

Performance Report

Economic Performance

※ Value Creation

Management Methods and Key Initiatives

Striving towards the new positioning of becoming “a world-class information services and sci-tech innovation enterprise”, the Company made steady progress in implementing the development strategy of building a world-class dynamic Powerhouse. We worked to create a new information infrastructure centering on 5G, CN and integration platform and innovatively built a new information service system integrating “connectivity + computility + capability”. The Company continued to advance the comprehensive and integrated development of our CHBN (Customer, Home, Business, and New) markets and stepped up efforts to integrate information services into all industries and serve all people. The financial subsidies received from the government by the Company in 2024 are detailed in the annual report.

Key Performance

Performance indicator	Unit	2022	2023	2024
Operational performance				
Operating revenues	RMB100 million	9,373	10,093	10,408
Customer scale				
Mobile customer base	Million	975	991	1,004
5G network customer base ¹	Million	327	465	552
Wireline broadband customer base	Million	272	298	315
IoT card customer base	Million	1,062	1,316	1,416
Government and corporate customer base	Million	23.20	28.37	32.59
Network scale				
Number of 4G base stations	10,000	334	337	> 339
Number of 5G base stations	10,000	128.5	> 194	> 240
Number of cities with NB-IoT	Number	337	337	337
5G SA average download rate in key regions	Mbps	> 750	> 750	> 750
5G network traffic	PB/Day	/	> 300	> 330
Internet backbone bandwidth	Tbps	519	633	633
International services				
Number of countries and regions with 4G international roaming services	Number	218	229	241
Number of countries and regions with 5G international roaming services	Number	60	75	87
YoY growth in international data roaming charges	%	9.82	218.57	49.4
International transmission bandwidth	Tbps	123	145	164

¹ Since mid-2024, the Company has switched to disclosing the number of 5G network customers.

※ Sci-Tech Innovation

Management Practices and Main Actions

The Company implements the innovation-driven development strategy by establishing a Science and Technology Committee to strengthen technological strategic leadership. We have made sustained efforts to improve the Unified Five Rings sci-tech innovation system, promoted enterprise-led integration of industry, academia and research, and built a dual-cycle layout for innovation characterized by solid internal capabilities and expanding external cooperation. Focusing on strategic emerging industries and future industries, the Company continuously advanced the “BASIC6” sci-tech innovation initiative. We mobilized efforts to drive breakthroughs in key and core technologies, led the formation of the 5G Innovation Coalition, piloted the modern mobile information industrial chain, and built an industry leading base for nurturing innovative technologies. We furthered the Joint Innovation+ plan and built a new scientific research ecosystem featuring win-win cooperation with key universities, enterprises and other partners. We stepped up efforts in entrepreneurship and innovation to foster a culture of innovation in the wider society and invigorate the ecosystem for innovation.

Patent management

The Company has established a “1+3” full lifecycle management system for patents, covering creation, utilization, protection, and management. We have initially formed a working model of professional integration, autonomous management, and supportive sharing. For the “BASIC6” sci-tech innovation initiative, we have developed two tools: a patent navigation database and a knowledge database, while advancing the AI + Patent Large Model to enhance R&D and patent quality. The Company has established a hierarchical and categorized patent talent certification system to improve the patent skills of inventors, technical experts, and patent professionals. It has also implemented differentiated patent incentive mechanisms to promote patent output. To date, the Company has joined 8 international patent pools and granted patent licenses to over 140 enterprises in 21 countries.

Intellectual property protection

Adhering to the *Trademark Law of the People's Republic of China*, the *Copyright Law of the People's Republic of China*, and other applicable laws and regulations in its operating regions, the Company has formulated the *China Mobile Trademark Management Methods*, the *China Mobile Copyright Management Methods* and *China Mobile Graphic Copyright Review Measures* to guide the trademark and copyright management of the whole company. Furthermore, by strengthening the protection of independent intellectual property rights and continuously enhancing awareness of intellectual property protection, the Company hosted an annual Intellectual Property Awareness Week for all employees for 15 years in a row. The Company also promotes the building of an industrial IP ecosystem, establishing the National 5G Industry Intellectual Property Operation Center and releasing the *Blue Book on Innovation and Intellectual Property Protection in the Information and Communication Industry (2024)*.

Performance indicator

Performance indicator	Unit	2022	2023	2024
R&D and innovation				
R&D investment ¹	RMB100 million	217	341	341
Proportion of R&D investment to operating revenues	%	2.7	3.9	3.8
Number of patent applications	Number	5,186	6,452	8,141
Number of newly granted patents	Number	2,258	2,958	2,169
Number of valid patents	Number	/	15,149	17,004
Number of valid patents per million in revenue	Number/RMB Million	/	0.02	0.02
Number of software copyrights	Number	/	7,098	10,221
Open cooperation				
Average number of daily authentication requests processed on the mobile authentication platform	100 million	18.73	19.85	20.06
Number of developers on OneNET	Number	292,641	349,177	396,054
Number of enterprises on OneNET	Number	15,414	16,384	17,013
Number of devices connected to OneNET	10,000	22,180.81	23,781.61	31,745.00
Number of developers on China Mobile <i>Aijia</i> (AI Home)	Number	190,610	195,064	201,650
Number of enterprises on China Mobile <i>Aijia</i> (AI Home)	Number	1,716	2,007	2,421
Number of devices connected to China Mobile <i>Aijia</i> (AI Home)	10,000	37,100	49,210	58,688
Number of capability requests on China Mobile <i>Aijia</i> (AI Home)	10,000	47,766,823	60,252,530	72,650,125
Number of GTI operator members	Number	142	146	146
Number of GTI industry partners	Number	254	257	266
Number of China Mobile's Smart Home Cooperation Alliance members	Number	515	560	600
Number of China Mobile's IoT Alliance members	Number	2,000	2,048	2,207
Entrepreneurship				
Investment in entrepreneurship and innovation support	RMB10,000	3,770	3,300	3,300
Number of users of the entrepreneurship and innovation platform	10,000	19	19.3	19.9
Number of projects created from entrepreneurship and innovation events	Number	3,575	3,795	4,017
Number of teams participating in entrepreneurship and innovation events	Number	3,744	3,859	5,076
Number of teams participating in HeChuang Incubation	Number	238	284	359
Number of people participating in HeChuang Incubation	Number	786	1,148	1,298
Number of jobs created	10,000	205	161	179

¹ R&D (research and development) investment includes both expense-based R&D investment and capital-based R&D investment.

Science and Technology Ethics

Management Practices and Main Actions

In compliance with the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, the *Regulations on the Management of Algorithm Recommendations for Internet Information Services*, the *Administrative Provisions on Deep Synthesis in Internet-based Information Services* and the *Interim Measures for the Management of Generative Artificial Intelligence Services*, as well as other applicable laws and regulations in its operating regions, the Company has established ethical review requirements for AI algorithm technology and conducted review work during the algorithm development process. Meanwhile, we have also disseminated the detailed rules for the management of ethical review of algorithm technology within the Company.

