



Inclusive Growth

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

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



Striving for Common Prosperity



Cultivating Well-Rounded Talents



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

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

Strengthening Cyberspace Information Security

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

Innovating cybersecurity technology

- China Mobile independently proposed the “microsegmentation+” key endogenous security technology to further ensure the security of the 5G core network;
- The technology and application for intelligent mining of threat intelligence in communication network has reached an internationally advanced level;
- China Mobile pioneered the commercial application of cryptography in large-scale communication gateway base systems in the industry;
- The protection capability against Advanced Persistent Threats (APT) has won the second prize for technological advancement from the China Institute of Communications;
- The “Meta Trust” integrated and trustworthy security protection solution provides one-stop security solutions for various industries, and has supported the digital transformation of leading enterprises.

Building cybersecurity teams

- China Mobile certified over 11,510 cybersecurity professionals nationwide, with 2,264 individuals in the database;
- China Mobile improved the cybersecurity talent system covering six professional fields and seven capability levels, specifically introducing high-level, high-potential security talents;
- China Mobile conducted security training and empowerment nationwide, continuously exploring new models for selecting, cultivating, and managing cybersecurity talents, to support the construction of a multi-skilled cybersecurity talent team;
- China Mobile released the *China Mobile Cyberspace Security Talent Capability Enhancement and Empowerment Development White Paper (2024 Edition)*.



Independently developing the “Guardian” Cybersecurity command system

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



Developing cybersecurity expert-level digital employee

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

Strengthening Efforts to Combat Illicit Content

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

Rectifying key services:

During the “Traceability” action, 28,000 issues related to port SMS rectification have been discovered and supervised; for the new heterogeneous WAPPUSH (Wireless Application Protocol Push) SMS, a nationwide inspection and system capability upgrade have been organized, resulting in the blocking of 2.54 billion related messages.

Innovative governance methods:

China Mobile carried out a pilot project for graded classification disposal of illicit content, transitioning from service suspension to frequency and call restrictions with reducing complaints by 73.47%. The Company conducted in-depth exchanges with the Hong Kong Police on anti-fraud efforts and innovative cybersecurity services. We also analyzed overseas illicit calls and blocked 14 intermediary service providers.

Addressing technical challenges:

The Company launched a deepfake image recognition model, which accurately identified 9,766 illegal images, intercepted 137,600 instances of image-based fraud and blocked 9,200 illegal domains. We also launched the “Do Not Disturb” service for SMS, offering personalized SMS anti-disturbance services. By the end of 2024, we have served 11.93 million users, providing over 62.01 million SMS protections.

Preventing and Combating Telecom Fraud

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

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

Cut-off operation

- China Mobile coordinated various provinces to re-authenticate real names for fraudulent abnormal SIM cards and IoT cards, cracking down on the key sources of unregistered SIM cards;
- China Mobile conducted special rectification actions for fraudulent high-risk SIM cards such as “inactive SIM cards”, “one ID with multiple SIM cards”, “silent SIM cards” and cards associated with high incidence of overseas fraud. By the end of 2024, 5.185 million abnormal SIM cards had been dealt with.

Modem fraud crackdown operation

- China Mobile established a nationwide “modem pool” database, organized nationwide collection and sharing of clues related to “modem pool” devices and software, sharing a total of 80 Modem Fraud Crackdown models;
- China Mobile optimized and iterated “Modem Fraud Crackdown” models. We cumulatively reported 1.1961 million Modem Fraud Crackdown clues to public security authorities, assisting in the seizure of 26,900 GoIP devices, the dismantling of 12,200 fraud dens and the arrest of 18,100 criminal suspects.

Peace-of-mind operation

- China Mobile internally updated and released the *Telecom and Online Fraud and Other Case Warning and Education Case Studies (V4.0)*, and trained 70.4 million internal employees and social agent channel personnel;
- China Mobile externally constructed an anti-fraud publicity matrix, assisting communities, villages, schools, enterprises and families in conducting 127,000 anti-fraud publicity campaigns, providing key support for 20,000 grids with great numbers of the elderly and rural areas vulnerable to fraud and distributing 17,000 promotional materials.



