



Inclusive Growth

Achieving prosperity for all is an essential requirement of the Chinese path to modernization. At China Mobile, we embrace openness, inclusiveness, and mutual growth and are committed to leveraging the power of information technology to benefit society as a whole. We strive to build a high caliber of digital intelligence talent and provide opportunities for our employees to grow and thrive with us. By actively shouldering social responsibilities, we continuously improve the quality of life of the people and ensure that the achievements of modernization benefit more people in a fairer way, making the vision of a better life for everyone a reality.



Striving for Common Prosperity



Cultivating Well-Rounded Talents

SUSTAINABLE DEVELOPMENT GOALS

Responding to SDGs

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Striving for Common Prosperity

Adhering to the principle of people-oriented development, China Mobile worked to bridge the digital divide for marginalized population and contribute to rural revitalization. We actively engaged in public welfare and charitable activities and provided high-quality services to support coordinated regional development. We strengthened our overseas responsibilities and brought the benefits of social progress to the people.

Crossing the Digital Divide

China Mobile actively advanced efforts to increase broadband speed and lower tariff, helping small and medium-sized enterprises (SMEs) with their difficulties and prioritizing the benefits of the people. Leveraging our convenient intelligent and cloud-based online approaches, we endeavored to eliminate the digital divide for special groups, including people with disabilities, seniors, and those with cultural differences, to democratize digital access for all. We were actively involved in promoting the digital intelligence upgrading of education and healthcare, helping the public service sector reap the benefits of information technology and enjoy the level of convenience brought by digital intelligence while promoting the sharing of educational and medical resources.

► Propelling speed upgrade and tariff reduction to widely benefit enterprises and individuals

In 2022, China Mobile made solid progress in propelling speed upgrade and tariff reduction, leading to substantial benefits for enterprises and individuals alike. We offered micro-, small- and medium-sized enterprises (MSMEs) a 10% discount on long-term subscriptions of enterprise broadband and Dedicated Internet Access (DIA) and waived fees for some SMEs for one to three months. The Company offered tariff cuts for three specific groups: seniors, people with disabilities, and people who were lifted out of poverty. The new "Heartwarming Service Elderly Guardian Plan" and upgraded "Filial Piety Card/Package" were designed to offer more services to seniors, including location tracking and triple anti-fraud service, at a more favorable price. Additionally, the "Care Card" was exclusively launched for people with disabilities and those who were lifted out of poverty.

In 2022, we provided targeted tariff reductions that benefited a total of **37.167 million** people in these three groups

► Meeting the needs of seniors and facilitating smart aging

China Mobile took active steps to bridge the "digital divide" facing seniors to meet the requirements of the gray hair industry for high-quality development. We explored innovative ways to integrate the industry with the next-generation information technologies and developed information services that are user-friendly, effective, appealing, and reliable. This has helped to create new growth opportunities for the gray hair industry while at the same time enabling seniors to share in the benefits of digital technology development.

Digital intelligence elderly care

We developed a connected intelligent healthcare service platform that catered to the needs of elderly people with chronic diseases. This platform served millions of users and enabled the transition of healthcare service from "in-hospital to out-of-hospital, offline to online, one-time to periodic, random to personalized, manual to intelligent, and passive to active".

With a focus on the essential needs of elderly care and the elderly population, we developed "a standard product framework, a dual-level operations platform, and an ecological coordination mechanism" to create a closed-loop service system integrating "information, monitoring, management, consultation, registration, and prescription purchasing". Building on the "Filial Piety Card" and large screens, we aimed to rapidly expand our user base, strengthen sustainable and scenario-based tiered operations, and enhance customer loyalty and business value.

By the end of December 2022, China Mobile had built 120 smart elderly care demonstration sites, signed contracts with 117 elderly care institutions, and created over 2,700 home-based elderly care beds, serving more than 1.3 million senior users.

Customized elderly care service solutions

For customers aged 60 and above, China Mobile launched the Easyown Filial Piety Card service plan focused on five essential needs: communication, security, travel, entertainment, and life. The plan included a range of features, such as third-party bill payment, calls with family members, an extra-large data package, anti-fraud protection, location tracking, and cost-effective offers.

We developed a comprehensive senior service solution combining "mobile HD + smart voice remote control + senior-friendly content, and senior-friendly interface".

We developed a smart guardian solution that provided "camera/smart speaker/watch for seniors/SOS button" to help senior customers enjoy a smart life in the digital era.

Convenient mobile services for the elderly

Taking advantage of our centralized operations, we added a convenient and efficient "one-touch access" for nationwide customers aged 65 and above in dialing the 10086 customer service hotline, allow them to skip the multi-level key-press and waiting process and access customer service representatives directly.

We enabled our senior customers to have a better and more considerate experience with options such as "speak slower" and "say it again".

After launching the service, we served a cumulative total of over 55 million senior customers from the end of 2020 to the end of December 2022, handling 209 million manual service inquiries.



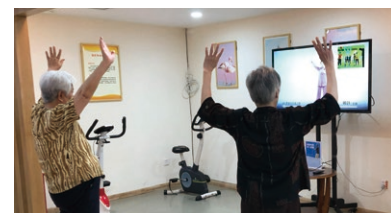
© China Mobile launched the senior-friendly service "Heartwarming Service Elderly Guardian Plan"



Case

"Smart Elderly Care, Enjoy the Golden Years": Fujian Mobile promoting the digital intelligence transformation of elderly care

Since 2018, Fujian Mobile has been exploring innovative approaches to healthcare and elderly care, continuously refining the products, platform, and ecosystem to promote the "intelligent" changes in "elderly life, supervision and protection, and service mode" in the field of health and elderly care and drive the digital intelligence of the elderly care industry. Fujian Mobile developed hardware with three major functions for seniors living alone, namely imperceptible monitoring, emergency call, and health management, addressing problems with the lack of caretakers. Fujian Mobile also collaborated with communities to set up a caring platform for seniors living alone, providing them with AI-based somatosensory interactive home fitness products and Internet TV synchronized classroom services, thus creating a unique "virtual nursing home". In addition, Fujian Mobile established a comprehensive information platform for elderly care services in Fujian by integrating high-quality online and offline resources, helping the government promote and popularize home-based elderly care beds and providing an integrated solution for canteens, thus pushing forward the digital intelligence transformation of government supervision.



© Elderly people experienced fitness classes from AI somatosensory interactive devices

► Attending to the needs of special groups and promoting barrier-free support

China Mobile cares deeply about special groups. In particular, our “AndMessage” has continuously invested in the field of accessible communication to address the communication needs of hearing-impaired people. We have developed accessible calling products and established the “AndMessage” dedicated accessible zone. We have also applied 5G + AI technology to create a new calling experience that offers speech-to-text and text-to-speech services during calls for hearing-impaired individuals to further address the communication difficulties they face in their daily lives.

Infinite Care: China Mobile’s “accessibility” services helping enjoy the exciting games and events

During the Beijing Winter Olympic Games, China Mobile’s self-developed real-time intelligent subtitles helped hearing-impaired individuals overcome the hurdle of not being able to hear or hear clearly during the live broadcasts. This product was highly commended by the China Association of the Deaf.

During the 2022 FIFA World Cup, China Mobile fully upgraded its “For Those Who Can’t Hear” accessibility service. We launched the “Digital intelligence Sign Language Announcer” using technologies such as real-time rendering and Natural Language Processing based on deep learning networks to provide 10 professional and accurate sign language commentaries for hearing-impaired individuals.



© Sign language teachers verified the real-time content of the digital intelligence sign language



© China Mobile’s digital intelligence sign language commentator, Yi Tang, provided the first digital intelligence sign language World Cup commentary

► Empowering education development and using 5G to promote high-quality education

Education is a top national priority. To meet the needs of building a high-quality education system, promoting quality and balanced development of education, and serving urban-rural integration, China Mobile has developed a range of applications in support of the digital transformation of education, including the dual-reduction service platform, e-student ID, and 5G cloud examination room.

Building a new foundation for digital education

Private network connection: We have built a private 5G network for the education industry, which has been implemented in nearly 100 schools. Technological exploration: We have developed a white paper on dual-domain private network for the education industry and **applied for four invention patents, including 2 high-level patents**. Application innovation: We have **developed ten applications** and deployed **over 1,500 5G+** smart campus projects.