Cybersecurity, Information Security and Customer Privacy Protection

Management Practices and Main Actions

In alignment with the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, the *Anti-Telecom and Online Fraud Law of the People's Republic of China* and the *Regulations on Critical Information Infrastructure Security Protection*, the *Regulations on the Management of Network Data Security*, the Company formulated *China Mobile Data Security Management Measures*, *China Mobile Data Classification and Grading and Important Data Control Guidelines*, *China Mobile Data Security Incident Emergency Response Implementation Guidelines*, *China Mobile Customer Personal Information Protection Implementation Rules*. These measures are in place to mitigate the growing cybersecurity information risks of critical information infrastructure attacks, the rising threat of cybercrimes including hacker activities, malicious software, and data theft, as well as new challenges posed by advancements in big data, IoT, and AI technologies like automated attacks and distributed denial of service (DDoS) attacks. In 2024, the Company did not encounter any significant cybersecurity breaches or any major incidents of information or data leaks.

Management framework

The Company has formed a dedicated Cyberspace and Information Security Leadership Team, headed by the Chairman with the General Manager and the Deputy General Manager serving as the primary deputy. This team is tasked with implementing laws, regulations, policies and requirements related to network and information security issued by government authorities; reviewing the Company's network and information security strategies, medium- and long-term plans, regulations, and major decisions; coordinating and addressing significant network and information security issues across the Company's networks. The Network and Information Security Leadership Team has set up an office within the Network and Information Security Management Department to oversee and coordinate the Company's overall network and information security efforts. Each subsidiary's Network and Information Security Leadership Team reports annually to the parent company's leadership team and promptly reports major incidents related to network and information security. The Company has also formulated the *Measures for the Assessment and Accountability of China Mobile Network Security Work (Trial)*, integrating network and information security performance into the Company's overall business performance evaluation system.

Critical information infrastructure security protection

In accordance with industry standards for defining the boundaries of critical information infrastructure (CII), the Company has clearly defined the scope of CII assets and strengthened the security management of CII assets. We have formulated *Plan for the Implementation of China Mobile Critical Information Infrastructure Security Protection*, *China Mobile Critical Information Infrastructure Protection Capability Enhancement Special Action Plan* and *2024 China Mobile Critical Information Infrastructure Protection Plan* to ensure the detailed implementation of security protection requirements. Additionally, we organized nationwide cybersecurity protection training for critical information infrastructure, enhancing cybersecurity education for personnel in key positions.

Data Security Management

The Company established and refined China Mobile's data security management system, focusing on management, technology, operations, and ecosystem, to address data security throughout its entire lifecycle. We also further defined systems and mechanisms for data classification, grading, security risk assessment and emergency response and standardized data processing across all stages, including collection, storage, transmission, usage, and destruction. In addition, we continuously strengthened the technical capabilities of data security, with basic data security capabilities already implemented across the company's general systems, ensuring protection throughout the data lifecycle. The Company built an integrated data security operations management platform with provincial collaboration, enabling comprehensive management of China Mobile's data assets, external data partnerships, compliance assessments and capability coverage, thus enhancing overall protection capabilities. Regular self-checks, data security risk assessments, security audits and emergency drills are organized to promptly identify and rectify risks, eliminating potential threats. The Company established a "list-based" management mechanism for key data security personnel, with over 20,000 key individuals having signed data security responsibility agreements and ensuring complete coverage of training, education and awareness.

Customer Personal Information Protection

The Company enhanced the personal information protection system throughout its lifecycle, regulated personal information processing, strengthened technical control capabilities, standardized algorithm applications and improved risk monitoring and emergency response. We also ensured proper management and risk assessment of critical data and established an accountability and evaluation system to implement relevant laws and policies at every stage of personal information processing, continuously improving compliance. Moreover, the Company standardized the processing of personal information and ensured proper customer notification. We also refined the list of personal information types to be collected based on business needs, used compliant devices and standard processes for lawful data collection and prominently displayed personal information processing rules on the official website and in business service areas. China Mobile efficiently addressed customer concerns related to personal information protection and ensure privacy compliance for proprietary apps. We optimized workflows by adopting the banking "vault model", implementing "key operations completed by multiple people". Through technology, we ensured all customer information operations undergo strict approval processes, thorough record-keeping and auditing to prevent unauthorized access to customer personal data by internal staff.

Key Performance

Performance name	Unit	2022	2023	2024
Emergency communication support				
Number of times emergency communications support was provided	Times	4,743	7,879	8,803
Significant event support	Times	3,973	7,663	8,489
Significant natural disaster support	Times	334	194	299
Significant accident or catastrophe support	Times	39	14	15
Public health incident support	Times	394	5	0
Social safety incident support	Times	3	3	0
Number of emergency vehicles dispatched	Number	6,155	9,957	9,925
Number of emergency communications equipment installed	Set	11,128	15,803	29,227
Number of personnel involved in emergency support	Number	471,709	307,026	401,970
Spam governance				
Number of customer complaints about spam handled	10,000	77	68	171 ¹
Number of scam phone numbers handled	10,000	15.13	23.42	3.5
Average monthly number of spam SMS and MMS messages blocked	100 million	5.91	11.18	18.61
Average number of illegal 5G messages handled per month	10,000	486.46	2,768.65	3,371.11
Number of nuisance call numbers handled	10,000	> 7.68	> 8.47	> 17.20
Number of illegal websites handled	10,000	> 53.31	> 72.79	> 86.17
Number of malwares monitored and handled	10,000	> 21.24	> 75.71	> 177.56
Number of malware control terminals handled	Number	19,764	55,115	744,080
Number of SMS fraud alerts sent	100 million	348.94	282.17	318.8
Number of users covered by the scam caller alert service	100 million	1.97	1.97	1.47
Annual cumulative number of scam caller ID reminders sent	100 million	34.32	45.34	39.02

¹The reason for the large increase in data: Starting from April 2024, 12321 Complaint Center of the Ministry of Industry and Information Technology expanded the categories of harmful information reports assigned to operators. New categories include debt collection spam messages and verification code-related complaints.

※ Service Quality Management and Standardized Marketing

Management Practices and Main Actions

The Company steadfastly implements the Sunshine Action for customer rights and interests protection. We developed after-sales service systems such as the *Guiding Opinions on the Construction of Fault Repair Service Systems* and the *China Mobile Customer Complaint Management Measures*. These efforts aim to strengthen and build the high-quality reputation of Heartwarming Service and drive continuous improvement in customer experience.

Service quality evaluation system

The Company has designed a customer-centric and multi-indicator comprehensive service quality evaluation system based on customer perceptions and experience processes of key services. By considering service components (e.g., personnel, processes, technology) and lifecycle stages (e.g., planning and design, implementation service operations), we have established a customer perception model encompassing dimensions such as functionality, security, reliability, responsiveness, tangibility and friendliness. The weight of each indicator is determined based on its value and importance, with continuous adjustments and optimizations as products evolve.