Effectively combating telecom fraud in northern Myanmar by China Mobile

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

Protecting Minors

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

MIGU Music

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

MIGU Video

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

MIGU Fun

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

Enhancing Emergency Communication Capabilities

✕ Ensuring Communication for Major National Events

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

Building the four-level emergency support mechanism

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

Improving emergency plans and management systems

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

Upgrading “super base station” capacity

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

Enhancing the level of emergency communication equipment

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

Integrated emergency support model

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

Ten major services for emergency communication

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

China Mobile’s new emergency communication support system



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

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

- China Mobile innovatively proposed a four-dimensional assessment matrix to form MMBB anti-interference ultra-dense 4G/5G network. We also enhanced network quality in key scenarios, ensuring every user could enjoy a good internet experience with 100% venue occupancy.
- China Mobile applied 5G-A LampSite X 3CC carrier aggregation technology to achieve a downlink rate of up to 4.15Gbps per user, bringing experiences such as high-definition VR live streaming, instant video transmission, and autostereoscopy.
- China Mobile developed and deployed monitoring security robots for the first time, enabling 24/7 hour intelligent monitoring, real-time reporting of fault alarms, and automated minute-level monitoring of 4G/5G network performance indicators, along with automatic data downloads, indicator calculations, result presentations, and early warnings.
- During the games, 57 cloud hosts at China Mobile Hohhot Data Center were responsible for data processing of ten event systems, including timing and scoring, central results, and competition services, ensuring zero delay in event data.



Ensuring communication for the 14th National Winter Games



Successfully completing communication services for the national two sessions

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

Improving network coverage

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

Adopting innovative technology

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

Providing thoughtful services

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

Strengthening coordinated monitoring

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

※ Combating Natural Disasters at Full Strength

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



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

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



Maintenance staff carried out optical cable repairs



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

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



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

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



Staff of China Mobile in the snow



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

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

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

Topic Analysis: Data Security and Customer Privacy Protection




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

✧ Establishing Governance Structure

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

✧ Developing response strategies

Risk/Opportunity Type		Risk/Opportunity Details	Timeframe	Response Strategy
Risk	Data leakage risk	As key information infrastructure operators, telecom operators hold vast amounts of data. Insufficient data protection could result in data leaks or tampering, which may compromise the rights and interests of both enterprises and customers and even threaten national security and public safety.	Long term	<ul style="list-style-type: none">Improve and enhance data security technical capabilities, strengthen mechanisms for risk identification, classification and grading control and data security assessments for data assets; strengthen the research and application of new technologies, such as AI, in the field of data security.Enhance data security management, focusing on the control and supervision of key data processing areas, including important data protection, third-party management and external data collaboration.Implement the promotion of data security laws and regulations, educational warnings, and skill development to enhance the overall data security literacy and compliance awareness of all employees.
	Customer personal information leakage (being illegally or improperly used) risk	The leakage of citizens' personal information (being illegally or improperly used) may result in the violation of customers' legal rights and interests, which could, in turn, lead to problems such as telecom network fraud.	Long term	<ul style="list-style-type: none">Strictly adhere to the principles of legality, legitimacy, and necessity when collecting and using customer personal information. Through the development of systems like the <i>China Mobile Data Security Management Measures</i> and the <i>China Mobile Customer Personal Information Protection Implementation Guidelines</i>, and by providing robust network and data security protection capabilities, the Company has established a sound mechanism for protecting customer personal information.Optimize workflows by adopting the banking "vault model" and implementing "key operations completed by multiple individuals". Using technical measures, ensure that all customer information operations are subject to strict approval controls, comprehensive records, and audits, to prevent internal employees from illegally or improperly accessing customer personal information.
Opportunity	The external empowerment of security capabilities creates more business opportunities	The Company has long-term experience in data security governance and has accumulated significant security capabilities. Security is also a key component of the "BASIC6" sci-tech innovation initiative.	Medium term	<ul style="list-style-type: none">The Company will continuously improve its security capabilities, develop security products spanning cloud, network, edge and endpoint, and offer end-to-end security protection covering all stages, elements and the entire lifecycle.
	Data governance and standardization lead to value improvement	According to the 2024 <i>China Digital Economy Development Report</i> , the market size of the data industry is expected to surpass RMB one trillion in the coming years. The continuous enhancement of data asset value will bring benefits to the Company.	Long term	<ul style="list-style-type: none">In 2024, the Ministry of Finance issued the <i>Pilot Program for the Whole Process Management of Data Assets</i>, and the Company participated in this pilot program. The Company will establish a standardized management system to drive greater value creation in areas such as data product development and scenario applications in the future.

