

CHINA MOBILE LIMITED

BOARD DIVERSITY POLICY

1. Purpose

- 1.1 This policy (the “**Policy**”) sets out the approach towards achieving and maintaining diversity on the board of directors (the “**Board**”) of China Mobile Limited (the “**Company**”, together with its subsidiaries, the “**Group**”).

2. Policy Statement

- 2.1 The Company is committed to achieving and maintaining diversity on the Board. It recognises and embraces the benefits of having a diverse Board in order to promote innovation, provide fresh and broad business perspectives and enhance the decision-making process of the Board. The Board is of the view that in considering the composition of the Board, diversity can be considered from a number of perspectives, including professional experience and qualifications, regional and industry experience, educational and cultural background, skills, industry knowledge and reputation, knowledge of the laws and regulations applicable to the Group, age, gender, ethnicity, language skills and length of service.
- 2.2 The Company will also endeavour to develop a pool of skilled and experienced employees from broad and diverse backgrounds who may, in time, be considered for promotion to senior management and Board positions.

3. Measurable Objectives

- 3.1 Appointments to the Board will be made in accordance with the Director Nomination Policy, taking into account this Policy, the actual situation of the Company and its business operations, development and strategies, and be ultimately decided based on benefits, advantages and contributions that the candidate is expected to bring to the Board. The Board shall include at least one director of a different gender from other directors. If, at any time, all of the Company’s directors are of the same gender, it shall appoint at least one director of a different gender as soon as reasonably practicable and in any case within three months thereafter (or within such other time limit specified by applicable laws and regulations).

4. **Review**

- 4.1 The Nomination Committee shall review this Policy and its implementation, and make recommendations to the Board on appropriate amendments to this Policy (if any), on an ongoing basis.

5. **Disclosure**

- 5.1 The Company shall report annually on the diversity of the Board (including a summary of this Policy, its measurable objectives and progress towards these objectives) in the Corporate Governance Report included in the Company's Annual Report.

6. **Amendments**

- 6.1 This Policy may be amended by the Board.
- 6.2 This Policy shall take effect from 22 May 2025 after approval by the Board.