Marketing compliance management

The Company conducted 100% pre-launch reviews for company-wide unified products and marketing campaigns to ensure compliance in user product subscriptions, modifications and unsubscription SMS notifications. We have optimized plan change rules to reduce billing disputes. Additionally, we inspected marketing pages of external channel partners, addressed non-compliant advertisements and live streams and imposed stricter penalties for misleading claims to safeguard customer rights.

Key Performance

Performance indicator	Unit	2022	2023	2024
Overall customer satisfaction	Point	82.05	82.57	82.29
First call resolution rate via hotline	%	92.00	95.17	96.35
Number of customers receptions on general manager's reception days	Number	91,305	135,978	108,652
Number of customer inquiries and complaints handled on general manager's reception days	Number	85,710	53,803	58,717

※ Product Quality Management

Management Practices and Main Actions

The Company is dedicated to refining its product experience and enhancing its Two Firsts (customer first, frontline first) product quality assessment system. At the same time, the Company has adopted a stringent quality control system that scrutinizes products both before commercial release and throughout their iterative development.

Product quality evaluation system

The Company further delineated product quality standards by formulating 26 customer perception standards (KEI) for key products, 837 quality standards and 1,024 internal operation support standards (KQI). By the end of 2024, the quality evaluation scores of key products was 95, increasing by two points compared to 2023.

Product quality control system

The Company strictly controls product commercialization and iteration, adhering to the principle of “no launch without meeting standards”. It has established a monthly evaluation, analysis and scheduling mechanism. In 2024, the Company cumulatively iterated over 1,000 versions of key products, with number of iterative functions exceeding 12,000. The product iteration optimization and improvement rate reached 99.7%, marking a 4.7pp increase compared with 2023.

Product experience evaluation model

Building on the existing quality assessment system, the Company promoted the development of a product experience evaluation model that integrates both subjective and objective metrics across 5 dimensions (e.g., functionality/content, usability, performance) and 22 indicators. This model shifts product evaluation from quality testing to experience assessment. The Company has developed experience evaluation index systems for 4 products and tested them on key products, effectively enhancing product user-friendliness.

Product withdrawal process

The Company strengthens post-launch evaluations of products, assessing indicators such as business growth, product quality and financial performance. Products meeting exit criteria based on these evaluations are promptly decommissioned. For products eligible for exit, the Company issues notifications at least 60 days in advance through announcements and other means, ensuring existing customers are informed. The work related to the withdrawal of products from relevant platforms and the retreat of equipment from the network shall be completed in a timely manner to maintain a positive user experience.

Social Performance

※ Recruitment and Employment

Management Practices and Main Actions

The Company strictly abides by the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*, among other legal standards, by implementing the *China Mobile Employee Recruitment Management Procedures*. These procedures mandate that the Company's recruitment process is conducted in an open, transparent, fair, and equitable manner, and prohibits any form of discriminatory or qualifications requirements unrelated to the position. The Company focuses on attracting talent across various genders and age demographics to foster a workforce that reflects diversity. In doing so, the Company prioritizes hiring graduates from impoverished and ethnic minority regions.

Key Performance

Performance indicator	Unit	2022	2023	2024
Employee structure¹				
Total number of employees	Number	450,698	451,830	455,405
Number of male employees	Number	213,527	215,343	218,916
Number of female employees	Number	237,171	236,487	236,489
Number of employees in the mainland of China	Number	448,226	449,390	452,967
Number of employees in Hong Kong, Macao, Taiwan and overseas markets	Number	2,472	2,440	2,438
Employees under 30 years old	Number	/	58,086	57,552
Employees between 30 and 50 years old	Number	/	362,469	364,575
Employees over 50 years old	Number	/	31,275	33,278
Number of employees with master degree or higher	Number	55,904	60,380	66,468
Employees with bachelor degree	Number	300,644	306,579	311,202
Number of employees with associate degree or below	Number	94,150	84,871	77,735
Proportion of employees under 30 years old	%	13.62	12.86	12.64
Proportion of employees between 30 and 50 years old	%	79.76	80.22	80.06
Proportion of employees over 50 years old	%	6.62	6.92	7.30
Proportion of technical personnel	%	36.8	38.83	40.21
Proportion of marketing personnel	%	45.35	43.74	42.62
Proportion of management personnel	%	7.35	7.26	7.19
Proportion of general affairs personnel	%	9.71	9.37	9.05
Proportion of others	%	0.79	0.79	0.93

Employee introduction				
Number of new employees	Number	16,808	17,577	16,038
Number of new female employees	Number	6,747	7,157	5,968
Number of new male employees	Number	10,061	10,420	10,070
Number of new employees in the mainland of China	Number	/	16,485	15,173
Number of new employees in Hong Kong, Macao, Taiwan and overseas markets	Number	/	1,092	865
Number of new employees under 30 years old	Number	/	10,972	11,921
Number of new employees between 30 and 50 years old	Number	/	6,414	3,986
Number of new employees over 50 years old	Number	/	191	131
Employee turnover				
Employee turnover rate ²	%	1.77	1.31	0.94
Female employee turnover rate	%	1.47	1.18	0.81
Male employee turnover rate	%	2.11	1.46	1.07
Turnover rate of employees in the mainland of China	%	1.53	1.13	0.8
Turnover rate of employees outside the mainland of China	%	21.88	15.88	16.26
Turnover rate of employees under 30 years old	%	6.92	5.51	4.04
Turnover rate of employees between 30 and 50 years old	%	1.02	0.74	0.52
Turnover rate of employees over 50 years old	%	0.21	0.22	0.16
Number of employees who resigned	Number	7,985	5,939	4,257
Number of female employees who resigned	Number	3,478	2,793	1,927
Number of male employees who resigned	Number	4,507	3,146	2,330
Number of employees dismissed	Number	1,364	2,274	1,818
Number of female employees dismissed	Number	717	1,193	888
Number of male employees dismissed	Number	647	1,081	930
Employee diversity				
Proportion of female employees	%	52.62	52.34	51.93
Proportion of female employees in senior management positions	%	16.08	15.14	14.79
Number of ethnic minority employees	Number	/	33,222	34,053
Proportion of ethnic minority employees	%	7.30	7.35	7.48

¹ As of the end of 2024, all employees of the Company are full-time permanent employees, with no part-time employees, temporary employees, or non-guaranteed hour employees.

² The employee turnover rate excludes retirees and refers to employees who voluntarily left the Company.