Dual-reduction regulatory platform contributing to educational equity

The dual-reduction platform offers multiple application services including fund supervision, after-school service management, three types of classrooms settings, online tutoring, and parents-school cooperation. It **serves 20 million teachers and students from 2,000 schools and over 600 educational institutions**. The platform has won awards from the Education Technology and Resource Development Center of the Ministry of Education and the China Academy of Information and Communication Research (CAICT).

Remote Examinations Driving the Reform of Examination Format

Promoting online and paperless examinations: We have built a 5G smart cloud examination solution that integrates online + offline examination venues, which was exclusively co-developed with the Ministry of Education and has been adopted by **over 400 institutions and schools in 30 provinces** and **served more than 10 million students**. Promoting online and smart arts examinations: We have developed national standards for exam venues and exam implementation. We have created three types of exam venues, including standardized exam venues, self-built exam venues, and movable exam cabins, to provide greater convenience to students.



Case

Hunan Mobile: “I Am the Successor” 5G classroom boosting revitalization of rural education

Hunan Mobile implemented a private network and education cloud through the 5G smart education cloud network, integrating data and applications to create five smart education applications and achieving full digitization of the environment, resources, and applications. We made an investment of over RMB 20 million in building smart classrooms that enabled students to engage in independent personalized online learning using a number of learning tools such as smart school ID cards and smart mobile devices. A combination with 5G remote teaching helped address the uneven distribution of educational resources. In 2022, the smart classroom solution was adopted by over 2,000 classrooms in 102 Furong schools (with over 70% rural students and over 30% impoverished students), covering 100,000 students. Through the 5G network classroom, children who live in remote areas can also have the opportunity to attend classes given by famous teachers in Changsha, thus extending high-quality educational resources to rural schools.

► Efficient and convenient healthcare safeguarding people's health

The well-being of the people is a crucial indicator of national prosperity and strength. Actively responding to the requirements of building Healthy China, China Mobile promoted the deep integration between 5G and the healthcare industry. We have developed the OneHealth smart medical and health product system based on the integration of cloud and network, joining hands with 2,000+ medical institutions to explore innovative medical solutions to boost the high-quality development of the medical and health industry.

Empowering key hospitals to improve their service quality



© Delivered the world's first remote 5G fundus oculi laser surgery in cooperation with Peking Union Medical College Hospital



© The national-level tele-consultation platform built in cooperation with China-Japan Friendship Hospital has been installed in 6,000+ medical institutions



© Built the 5G digital intelligence panoramic hospital in cooperation with the First Hospital of Hebei Medical University

Promoting systematic improvement of medical insurance networks

China Mobile supported the digitization of the medical insurance system. For example, China Mobile assisted the National Healthcare Security Administration in preparing many official documents, including the *Guidelines on the Construction of Backbone Network for the Core Business Area of the National Healthcare Security System*, and also helped establish a private 5G network system for national medical insurance.

Zhejiang Mobile built the "Smart Medical Insurance" platform, providing 16 services, including cross-regional medical treatment and agency services, for healthcare security administrations at all levels, designated medical institutions and designated retail pharmacies, and insured individuals across the province.

Shaanxi Mobile built the Shaanxi Medical Insurance Information Center project, which includes the 12393 medical insurance service hotline, a medical insurance APP, and a provincial-level medical insurance command center, significantly improving the healthcare experience of the general public.

Facilitating the digital intelligence transformation of emergency response

We have independently developed a 5G emergency rescue integrated platform that has created a new emergency rescue model of "location determination upon call-in, rescue upon call, and hospitalization upon boarding". The platform has been connected to the prehospital emergency care of 300+ hospitals. We have established a medical rescue system in 20+ cities nationwide, including Beijing, Sichuan, and Guangdong, and upgraded 1,800 ambulances. The rescue platform has been applied at a number of major events, such as marathons and the Beijing Winter Olympics, and used for disaster relief, such as the 2022 Luding earthquake and Shimian earthquake in Sichuan Province.



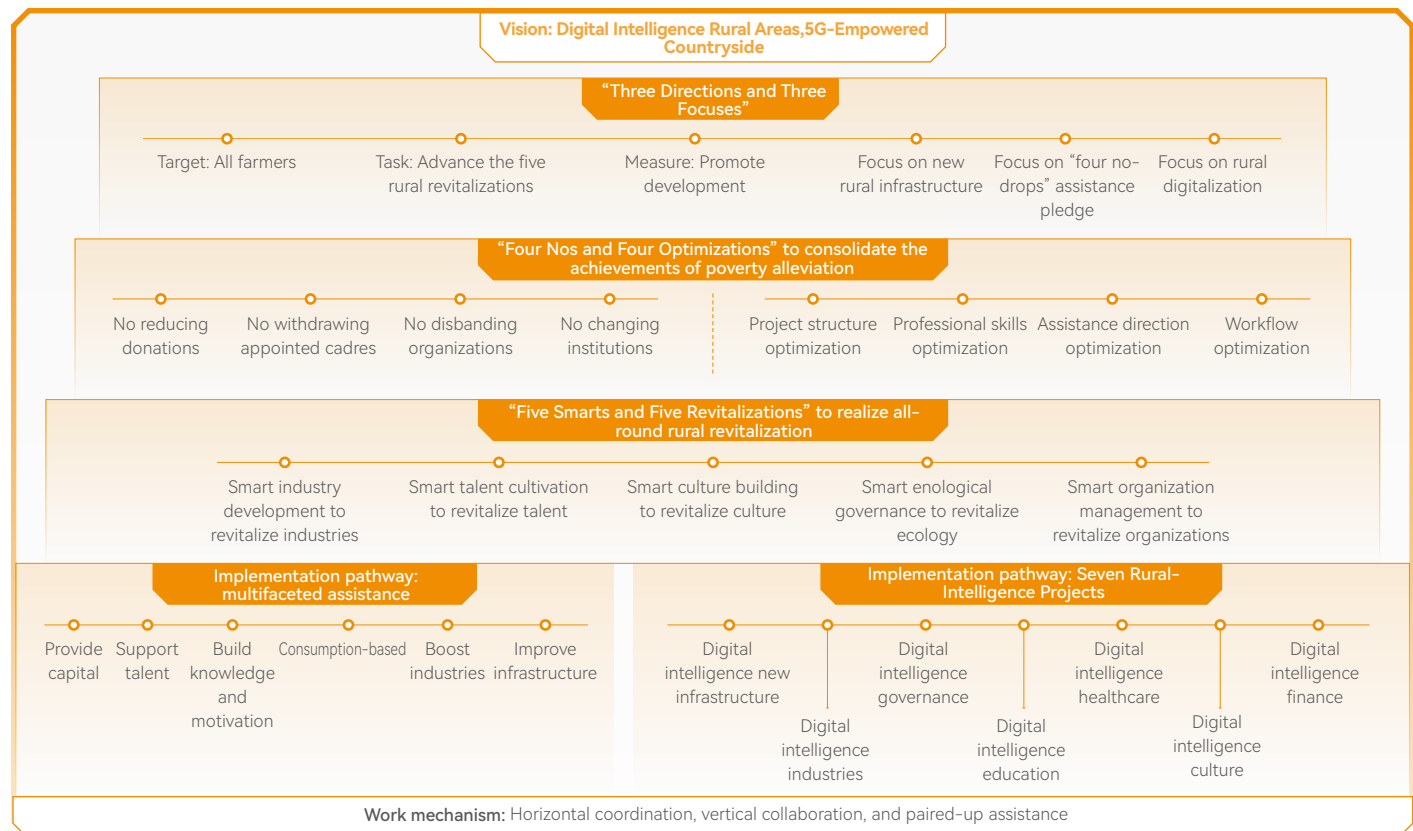
© China Mobile worked with the Beijing Emergency Center to implement a 5G ambulance upgrade to improve the efficiency of emergency rescue



© China Mobile built a 5G+ multi-network integrated emergency dispatch platform for the 120 Emergency Command Center of Guangzhou Municipal Health Commission, serving the development of the Pearl River Delta region

Advancing Rural Revitalization

Centering around the requirements of the national rural revitalization strategy, China Mobile has leveraged its strengths in communication infrastructure, information services, and organizational systems to continuously assist six designated counties (namely Huanan and Tangyuan in Heilongjiang, Aketao, Shule, and Luopu in Xinjiang, and Baisha in Hainan) and offered paired-up support to two counties (namely Gaize in Xizang and Maqin in Qinghai), engaging in assistance activities in 1,434 counties and villages. Using information-based equipment and digital intelligence resources such as IoT and cloud, the Company makes a dedicated effort to build digital intelligence villages and promote the digital intelligence transformation of rural production, social governance, and cultural lifestyle, thus empowering the modernization of agriculture and rural areas while playing our part in driving the overall revitalization of rural areas.