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

※ Strengthening Risk Mitigation

Monitoring discovery	Data security and customer personal information security incidents will be monitored through early warning systems, third-party monitoring and reports to higher authorities.	Preliminary judgment	China Mobile organizes relevant personnel to make a preliminary judgment on the relevance, authenticity and impact of suspected data security and customer personal information security incidents, and quickly determine the impact scope and source.
Emergency measures	Based on the preliminary judgment of the situation and source location, reasonable management measures and technical means will be taken to block or contain the incident source.	Finding out reason	An investigation team will be set up to analyze and verify the incident details to form accurate and detailed investigation results.
Analyzing impact	The impact of data security and customer personal information security incidents will be analyzed from four dimensions: on users, on the country, on the industry, and on the Company.	Remedial measures	Based on the incident source and cause, effective measures will be taken to eliminate or mitigate the negative impact as much as possible.
Investigating risks	Based on the problems and risks discovered during the incident handling process, efforts will be made to comprehensively check other systems to promptly identify and rectify similar risk hazards.	Summarizing experience	Based on the results of the risk investigation, experience and shortcomings will be summarized to improve monitoring and early warning mechanisms as well as technical measures, and to develop long-term improvement plans to prevent similar incidents again.

※ Defining Management Goals

2024 Management Goals	2024 Goal Completion
Zero incidents of major data security and customer privacy leakage incidents	No incidents of major data security and customer privacy leakage incidents

Striving for Common Prosperity

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

Promoting Inclusive Development of Digital Intelligence

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

✧ Accelerating Network Availability and Accessibility

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

Expanding network communication coverage

- China Mobile constructed 2,715 4G base stations and 527 5G base stations in remote rural areas, 941 4G base stations for borderlines and islands and 26 5G base stations.
- The 4G network now covers 99.7% of administrative villages nationwide, and the 5G network basically achieves continuous coverage in towns and townships and effective coverage in large administrative villages and developed rural areas.
- Household broadband pipeline coverage reaches 260 million households, with an increase of 9.364 million from the beginning of the year. Household broadband users reach 110 million households, with an increase of 3.988 million from the beginning of the year. Wired broadband services cover 508,900 administrative villages.
- The Universal Telecom Service Project completed broadband construction in 3,240 remote villages throughout the year, with a cumulative completion in 71,770 remote villages.

Improving network transmission capacities

- The household broadband support capabilities of towns and rural areas were steadily enhanced, with 100% ability to provide gigabit services.
- For network construction needs in border areas, deployed 10G PON ports in all county areas, and all township locations are now 100% capable of providing gigabit services, with 93% having deployed 10G PON ports.



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

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



※ Reducing Network Usage Costs

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

Offering customized digital services

Elderly

- China Mobile optimized the 10086 hotline service for senior citizens to accurately predict simple business needs of customers, allowing elderly clients to enjoy the convenience of receiving proactive services.
- MIGU Reading has upgraded the elder model to develop a senior-friendly audio product.

Physically Impaired

- The Company jointly drafted the national standard of *Information Technology Closed Captioning*, based on which the closed captioning stream merging, encoding, decoding and transmission technologies have been applied in practice with the Company’s audiovisual service.
- China Mobile set up special video service desks for the hearing impaired, helping them communicate with 10086 customer service staff face to face with sign language and supporting barrier-free business inquiries.