※ Compensation and Benefits

Management Practices and Main Actions

Compensation

Guided by the principle of market-oriented and performance based compensation, the Company formulated the *China Mobile Guidelines for Employee Compensation Management* and *China Mobile Labor Cost Management Measures*, and implemented a “performance-oriented and structure-adjusted” compensation system. We have implemented a compensation system focusing on “performance orientation and structural adjustment”. This system establishes a comprehensive 19-grade position-based compensation management framework. We also standardize the income distribution structure across all internal levels, highlighting a principle that prioritizes frontline employees, core talent and groups with relatively lower income. This approach ensures fair, orderly and effective internal income distribution, aligning compensation with organizational goals and employee contributions.

Incentives

The Company remains firmly committed to its three guiding principles of “strategy, business and innovation”, implementing more precise and targeted incentive allocation strategies. We focus on key markets, regions, businesses and products, launching a series of flexible, effective and targeted incentives, such as CHBN market development, regional company growth, integration platform performance and mobile cloud performance-based incentives, to effectively drive business growth. To achieve product breakthroughs, we accelerate the construction of incentive models for product managers, ensuring the effective implementation of the product manager accountability system to support high-quality development. In driving technological innovation, the Company steadily advances the *Implementation Plan for Incentive and Guarantee Mechanisms Supporting Technological Innovation*, continuously increasing resource support for strategic and emerging tasks. We implement incentives for technological innovation talent, improve medium- and long-term incentive mechanisms oriented toward innovation, and propel the Company’s technological innovation to higher levels.

Benefits

A comprehensive welfare guarantee system has built for employees, including five types of social insurance, housing provident fund, corporate annuity, supplemental medical care and other benefits, fully safeguarding employees’ daily life and work needs. The *Guidelines on Strengthening the Construction of the Medical Security System for Employees* were formulated, constructing a three-pillar medical security system framework based on social basic medical insurance as the basic guarantee, enterprise supplemental medical insurance as the core guarantee, and individual commercial health insurance as the autonomous guarantee. Reasonable arrangements have made for employees’ working and rest time, ensuring the right to rest and vacation for employees. We have established an enterprise annuity system, contributing to employees’ enterprise annuity to effectively safeguard the benefits of retirees.

Key Performance

Performance indicator	Unit	2022	2023	2024
Number of CEO mailbox emails and letters	Number	626	1,032	740
Number of female employees on maternity leave at the HQ	Number	17	20	26
Number of male employees on paternity leave at the HQ	Number	15	10	20
Proportion of male employees at the headquarters who returned to work after paternity leave at the HQ	%	100	100	100
Proportion of female employees at the headquarters who returned to work after maternity leave at the HQ	%	100	100	100

※ Labor Rights Protection

Management Practices and Main actions

In compliance with the *Labor Law of the People’s Republic of China*, the *Law on the Protection of Minors of the People’s Republic of China* and the *Provisions on Prohibition of Child Labor* and other applicable laws and regulations, the Company strictly prohibits the use of child labor and forced labor. Throughout 2024, the Company did not encounter any incidents of child labor or forced labor violations, nor did it face any major labor disputes.

The Company strictly adheres to the *Trade Union Law of the People’s Republic of China*, the *Regulations on the Democratic Management of Enterprises*, formulating the *Guidance on Further Strengthening the Construction of the Employees’ Representative Assembly System* and the *Guidance on the Implementation of Enterprise Affairs Disclosure by China Mobile*, perfecting the democratic management system primarily in the form of the Employees’ Congress. This ensures that the Employees’ Congress can legally exercise its various powers and perform its democratic supervisory duties, providing a systematic guarantee for the protection of employee rights and interests.

Key Performance

Performance indicator	Unit	2022	2023	2024
Proportion of unionized contract employees	%	100	100	100

※ Occupational Health and Safety

Management Practices and Main Actions

The Company is deeply committed to ensuring the occupational health and safety of our employees, closely following guidelines such as the *Law on Prevention and Control of Occupational Diseases of the People's Republic of China* and other applicable laws and regulations in its operating regions. We actively implement guidelines such as the *State Council's Opinions on Implementing the Healthy China Initiative* and the *Healthy China Action Plan (2019-2030)*. In line with the *14th Five Year National Health Plan* issued by the State Council's General Office, the Company has established a four-in-one occupational health system encompassing management, awareness, training, and services to safeguard employees' physical and mental well-being. In 2024, the Company received 13 awards from the National Health Commission and 51 awards from the China Enterprise Confederation.

Key Performance

Performance indicator	Unit	2022	2023	2024
Physical and mental health of employees				
Physical examination rate of employees	%	97	96.5	97
Number of employees covered by "Happiness 1+1"	10,000	41.2	41.2	43
Number of employees covered by the Mental Care Program ¹	10,000	> 40	> 40	> 40
Number of Mental Care Programs held across the Group	Number	36,333	43,601	56,923
Number of employees covered by Mental Care Programs held across the Group	Number	271,040	324,033	469,393
Work safety				
Investment in work safety	RMB100 million	22.21	30.37	27.9
Number of safety emergency drills	Number	12,116	15,367	19,675
Security risk protection training coverage rate	%	/	94.29	92.19
Number of employees participating in safety and emergency response drills	Number	548,664	1,074,969	853,754
Work-related injuries²				
Number of accidents occurring among employees in the workplace	Number	/	0	0
Rate of accidents occurring among employees in the workplace	%	/	0	0
Lost workdays due to work-related injuries	Days	32,519	37,360	50,873
Number of fatalities due to work related accidents	Number	0	0	0
Accident fatality rate per 1,000 employees	%	0	0	0

¹ In 2024, building on our efforts to care for grassroots employees, we expanded our focus from mental health care to a broader range of ideological care, and made corresponding adjustments to data disclosure practices.

※ Development and Training

Management Practices and Main Actions

The Company has formulated the *China Mobile 14th Five-Year Talent Plan* and the *China Mobile's Implementation Opinions on Further Strengthening Talent Work* to assist employees in achieving their career development goals. Aligning with the Company's growth needs, we have upgraded the position systems across four major lines: administration, market, technology and management. This includes optimizing position families, position titles, position responsibilities and position allocation units to match business development and dynamically update standard position settings. To meet the demands of business transformation, the Company has initially established a new position system featuring six key characteristics: scientific and technological innovation foundation, network and information characteristics, provincial-specialized collaboration, major role accountability, key focus traction and capability integration. We have strengthened management systems and reinforced position layout support to better align with strategic goals.

Professional ability training

The Company has provided employees with comprehensive professional competency training. We organized diverse labor skill competitions to optimize the development of skilled talent teams. We have implemented hierarchical and tiered training, systematically advancing its annual training tasks and course resource development plans.

Employee performance evaluation

The Company has implemented a comprehensive, closed-loop, role-based performance management system, which aligns with its strategies. This system encompasses five key stages: performance planning, performance coaching, performance evaluation, performance feedback and performance application. Performance evaluations are conducted based on employees' achievement of their performance goals, with five standardized rating levels established according to the normal distribution principle. This ensures that evaluation data is authentic, accurate and detailed, fostering objective, fair and impartial assessments. In 2024, the Company achieved 100% coverage in employee performance evaluations.