Fully implementing the “Digital Intelligence Rural Revitalization Plan”

- We coordinated efforts to promote targeted and paired-up assistance and to promote rural revitalization have yielded fruitful results.
- The Parent Company has received the highest rating for four consecutive years in the designated assistance assessment of central entities and ranked among the top three of all central state-owned enterprises for three consecutive years.
- As of the end of December 2022, we had dispatched more than 2,400 on-the-job assistance officials, donated RMB 287 million to the eight counties paired-up with the Headquarters and RMB 348 million to designated impoverished areas nationwide, spent RMB 470 million on consumption-based assistance, and trained 90,000 grassroots officials and individuals.
- The seventh batch of the “Universal Telecommunications Service Project” pilot delivered 4G coverage 4,954 remote rural villages and built 263 new border 4G base stations; we developed 580 5G smart agriculture demonstration projects nationwide, covering more than 350,000 remote rural villages.
- We held company-wide activities to select and honor models in rural revitalization, exemplary assistance demonstration sites, and best practices in digital intelligence village construction to inspire excellence, set benchmarks, summarize experiences, and promote higher-quality work across the Company.

In Numbers: 2022 Digital Intelligence Village Project Achievements (as of the end of December 2022)

We allocated a special fund of **RMB 19 billion** to provide network information services for poverty-stricken areas across the nation, achieving basically continuous 5G network coverage in towns and villages throughout the country and good coverage in some developed rural areas

The assistance funds benefited **17.66 million** out-of-poverty customers

We installed approximately **1.3096 million** Clairvoyant surveillance cameras for "Safe Villages", connected to **324** government supervision platforms

We set up **61,000** "ViLin" HD video venues in rural areas, serving **607,000** rural users with software terminals

Rural users of "AndIntercom" reached approximately **1.4849 million**

We created **38** rural financial demonstration projects, recording **88.09 million** retrievals of our big data services

Anti-poverty-returning platform has been put into operation in **more than 40** prefecture-level cities of **10** provinces

OneVillage platform has been deployed in **31** provinces

Over **2,000** rural smart schools have been built

"Huicun" products have been launched in **30,700** administrative villages

93 rural primary medical care demonstration projects have been launched

► Deploying new infrastructure to consolidate the foundation of digital intelligence villages

Infrastructure construction is critical to rural revitalization. China Mobile has been leading the charge in constructing new information infrastructure in rural areas, such as 5G and gigabit broadband, shouldering more than half of the industry's universal telecommunication service task volume. The Company has consistently leveled up the quality of rural networks to improve information services and terminal supply.



© Guizhou Mobile built rural base stations



© Gansu Mobile built a base station in Nantai Village, Linze County, Zhangye City, to improve access to communication services in remote mountain villages



Case Mobile Internet of Videos (IoV) technology connecting rural governance network

China Mobile actively carried out "digital village construction". The Company conducted in-depth analysis of the needs of village committees and villagers and built a scenario-based computing-force service platform and an industry-level business platform using mobile IoV technology. We created a carrier-level digital village governance solution using a "standard delivery + light customization" model. Digital Village provides video and playback services to meet villagers' needs to watch over their homes and also supports the sharing of public video streams with the village committee to ensure village security and comprehensive governance. In addition, the public video stream managed by village committees can be pushed to the public security "Snow Bright/Skynet" system through a government-enterprise platform to assist the government in comprehensive governance, security and protection, and health initiatives.

© Shandong Mobile built a digital village platform for the Xigang Town in Zaozhuang City, Shandong. Connecting 36,000 households, 72 village IoVs and 386 surveillance cameras, this platform enabled management of the entire town on a single screen and allowed villagers to address 90% of their livelihood affairs with a QR code, bringing a more than 30% enhancement in service efficiency for the villagers.



Approaching Prosperity Together – Zhejiang Mobile Assisted in Common Prosperity Practices

On May 20, 2021, the State issued the *Opinions on Supporting Zhejiang in the Development of a High-Quality Common Prosperity Demonstration Zone*. Zhejiang was to shoulder the political responsibility of pioneering relevant efforts in supporting plans for national development. Zhejiang Mobile swiftly responded by setting-up future villages objectives, continuing to empower and explore efforts oriented towards common prosperity.

From 2018 to 2022, Zhejiang Mobile took a multi-dimensional approach to support paired-up Qiliang Village in Shuangxi Township, Pan'an County, Jinhua City, including consolidating infrastructure, increasing industrial income, improving livelihood, extending industries, and developing alongside neighboring villages. Qiliang Village is remotely located with a weak collective economy. However, since the deployment of its first village-level 5G base station, the development of Qiliang Village has entered a new stage. Its "Qiliang Chunshe" e-commerce platform generated over RMB 6.3 million in the sale of specialty agricultural products, elevating the village's collective operating revenue from RMB 22,000 five years before to RMB 1.01 million in 2022.

After its initial success in rural revitalization with Qiliang Village, Zhejiang Mobile swiftly stepped up efforts and set off an explosive momentum of digital intelligence empowerment across Zhejiang Province with a particular focus on governance, services, and industry digitalization. In September 2022, Zhejiang Mobile took the lead in achieving 100% 5G network coverage in all administrative villages across the province, painting China Mobile on the image of common prosperity in the new era.

Completed close to

800

rural digital intelligence projects in total

Fully involved in the digital intelligence empowerment of

81

future villages

Directly or indirectly boosted the income of collective households and farmers in

1,170+

administrative villages



© Chen Jide, the first secretary of Qiliang Village, Jinhua City, Zhejiang Province, visited villagers

Chongqing Mobile promoted rural digital intelligence construction and enabled villagers to enjoy the benefits of digital intelligence

Chongqing Mobile integrated our strengths in advanced technology and user base with our experience with demonstration bases. Building on the foundation of information infrastructure that reaches villages and households, it brought happiness to the vast countryside and started a new chapter on "digital intelligence rural revitalization". Chongqing Mobile actively advanced the adoption of smart agriculture and had established more than 80 demonstration sites that combined 5G technology with smart agriculture by the end of December 2022. They were designed to help farmers reduce costs and increase efficiency. To achieve this goal, the company implemented a series of training programs, such as "Mobile Phone Use", "Spring Plowing and Spring Sowing", and "E-Commerce Services". The training series covered various aspects of production and life and was offered through methods like 5G live broadcasting, pre-recorded videos, and campaigns, making it easy for farmers to use digital means to facilitate their life and production and cumulatively reaching 27.51 million people. Chongqing Mobile also built an e-commerce platform specially for agricultural products to provide end-to-end integrated production and marketing services that ran through the entire process of "planting, managing, harvesting, and selling" and promote production through sales, which served more than 1,000 products with a cumulative transaction volume of RMB 350 million. The company also launched the "Yuyinong" resident score service to provide local governments with smart tools for rural governance. The service reached over 340,000 farmers in 1,170 villages in 272 towns and streets of 31 districts and counties.

► Empowering modern agriculture and facilitating the digital intelligence transformation of agriculture

With a view to establishing a modern agricultural production and management system, China Mobile advanced the development of "Internet +" agriculture and facilitated the comprehensive and deep integration of information technology with agricultural production, operations, management, and services.

Precise planting

The smart tea plantation in Huizhou District, Huangshan City, Anhui Province, used 5G sensing and control systems for refined management, which led to an 80% reduction in the costs of labor, management, fertilizers, weeding, and production materials and an increase of around RMB 800-1,000 in per-acre yield.