Ethnic Minorities

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

Offering exclusive plans

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

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

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

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



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

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



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

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



Knowledge popularization of smartphone application for the elderly



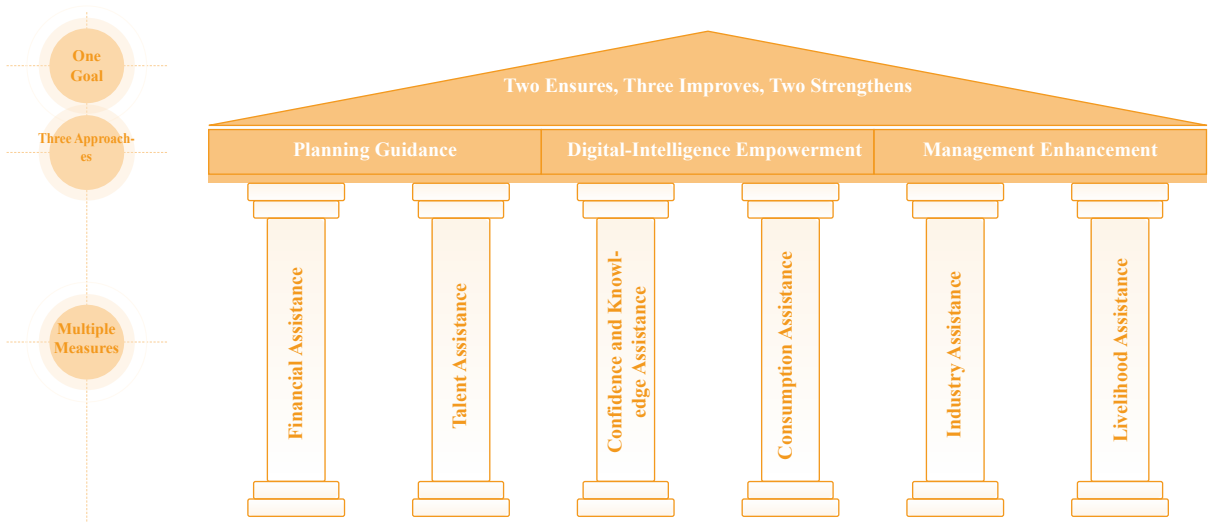
Staff taught the elderly to use smartphones

Promoting Comprehensive Rural Vitalization

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

※ Strengthening Top-level Design with Systematic Planning

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



Clarifying strategic planning

- China Mobile clearly defines the “137” work system for rural vitalization, follows the principles of “mutual enhancement, localized adaptation, highlighted characteristics, reasonable structures and guaranteed key points”, collaborates with county-level governments to jointly develop a three-year development plan and specifies key tasks and funding project plans;
- China Mobile develops an annual work plan for rural vitalization, covering aspects such as digital intelligence empowerment, management enhancement and assistance measures.

Strengthening organizational support

- The Company enhances the closed-loop management of planning, reporting and evaluation, deepens the work mechanism featuring coordinated efforts across different levels, paired assistance, internal and external collaboration and focused and comprehensive approaches to consolidate assistance efforts;
- China Mobile improves the assessment system, optimizes the evaluation system, integrates evaluation content and improves the evaluation process to further reward the advanced and motivate the lagging;
- The Company formulates and publishes the *China Mobile Consumption Assistance Work Management Measures (Trial)* to promote standardized, process-oriented and systematic consumption assistance work.

Innovating assistance mechanisms

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

※ Intensifying Efforts to Implement Assistance Measures

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

Enhancing talent assistance

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

Improving confidence and knowledge assistance

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

Detailing consumption assistance

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

Strengthening industry assistance

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

Ensuring livelihood assistance:

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



Building “Harmonious and Beautiful Villages” with digital TV services

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

Promote industry revitalization with consumption assistance.

China Mobile introduced the consumption assistance e-commerce platform via China Mobile high-definition TV, and leveraged 200 million users to expand agricultural product sales channels. With a series of marketing activities, over 1,000 agricultural products from poverty-stricken areas have been listed online, with sales exceeding RMB1.305 million, benefiting over 500,000 farming households.

Promote talent revitalization with agricultural technology training

China Mobile provided over 10,000 minutes of professional agricultural technology courses covering various fields including planting, breeding and processing, as well as AI companion learning tools for parent-child learning. Currently, over 70 partners and more than 160,000 hours of educational content have been introduced, serving approximately 8 million rural families.

Promote cultural revitalization with rural entertainment

China Mobile customized special TV programs under diverse themes such as education, elderly care, and healthcare, and produce *Anti-fraud Popularization Programs for the Elderly* on a regular basis. The platform currently hosts over 600 high-quality rural entertainment programs, totaling 150,000 minutes.

Promote organizational revitalization with government services

China Mobile launched a digital rural TV information service platform, provided real-time access to the latest government announcements, news updates, and other information, and supported various levels of rural organizations to publish information according to respective permissions and regions.