Key Performance

Performance indicator	Unit	2022	2023	2024
Employee training				
Average training expenses per employee	RMB	1,957	2,895	2,903
Number of total employee participations in training	10,000	123.4	160.1	170.7
Female employees' participations in training	10,000	/	78.9	80.8
Male employees' participations in training	10,000	/	81.1	89.9

² The statistics on the number of accidents involving employees in the workplace, the rate of accidents among employees in the workplace, the number of deaths due to work safety accidents, and the death rate of 1,000 people do not include the category of partner organizations.

Performance indicator	Unit	2022	2023	2024
Employee training				
Senior management's participations in training	Number	1,341	1,612	1,971
Middle-level management's participations in training	Number	23,103	25,799	34,472
General staff's participations in training	10,000	121.0	157.3	166.3
Average employee training time	Hour	125.0	123.1	123.5
Average training time for female employees	Hour	118.77	130.1	112.4
Average training time for male employees	Hour	131.85	118.1	136.4
Average training time for senior management	Hour	128.1	173.1	167.4
Average training time for middle level management	Hour	151.1	173.6	178.8
Average training time for general staff	Hour	124.6	123.1	122.7
Training participation rate of female employees	%	99.9	99.6	99.5
Training participation rate of male employees	%	98.9	99.4	99.6
Training participation rate of senior management	%	100	100	100
Training participation rate of middle-level management	%	99.9	99.9	100
Training participation rate of general staff	%	99.5	99.6	99.5
Training on Online Talent Development Center				
Total number of users on Online Talent Development Center	10,000	47.6	47.5	47.8
Average learning time of users on Online Talent Development Center	Hour	93.6	81.8	82.4
Number of mobile learners on Online Talent Development Center	10,000	37.5	31.9	33.1
Employees assessed for performance and career development				
Proportion of employees regularly assessed for performance and career development	%	100	100	100
Proportion of female employees regularly assessed for performance and career development	%	100	100	100
Proportion of male employees regularly assessed for performance and career development	%	100	100	100
Proportion of senior managers regularly assessed for performance and career development	%	100	100	100
Proportion of middle-level managers regularly assessed for performance and career development	%	100	100	100
Proportion of general staff regularly assessed for performance and career development	%	100	100	100

※ Local Communities

Management Practices and Main Actions

The Company adheres closely to the *Charity Law of the People's Republic of China* among other relevant laws and regulations in its operating regions. We have formulated the *China Mobile External Donation Management Measures* and works in tandem with the parent company to collaborates with its parent company on consumption assistance and industrial assistance initiatives to support the consolidation and expansion of poverty eradication efforts. Deeply committed to the public welfare sector, the Company established the China Mobile Public Welfare Platform to provide the public with convenient avenues for participating in charitable activities. Through the China Mobile Charity Foundation, we have launched public welfare projects such as the Heart Caring Campaign and the Blue Dream China Mobile Education Aid Plan, extensively organizing volunteer service activities. Additionally, the Company has placed a significant emphasis on fulfilling our responsibilities abroad by actively contributing to the development of local communities and promoting community integration and growth.

Key Performance

Performance indicator	Unit	2022	2023	2024
Public welfare activities				
Number of And You volunteer activities	Number	1,920	800	838
Cumulative amount of funds donated by And You volunteer activities	RMB 10,000	134.24	96	100.56
Cumulative amount of funds donated by the China Mobile Charity Foundation	RMB 10,000	45,235	49,365	53,395
Cumulative amount of funds donated under the Blue Dream Program	RMB100 million	2.451	2.704	2.984
Cumulative number of primary and secondary school principals in rural areas trained under the Blue Dream Program	Number	> 130,000	> 130,000	> 130,000
Cumulative number of libraries constructed under the Blue Dream Program	Number	2,310	2,310	2,310
Cumulative number of multimedia classrooms constructed under the Blue Dream Program	Number	4,360	4,725	5,115
Cumulative amount of funds donated under the Heart Caring Campaign	RMB100 million	2.143	2.24	2.3
Cumulative number of impoverished children receiving free CHD screening under the Heart Caring Campaign	Number	63,850	68,591	71,847
Cumulative number of impoverished children with CHD assisted under the Heart Caring Campaign	Number	7,446	7,745	7,936
Employee localization				
Proportion of local employees in Hong Kong subsidiary	%	84.4	79.6	73.5
Proportion of local management level employees in Hong Kong subsidiary	%	60.6	62.8	62.5
Paired-up support and assistance				
Paired-up support and assistance funds allocated by the headquarters within the year	RMB 10,000	28,700	28,700	30,300
Cumulative paired-up support and assistance funds allocated by the headquarters	RMB100 million	15.9	18.74	22

Environmental Performance

※ Energy Use, Greenhouse Gas and Exhaust Emission

Management Practices and Main Actions

The Company rigorously follows the *Energy Conservation Law of the People's Republic of China*, alongside specific guidelines issued by the National Development and Reform Commission, such as the *Management Measures for Energy Conservation in Key Energy-Consuming Entities* and the *Energy Conservation Review Measures for Fixed Asset Investment Projects*, as well as the national carbon peaking and carbon neutrality goals and the “1+N” policy model and other applicable laws and regulations in its operating regions. The Company has established pertinent policies and procedures to steadfastly advance the development of eco-friendly networks, embraced the utilization of renewable energy sources, engage in sustainable office practices, and enhanced the efficiency of our energy consumption. Our efforts are also focused on minimizing the greenhouse gas emissions resulting from the energy usage.

Key Performance

Performance indicator	Unit	2022	2023	2024
Investment on energy saving and environmental protection				
Investment on energy saving and environmental protection	RMB100 million	/	72	78.7
Energy use				
Total energy consumption	MWh	/	63,067,608	64,747,094
Green electricity purchase volume	100 million kWh	/	1.58	35.37
Average power usage effectiveness (PUE) of data centers	/	/	1.32	1.30
Direct energy use				
Natural gas consumption	Million cubic meters	12.8	12.6	13.0
LPG consumption	100 tons	1.5	1.5	1.5
Gas consumption	Million cubic meters	0.01	0.03	0.01
Coal consumption	10,000 tons	0.04	0.03	0.01
Gasoline consumption	Million liters	77.9	74.7	68.6
Diesel consumption	Million liters	9.3	8.4	8.4
Indirect energy use				
Purchased electricity consumption	100 million kWh	592.5	610.8	629.3
Purchased heat consumption	10,000 GJ	405.0	392.0	350.2
Energy use intensity				
Comprehensive energy consumption per unit of telecommunications services	Kg of standard coal/RMB10,000	/	64.5	61.5
Rate of decrease in total energy consumption per unit of data traffic	%	15	13.16	9.05
Rate of decrease in total energy consumption per unit of total telecommunications services	%	14	12.99	4.65