© Smart Tea Plantation in Huizhou District, Huangshan City, Anhui Province



© Sichuan Qionglai Pig Farm

Sichuan Qionglai Pig Farm combined video surveillance system, smart feeders and other IoT devices, and AI video image analysis technology to achieve smart measurement of pig weight and pig counts, reducing manual workload and human-pig contact time by 50% and 80%, respectively.

Smart breeding

Smart farm machinery

Haizhou District of Lianyungang, Jiangsu Province, has built an unmanned farm machinery system based on 5G+ BeiDou high-precision positioning technology, which realized fully mechanized, precise and unmanned farming operations, such as plowing, planting, managing, and harvesting. This reduced the direct labor costs by 52%, saved an average of 2kg of seeds per *mu*, and increased the yield by an average of 80kg per *mu*. It is a benchmark for high-efficiency and high-quality unmanned farms.



© Unmanned Farm Machinery in Haizhou District, Lianyungang, Jiangsu



© Anhui Mobile employees and farmers sold farm products through 5G live-streaming e-commerce

With its advantages in 5G boutique network, Anhui Mobile arranged for a team of employees to provide guidance for farmers on conducting live streaming sessions at a vegetable base in Donghe Village, Liyang Town. By teaching the farmers to use 5G-powered live-streaming e-commerce to promote their produce, Anhui Mobile helped them diversify their sales channels from traditional offline sales to tap into online sales.

Digital-intelligent production and marketing

Smart agriculture and tourism

Guizhou Mobile created the "5G + VR + agriculture + culture + tourism" model to empower the integration between rural agriculture and tourism. It promoted the upgrading and transformation of traditional industries including rice-fish system and tea planting. Guizhou Mobile also built the "Qianyi Manor" agricultural products e-commerce platform to revitalize industrial resources in rural areas.



© Guizhou Mobile employees installed the traceability identification for "Qianyi Manor" platform live streaming

► Promoting rural culture revitalization with digital intelligence publicity

Building on the vast and vibrant local cultural resources, we publicized the rural revitalization strategy via the digital intelligence platform, meeting the spiritual and cultural demands of rural users and contributing to the revitalization of rural culture.

Case Empowering by technology content and cultivating the “cultural tree” of Tangyuan

China Mobile advanced rural revitalization with a commitment to empowerment by technology and took a variety of measures to revitalize the culture of Beikaoshan Village in Tangyuan County, Jiamusi City, Heilongjiang Province.

Producing rural short drama to promote the image of Tangyuan County.
We helped bring about the shooting of the rural revitalization-themed short drama *Me, My Father, and My Grandfather* in Tangyuan County, which showcased the achievements of local development.

Filming 8K HD videos to promote the distinctive Northeast China culture.
We filmed 8K HD promotional videos of the county-wide square dance exchange and performance event which was held on the National Fitness Day showcasing the region’s customs and traditions. The event featured 15 teams from various townships and communities performing a variety of dances, including dragon dance, Yangko, square dance, fan dance, and folk dance. We also established a dedicated Tangyuan section on the National Exercise Channel of our MIGU Video APP featuring varied content such as square dance tutorials, agricultural product sales, introduction of popular scenic spots, etc., to promote Tangyuan’s sports and cultural heritage.



Committed to Public Welfare and Charity

China Mobile actively engages in public welfare and charity activities. The Company operates an innovative public crowdfunding platform for public donations, continuously makes donations to branded charitable projects, and carries out volunteer services, sharing the fruits of corporate development with society in various ways.

► Innovatively operating a public welfare platform

After undergoing centralized selection and review by the Ministry of Civil Affairs (MCA) of the People’s Republic of China, China Mobile Philanthropy was selected as one of the third group of MCA-designated Internet crowdfunding information platforms in November 2021, making us the first and only telecommunications operator to be selected.

The China Mobile Philanthropy platform is an Internet public welfare platform built to support the development of philanthropy and promote common prosperity through the participation of caring enterprises and the general public. The platform provides charitable organizations with services including fundraising information publishing and management, and provides the public with convenient, transparent, and secure donation services. The platform is operated by China Mobile Online Services Co., Ltd, and deployed on China Mobile APP, 10086 WeChat Official Account, and 10086 Alipay Life Account.



民政部指定慈善组织
互联网公开募捐信息平台

全球通蓝色梦想 公益计划



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Platform operation performance · 2022

We invited **29** charitable organizations onto our platform, including China Foundation for Rural Development, China Charity Federation, China Education Development Foundation, China Charities Aid Foundation for Children, One Foundation, etc.

We launched **44** fundraising projects jointly with our partners, with a focus on rural revitalization, Luding disaster relief, education assistance, medical treatment, elderly care, and people with disabilities.

A total of 203,165 donors joined our platform during the year, making 237,695 donations, including approximately **RMB 4.5386 million** and **367 million** reward points.

► Engaging in public welfare activities

◎ "GoTone Blue Dream Public Welfare Program" Project

In October 2020, China Mobile launched the "GoTone Blue Dream Public Welfare Program" in collaboration with the Ministry of Education, China Education Development Foundation and China Mobile Charity Foundation, to support the development of basic education in rural areas. As of the end of December 2022, we had raised over RMB 8.65 million for 62 schools in 31 provinces, autonomous regions and direct-administered municipalities under the program, including RMB 6.57 million in points donations and over RMB 2.08 million in cash donations made by China Mobile users, to provide schools with educational and teaching supplies.

◎ "And You" Educational Assistance Program

Since 2014, China Mobile headquarters has been carrying out the "And You" charitable assistance program for the eighth consecutive year, where employees at our headquarters provided "One-on-One" assistance to primary and secondary school students in eight counties (including Gaize County in Xizang, Maqin in Qinghai, Aketao, Shule and Luopu Counties in Xinjiang, Huanan and Tanguan Counties in Heilongjiang, and Baisha County in Hainan) and provided financial support for them to complete schooling. In 2022, in collaboration with Beijing Mobile, we raised nearly RMB 1.1 million in total employee donations under the program. By the end of December 2022, we had supported 3,250 students for a total of RMB 3.65 million.

◎ "Little Scientist" popular science series activities for children

Under a program initiated by China Mobile Research Institute (CMRI), a team of technical experts and volunteers is mobilized to give online and offline popular science courses, perform experiments, and make donations to children and teenagers in urban village communities in Beijing, old revolutionary base areas, and remote mountain areas. By the end of December 2022, over 200 teaching hours were recorded under the program. It was recognized as an Innovative Case of Ideological and Moral Construction for Minors in the Capital City in 2022.

◎ The Xinglongchang School District of Luxi County, Hunan Province, arranged for teachers and students to watch the online course entitled *Connecting Virtual and Reality with Children from the Little Scientist*, a popular science program for children



China Mobile "Philanthropy Stars of the Year"



Zhang Liuzhen
Employee of the Online
Marketing Service Center

Caring for Children

Since 2021, Zhang Liuzhen has rallied various departments to work together with the "Uncle Long Legs" public welfare program under the theme of "Caring for Children's Hearts and Building Dreams for the Future". They raised over 500 pieces of clothing and more than 2,000 books, along with funds through various channels to cover the treatment costs of 197 children diagnosed with CHD.



Zhang Ye
Employee of Inner
Mongolia company

Unwavering Dedication, Steadfast Pursuits

Since joining the Xing'an Branch Volunteer Service Team and the "Red City Volunteer Police" Volunteer Service Team in Ulanhot City in 2012, Zhang Ye has actively participated in nearly 200 volunteer activities, including poverty alleviation and education assistance, "spreading warmth in winter", and traffic control for the "Building a Civilized City" initiative, recording 500 hours of total service time and a total of RMB 20,000 donated for education assistance.



Zhang Wenmeng
Employee of Henan
company

Infinite Love, Boundless Volunteering

Zhang Wenmeng has devoted himself to volunteerism for 13 years, clocking over 1,500 hours of volunteer service time in total. He led the establishment of the "Party Member Volunteer Service Team of Guancheng Branch, Zhengzhou", which has conducted more than 30 public benefit lectures on "Preventing Telecom Fraud". The team also donated over 20 mobile phones and more than 1,000 books for left-behind children in impoverished areas.

