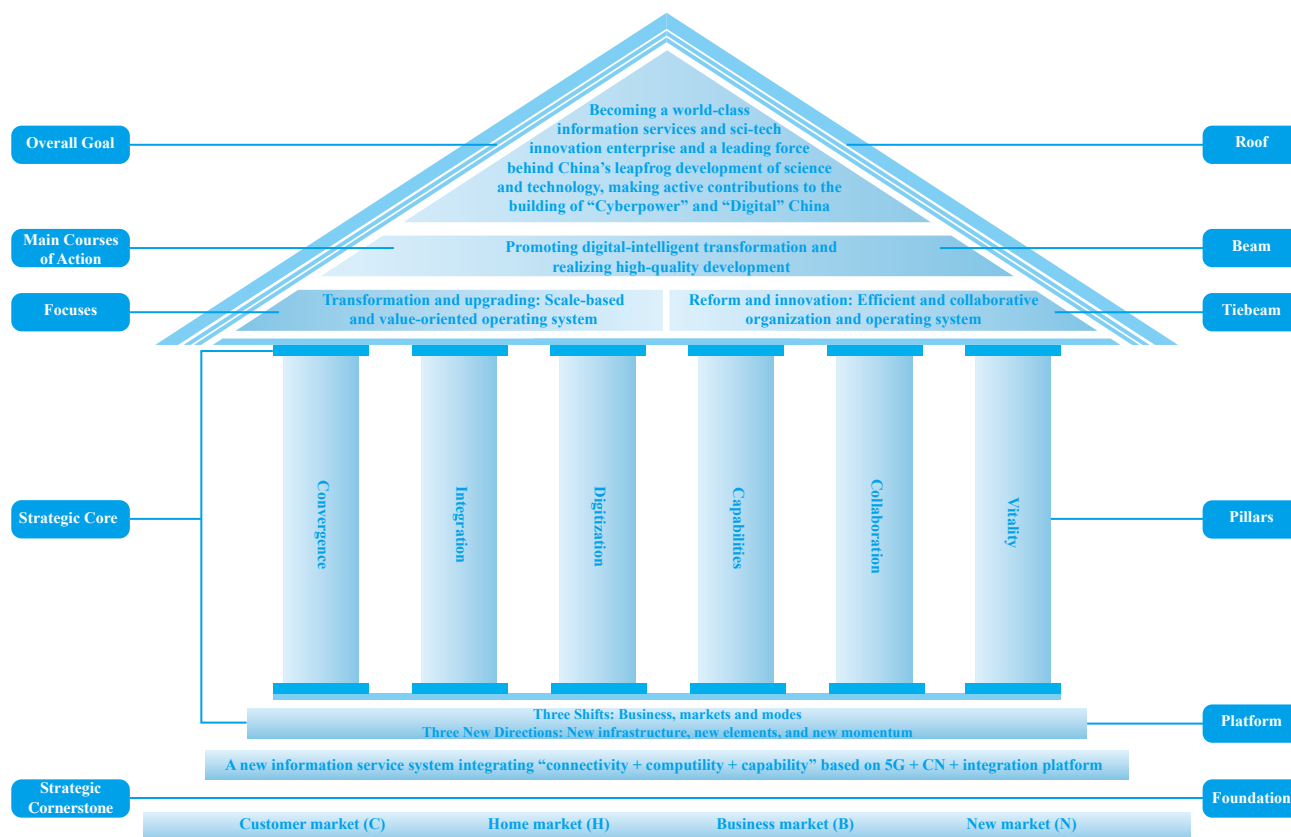


# Development Strategy

## “Powerhouse” Development Strategy

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



### Extended reading: “1-2-2-5” strategic implementation approach

**One Position:** Positioned as “a world-class information services and sci-tech