Energy conservation				
Total electricity savings	100 million kWh	64.3	89.90	115.34
Equivalent cost savings reductions of the electricity savings	RMB100 million	43.09	60.63	76.07
Equivalent GHG emissions reductions of the electricity savings	10,000 tons	366.70	512.65	618.90
Greenhouse Gas (GHG) emissions				
GHG emissions (Scope 1 + Scope 2) ¹	Million tons	34.46	35.40	32.46
Total direct GHG emissions (Scope 1)	Million tons	0.22	0.22	0.20
Total indirect GHG emissions (Scope 2)	Million tons	34.24	35.18	32.26
GHG emission intensity per unit of data traffic (Scope 1 + Scope 2)	Tons CO ₂ e/TB	0.015	0.013	0.011
Rate of decrease in GHG emissions intensity per unit of data traffic	%	16	13.3	18.8
Scope 3 GHG emissions-				
Category 6: business travel ²	10,000 tons	3.47	7.05	8.05
Scope 3 GHG emissions-				
Category 7: employee commut ³	10,000 tons	37.13	29.05	25.93
Total direct GHG emission reductions (Scope 1)	10,000 tons	/	/	3.8
Total indirect GHG emission reductions (Scope 2)	10,000 tons	/	/	821.0
Exhaust emission				
SO ₂ emissions ⁴	ton	8.16	5.17	1.96

¹ The Company adopts the operational control method for accounting greenhouse gases, including all related operational entities within the accounting scope. The type of greenhouse gas accounted for is carbon dioxide. The accounting standards are sourced from the *Accounting Methodology and Reporting Guidelines for Greenhouse Gas Emissions for Other Industrial Enterprises* published by the National Development and Reform Commission. The average greenhouse gas emission factor of the power grid is obtained from the Notice of the Ministry of Ecology and Environment on the Management of Greenhouse Gas Emission Reporting of Enterprises in the Power Generation Industry from 2023 to 2025. The carbon dioxide emission factor of outsourced heat is taken from the *Notice of the General Office of the National Development and Reform Commission on Issuing the Third Batch of Greenhouse Gas Accounting Methods and Reporting Guidelines for Enterprises in 10 Industries (Trial)*. The carbon dioxide emission factors for natural gas, liquefied petroleum gas, coal gas, gasoline, diesel were taken from the *2006 IPCC Guidelines for National Greenhouse Gas Inventories*, where gasoline density was 0.72Kg/L and diesel density was 0.83Kg/L.

² The scope of greenhouse gas emissions statistics for business travel covers domestic units. The method of calculation is based on financial travel expense data, accounting for the starting and ending distances of domestic travel expense documents and modes of transportation. The carbon emissions are calculated by summing up the emissions based on the United States Environmental Protection Agency's corresponding unit mileage carbon emission factors. Among them, the carbon emissions from air travel are provided by the Company's suppliers, based on the International Air Transport Association's pre-flight standards, calculated by aircraft type and distance for the corresponding flight segment's greenhouse gas emissions data.

³ Employee commuting greenhouse gas data utilize an internally developed commuting carbon emission inventory mini-program, encouraging employees to regularly submit information on commuting mileage and modes of transportation. Based on the number of employees participating in the inventory (valid inventory participants exceed 355,000 with a coverage rate of nearly 80%) and the total greenhouse gas emissions inventory, the annual average commuting carbon emissions are derived. Then, based on the total number of employees under labor contracts, the Company's total commuting carbon emissions are estimated.

⁴ The theoretical value estimation is based on the emission calculation formula stipulated in the *Notice on Issuing the Statistical Report Form for Energy Conservation and Ecological Environmental Protection of Central Enterprises (State-owned Assets Comprehensive [2019] No. 19)*.

※ Water Resource Usage

Management Practices and Main Actions

The Company strictly adheres to the relevant requirements of the *Water Resource Law of the People's Republic of China* and the *Water Pollution Prevention and Control Law of the People's Republic of China*. In our daily production and operation, the Company promotes water conservation, encourages rainwater harvesting, rigorously controls sewage discharge, reduces unnecessary water resource consumption, and aim to achieve the established goal of zero growth in per capita managed water use.

The Company's routine office activities and production processes rely primarily on water supplied by municipal systems, eliminating any risk associated with water resources.

Key Performance

Performance indicator	Unit	2022	2023	2024
Total water consumption	Million tons	35.97	37.41	38.74
Fresh water consumption	Million tons	/	37.12	38.21
Water use intensity	Ton/ RMB10,000	0.38	0.37	0.37
Reclaimed water usage	Million tons	/	0.29	0.31
Groundwater	Million tons	/	/	0.23

※ Waste and Material Use

Management Practices and Main Actions

The Company continues to strengthen the management of various types of solid waste, strictly adhering to national relevant laws and regulations in every aspect, including storage, transportation and disposal, in order to prevent and control environmental pollution risks and continuously improve the overall utilization rate.

Key Performance¹

Performance indicator	Unit	2022	2023	2024
Non-hazardous waste²				
Amount of general solid waste generated	10,000 tons	4.46	6.17	5.12
Amount of general solid waste comprehensively utilized	10,000 tons	4.63	6.35	5.29
Amount of general solid waste carried over from previous years comprehensively utilized	10,000 tons	0.68	0.18	0.17

Comprehensive utilization rate of general solid waste ³	%	88.61	100	100
Discharge intensity of general solid waste	Kg/ RMB10,000	0.48	0.61	0.49
Hazardous waste²				
Amount of hazardous waste generated	10,000 tons	2.74	3.9	3.91
Amount of hazardous waste disposed of	10,000 tons	2.63	4.09	4.08
Amount of hazardous waste carried over from previous years disposed of	10,000 tons	0.37	0.18	0.17
Disposal rate of hazardous waste ⁴	%	82.35	100	100
Discharge intensity of hazardous waste	Kg/ RMB10,000	0.29	0.39	0.38
Material use				
Total amount of materials used in production of terminal equipment	Tons	12,308	12,270	7,865
Total amount of non-renewable materials used in production of terminal equipment	Tons	11	11	7.1
Total amount of renewable materials used in production of terminal equipment	Tons	12,297	12,259	7,858
Total amount of toxic and hazardous materials used in production of terminal equipment	Tons	0	0	0
Proportion of recycled feedstock used in production of terminal equipment	%	43.72	43.72	43.72
Quantity of recycled feedstock used in production of terminal equipment	Tons	5,381.06	5,364.44	3,438.58
Proportion of recycled products and their packaging materials used in production of terminal equipment	%	99.91	99.91	99.91
Quantity of recycled products and their packaging materials used in production of terminal equipment	Tons	12,296.92	12,258.96	7,857.92
Amount of packaging materials used per production unit of terminal products	Ton/ production unit	0.000408	0.000409	0.000409

¹ In the coming years, China Mobile will make efforts to reduce general waste, electronic waste, and hazardous waste in its office and marketing activities. However, it is currently unable to anticipate specific targets due to the direct correlation between waste generation in network

² The solid waste generated by the Company's production and operations mainly consists of three categories: general waste, electronic waste, and hazardous waste. General waste mainly includes household waste, kitchen waste, office and marketing paper waste or packaging, construction waste, etc. Electronic waste mainly refers to electronic components and equipment replaced in base stations and machine rooms, as well as discarded equipment such as printers, copiers, fax machines, and computers in office and business operations. General waste and electronic waste are collectively referred to as general solid waste. Hazardous waste mainly includes exposed circuit boards and batteries discarded from base stations and server rooms, printer toner cartridges, ink cartridges, fluorescent tubes, and damaged or discarded smartphones, smart terminals, batteries, SIM cards, etc. in office locations.