Contributing to Luding earthquake relief by various means to create information service “lifelines”

Donating for disaster relief in a coordinated way upon hearing the news

After the magnitude-6.8 earthquake hit Luding, Sichuan Province on September 5, China Mobile was deeply concerned with the situation and immediately deployed efforts to carry out earthquake relief and emergency communications support. We promptly initiated an emergency rescue plan, dispatched local subsidiaries and research institutes to the earthquake-stricken areas, and supported earthquake relief and post-disaster reconstruction efforts with **RMB 50 million** in donations from the Parent Company to the Sichuan Charity Federation.

Making rapid responses to support rescue and relief efforts with big data

Using the Wutong emergency response platform, the Wutong Big Data Team of China Mobile Information Technology Center gathered the latest disaster information from the China Earthquake Networks Center and swiftly completed an analysis on population distribution within a 10-kilometer radius of the epicenter. The team accurately identified the distribution of **more than 4,000** victims during the two hours before the earthquake and assisted the government in implementing rapid and precise relief efforts.

Offering heartwarming service to the victims

Sichuan Mobile promptly activated a green rescue channel, deferred service termination for **680,000** local and roaming users in Ganzi and **75,000** local and roaming users in Shimian County, Ya’an City, and also offered free data traffic + voice packages to **69,000** local China Mobile users in Luding County. We set up **12** emergency service stations at service halls in the earthquake-stricken areas to provide 24-hour emergency services such as resting area, free charging, safety check-ins, hot water and disinfection. Customers in Ganzi and Ya’an were given priority access to representatives on our 10086 hotline, helping **45** victims reach their families.

Racing against time to restore communications in the earthquake-stricken areas

Sichuan Mobile immediately set up an emergency support team to carry out communications emergency response work, cumulatively dispatching **2,562** support personnel, **703** emergency support vehicles, **800** fuel engines, **50** satellite phones, **9** emergency communication vehicles, **3** emergency power units, and **13** portable satellite equipment to repair damaged base stations and transmission cables, thus quickly ensuring critical services for the earthquake relief emergency command center and all temporary shelters. Moreover, the company also expanded the network capacity to support the telephone communications of the epicenter and conducted full inspections and risk assessments of surrounding communication facilities.

5G networked drones providing full support to emergency communications in the earthquake-stricken areas

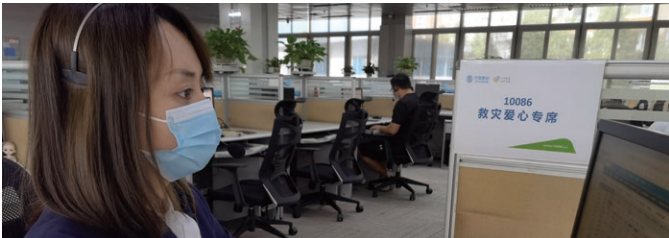
China Mobile (Chengdu) Industrial Research Institute, together with Sichuan Mobile, promptly dispatched a drone emergency rescue team of **30** members and **6** different drones to the affected areas in three work lines. Our emergency liaison officers stationed at the Department of Emergency Management of Sichuan Province, ready for dispatch and to assist communication with frontline command. Our large fixed-wing drones and medium-sized drones provided emergency communications support. Our surveying and mapping personnel also provided support for surveying and mapping operations to form multi-dimensional communication support for earthquake-stricken areas on the ground and in the air. As of September 7, a total of **6,125** rescuers and missing users were connected to our emergency communications system, generating **6,871.61MB** of data traffic and **15,499.6** minutes of VOLTE voice calls, safeguarding emergency communications for rescuers.

Calling for donations to show care on our Philanthropy platform

After the earthquake, our China Mobile Philanthropy platform timely reached out and partnered with other charitable organizations. Together, we planned and launched special donation campaigns, and received **23,600** donations totaling over **RMB 913,000**.



© A satellite emergency vehicle provided support for the government of Luding County



© China Mobile instituted 10086 special customer service for disaster relief



© An 8-person advance team from Sichuan Mobile hiked to the Hailuoguo Scenic Area to repair base stations

► Launching branded charitable programs

China Mobile has consecutively won the China Charity Award for years and received wide acclaim for its long-standing support for China Mobile Charity Foundation's "One Red and One Blue" branded program.

China Mobile Charity Foundation's "One Red and One Blue" branded program

○ China Mobile's "Heart Caring" Campaign

Since the launch of the campaign in 2011, we have offered free screening to 63,850 children and free treatment to 7,446 children diagnosed with congenital heart disease (CHD).

In 2022, we invested RMB 13 million to provide screening to 1,952 impoverished children and offered free surgeries to 377 impoverished children diagnosed with CHD in seven provinces, including Ningxia, Qinghai, Hebei, Guangxi and Shaanxi.

○ Blue Dream – China Mobile Education Aid Plan

Since the launch of the program in 2006, we have cumulatively trained over 130,000 principals from primary and secondary schools in central and western China, donated 2,310 libraries and built 4,360 multimedia classrooms.

In 2022, we invested RMB8 million in total in the "Blue Dream" Principal Training Program and trained 1,000 principals from primary and secondary schools in the rural areas in 10 provinces in central and western China including Xizang, Yunnan and Inner Mongolia using a "three-stage" training pattern. We also invested RMB 17.3 million in the "Blue Dream" Multimedia Classroom Program in five provinces including Sichuan, Shaanxi and Guizhou, and donated 331 multimedia classrooms to 240 primary and secondary schools in 31 counties.



© In August 2022, free CHD screening in Xiong'an New Area and Langfang under Hebei Mobile's "Heart Caring" Campaign – a charitable campaign for impoverished children diagnosed with CHD

► Widely spreading public goodwill

China Mobile actively promotes public welfare to encourage more widespread public participation.



Case Together for a Shared Future with China Mobile – China Mobile's Charity Run spread positive energy

In March 2022, the "Together for a Shared Future with China Mobile" Charity Run sponsored by China Mobile officially kicked off. Winter Olympic champion Eileen Gu was joined by representatives of China Mobile's "Heart Caring" Campaign families, running team representatives, and other representatives of China Mobile and Shougang Group at the Big Air Shougang to mark the launch of the 2022 China Mobile "Heart Caring" Campaign. The Charity Run was aimed at conveying public welfare philosophies, calling on everyone to participate in fitness exercises and show care for special communities, help children with CHD receive treatment, and together create a healthy China and shape a shared future. The event received wide attention with a total of 370 million views across platforms, over 150,000 interactions, over 1,000 reports by mainstream media and over 2 million participants in the Charity Run.



© Launch of Charity Run

Coordinated Regional Development

China Mobile actively implements China's major regional strategies and proactively integrates itself with national strategies on coordinated regional development. Positioning ourselves as a "Major Force in New Regional Infrastructure, Enabler of Digital Intelligence Transformation, Leader in Sci-tech Innovation and Pacesetter in CSR", we contributed as an enterprise to collective regional development efforts and provide high-quality services to support coordinated regional development.

► Building systems to serve national strategies

To better serve strategies on coordinated regional development, China Mobile formed the Leadership Group for Implementing National Strategies on Regional Development chaired by our Chairman and with heads of each division as deputy leaders to coordinate and advance efforts in supporting regional development. The Leadership Group has set up a series of overall work systems, complied with requirements set out in national strategies, and published the *China Mobile Guidelines for Implementing National Strategies on Regional Development* and the *Notice on Further Deepening the Implementation of the Work Requirements Related to the National Strategies on Regional Development* to specify our objectives, tasks and relevant requirements.

► Firmly supporting coordinated regional development

We promoted the deep integration of national strategies on regional development into all processes of our production and operations, reform and development. Set directions: We continued to effectively carry out strategic planning and coordination, set clear medium and long-term goals and key annual priorities such as integrated regional CFN deployment, integrated information services supply and regional sci-tech innovation. Allocated resources: We set up strategic resource pools and reserved special funds to strengthen support for underdeveloped areas and safeguard implementation of major regional projects. Optimized policies: We devised policies on collaborative development of big data, cloud computing, edge computing and inter-provincial handset data traffic sharing to support regional collaboration. Ensured implementation: We included implementation of the national strategies on regional development in the annual performance assessment of relevant units to ensure implementation.