5G live streaming becomes a new farming activity for villagers

※ Leveraging Advantages to Build Digital-intelligent Villages

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

- New digital-intelligent rural infrastructure projects:

By the end of 2024, the 5G coverage rate of administrative villages nationwide exceeded 90%. By fully leveraging the multi-frequency coordination advantages of 2.6GHz and 700MHz, the Company continuously promotes the application of technological innovations in rural areas.
- Digital-intelligent rural industry projects

Through the construction of 5G+ high-standard farmland and developed AI grain storage large models, China Mobile enhanced yield per acre, saved water and fertilizer and strengthened grain storage security. In 2024, the Company implemented 863 new 5G smart agriculture projects.
- Digital-intelligent rural governance projects

In terms of rural governance, 1.328 million new major video service users were added, and 37,000 administrative villages were covered by new governance platforms. By the end of 2024, over 415,000 standard digital villages were constructed.
- Digital-intelligent rural education projects

China Mobile created an integrated solution of “smart campus platform + hardware + electronic student ID + rights and interests” with newly-added applications including AI coach, AI spoken language practice, and AI campus security. By the end of 2024, 1,552 smart campuses had been built.
- Digital-intelligent rural healthcare projects

China Mobile promoted the distribution of quality healthcare resources to rural areas, and improved the equalization, inclusiveness and convenience of rural medical services. In 2024, the Company launched 253 new grassroots medical demonstration projects.
- Digital-intelligent rural culture projects

China Mobile initiated the “Central Enterprises Invigorating Agriculture Campaign”, and promoted rural cultural revitalization with “short videos + video ringtones + 5G VoNR”. By the end of 2024, 50 central enterprises, 34 central enterprise-assisted counties, and over 3,400 cadres have joined the campaign, and produced 10,000 short videos about rural vitalization, with a total of 1.5 billion online views.
- Digital-intelligent rural finance projects

China Mobile innovated rural inclusive financial service models, promoted the implementation of big data, IoT finance, AI applications, and other products, and provided convenient and preferential financial services for agricultural business entities. By the end of 2024, the Company has implemented 74 financial demonstration projects.



AI Empowerment driving high-standard farmland construction in Lankao County

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



5G intelligent remote-controlled tractor for field work

Supporting Coordinated Regional Development

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

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

Beijing-Tianjin-Hebei Region

Digital-intelligent empowerment for collaborative development

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

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

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

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

Yangtze River Delta

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

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

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



Quantum Computing Cloud Platform

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

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

Promoting connectivity for high-quality development

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

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



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

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

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

5G Connected UAV enhancing regional emergency response capabilities

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

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

Enhancing quality through computility to optimize industrial structure upgrading

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

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



China Mobile Intelligent Computing Center (Harbin)

Participating in Global Digital-intelligent Development

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

✧ Consolidating Global Network Resources

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

Information highway
(submarine and terrestrial cable resources)

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

Information relay station
(POP Network APN)

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

Information distribution hub
(IDC Data Centers)

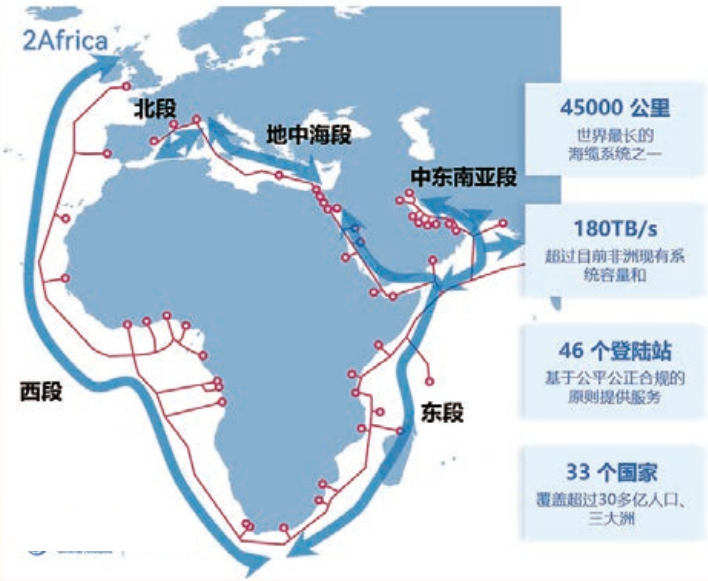
The Company accelerates the construction of the second data center in Hong Kong SAR, collaborates with mainstream operators and data center suppliers in Southeast Asia hotspots and promotes customized construction of IDCs in key countries in the Asia-Pacific, Middle East, Africa and Latin America regions,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



