipment with green packaging	%	>80	>85	>85
Target for proportion of new main equipment with green packaging	%	≥ 70	≥ 80	≥ 85
Amount of wood saved	10,000 cubic meters	27.85	28.14	29.28

Environmental Compliance

Management Methods and Main Actions

The Company has formulated the China Mobile Ecological Environment Pollution Risk Prevention and Control Management Measures (Z.Y.T.J. [2019] No. 64), which address major risk points in environmental management such as air, water, soil, solid waste, electromagnetic radiation and noise. It clearly defines responsible departments and establishes emergency response plans and prevention measures.

In 2025, the Company was not subject to any significant administrative penalties or criminal liability due to pollutant emissions.

Eco-Friendly Products and Services

Management Methods and Main Actions

The Company has developed a variety of digital applications and services to meet the informatization needs of industries and individual users, improving the 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 Mobile Cloud, Mobile Cloud Applications, Digital Intelligence Culture, Digital Intelligence E-commerce, 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 Methods and Main Actions

The Company is dedicated to advancing the governance modernization efforts. As of the end of 2025, the Board of Directors comprises eight members and has established four specialized committees: The Audit, Nomination, Remuneration and Sustainability Committees.

Key Performance ³⁶

Indicator Name	Unit	2023	2024	2025
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	4.0	4.1	3.9
Number of Board meetings held within the year	Times	7	10	11
Average attendance rate of Board meetings	%	96.5	98.8	93.0
Number of proposals reviewed by the Board throughout the year	Number	51	56	50
Number of independent or non-executive directors with industry experience	Number	0	0	0

³⁶ Among the eight directors, Mr. He Biao resigned on February 12, 2026. Four independent directors possess professional qualifications in accounting, finance and risk management, AI and scientific research, law and regulation, finance and economics and other fields. The Company has no Non-Executive Director.

Tax Management

Management Methods 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 local daily tax management and performance of tax obligations. The Company is committed to adhering to the tax laws and regulations in China and wherever it operates, and upholds the principles of integrity and legality in our tax practices. The Company has developed policies including 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 2025, the Company continued to strengthen policy research and personnel training, adopting various forms such as policy dissemination, business discussions, and case studies to continuously enhance the professional skills of the tax team. The Company continuously strengthened the integration of business, finance, and tax, embedded compliance management into business processes, improved the intelligent risk prevention and control system, strengthened the application of fully digitalized electronic invoices, and continuously enhanced the intelligence level of tax management.

Key Performance

Indicator Name	Unit	2023	2024	2025
Taxes paid	RMB 100 million	386	399	383

Business Ethics and Anti-Corruption

Management Methods and Main Actions

The Company is committed to upholding the highest standards of business ethics, conducts its operations in a responsible manner, takes a firm stance against corruption, and maintains a zero-tolerance policy for any detected corrupt practices.

Improvement of policies and procedures: The Company continued to implement the China Mobile Integrity Commitment System (Trial), further regulating the integrity and professional conduct of leaders, managerial staff, and key position holders. The Company has clearly defined whistleblower protection policies in its inspection work regulations and other related systems.

Enhancement of the integrity culture: The Company organized and conducted anti-corruption and integrity education activities in 2025, holding 13,000 diverse educational events, covering approximately 470,000 cadres and employees. Focusing on headquarters departments, particularly key areas such as marketing, government and enterprise, network, and supply chain, the Company conducted targeted integrity education, clarified the “three absolute prohibitions” requirements, and issued the China Mobile’s Ten Prohibitions on Rectifying Irregular Dining and Drinking, thereby fostering a good atmosphere of advocating integrity, rejecting corruption, and working diligently.

Continuously deepening the construction of the integrity risk prevention and control mechanism: The Company carried out a special project to precisely improve the construction of China Mobile’s integrity risk prevention and control mechanism, focusing on key areas and crucial links in the exercise of power, accurately anchoring the core positioning of “cannot be corrupt”, accelerating the transformation of integrity risk prevention and control from “passive response” to “proactive governance”, actively building a pragmatic, effective and practical power constraint mechanism, organically integrating integrity requirements into all aspects of the Company’s production, operation and development, ensuring that power is exercised in a standardized manner under the sunlight, continuously improving the effectiveness of integrity risk prevention and control and the efficiency of grassroots corruption governance, and promoting the integrated approach of “not daring to be corrupt, not being able to be corrupt, and not wanting to be corrupt”.