Our "One System and Four Rings" sci-tech innovation system perfectly corresponded with a series of "major regional strategies", such as the Beijing-Tianjin-Hebei Region, the Yangtze River Economic Belt, and the Guangdong-Hong Kong-Macao Greater Bay Area. In terms of improving internal R&D capabilities, we have been given the green light to build national engineering research centers for next-generation mobile communication technologies, established joint research institutions with Tsinghua University and other universities, and cooperated with national-level laboratories such as Pengcheng Laboratory, Zhejiang Lab, and Purple Mountain Laboratories. We actively participated in constructing the Jingjinji National Center of Technology Innovation. In terms of exploring joint R&D models, we launched the "Joint Innovation+" plan, and built 12 R&D institutions with universities as well as nine joint laboratories with sci-tech innovative enterprises.

We continued to enhance regional network interconnectivity and gradually achieved a meshed architecture with regional interconnectivity. We initiated the third phase of the cloud private network backbone expansion project and corresponding transmission network project. In the Yangtze River Delta region, we added four new backbone core nodes for a total of 12 and added five new cross-provincial direct connection links, with an average of 20 province-outbound bureau directions, achieving full interconnectivity between the Yangtze River Delta region, the western computing force hub region, and mobile cloud center nodes, with inter-provincial export bandwidth reaching 25Tbps. In the Beijing-Tianjin-Hebei region, we added three new inter-provincial relay bureau directions, increasing the average province-outbound bureau directions from 13 to 14, leading to full interconnectivity with all mobile cloud center nodes and national computing hub nodes, with the inter-provincial export bandwidth reaching 10.9Tbps. To meet the network integration needs of the Yangtze River Delta, Beijing-Tianjin-Hebei Region, and Guangdong-Hong Kong-Macao Greater Bay Area, we will initiate fiber optic cable line construction projects such as the Shanghai-Nanjing-Hefei, Hangzhou-Fenhu (Suzhou), Shaoguan-Wuzhou, and Shanghai-Guangzhou.

CSR Perspective: China Mobile is taking actions to promote coordinated regional development

In the Beijing-Tianjin-Hebei region

We released the *2022-2024 Action Outline for Coordinated CFN Development in the Beijing-Tianjin-Hebei Region* and pushed for the signing and implementation of the cooperation agreement for the Beijing-Tianjin-Hebei (Langfang) Data Center; formulated a special plan for regional network construction, constructed a boutique network covering 155 square kilometers of the urban sub-center, achieving full 5G coverage in the urban areas of Xiong'an New Area; participated in the construction of the Xiong'an Center of the Beijing-Tianjin-Hebei National Innovation Center; and provided communication support for the Beijing 2022 Winter Olympics and completed the network demonstration projects in the sub-center of Beijing and Xiong'an New Area.

In the Guangdong-Hong Kong-Macao Greater Bay Area

We launched international business access points and international submarine cable landing stations, shortening the average latency between Hengqin (Zhuhai), Hong Kong and Macao by 75%; built China's largest provincial-level boutique dedicated optical transport network (OTN) and an optical cross-connect (OXC) network with latency of less than 3ms within the Greater Bay Area; and expanded the capacity of the Zhuhai-Hong Kong cross-border land cable system, adding 1,100G of cross-border Hong Kong-bound circuits in Zhuhai, bringing the total capacity to 1,300G.

In the Chengdu-Chongqing Economic Circle

Focusing on the new development pattern, we upgraded the Chengdu-Chongqing Economic Circle into one of the four hotspot regional data centers for in-depth participation in the construction of national integrated CFN hub nodes and the top-level national nodes for industrial Internet identifier resolution.

At the Hainan Free Trade Port

We supported the construction of "Smart Hainan", expanding the province-outbound Internet bandwidth to 3,600G and implementing more than 30 government cloud projects.

Fulfilling CSR Overseas

China Mobile continued to expand internationally and fostered new drivers for market growth. We continued to make efforts to promote international development, support implementation of the "Belt and Road" Initiative and drove global digital intelligence inclusion, demonstrating our commitment to social responsibility as a central state-owned enterprise.

► Broadening the global network coverage

China Mobile is fully committed to building a large-capacity, multi-route and high-quality transmission network that provides "one-point access to the world". By the end of December 2022, our international transmission bandwidth reached 123T with a year-on-year increase of 16%. We focused on optimizing networks along the "Belt and Road", completed IP network optimization in Southeast Asia, improved three key network indicators, i.e., the number of IPT customers, network traffic and the number of routes penetrated, and made a leap towards creating a global Tier-1 network.

Submarine cables	We expanded our bandwidth by 13.3T, and advanced submarine cable projects in the Asia-Pacific region, the Asia-Europe region and Africa, and furthered our vision of "one global submarine cable network".
Land cables	We completed expansions in network capacity along the China-Vietnam, China-Laos, China-Kyrgyzstan, Zhuhai-Hong Kong, Zhuhai-Macao, China-Laos-Thailand and China-Russia-Europe corridors. We developed end-to-end corridor-type land cable capabilities along the Belt and Road, launched the first phase of the China-Laos-Thailand corridor, and completed the construction and launch of the China-Kazakhstan-Russia-Europe corridor.
POPs	We added five nodes and improved the access capacity of POPs around CFN.
Data centers	We advanced the construction of the Hong Kong Fo Tan Data Center and expanded the IDC resources through cooperation. In 2022, we had more than 1,209 cooperative data centers overseas.

Case Participating in construction of network infrastructure and breaking through the bottleneck in communications in Africa

In May 2020, the 2Africa submarine cable project team, consisting of eight enterprises including China Mobile International Limited (CMI), announced the construction of the 2Africa submarine cable. In August 2021, the project team announced the addition of one new branch, the 2Africa PEARLS, to the existing Africa Ring submarine cable, which would extend connectivity to Middle East and Southeast Asian countries and regions, including the Persian Gulf, Pakistan, and India. When completed, the 2Africa submarine cable would be the world's longest, covering a total length of 45,000 kilometers. It would seamlessly connect Asia, Africa, and Europe, offering up to 3 billion users worldwide – or 36% of the global population – a more efficient and convenient international connectivity experience. The cable would also will bring more economic and social benefits to industries that rely heavily on the Internet, such as education and healthcare, and significantly boost the global digital economy.

The 2Africa submarine cable made its first landing in Genoa, Italy in April 2022. By the year-end, the system design for the Red Sea, Mediterranean, northern, and eastern segments had been completed, and equipment production had begun. The 2Africa submarine cable project is on track to be completed and operational by 2024 as planned, with a total of 46 landing points worldwide.

In November 2022, CMI partnered with a leading African provider of dynamic power and IDC comprehensive solutions to develop IDC solutions for Africa to contribute to the growth of the local digital economy.

To further build a Silk Road of Information connecting the world with intelligence, CMI has been actively building an all-round and three-dimensional system for communication network resources with "Information Highways (submarine and land cable resources)", "Information Stations (POP)", and "Information Distribution Islands (IDC)" as the core. CMI has created a three-dimensional high-speed channel for information in an all-round way. With these efforts, CMI has provided large-capacity and high-quality connection services to meet the growing bandwidth demands driven by 5G and digitization between Europe, Africa, the Middle East, and East Asia.



► Shouldering responsibilities as an outstanding employer

Committed to fulfilling its corporate social responsibility, China Mobile has launched a series of graduate recruitment programs overseas, continuously working to maintaining a harmonious and sustainable relationship with the local community.



CMI won the “2021-2022 Talent Development Award for Co-Building the ‘Belt and Road’ with High Quality” presented by the Belt and Road Talent Alliance.



CMI won the “Best Employers in Asia” award presented by the Hong Kong Council of Social Service for the fourth time.



Case Offering employment opportunities in South Africa

On April 14, 2022, the Job Fair 2022 of Chinese-Invested Enterprises in South Africa organized by the South Africa-China Economic and Trade Association was held in Johannesburg. CMI’s subsidiary in South-Africa actively participated in the job fair, introduced CMI’s employment opportunities and talent training plan to the attending students, and made friendly exchanges with the representatives of local governments and other exhibitors. Nearly 1,300 local job seekers including students from universities and vocational and technical colleges in South Africa as well as more than 30 Chinese and foreign media, including South African Broadcasting Corporation (SABC), China Central Television (CCTV), and the Xinhua News Agency, attended the job fair on site. The job fair was also live-streamed via multiple online platforms and recorded nearly 50,000 viewers, effectively showcasing and promoting the corporate image and culture of CMI and contributed to a better brand image.

