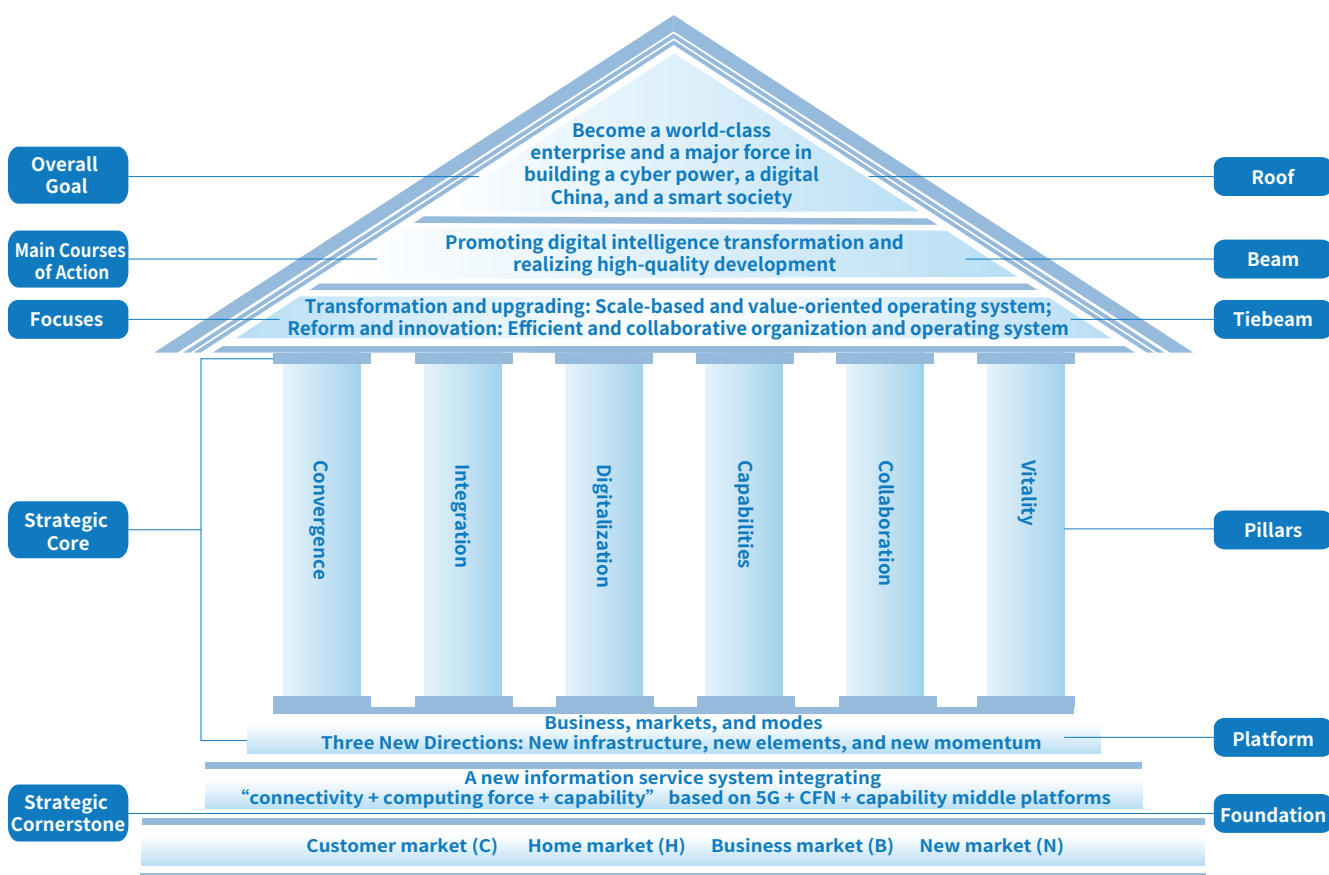


Development Strategy

At this new stage of development, we apply the new development philosophy in a complete, accurate, and comprehensive manner and constantly work towards building a new development pattern. Adopting a people-centric approach and seizing the important opportunities brought by the new frontier of "digital economy", we anchor our actions in our positioning as "a world-class company of information service and sci-tech innovation" as we strive towards the goal of "becoming a world-class enterprise and a major force in building a cyber power, a digital China, and a smart society". We gear our efforts toward "promoting digital intelligence transformation and achieving high-quality development". We consistently work to advance the "Two Shifts", prioritize the "Two New Projects", and actively deliver the "Five Dividends" while speeding up the "Three Changes", following the "Three New Directions", reinforcing the "Three Approaches", and strengthening the "Three Forces". We continue to advance the comprehensive and integrated development of our CHBN markets and pursue high-quality and sustainable development. We constantly drive the in-depth integration of the digital economy and the real economy and make great strides toward being a world-class enterprise with excellent products, outstanding