³ The comprehensive utilization rate of general solid waste refers to the ratio of the comprehensive utilization volume of general solid waste in the reporting period minus the volume stored in previous years to the generation volume of general solid waste.

⁴ The disposal rate of hazardous waste refers to the ratio of the disposal volume of hazardous waste in the reporting period minus the volume stored in previous years to the generation volume of hazardous waste.

※ Green Supply Chain

Management Practices and Main Actions

The Company is committed to green procurement practices, issuing documents such as the *China Mobile Centralized Procurement Supplier Information Verification Management Regulations*, the *Implementation Rules for Quality and Performance of China Mobile First-Level Centralized Procurement* and the *China Mobile Centralized Procurement Product Quality Management Measures*. It has also formulated the *China Mobile Supplier Cooperation Guidelines* to guide related initiatives. The Company focuses on cultivating green suppliers, enhancing the use of green packaging and promoting recycling. Through its actions and technological advancements, it drives energy conservation and emission reduction across the supply chain.

Key Performance

Performance indicator	Unit	2022	2023	2024
E-commerce transaction volume	RMB100 million	6,339	6,486	6,876
Number of electronic procurement projects implemented	10,000	approx. 3.2	approx. 3.5	approx. 2.9
Amount of paper documents reduced due to the application of fully electronic procurement processes	10,000	approx. 69.2	approx. 75.7	approx. 43.3
Proportion of new main equipment with green packaging	%	> 80	> 80	> 85
Target for proportion of new main equipment with green packaging	%	≥ 70	≥ 70	≥ 70
Amount of wood saved	10,000 cubic meters	26.81	27.85	28.14

※ Environmental Compliance

Management Practices and Main Actions

The Company has formulated the *China Mobile Ecological Environmental Pollution Risk Prevention and Control Management Measures (Z.Y.T.J. [2019] No.64)*, addressing major risk points in environmental management such as air, water and soil, solid waste, electromagnetic radiation and noise. It clearly defines responsible departments and establishes emergency response plans and prevention measures.

※ Eco-Friendly Products and Services

Management Practices and Main Actions

The Company develops various digital applications and services to meet the information needs of various industries and individual users, improving efficiency in production, daily life, and social governance, and contributing to energy conservation and carbon reduction in the economy and society. Through products such as MIGU Reading, ViLin, Mobile Cloud, Big-Screen Video-on-Demand, MIGU Video, Cloud Games and And-Education, we not only provide online convenience to users but also reduce the energy and resource consumption associated with traditional reading, meetings, entertainment and learning methods. The Company seizes the opportunity of the development of new-generation technologies and creates digital application demonstrations for multiple industries, helping them optimize production methods and management models, effectively improve resource utilization efficiency, reduce costs and actively promote the reduction of greenhouse gas emissions in various sectors.

Governance Performance

※ Corporate Governance

Management Practices and Main Actions

The Company is dedicated to advancing the governance modernization efforts. As of the end of 2024, the Board of Directors comprises eight members and has established four specialized committees: the Audit, Nomination, Compensation and Sustainable Development Committees.

Key Performance

Performance indicator	Unit	2022	2023	2024
Number of directors	Number	8	8	8
Number of executive directors	Number	4	4	4
Number of independent directors	Number	4	4	4
Number of female directors	Number	1	1	1
Number of male directors	Number	7	7	7
Proportion of female directors	%	12.5	12.5	12.5
Average tenure of Board members	Year	4.8	4.0	4.1
Number of Board meetings held within the year	Number	12	7	10
Average attendance rate of Board meetings	%	85.0	96.5	98.8
Number of proposals reviewed by the Board throughout the year	Number	50	51	56
Number of independent or non-executive directors with industry experience	Number	0	0	0

※ Tax Management

Management Practices and Main Actions

The Company adopts a two-level tax management organizational structure: the headquarters oversees overall tax management activities, and the individual units are tasked with their specific tax responsibilities and supporting tax-related aspects of their operations. The Company is committed to adhering to the tax laws and regulations in China and wherever we operate, upholding principles of integrity and legality in our tax practices. The Company has developed policies like the *China Mobile Tax Management Measures* and the *China Mobile Invoice Management Measures* to ensure meticulous compliance with tax obligations and the standardized implementation of tax policies. In 2024, the Company continuously monitored and timely analyzed the impact of significant fiscal and tax policies, providing training to tax personnel on the latest fiscal and tax regulations to ensure legal and compliant tax handling. We conducted specialized training for senior financial managers to strengthen tax compliance awareness. Additionally, the Company researched and formulated a tax informatization system development plan, expanded the pilot scope of digital electronic invoices and optimized tax calculation and tax risk control functions. By leveraging new technologies, it enhanced tax management capabilities, providing strong support for compliant tax practices.

Key Performance

Performance Indicator	Unit	2022	2023	2024
Taxes paid	RMB100 million	373	386	399

※ Business Ethics and Anti-Corruption

Management Practices and Main Actions

The Company is committed to upholding the highest standards of business ethics, taking a firm stance against corruption with a zero-tolerance policy for any detected corrupt practices.

Improvement of policies and procedures

The Company continue to implement the *China Mobile Integrity Commitment System (Trial)*, further regulating the integrity and professional conduct of leaders, managerial staff, and key position holders.

Enhancement of the integrity culture

China Mobile highlights leveraging centralized education to drive regular education, establishing and refining a long-term mechanism for integrity education. Focusing on key areas and critical links such as market operations, government and enterprise services, network management, international business and financial operations, we conducted targeted integrity education. Materials such as the *Compilation of Typical Legal Case Warnings for China Mobile* have been developed to enhance the relevance and effectiveness of warning education. Additionally, we organized evaluations of outstanding practices in integrity culture development and promote the dissemination of best practices. Furthermore, we provided updated training on regulatory requirements, including content related to conflicts of interest and position for company directors, including independent directors.