Continuing to deepen internal inspections: Implementing the inspection work policy, the Company conducted regular inspections of 27 affiliated units in two rounds. It consolidated rectification responsibilities at all levels, prioritized key areas and closely monitored crucial elements to effectively carry out internal inspection rectifications. Leveraging inspection findings, the Company strengthened oversight of rectifications, focused on eradicating common systemic issues, and ensured the genuine and thorough rectification of problems identified during inspections; carried out the “AI+Inspection” initiative, developing, building, and deploying an AI-powered inspection platform to enhance the quality and efficiency of inspections through digital and intelligent means.

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 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 Performance³⁷

Indicator Name	Unit	2023	2024	20251
Number of anti-corruption and integrity education events conducted annually	Number	13,705	14,736	13,785
Percentage of directors who received anti-commercial bribery and anti-corruption training	%	/	/	100
Percentage of management personnel who received anti-commercial bribery and anti-corruption training	%	/	/	100
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	833,181	1,165,838	972,484

³⁷In accordance with the disclosure requirements of Article 55 of the Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies — Sustainability Report (Trial), two indicators have been added: the percentage of directors who received anti-commercial bribery and anti-corruption training, and the percentage of management personnel who received anti-commercial bribery and anti-corruption training.

Value Chain Management

Management Methods and Main Actions

The Company has established a supply chain management system led by top-level policies, and supported by operational policies. It has implemented a comprehensive suite of 47 supply chain management policies covering six areas: procurement, logistics, supplier and quality, supply chain safety, digital transformation and supply chain bases. This framework is underpinned by a closed-loop management approach of planning, execution, assessment and optimization, aiming to continuously 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 2025, the Company achieved a remarkable centralization rate of over 99% in the two-tier procurement activities, reducing the average time for procurement projects to 48.55 days.

Smart procurement initiatives: The Company has built a centralized supply chain management system, forming six core capabilities: e-commerce guidance, full process structuring, centralized order center, warehousing standard management, centralized unified portal, and quality closed-loop management; it has also constructed a unified electronic procurement and bidding system to support the digitalization of sourcing processes for all procurement methods such as tendering, inquiry and comparison, competitive bidding, negotiation, and direct procurement. In 2025, the electronic procurement rate reached nearly 100%.

Strengthening compliance in procurement: Adhering to the principles of “openness, fairness, justice and honesty”, the Company makes efforts to create a fair and sound business environment and a transparent and standardized procurement environment. In 2025, the Company first issued bid collusion identification rules in the industry, clarifying the handling principles and work requirements for directly identifying collusion and suspected collusion, striving to curb improper market competition behaviors such as bid collusion (response); it applied a smart compliance digital platform to review procurement documents before procurement, assist in discovering improper behaviors such as supplier bid-rigging and fraud during procurement, and inspect the implementation process after procurement, effectively supervising procurement work; the Company also promoted the standardization of bid evaluation rooms in inquiry and comparison projects to ensure the review process is transparent.

Responsible procurement: The Company has 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 2025, it conducted over 1,245 information verification activities.

Effective quality management: The Company has formulated guidelines including the China Mobile Centralized Procurement Product Quality Management Measures to strengthen product quality management of cooperative suppliers. In 2025, the Company conducted 79,206 basic inspections for First-Level centralized procurement products; it carried out factory inspections for 5,834 batches, arrival inspections for 12,425 batches, and unannounced inspections for 264 batches.

Key Performance

Indicator Name	Unit	2023	2024	2025
Number of suppliers				
Number of centralized procurement suppliers ³⁸	Number	15,681	14,479	12,357
Number of suppliers by region				
Number of procurement suppliers in Eastern China	Number	4,857	4,526	3,935
Number of procurement suppliers in Northern China	Number	2,899	2,718	2,441
Number of procurement suppliers in Central China	Number	1,468	1,453	1,381
Number of procurement suppliers in Southern China	Number	1,755	1,656	1,459
Number of procurement suppliers in Southwest China	Number	1,496	1,313	1,152
Number of procurement suppliers in Northwest China	Number	1,920	1,518	1,156
Number of procurement suppliers in Northeast China	Number	1,283	1,292	833
Number of overseas centralized procurement suppliers	Number	3	3	0
Number of suppliers by category ³⁹				
Number of Tier 1 centralized procurement suppliers	Number	671	635	652
Number of Tier 2 centralized procurement suppliers	Number	15,444	14,252	12,151
Supplier localization				
Proportion of local ⁴⁰ suppliers in Tier 1 centralized procurement suppliers	%	99.7	99.69	100
Proportion of local ⁴¹ suppliers in Tier 2 centralized procurement suppliers	%	62.6	50.17	48.92
Information review verifications on suppliers				

