

YCIH Green High-Performance Concrete Company Limited

(a joint stock company incorporated in the People's Republic of China with limited liability)

WORK RULES FOR THE STRATEGY AND INVESTMENT COMMITTEE OF THE BOARD OF DIRECTORS

CHAPTER 1 GENERAL PROVISIONS

Article 1 In order to accommodate the requirements of YCIH Green High-Performance Concrete Company Limited (the “**Company**”) in term of sustainable and sound development, strengthen the management of strategic planning, improve the decision-making procedures of investment, consummate the corporate governance of the Company and define the duties and powers of the Strategy and Investment Committee (the “**Committee**”) of the board (the “**Board**”) of directors (the “**Director(s)**”) of the Company, these Work Rules are formulated in accordance with the Guidelines for Corporate Governance of Listed Companies issued by the China Securities Regulatory Commission, the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Listing Rules**”), the articles of association of the Company (the “**Articles of Association**”), the Rules of Procedure for the Board (the “**Rules of Procedure for the Board**”) and other relevant regulations.

Article 2 The Committee, as a special committee under the Board, shall be accountable to the Board and make recommendations or advice and report its work to the Board within the scope of its duties and powers.

Article 3 The Planning and Development Department serves as the day-to-day working body of the Committee and is responsible for the daily affairs of the Committee.

CHAPTER 2 COMMITTEE COMPOSITION AND DUTIES AND AUTHORITIES

Article 4 The Committee shall comprise at least three Directors, one of whom shall be the Chairman of the Board, and at least one member shall be an independent non-executive Director. The members of the Committee shall be elected by the Board.

Article 5 The term of office of the members of the Committee shall commence from the date of election by the Board as members until the expiry of the term of the same session of the Board or the date of cessation of membership, whichever is earlier. The members are eligible to re-election upon expiry of their term of office.

If no re-election is timely carried out upon the expiry of a member's term of office, or the number of members of the Committee falls below the minimum number as prescribed herein due to the resignation of a member during his/her term of office, the original members shall still perform their duties in accordance with laws, administrative regulations, the Articles of Association and these Work Rules until the newly elected member takes his/her position.

If any member ceases to be a Director or no longer qualifies as an independent non-executive Director, he/she shall automatically lose his/her membership in the Committee.

Article 6 The main duties, powers and obligations of the members of the Committee include:

- (I) to attend meetings of the Committee on time according to these Work Rules, express recommendations or advice on the matters discussed at the meetings;
- (II) to propose matters for discussion at the meetings of the Committee;
- (III) to attend or observe relevant meetings of the Company, conduct investigations and obtain necessary reports, documents, materials and other relevant information for the performance of their duties;
- (IV) to fully understand the duties of the Committee and their duties as members of the Committee, familiarize themselves with the Company's operations and management, business activities and developments in relation to their duties, and ensure their ability to perform duties;
- (V) to devote enough time and energy to performing their duties;
- (VI) other duties, powers and obligations specified in these Work Rules.

Article 7 The Committee shall have a chairman, the office of whom shall be assumed by the Chairman of the Board. The chairman shall be responsible for convening and presiding over the meetings of the Committee and leading the daily operation of the Committee. The duties and powers of the chairman include:

- (I) to propose the convening of the meetings of the Committee;
- (II) to preside over meetings of the Committee;
- (III) to review and sign reports and other documents (if necessary) of the Committee;
- (IV) to form clear and unequivocal recommendations or advice on every proposal discussed by the Committee;
- (V) to report to the Board on behalf of the Committee;
- (VI) other duties and powers specified in these Work Rules.

Article 8 The main duties and powers of the Committee include:

- (I) to conduct research and make recommendations on strategic planning matters such as the Company's development strategy, business policies, as well as strategic plans for the medium-term and long-term development;
- (II) to conduct research and make recommendations on the Company's business plans and investment plans;
- (III) to conduct research and make recommendations on matters such as adjustment to the main business, negative list of investment projects, material investment, financing, asset restructuring, assets disposal, transfer of property rights, capital operation as well as reform and reorganization, which require decisions to be made by the Board;
- (IV) to review and make recommendations on major matters related to sustainable development and ESG (environmental, social and corporate governance);
- (V) to conduct research and make recommendations on other material strategic and investment matters that may affect the Company's development;
- (VI) to inspect and evaluate the implementation of the above matters, and to make timely recommendations for adjustment (if any);
- (VII) to submit proposals of the Board meeting to the Board regarding the development strategies and investments of the Company;
- (VIII) to report its recommendations or advice to the Board, except for those that cannot be reported due to legal or regulatory restrictions;
- (IX) to exercise other matters as specified in the applicable laws and regulations, the Listing Rules, rules and systems of the Company or authorized by the Board.