Continuously enhancing embedded integrity risk prevention and control mechanisms

China Mobile has persistently deepened the development of its unique embedded integrity risk prevention and control mechanisms, characterized by the Company's distinctive approach. We have issued key points for the systematic enhancement of the embedded prevention and control system, adhering to the principles of effectiveness, practicality and applicability. This initiative aims to optimize prevention measures, plug risk loopholes and standardize the exercise of power. We are vigorously advancing information technology construction, conducting special campaigns to address key issues, fostering collaborative regional development and promoting best practices. We are focusing on areas prone to frequent and recurrent issues at the grassroots level, building an early warning model for integrity risk prevention and control. This effort is driving the transformation of risk management from "post-event analysis" to "real-time warning and preemptive prevention", thereby continuously improving the capability to safeguard against integrity risks.

Continuing to deepen internal inspections

Implementing the inspection work policy, the Company conducted regular inspections of 14 affiliated units in two rounds. We optimized the top-level system design for inspection rectification, solidified the "six-party responsibility" for rectification and strengthened the application of inspection rectification and results.

Opening channels for reporting

Postal mailbox, address: Building A, 29 Financial Street, Xicheng District, Beijing, 100033; onsite receipt of reports during supervision and inspection work; CEO mailbox, for employees and members of the public to report any improprieties.

In line with the regulatory guidelines, information on corruption incidents within the Company is confidential. For details on corruption cases and outcomes that have been made public, please refer to the Central Commission for Discipline Inspection and National Supervisory Commission's website.

Key Performance

Performance indicator	Unit	2022	2023	2024
Number of anti-corruption and integrity education events conducted annually	Number	11,524	13,705	14,736
Employee coverage rate of anti-corruption and integrity education events annually	%	> 90	> 90	> 90
Number of employees receiving anti-corruption education and training annually	Number	724,519	833,181	1,165,838

※ Value Chain Management

Management Practices and Main Actions

The Company has established a supply chain management system led by top-level policies, grounded in operational policies, and guided by standardized documents. We have implemented a comprehensive suite of 32 supply chain management policies that encompass areas such as procurement, logistics, compliance, risk control, supplier relations, quality assurance and digital transformation. This framework is underpinned by a closed-loop management approach of planning, execution, assessment and optimization, aimed at elevating the efficiency, standardization and detail-oriented management of our supply chain.

Efficiency in procurement

The Company has adopted multiple procurement strategies including batch, consolidated, and centralized procurement, alongside collaborative execution to bolster the intensive management approach. In 2024, the Company achieved a remarkable centralization rate of over 99.9% in the two-tier procurement activities, reducing the average time for procurement projects to 44 days, consistent with the previous year.

Smart procurement initiatives

A centralized supply chain management system is built, forming six core capabilities: e-commerce guidance, full process structuring, centralized order center, warehousing standard management, centralized unified portal, and quality closed-loop management; a unified electronic procurement and bidding system is constructed to support the digitization of sourcing processes for all procurement methods such as bidding, selection, inquiry, competitive negotiation and single source. In 2024, the Company achieved an electronic procurement rate of nearly 100%.

Strengthening compliance in procurement

Adhering to the principles of “openness, fairness, justice, and honesty”, efforts are made to create a fair and healthy business environment and a transparent and standardized procurement environment. In 2024, the Company first issued bid collusion identification rules in the industry, clarifying the principles and work requirements for directly identifying collusion and suspected collusion, striving to curb improper market competition behaviors such as bid collusion (response); applying smart compliance digital platform, checking procurement documents before procurement, assisting in discovering improper behaviors such as supplier bid-rigging and fraud during procurement, and checking the implementation process after procurement, effectively supervising procurement work; promoting standardized bid evaluation rooms in bidding and selection projects to ensure the review process is transparent.

Responsible procurement

The Company assisted in developing the telecommunications industry supplier social responsibility evaluation system standards and issued the *China Mobile Centralized Procurement Supplier Information Verification Management Regulations* to guide related initiatives. In 2024, it conducted over 1,059 information verification activities.

Quality management

The *China Mobile Centralized Procurement Product Quality Management Measures* and the *China Mobile Implementation Rules for Tier 1 Centralized Procurement Quality and Contract Fulfillment* and other guidelines are formulated to strengthen product quality management of cooperative suppliers. In 2024, factory inspections were carried out for tier 1 centralized procurement products in 12,772 batches, arrival inspections 9,438 batches and flight inspections in 312 batches.

Supporting private enterprises and SME growth

Through electronic procurement, the payment cycle is shortened by more than 55%; supporting small and medium-sized enterprises (SMEs), reducing or waiving bid security deposits by RMB320 million throughout the year. In 2024, among the suppliers of centralized procurement, more than 70% are private enterprises, and over 80% are small and micro enterprises.

Key Performance

Performance indicator	Unit	2022	2023	2024
Number of suppliers				
Number of centralized procurement suppliers ¹	Number	18,798	15,681	14,479
Number of suppliers by region				
Number of procurement suppliers in Eastern China	Number	5,592	4,857	4,526
Number of procurement suppliers in Northern China	Number	2,967	2,899	2,718
Number of procurement suppliers in Central China	Number	1,813	1,468	1,453
Number of procurement suppliers in Southern China	Number	1,746	1,755	1,656
Number of procurement suppliers in Southwest China	Number	1,899	1,496	1,313
Number of procurement suppliers in Northwest China	Number	2,000	1,920	1,518
Number of procurement suppliers in Northeast China	Number	2,781	1,283	1,292
Number of overseas centralized procurement suppliers	Number	0	3	3

Number of suppliers by category ²				
Number of Tier 1 centralized procurement suppliers	Number	754	671	635
Number of Tier 2 centralized procurement suppliers	Number	18,580	15,444	14,252
Suppliers localization				
Proportion of local suppliers ³ in Tier 1 centralized procurement suppliers	%	100	99.7	99.69
Proportion of local suppliers ⁴ in Tier 2 centralized procurement suppliers	%	67.40	62.6	50.17
Information verification of suppliers				
Number of information review verifications on Tier 1 centralized procurement suppliers	Number	1,510	1,371	2,209
E-procurement system				
Number of launched projects in the e-procurement and bidding system	Number	32,018	35,461	29,269
Number of suppliers in the e-procurement and bidding system	Number	339,319	371,743	404,862
Number of experts in China Mobile procurement evaluation expert pool	Number	49,901	49,446	50,123

¹ The 2024 data is for newly contracted suppliers and does not include suppliers who signed contracts before 2024 but whose contracts have not expired.

² Some companies are both Tier 1 centralized procurement and Tier 2 centralized procurement suppliers, and the number of centralized procurement suppliers is equal to the number of Tier 1 centralized procurement suppliers and the number of Tier 2 centralized procurement suppliers after the removal of weight.

³ Local suppliers in Tier 1 centralized procurement refer to domestic suppliers.

⁴ Local suppliers in Tier 2 procurement refer to provincial suppliers.