Indicator Name	Unit	2023	2024	2025
Number of information review verifications on Tier 1 centralized procurement suppliers ⁴²	Times	1,371	2,209	1,197
E-procurement system				
Number of launched projects in the e-procurement and bidding system	Number	35,461	29,269	33,040
Number of suppliers on the e-procurement and bidding system	Number	371,743	404,862	367,559
Number of experts in China Mobile procurement evaluation expert pool	Number	49,446	50,123	50,350

³⁸ The 2025 data is for newly contracted suppliers and does not include suppliers signed before 2025 but whose contracts have not expired.

³⁹ 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.

⁴⁰ Local suppliers in Tier 1 centralized procurement refer to domestic suppliers.

⁴¹ Local suppliers in Tier 2 centralized procurement refer to provincial suppliers.

⁴² In 2025, the statistical scope was adjusted to the number of suppliers participating in bids for Tier 1 centralized procurement projects.

Independent Assurance Report



ASSURANCE STATEMENT

REPORT ON SUSTAINABILITY ACTIVITIES IN THE CHINA MOBILE LIMITED'S SUSTAINABILITY REPORT FOR 2025

NATURE OF THE ASSURANCE/VERIFICATION

SGS-CSTC Standards Technical Services Co., Ltd. (hereinafter referred to as SGS-CSTC) was commissioned by China Mobile Limited (hereinafter referred to as China Mobile) to conduct an independent assurance of the China Mobile's Sustainability Report for 2025 (Chinese version) for the period of January 1, 2025 to December 31, 2025.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all China Mobile Limited's Stakeholders.

RESPONSIBILITIES

The sustainability information in the China Mobile's Sustainability Report for 2025 and its presentation are the responsibility of China Mobile's Department of Development Strategy and the management of China Mobile Limited. SGS-CSTC has not been involved in the preparation of any of the material included in the China Mobile's Sustainability Report for 2025.

Our responsibility is to express an opinion on the sustainability performance information within the scope of assurance based upon sufficient and appropriate objective evidence.

SGS-CSTC 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 Group ESG & Sustainability Report Assurance (SRA) protocols used to conduct assurance are based upon internationally recognised assurance standards including the ISAE 3000.

The assurance of this report has been conducted according to the following Assurance Standards:

Assurance Standard	Level of Assurance
ISAE 3000	Limited

SCOPE OF ASSURANCE

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

Reporting Criteria
Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules published by Hong Kong Exchanges and Clearing Limited (HKEX)
Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)
GRI Standards 2021 (With Reference to)

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees on-site 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, including documentation and record review and validation where relevant. This assurance engagement was restricted to the group level of China Mobile Limited and did not include traceability of all original data from subordinate institutions.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.



LIMITATIONS AND MITIGATION

Data drawn directly from independently audited financial accounts and intensity data calculated based on financial data has not been checked back to source as part of this assurance process.

The greenhouse gas emissions related data in the China Mobile's Sustainability Report for 2025 was calculated by China Mobile Limited. In the context of the present assurance engagement, our procedures were limited to sample-based validation.

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. As an affiliate of SGS Group, SGS-CSTC affirm our independence from China Mobile Limited, 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, no inaccuracies or reliability issues were identified within the scope of the sustainability performance information covered by the China Mobile's Sustainability Report for 2025.

ADHERENCE TO APPENDIX C2 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING CODE OF LISTING RULES PUBLISHED BY HKEX

The assurance team concludes that the China Mobile's Sustainability Report for 2025 has been prepared in accordance with the requirements of Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules published by HKEX.

GUIDELINES NO.14 OF SHANGHAI STOCK EXCHANGE FOR SELF-REGULATION OF LISTED COMPANIES—SUSTAINABILITY REPORT (TRIAL)

The assurance team concludes that the China Mobile's Sustainability Report for 2025 has been prepared in accordance with the requirements of Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial).

ADHERENCE TO GRI STANDARDS 2021

The assurance team concludes that the China Mobile's Sustainability Report for 2025 has been prepared with reference to the requirements of GRI Standards 2021.