innovation enterprise”

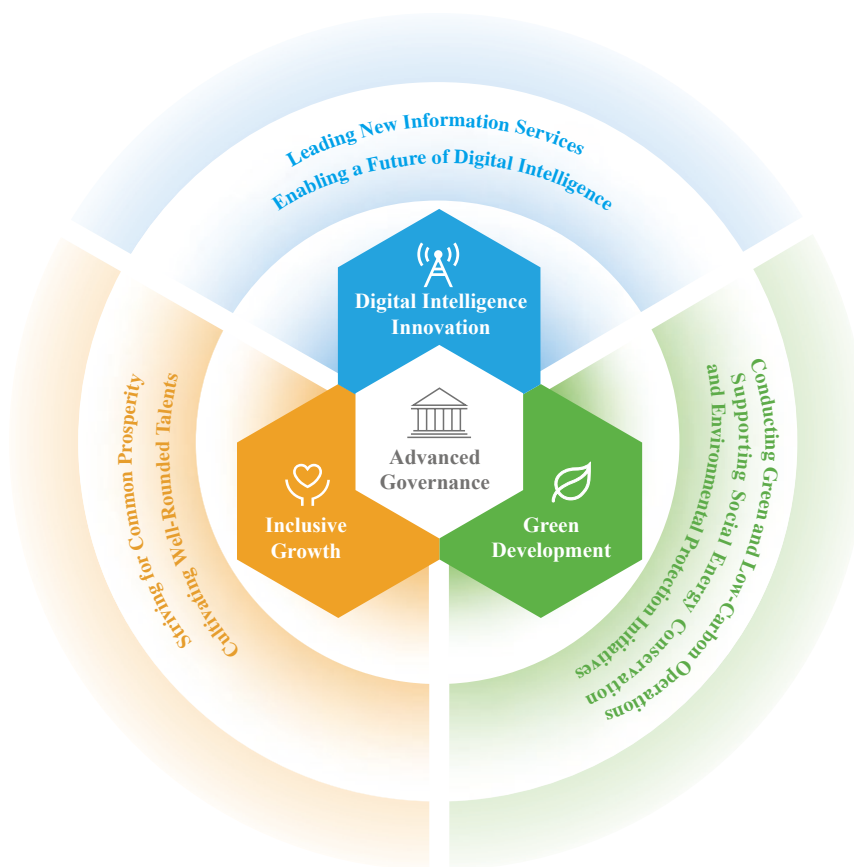
**Two Shifts:** Shift in the Company’s development from leading in quantity and scale to leading in quality, profit and efficiency; shift from focusing on short- to medium-term performance achievements to focusing on medium- to long-term value growth