Building the maritime digital silk road and creating a China-Africa digital economy community

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

33
countries and regions



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



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

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

Supporting Local Community Development

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



Employees in Kenya participated in local marathon



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



America Region organized activities on International Women's Day



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

Actively Engaging in Public Welfare and Charity

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

※ Deeply Cultivating Charity Projects

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

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

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

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

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



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

“One Blue”: Blue Dream — China Mobile Education Aid Plan

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

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

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

※ Broadly Conducting Public Welfare Activities

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



Ten Years Together: “And You” education aid program

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





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

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



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



Fostering curiosity in science to cultivate “Little Scientist”

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



China Mobile's “Little Scientist” children's science popularization activities

※ Building a Public Welfare Platform

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

Performance of the China Mobile charity platform

In 2024, the platform raised a total of RMB2.4342 million for 39 charitable projects from 19 charitable organizations (including RMB1.829 million in cash and RMB605,000⁶ converted from China Mobile points) and recorded 46 million visits. A total of 406,700 individuals participated in donations, including 100,000 instances of cash donations and 306,700 instances of China Mobile points donations.

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



Launching “2024 Public Welfare Season”

Since its launch on “China Charity Day”, China Mobile’s public welfare platform has launched the “2024 Love and Welfare Season” activity. Through charitable donations, participation in charity knowledge quizzes, and watching public welfare charity videos, the platform actively promoted the newly revised Charity Law, spread public welfare culture, and advocated charity projects. The activity encouraged and motivated users to focus on and support the development of public welfare and charity. The activity had 92,700 participants who completed 406,600 interactive tasks, including 19,400 charity donations.

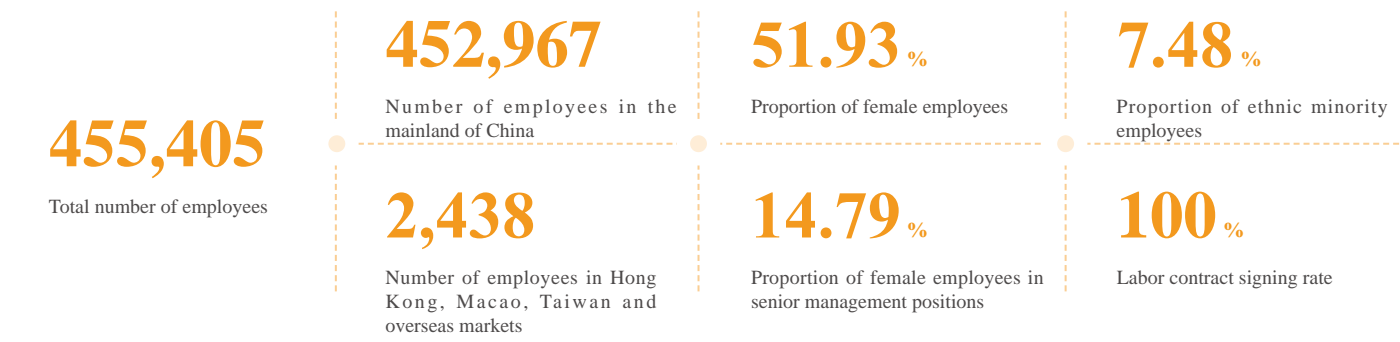
⁶ On the China Mobile Charity platform, the China Mobile points donated are converted into charitable funds at a ratio of 100:1. For example, 60.5056 million points are equivalent to RMB605,000 in funds.

Cultivating Well-Rounded Talents

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

Ensuring Employee Rights

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



※ Adhering to the Principle of Equal Employment

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

※ Improving the Remuneration System

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

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

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

※ Caring for Employees

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

Five small spaces program

As of 2024, the Five Small Spaces Program has invested a total of RMB4.47 billion, constructed and renovated nearly 240,000 Five Small elements, including small canteens, small rest rooms, small bathrooms, small activity rooms and small book houses, effectively addressing practical issues faced by grassroots employees regarding dining, drinking water and resting.

