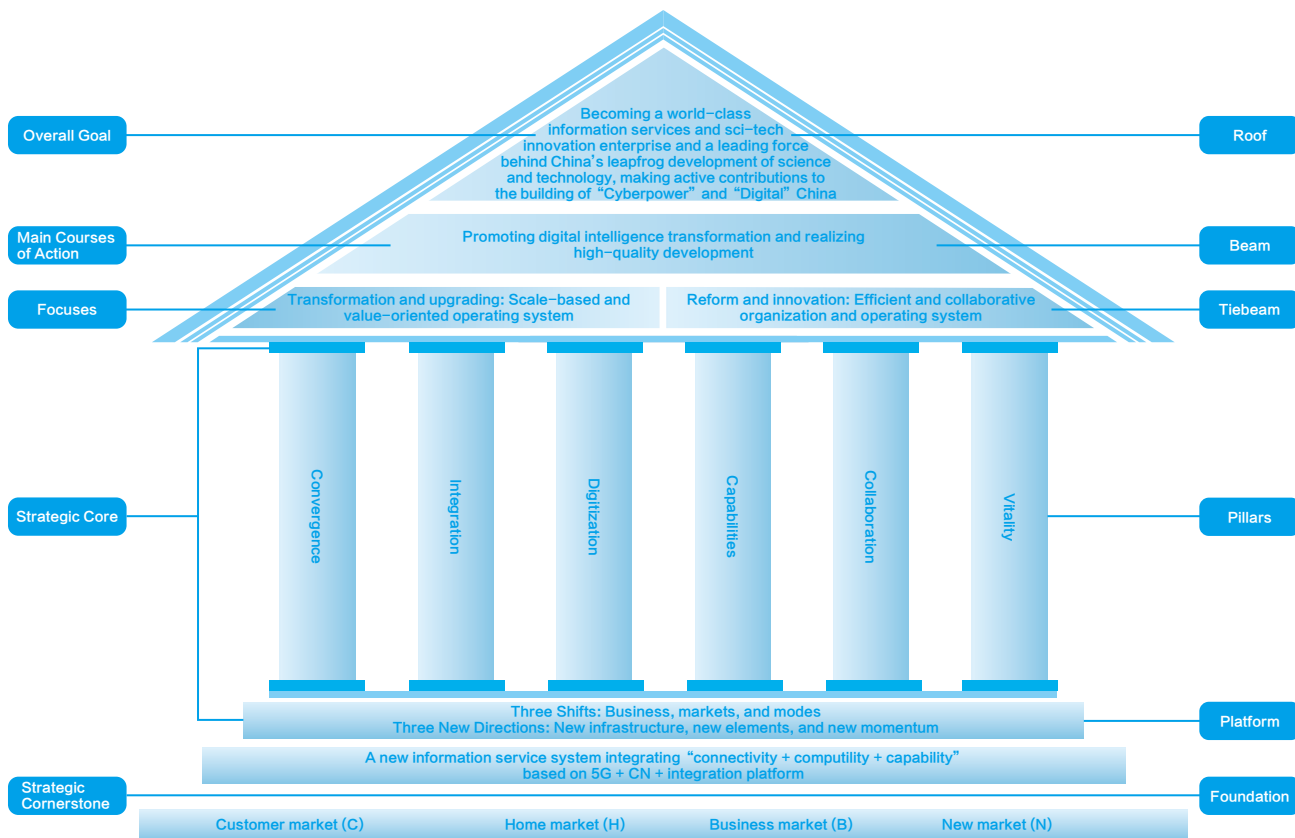


Development Strategy

“Powerhouse” Development Strategy

China Mobile fully, accurately, and comprehensively implements the new development concepts to construct a new development pattern. We adhere to a people-centric approach, effectively enhancing core competitiveness, strengthening core functions, and fully leveraging the roles of technological innovation, industrial innovation, and security support. China Mobile aims at the overall goal of becoming a world-class information services and sci-tech innovation enterprise and a leading force behind China’s leapfrog development of science and technology, making active contributions to the building of “Cyberpower” and “Digital” China, accelerating the upgrade of the development theme of “promoting digital intelligence transformation and realizing high-quality development”. We vigorously promote “two shifts” and unite efforts in “two new projects”, actively stimulate “five dividends”, accelerate “three shifts”, focus on “three new areas”, deepen “three integrations”, enhance “three forces”, and coordinate the advancement of CHBN (customer market, home market, business market, new market) to fully exert and integrate development. We focus on driving the growth of strategic emerging industries, promoting the deep integration of the digital economy and the real economy, hastening the shift from “+AI” to “AI+”, better supporting the formation of new quality productive forces, and accelerating the construction of a world-class enterprise with outstanding products, distinguished brands, innovation leadership, and modern governance. This contributes significantly to the comprehensive advancement of building a strong country and the great rejuvenation of China.



Extended Reading

One Position: The Company’s position of “a world-class information services and sci-tech innovation enterprise”

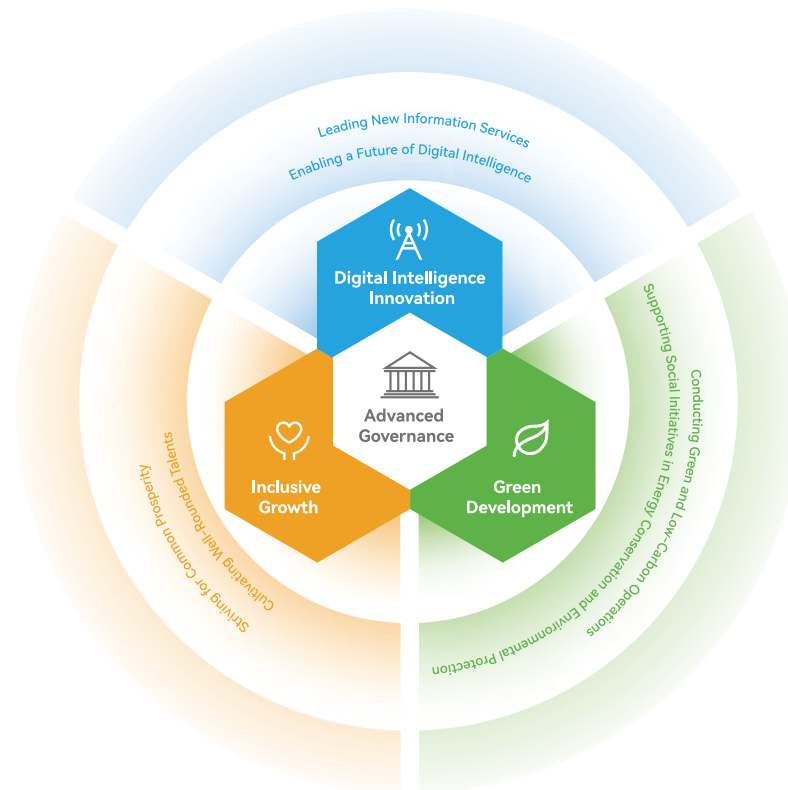
Two Shifts: Shift in the Company’s development from leading in quantity and scale to leading in quality, profit, and efficiency; shift from focusing on the achievement of current performance targets to focusing on long-term value growth

Two New Projects: A new information infrastructure featuring 5G, CN and integration platform; a new information service system integrating “connectivity + computility + capability”

Five Dividends: Innovation dividend, popularity dividend, reform dividend, talent dividend, and ecological dividend

Sustainable Development





China Mobile Sustainability Model



CSR Philosophy: Sincerity and Fulfillment. Self-Realization and Empowerment

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

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

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