Signed:



For and on behalf of SGS-CSTC

David Xin

Sr. Director – Business Assurance

16/F Century Yuhui Mansion, No. 73, Fucheng Road, Haidian District, Beijing, P.R. China

Mar. 17th, 2026

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Report Disclosure Indexes

HKEX Listing Rules-Appendix C2 Environmental, Social, and Governance (ESG) Reporting Guide

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	Reporting Scope	01
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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 on the issuer.	74,96
	KPI A1.1 The types of emissions and related emission data.	96
	KPI A1.3 Total amount of hazardous waste generated (in tons) and, if applicable, intensity (e.g., per unit of production, per facility).	96
	KPI A1.4 Total amount of non-hazardous waste generated (in tons) and, if applicable, intensity (e.g., per unit of production, per facility).	96
	KPI A1.5 Description of emission reduction targets established and steps taken to achieve them.	96
	KPI A1.6 Description of methods for handling hazardous and non-hazardous waste, as well as waste reduction targets established and steps taken to achieve them.	96
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	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).	95
	KPI A2.2 Water consumption in total and intensity (e.g., per unit of production volume, per facility).	96
	KPI A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them.	71
	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.	96
	KPI A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	96
Aspect A3: The Environment and Natural Resources	General Disclosure: Policies on mitigating the issuer's significant impacts on the environment and natural resources.	73, 76-77
	KPI A3.1 Description of significant environmental and natural resource impacts of business activities and actions taken to manage these impacts.	73, 76-77
B. Society		
Employment and Labor Practices		

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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 on the issuer.		57-63,91-94
	KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group, and geographical region.	91-92
	KPI B1.2	Employee turnover rate by gender, age group, and geographical region.	92
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 on the issuer.		59,63,93
	KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	93
	KPI B2.2	Lost days due to work-related injuries.	93
	KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	9,63,93
Aspect B3: Development and Training	General Disclosure: Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.		60-62,93-94
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g., senior management, middle management).	94
	KPI B3.2	The average training hours completed per employee by gender and employee category.	94
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 on the issuer.		58,93
	KPI B4.1	Description of measures to review employment practices to avoid child labor and forced labor.	58
	KPI B4.2	Description of steps taken to eliminate such practices when discovered.	93,98
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	General Disclosure: Policies on managing environmental and social risks in the supply chain.		37,97-99
	KPI B5.1	Number of suppliers by geographical region.	99
	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.	99
	KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	37,75-76
	KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	75-76,97-99
Aspect B6: Product Responsibility	General Disclosure: Information relating to health and safety, advertising, labelling 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 on the issuer.		47-51,89-91
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not involved
Aspect B6: Product Responsibility	KPI B6.2	Number of products and service related complaints received and how they are dealt with.	42-44,90-91
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	88
	KPI B6.4	Description of quality assurance process and recall procedures.	90-91
	KPI B6.5	Description of consumer data protection and privacy policy, and how they are implemented and monitored.	45-46,89-90

Subject Areas, Aspects, General Disclosures and KPIs			Page(s)
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.		98
	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.	98
	KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	98
	KPI B7.3	Description of anti-corruption training provided to directors and staff.	98
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 communities' interests.		56-57, 94
	KPI B8.1	Focus areas of contribution (e.g., education, environmental concerns, labor needs, health, culture, sports).	56-57, 94
	KPI B8.2	Resources contributed (e.g., money or time) to the focus area.	56-57, 94
Part D: Climate-related Disclosures			
Aspect D-I Governance	19.(a) Governance body responsible for overseeing climate-related risks and opportunities or personal information	Description of how the organization or individual determines whether it currently possesses or will possess in the future the appropriate skills and competencies to oversee the strategy for addressing climate-related risks and opportunities.	66
		The manner and frequency with which the organization or individual becomes aware of climate-related risks and opportunities.	68-69
		Description of how the organization or individual considers climate-related risks and opportunities in the process of overseeing the issuer's strategy, significant transaction decisions, risk management processes, and related policies, including whether the organization or individual considers trade-off assessments related to such climate-related risks and opportunities.	68-69
		Description of how the organization or individual oversees the setting of targets related to climate-related risks and opportunities and monitors progress towards achieving them, including whether and how relevant performance indicators are incorporated into remuneration policies.	66-71
	19.(b) Role of management in governance processes, control measures, and procedures used to monitor, manage, and oversee climate-related risks and opportunities.	Description of whether the role is delegated to a specific member of management or a management committee, and how that individual or committee is supervised.	66
		Management may have monitoring measures and procedures in place to assist in overseeing climate-related risks and opportunities. If any, description of how these monitoring measures and procedures are integrated with other internal functional departments.	66
Aspect D-II Strategy	20. 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.	68-70
		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.	68-70
		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.	69-70