► Promoting a the corporate culture of “Trust, Responsibility, and Care”

The eruption of a volcano in Tonga caused severe disasters such as tsunamis, leading to significant economic losses and serious disruptions to external communications. China Mobile responded quickly, immediately assessing the situation of Chinese Mobile users visiting the area and providing them with temporary uninterrupted services with reduced international roaming fees. Once the local communication network was restored, users were able to contact their families and friends promptly.

CMI’s headquarters and frontline sales units conducted a total of 23 activities, including in-kind and cash donations and visits to local communities and welfare institutions.

CMI’s subsidiary in Indonesia conducted the “Send Warmth and Love” public welfare campaign at Santo Yusup Orphanage in Cianjur Regency, Jawa Barat, Indonesia.

CMI’s subsidiary in Thailand arranged for employees to visit the local center for children with disabilities, where they listened to their difficulties in life and study and shared inspiring stories with them.

CMI’s Middle East and Africa section visited Al Noor Rehabilitation & Welfare Association for People of Determination, a local welfare institution for children with special needs in the United Arab Emirates with toys, and explored models for future cooperation and support with the institution’s management team.

China Mobile International responded promptly to the call of the UAE Food Bank and launched a food donation initiative. The company voluntarily collected dozens of bags of rice, noodles, and other dry foods, and donated them to the designated collection point of the UAE Food Bank on April 20th.

CMI’s subsidiary in Kenya organized an visit to Bishop Opera Luigi Locati Children’s Home, a shelter for homeless children in Nairobi, where our employees also donated clothes, shoes, quilts and other materials that they had voluntarily raised.



© China Mobile visited the Bishop Opera Luigi Locati Children’s Home

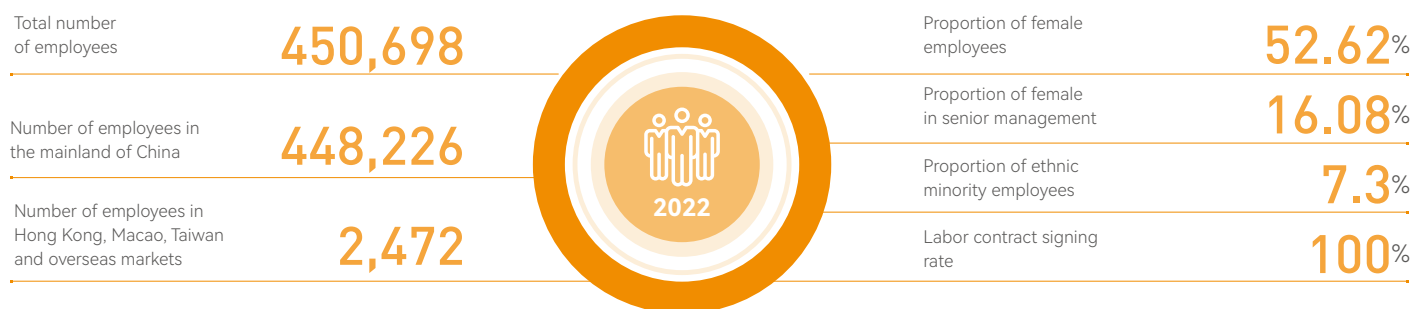


Cultivating Well-Rounded Talents

Adhering to the “Strengthening the Enterprise with Talents” strategy, China Mobile recognizes employees as the primary fuel driving innovation and leading development. By developing well-rounded talent development plans and establishing talent training and incentive systems, we remain firmly committed to creating enabling conditions and environment that help employees at all levels and in all roles to grow and thrive with us.

Protecting the Basic Rights and Interests of Employees

China Mobile fully respects and defends all human rights that are acknowledged globally and never involves itself in any activities that neglect or undermine these rights. We strictly observed the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and other applicable laws and regulations, continued to improve our employment management systems and dynamic supervision and notification mechanisms, and strictly prohibited child labor, forced labor, harassment and abuse. We also attached great importance to protecting employee privacy and made sustained efforts to create an equal, fair, flexible, efficient, harmonious and stable working environment, and to protect the legitimate rights and interests of our employees.



Case China Mobile taking actions to protect female employees' rights and interests

China Mobile pays close attention to protection of female employees' rights and interests. Through the “Heroines' Contribution” campaign, we encouraged female employees to offer their views and voice out their suggestions on our transformation and development. Through the “Defense of Heroines' Rights” campaign, we improved our abilities to serve female employees and defend their legitimate rights. Through the “Care for Heroines” campaign, we enhanced our services and support for female employees, and implemented policies like parental leave to help them address difficulties at work and in life. Through the “Heroines' Growth” campaign, we built a dynamic and robust body of female employees. By the end of December 2022, the percentage of female employees at the headquarters who returned to work after maternity leave stood at 100%.

► Diversity and equal opportunity

We are committed to promoting fair employment and does not allow such factors as race, ethnicity, gender, religion, etc. to impact the recruitment process, providing equal employment opportunities for all candidates. We released recruitment information via various channels including our official channels, external channels and colleges, and standardized our résumé selection, written test and interview processes, to create a fair, open and just recruitment environment for talents.

With a focus on needs relating to digital intelligence transformation and high-quality development, we continue to step up efforts to attract professionals with IT/CT/DT backgrounds and optimize our workforce structure. We prioritized hiring graduates from areas or ethnic regions that had been lifted out of poverty among comparable candidates and provided human resources support for units that implemented national and local government requirements such as assistance to Xizang, Qinghai or Xinjiang and rural revitalization. In 2022, the Company carried out a summer campus recruitment for the first time in addition to the regular fall and spring recruitments, and recruited graduates from two consecutive classes. In 2022, 8,365 college students were recruited through campus recruitment, up 1,268 from the previous year.

► Innovating talent recruitment mechanisms

We stepped up efforts to recruit high-end, scarce and outstanding young talents, and implemented a suite of special programs such as the “Outstanding Talent Plan”, the “Golden Seed Plan”, the “Diamond Plan” and the “Top Talent Plan”. We further collaborated with colleges and universities for early access to talents, applied for the Ministry of Education's programs dedicated to connecting talents with needs, partnered with multiple colleges and universities to establish “employment training bases”, and entered into high-end talent training agreements to recruit talent in an efficient manner.

Outstanding Talent Plan

We fully integrated implementation of national employment policies with our need for talent reserve to support our transformation and development. We organized online and offline spring campus recruitment, our first ever summer campus recruitment, and social-wide recruitment in a customized, detailed and integrated manner. Our efforts in promoting employment of college students were featured in CCTV's program *Topics in Focus*.

Golden Seed Plan

We established innovative talent recruitment and cultivation mechanism pivoted around the major businesses including 5G, CFN, and smart middle platforms, further carried out special campus recruitment targeting outstanding college graduates with great potential, and continued to amplify efforts to attract more highly skilled, specialized, and promising young talents.

Top Talent Plan

Focusing on the Company's major missions, important transformation areas, and key research projects, we recruited high-level and experienced talents from society and intensified efforts to attract more high-end, scarce, and outstanding young talents.

Diamond Plan

To step up efforts to become a world-class enterprise by building a dynamic "Powerhouse", we continued to strictly control the gross scale, tap the full potential of existing resources, and magnify the increment effect. We innovatively implemented special incentives to optimize the workforce structure and redoubled efforts to recruit more IT/CT/DT professionals, thus establishing an employee team that keeps pace with the Company's needs for digital intelligence transformation and high-quality development.

► Compensation and benefits system

We implemented a "performance-oriented and structure-adjusted" compensation system. We remained committed to offering compensation that was market-driven and performance-oriented. Meanwhile, we continued to refine and enhance our incentive mechanisms, adjust the composition of the remuneration package, amplify the incremental effect of compensation, and enhance efficiency in the allocation of compensation resources. With these measures, we stimulated and maximized our employees' motivation and improved their commitment to work.