Warm mutual aid fund

The Company set up the Warm Mutual Aid Fund, with a total of RMB30.68 million used in 2024 to address the actual difficulties of 6,418 employees.

“Happiness 1+1” cultural and sports activities

- In collaboration with MIGU, the ninth “Happiness 1+1” MIGU series of fun activities were held, including Reading Walk and Music Walk, with over 560,000 participants.
- The Company organized five-a-side soccer games, swimming competitions, and marathon invitationals to build up employees' bodies and enrich their lives.



Welcome activity to show care for frontline employees



“Four Ones” new employee caring activity



“Happiness 1+1” sports meeting



“Happiness Mobile Home” summer daycare class

※ Enhancing Democratic Management

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

Institutional guarantee

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

Organizational construction

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

Improving mechanisms

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

Implementation details

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

※ Caring for Female Employees

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



Female Employees engaged in activities concerning rights protection and legal awareness

Safeguarding Employees' Health and Safety

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

✧ Strengthening the Management of Production Safety

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

Strengthening supervision and inspection

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

Enhancing security awareness

- China Mobile held annual security management enhancement training sessions to improve the capability of security management personnel;
- China Mobile organized thematic publicity and education activities such as "Safe Production Month 2024" and "Fire Protection Publicity Month 2024";
- China Mobile Optimized emergency response plans based on actual conditions and conducted emergency drills to improve employees' safety awareness and emergency response capabilities. In 2024, the Company conducted 19,675 emergency drills and achieved a safety risk protection training coverage rate of 92.19%.

✧ Caring for Employees' Physical And Mental Health

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

Physical health

- The employee health room in the headquarters has been upgraded to the Happiness Mobile Home Health Station, offering seven core functions: health check-ups, health consultations, health promotion, disease prevention, chronic disease management, medical services and medication services. It provided 3,060 on-site consultations, 2,647 traditional Chinese medicine treatments and 1,315 indicator tests;
- The Health Station employee health management model has been piloted and extended to various enterprises, addressing employees' concerns and allowing them to devote more time and energy to work;
- We regularly organized health check-ups for employees with a participation rate of 97%.

Mental health

- China Mobile established and improved a crisis intervention system to ensure employees' psychological balance;
- China Mobile designed and distributed cards, physical and electronic posters for the promoting mental care projects to enhance employees' awareness of mental care and participation rate of various activities, achieving full coverage of online and offline publicity;
- China Mobile conducted customized psychological surveys with over 20,000 participants, held 138 on-site counseling sessions, and provided 3,012 hours of phone counseling to help employees overcome mental distress. We also organized over 230 training sessions on topics such as mental therapy, personal exploration, education, and family care, covering more than 3,000 participants.

Supporting Employees’ Development

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

✧ Building Talent Introduction Mechanisms

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

Diversified talent introduction mechanisms

- Focusing on strategically urgent areas, China Mobile implemented the “Top-notch Plan” for attracting high-end talents from society, and established dual employment and joint recruitment mechanisms with key universities and research institutes, cumulatively attracting over 290 core talents mainly from leading internet companies and research institutes.
- Currently, the Company has implemented the “Golden Seed” recruitment program for outstanding university graduates in key business areas, offering differentiated salaries and customized training based on a “one-person-one-plan” approach. In addition, the Company has cumulatively recruited about 260 talents mainly from key domestics universities such as Tsinghua University and Peking University and global engineering universities ranked Top 100 in the QS.
- China Mobile innovatively created an overseas talent introduction platform, established the China Mobile (Hong Kong) Innovation Research Institute as an important platform for attracting overseas talent, expanded overseas talent touchpoints, mapped overseas talents in the artificial intelligence field, and established a joint talent introduction model with units in the Chinese mainland.

✧ Unlocking Career Development Channels

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

Diamond Plan 2.0

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

Strengthening the Armed Forces Plan

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

✧ Optimizing the Talent Development System

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

Systematically fostering excellent leadership

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

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

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

Promote practical talent training in key areas

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

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



China Mobile Network Installation and Maintenance Competition



China Mobile CN Competition Answer Session



“Empowering Contributing” skills competition inspiring employee creativity

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



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



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

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