	Subject Areas, Aspects, General Disclosures and KPIs	Page(s)
	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.	68-70
	Description of the current and expected impacts of climate-related risks and opportunities on the issuer's business model and value chain.	68-70
21. Business Model and Value Chain	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).	68-70
	Providing information on how the issuer has addressed and plans to address 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.	68-70
22. Strategy and Decision-Making	Providing information on how the issuer plans to provide resources for its actions to address climate-related risks and opportunities, both presently and in the future.	68-70
	23. Progress made during previous reporting periods on how it plans to address climate-related risks and opportunities in its strategy and decision-making.	71
Aspect D-II Strategy	How climate-related risks and opportunities affect the issuer's financial position, financial performance, and cash flow during the reporting period.	68-69
24. Current Financial Impacts	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.	68-69
	After considering its strategy to manage climate-related risks and opportunities and taking into account the following, the issuer anticipates how its financial situation will change in the short, medium and long term.	68-69
25. Expected Financial Impacts	Based on the issuer's strategy for managing climate-related risks and opportunities, it anticipates changes in its financial performance and cash flows over the short, medium and long term.	68-69
	The issuer's assessment of its climate resilience as of the reporting date.	68-70
26. Climate Resilience	How and when to conduct climate-related scenario analyses.	70
	27.(a) Processes and related policies used by issuers to identify, assess, prioritize, and maintain monitoring of climate-related risks.	68-70
Aspect D-III Risk Management	27.(b) Processes used by issuers to identify, assess, prioritize, and maintain monitoring of climate-related opportunities (including information that issuers can and use climate-related scenario analysis to determine climate-related opportunities).	68-70
	27.(c) The identification, assessment, prioritization, and monitoring of climate-related risks and opportunities, and how these are integrated into the issuer's overall risk management process, along with the extent of their integration.	68-70
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	35. Compensation	66
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	41. Applicability of Cross-industry and Industry-specific Indicators	71,95

Self-Regulatory Guidelines No. 14 for Companies Listed on Shanghai Stock Exchange-Sustainability Report Trial

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	3	Pollutant Emissions	Clause 30	95-97
	4	Waste Disposal	Clause 31	96
	5	Ecosystem and Biodiversity Conservation	Clause 32	76-77
	6	Environmental Compliance Management	Clause 33	69,97
	7	Energy Utilization	Clause 35	66-71,95
	8	Water Resource Utilization	Clause 36	96
	9	Circular Economy	Clause 37	74-76,97
Social	10	Rural Revitalization	Clause 39	28,53-54
	11	Social Contribution	Clause 40	56-57,94
	12	Innovation-Driven (Technological Innovation)	Clause 42	30-36,88-89
	13	Science and Technology Ethics	Clause 43	36,89
	14	Supply Chain Security	Clause 45	36-37,97-99
	15	Equal Treatment of Small and Medium-sized Enterprises (SMEs)	Clause 46	37
	16	Product and Service Safety and Quality	Clause 47	16-29,42-44,90-91
	17	Data Security and Customer Privacy Protection	Clause 48	45-51,89-90
	18	Safeguarding Employee Rights and Interests	Clause 50	57-60,91-94
	19	Employee Growth and Development	Clause 50	60-62,91-94
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	21	Technology for Disaster Prevention and Relief		49-50,89-90
	22	Promotion of Digital and Intelligent Inclusiveness		51-52
	23	Leveraging Digital Intelligence Technology to Empower Economic and Social Progress		24-29
	24	Network Quality Assurance		16-19
	25	Promoting Coordinated Regional Development		55
	26	Deepening Overseas Responsibility Fulfillment		55
Governance related to sustainable development	27	Due Diligence	Clause 52	98-99
	28	Stakeholder Communication	Clause 53	9-10,82
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	32	ESG Management		8-13
	33	Taxation		97

UN Sustainable Development Goals (SDGs)