We built a "three-pillar" medical security system framework consisting of basic social medical insurance, as supplemented by corporate medical insurance and with the option to take out personal commercial medical insurance, and brought satisfaction and safety to our employees with continued improvements in our medical security system.

► Implementing democratic management

We respect employees as a stakeholder in our Company and convene workers' congress meetings on a regular basis. We enhanced disclosures of bread-and-butter matters to the employees and other issues of common concerns, and further formalized our workers' congress. We have also set up a CEO mailbox and also a mailbox for the chairman of the labor union to receive employees' feedback. According to the principles of "hierarchical handling, categorized processing, centralized management and emphasis on feedback", the mailbox for the chairman of the labor union receives and handles reasonable suggestions and comments concerning our development strategies, management policies, operations, rules and systems, democratic management, workstyle, corporate culture and staff culture, labor union, emergencies and issues affecting employees' production and life. Any major issue would be submitted to the senior labor union as soon as possible, which would follow up and resolve the issue in a timely and appropriate manner, to effectively safeguard employees' rights to be informed, to participate, to be heard and to supervise.

Strengthening Vocational Capabilities Training

We developed multi-level and distinctive training programs, offered specific trainings to different levels and categories of employees, and combined online with offline sessions and training with practice. We advanced comprehensive upgrades to the training system centered on the "Helm" leadership development program, the "new drivers capacity enhancement" package, and the "Navigation" qualification program, and leveraged the China Mobile Online Talent Development Center to continuously reskill and upskill our workforce, to cultivate our workforce's potential and value.



Case Building a digital intelligence learning platform with massive resources

Closely centered around the three main areas of "capacity building, content creation and operational development", the China Mobile Online Talent Development Center continued to evolve in its digital intelligence capabilities. It offered ten smart learning apps, including intelligent recommendation, intelligent invigilation and intelligent broadcasting, and included five security protection capabilities, including web page tamper-proofing and the "Red Ship Guard" to enhance information security on the platform. With a focus on knowledge management and content creation, we built a content system of 48 sequences under seven categories, with courses on new infrastructure, CHBN and grid-based operations accounting for more than 65%. The platform also offered themed courses such as macroeconomic trends, innovative applications, and philosophy and social sciences, and e-books and audiobooks in the cloud library at the Online Talent Development Center. Striving for lean operations and management, we pioneered a "T-H-T" (Ten-Hundred-Thousand) Expert Studio with ten Group-level chief experts, forming an important base for the demonstration, leadership, knowledge sharing and professional exchanges among technical experts across the Group.

During the reporting period, there were 1,960 new courses, 466 excellent business case studies, 1,304 new senior engineer papers and knowledge articles, and more than 15,000 test questions at the Online Talent Development Center. Moreover, we held 53 Group-wide livestreaming activities, set up 80 new special learning topics, organized 580 certification exams, and recorded a total learning time of 44.53 million hours.

Expanding Career Paths for Employees

China Mobile planned and built a V-shaped “10-100-1000-10000” talent “queue” with a reasonable composition, comprehensive specialties and a large scale which could grow and flourish together with a focus on four “teams”: strategic leaders, high-level experts, outstanding engineers and outstanding young talents in science and technology. We have built a diversified career development system to provide employees with broad development prospects and well-established career paths. In 2022, we issued the *China Mobile Standard Position Database (2022)*, which improved and optimally created 283 non-manager standard positions to ensure that our employees’ abilities and talents are best aligned with their positions so that they can maximize their potential.

Providing Humanistic Care for Employees

China Mobile takes active measures to balance the employees’ work and life. We organize a rich variety of cultural and sports activities such as basketball, table tennis, badminton, bowling, and fitness to enrich the employees’ leisure time and endeavor to create a happy workplace that values work-life balance. Furthermore, the Company adheres to the people-centered philosophy and has made steady progress in implementing the caring system by relying on the “Heartwarming” brand. In 2022, we continued to provide people-centric services under the “Heartwarming” brand, including “Heartwarming” employee caring programs, “Happiness 1+1”, “Heartwarming” financial mutual aid system, and care for special groups, thereby creating an inclusive and caring system and continuing to increase employees’ sense of belonging and happiness.

“Five Small Spaces”

For seven years on a row, we continued to advance our “Five Small Spaces” program – small canteens, small bathrooms, small lounges, small activity rooms and small reading rooms, to provide all kinds of necessary and emergency facilities and supplies for our frontline employees. In 2022, we spent RMB 566 million in construction costs under the program.

On top of its sports, reading and music elements, the “Happiness 1+1” MIGU Fun series activities also introduced new digital intelligence products such as 5G+AR/VR and empowered new sports and social scenarios with AI, to allow employees to experience new services and provide them with a new, AI-interactive experience and made the activities more creative and entertaining.

“Happiness 1+1”

We continued to encourage the labor unions at all levels to leverage a combination of online and offline activities, to cultivate employees’ interests and hobbies during the activities, and to care for their physical and psychological well-being. We also expanded the benefits of labor unions to all corners of our organization, such as the grid staff, to relieve their work stress.

In 2022, a total of 302,000 employees within the Group participated in the MIGU Fun Journey of Health activity; 257,000 employees participated in the Journey of Reading activity, registering a total reading time of 2.97 million hours; 101,000 employees participated in the Journey of Music – MIGU “Listening” Fun activity, registering a total of 30 million minutes of music-listening and 500,000 counts of song-sharing; a total of 207,000 employees participated in the Journey of Music – MIGU “Video” Fun activity, registering a total of 3.589 million hours of video-watching.

Helping employees in need

We put more efforts in caring for retired officers, employees with critical illnesses, disaster-affected employees, and other special groups.

Caring for female employees

Labor unions at all levels helped female employees to relieve stress and improve their physical and psychological health through building software and hardware facilities such as the Mommy’s Houses, yoga rooms and fitness reading as well as providing psychological counseling and organizing craftsmanship activities.



© Ningxia Mobile held the “Bring Kids to China Mobile” activity to celebrate the Dragon Boat Festival and the International Children’s Day



© Shandong Mobile conducted the all-staff “Work with Enthusiasm and Live a Happy Life” fitness event



© China Mobile Hong Kong Company Limited organized a basketball game

Protecting Employees' Health

China Mobile earnestly implements the *Guideline on Implementing the Country's Healthy China Initiative* issued by the State Council, strictly observes the *Law on Prevention and Control of Occupational Diseases*, and fully assumes primary responsibility as an employer to prevent occupational diseases. We took a variety of measures, such as organizing regular physical examinations for employees, popular science lectures and care for employees' mental health, to effectively protect the health and safety of our employees.

Holding the Law on Prevention and Control of Occupational Disease Awareness Week



With a focus on occupational health, employees' physical and mental health, care for female employees, the employees' mental health, and labor protection, we carried out three thematic publicity campaigns, four counseling sessions, one special lecture, and one warning education activity, and offered 15 courses in the special online section covering all staff members.

During the activity, the employee health management room was opened to all the employees to provide them with health consultation, guidance, check, and other services as well as immediate first-aid and treatment for common diseases and sudden symptoms.

Collecting health cases



We gathered featured case studies on building a healthy enterprise and health-related stories of entrepreneurs and employees. A total of 36 stories were gathered from 14 organizations, including provincial subsidiaries, professional institutions, entrepreneurs and employees. One of the case studies, *Promoting the "Great Construction" of a Healthy Enterprise with "Small Incisions"*, was selected as one of the featured case studies of 2022 Healthy China Initiative Innovative Practices (Health Responsibility).

We attended the Second People's Health Assembly, the Roundtable Forum of Healthy Enterprises, and the training seminar of occupational health managers of central SOEs to share our experience, introduce our highlights in occupational health, and align our work with the industry best practices.

Caring for employees' mental well-being



We organized mental health care ambassador trainings for our employees, to help them enhance their own mental health and improve their job skills. By 2022, we covered over **400,000** employees under our employee mental health caring program, training over **3,000** mental health care adors and set up more than **100** stress-reducing rooms and care rooms.

We launched a 24/7 consultation and appointment hotline for headquarters employees and their immediate family members.

Holding lectures to raise health awareness



We showed care for employees' physical and mental well-being, and held health lectures and employee assistance program induction sessions, where professional speakers introduced employees to the happiness equation of positive psychology.