Article 9 At the request of the Chairman of the Board, the Committee shall designate its chairman or, in his/her absence, another member or his/her authorized representative to attend the annual general meeting of the Company and answer questions thereat.

Article 10 The Planning and Development Department, which serves as the day-to-day working body of the Committee, is responsible for the daily work liaison, organization of meetings, documentation preparation and file management of the Committee.

Each department of the Company (including the Planning and Development Department) shall propose proposals, provide or organize to provide relevant information on relevant matters within the scope of responsibilities of the department according to the main responsibilities of the Committee; members of the Committee may propose proposals, relevant information of which shall be provided by relevant departments of the Company (if necessary).

The Planning and Development Department is responsible for submitting the proposal to the Committee for consideration.

Article 11 The secretary of the Board is responsible for reviewing in advance the compliance of the matters and documentation discussed by the Committee, coordinating the handover of work between the Committee and the Board, and attending the meeting of the Committee.

Article 12 The Company shall provide the Committee with sufficient resources to facilitate the Committee to perform its duties. In performing its duties, the Committee may, if needed, seek independent professional advice at the expense of the Company.

CHAPTER 3 RULES OF PROCEDURE

Article 13 Meetings of the Committee include regular and extraordinary meetings.

The Committee shall hold regular meetings at least once a year. An extraordinary meeting may be proposed to be held when considered necessary by the chairman or by more than two members.

Article 14 Before a regular meeting is held, the Committee should give a five days' notice to all its members. Before an extraordinary meeting is held, the Committee should give in-time notice, and may notify them immediately in case of emergency.

The notice of the meeting shall include the time, place, participants, convening method, agenda, convener and chairman of the meeting.

Article 15 Members shall attend the meetings of the Committee in person and provide unequivocal recommendations or advice on the matters being considered. If a member is unable to attend in person for any reason, he/she shall pass his/her recommendations or advice to the meeting of the Committee in a feasible manner, and is treated as presence at the meeting.

If a member fails to attend meetings in person twice in a row, he/she shall be deemed to have failed to perform his/her duties and the Board shall have him/her replaced.

Article 16 Except that the secretary of the Board shall attend meetings of the Committee as an observer, the supervisors of the Company may attend the meetings of the Committee as observers, and when necessary, other Directors, senior management and others may be invited to attend as observers.

Article 17 A meeting of the Committee may be held with the presence of more than half of all members.

Article 18 Meetings of the Committee may be held in the form of on-site meetings, video conferences, teleconferences, mailings or by means of similar communication equipment and by countersigning written documents.

Article 19 Each member shall provide unequivocal recommendations or advice on the matters being considered by means of communication (such as email, telephone and instant messaging software) or by on-site meeting discussion.

Article 20 The Committee shall formulate relevant resolutions after full discussion on the matters being considered and report the same together with relevant proposals to the Board for consideration.

Article 21 Minutes shall be made for the meetings of the Committee and signed by the members present at the meetings.

Article 22 Meeting minutes, resolutions and other relevant documents from the meetings of the Committee shall be maintained by the Planning and Development Department for a period of not less than 10 years in accordance with the Company's file management system.

Article 23 All members and observers present at a meeting are obligated to keep confidential to the matters discussed thereat, and shall not disclose the relevant information without written authorization or before relevant information becomes public information.

CHAPTER 4 SUPPLEMENTARY PROVISIONS

Article 24 The terms "not less than" and "at least" referred to herein are inclusive of the figure being modified; the terms "below" and "more than" referred to herein are not inclusive of the figure being modified.

Article 25 Matters not covered in these Work Rules shall be handled in accordance with relevant laws and regulations of the state, the Listing Rules, the Articles of Association and the Rules of Procedure for the Board. In case that these Work Rules contravene any laws and regulations promulgated by the state in the future, the Listing Rules or the Articles of Association and the Rules of Procedure for the Board as amended through legal procedures, the latest requirements of the latter shall prevail, and these Work Rules shall be amended accordingly, subject to the consideration and approval by the Board.

Article 26 These Work Rules shall come into effect from the date of consideration and approval by the Board. The original "Notice of the Board of Directors of YCIH Green High-Performance Concrete Company Limited on Issuing the Work Rules for the Strategy Committee of the Board of Directors" (Yun Jian Lu Tong Dong Fa [2022] No. 58) shall be repealed at the same time.

Article 27 These Work Rules shall be interpreted by the Board.