Targets	Practices of China Mobile	Page(s)
	This has resulted in increased resource investment and significant achievements. Cumulative donation in gratuitous assistance funds was RMB 3.6 billion. More than 6,000 cadres were dispatched to provide assistance, a total of RMB 3.8 billion was provided in consumer assistance, and more than 830,000 grassroots cadres and technicians were trained.	54
	Focusing on key scenarios such as high-standard farmland, increasing grain yield per unit area, smart breeding, smart animal husbandry, smart fisheries, and low-altitude agricultural technology, it has cumulatively built over 3,000 5G smart agriculture demonstration projects. It has also released large models for agricultural planting and grain storage, promoting stable agricultural production and increased income, and assisting industrial digital intelligence upgrading.	27
	The Company has deeply fostered two flagship brand-value benchmarking projects in the charity and public welfare sector, namely the "One Red and One Blue", cumulatively providing free congenital heart disease screening for 73,799 children. Free surgical treatment was provided for 8,163 diagnosed child patients. For caring for employees' mental health, leveraging occasions such as Mental Health Day to conduct special awareness campaigns, the Company provided over 8,000 hours of regular consultation and more than 320 expert courses annually.	56,63
	The Company actively utilized digital technologies to promote the inclusivity and upgrading of education, and developed the first national-level inclusive education terminal, the "AI Learn Cloud PC". The initial rollout benefited over 10,000 teachers and students across 110 primary and secondary schools in 25 cities and counties, including Enshi, Hubei, and Baisha, Hainan. Additionally, by the end of 2025, the 'Blue Dream - China Mobile Education Donation Program' had donated a total of RMB 330 million.	29,56
	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 2025, the proportion of female employees was 51.51%.	58
	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'.	96
	The Company takes the initiative to participate in green electricity and carbon trading, purchasing more than 5.5 billion kWh of green electricity, which resulted in a reduction of over 2.93 million tons of carbon dioxide emissions. China Mobile's Hohhot Data Center, as the operator's largest single intelligent computing center, has achieved a green electricity proportion of nearly 90%.	73
	China Mobile adheres to a people-oriented approach and is committed to achieving the common growth of employees and the enterprise. It strictly abides by the principle of equal employment opportunity, effectively safeguards occupational health and safety, continuously optimizes the salary and welfare system, and fully safeguards employees' legitimate rights and interests. It focuses on building a high-caliber talent team, improving the systematic training system, and continuously broadening diverse career development channels. We attach great importance to the humanistic care for employees, fostering a positive and progressive organizational atmosphere by enriching cultural and recreational activities and enhancing support for employees in need.	57-63
	China Mobile moderately builds advanced digital infrastructure, accelerates the formation of a national integrated computing system, cultivates a computing industry ecosystem, and builds the first batch of intelligent computing center nodes.	16-18,70
	China Mobile advanced universal telecommunications services, and innovated digital intelligence inclusive applications, striving to eliminate the "digital divide", promoting social equity through network extension, and fully consolidating the foundation of a digital society shared by all. This has achieved full 5G coverage in border county seats and township seats, with 5G network coverage exceeding 95% in border administrative villages, and 458,000 villages had met the standards for digital rural construction.	51-53
	It represents a new service paradigm formed by the widespread and deep integration of artificial intelligence with various industries and fields of the economy and society, fostering an intelligent economy and intelligent society characterized by human-machine collaboration, cross-domain integration, and co-creation and sharing. The Company continues to promote the deep integration of artificial intelligence into all aspects of production, daily life, and corporate governance, enhancing core competitiveness, innovating scenario applications, empowering the digital transformation of the economy and society, and jointly creating a new future for digital intelligence development.	22-29
	The Company strengthened content security risk prevention and intensified efforts to rectify undesirable information. Focusing on the health and safety of young people's Internet use, China Mobile actively guide minors to use the Internet properly and responsibly. We launched a set of service initiatives and announced ten service commitments to the society.	45-48
	The Company actively responded to the national "Dual Carbon" Strategy, integrating climate change responses into its overall corporate development, and improving its climate governance structure. By systematically identifying, assessing, and managing climate-related risks, it actively promotes the comprehensive green transformation of its operations.	66-71
	We conducted monitoring, protection, and rescue for animals such as the white dolphins in Xiamen Bay.	76
	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.	77
	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.	8-10,79-87
	We established strategic partnerships with 158 large enterprises, and newly signed strategic cooperation agreements with 10 entities, including Dongfeng Motor and Aluminum Corporation of China (CHINALCO). China Mobile also actively pursued equity strategies to continue to expand international exchange and cooperation channels.	38

Ten Principles of the UN Global Compact

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China Mobile Limited

Tel.: (852) 3121 8888

Registered Office/Headquarters Address: 60/F, The Center, 99 Queen's Road Central, Central, Hong Kong

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