brands, leading innovation, and modern governance. Through those measures and more, we play our part in the building of a modern socialist country and in advancing the great rejuvenation of the Chinese nation in an all-round way.

China Mobile's "Powerhouse" Development Strategy



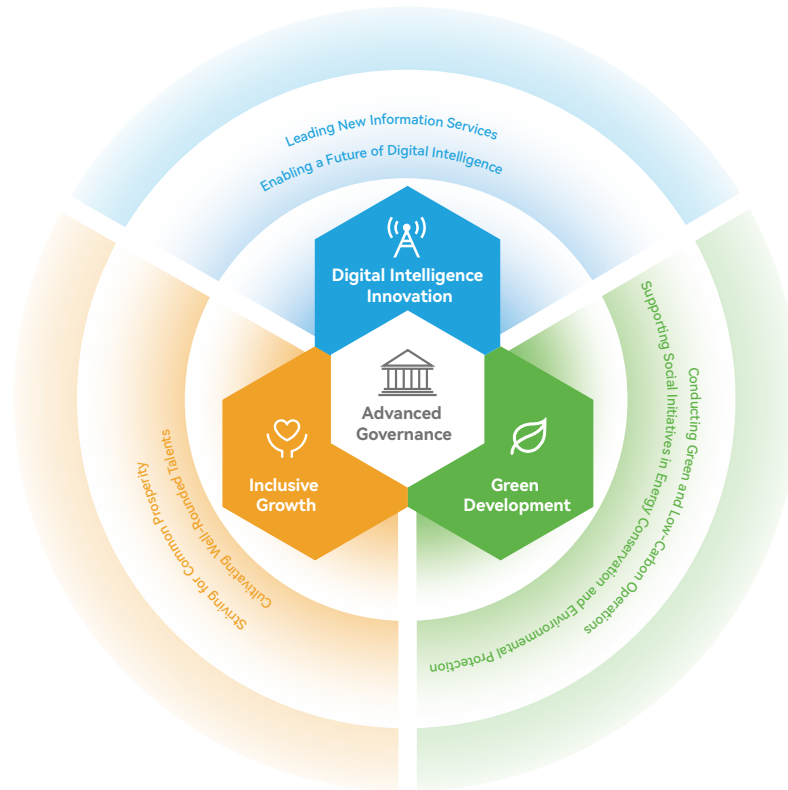
Extended Reading

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

Two New Projects: A new information infrastructure featuring 5G, CFN and capability middle platforms; a new information service system integrating "connectivity + computing force + capability"

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

Sustainable Development







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

China Mobile Sustainability Model

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

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

Main Actions

-  **Digital Intelligence Innovation**
-  **Inclusive Growth**
-  **Green Development**
-  **Advanced Governance**

CSR Topics

Leading New Information Services	Enabling a Future of Digital Intelligence
Striving for Common Prosperity	Cultivating Well-Rounded Talents
Conducting Green and Low-Carbon Operations	Supporting Social Initiatives in Energy Conservation and Environmental Protection
Optimizing the Corporate Governance System	Preventing and Resolving All Kinds of Risks