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

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

# Sustainable Development





China Mobile Sustainability Model



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

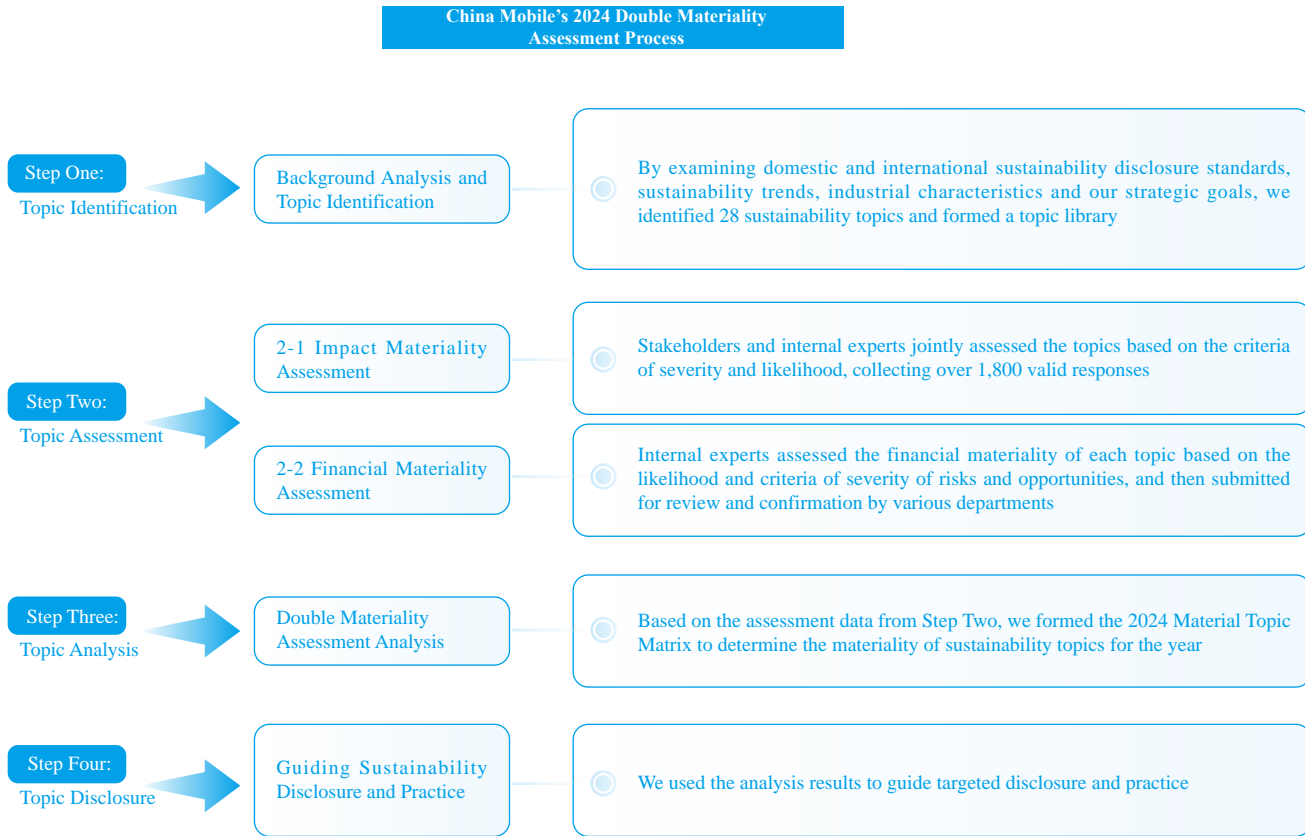
“Sincerity and Fulfillment, Self-Realization and Empowerment” means that China Mobile upholds the utmost sincerity and strives to fulfil our own nature, people’s nature and the nature of all things (Sincerity and Fulfillment) and that while pursuing sustainable growth of the Company itself (Self-Realization),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

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

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

## Assessment of sustainability topics

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



### ✧ Background analysis and topic identification

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



### ※ Impact Materiality Assessment

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

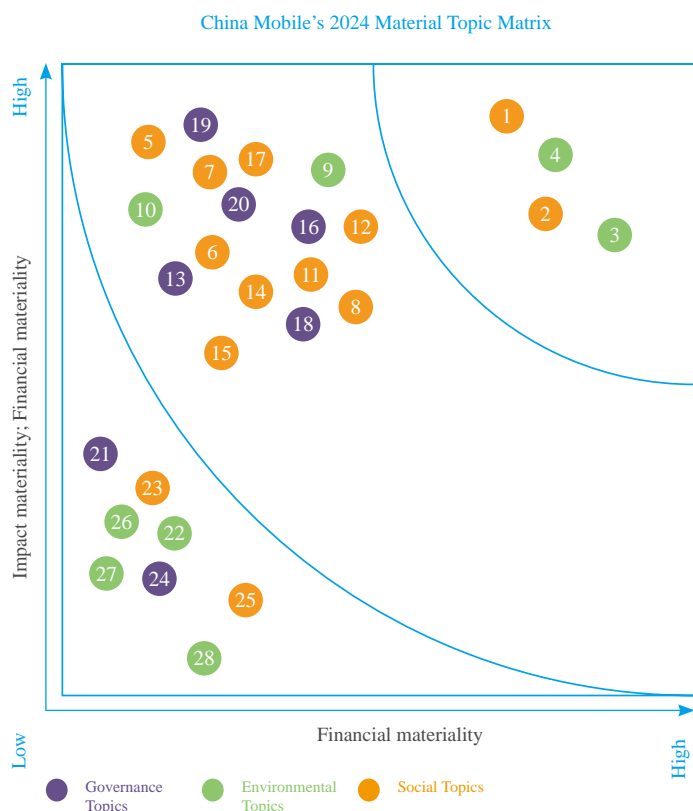
### ※ Financial Materiality Assessment

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

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

### ※ Double Materiality Assessment Analysis

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



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

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