

Asia Cement (China) Holdings Corporation
(the "Company")
(Incorporated in the Cayman Islands with limited liability)

BOARD DIVERSITY POLICY

(Adopted by the board of directors of the Company on 31 December 2018)

1. PURPOSE

Asia Cement (China) Holdings Corporation recognizes the importance of diversity to corporate governance and the board effectiveness.

The purpose of this policy (the “Policy”) is to set out the basic principles to be followed to ensure that the board of directors (the “Board”) has the appropriate balance of skills, experience and diversity of perspectives necessary to enhance the effectiveness of the Board and to maintain high standards of corporate governance.

2. SCOPE

The Policy applies to the Board of the Company. It does not apply to diversity in relation to the employees of the Company, nor the Board and the employees of any subsidiary of the Company.

3. POLICY STATEMENT

The Company recognizes and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level as an essential element in maintaining the Company’ s competitive advantage.

The Company believes that greater diversity of directors is good for corporate governance and is committed:

- To attract and retain candidate(s) for Board with a combination of competencies from the widest possible pool of available talent.
- To maintain a Board with diversity perspectives at all levels, in particular, those are aligning with the Company’ s strategy and objectives.
- To assess regularly the diversity profile of the Board and, where applicable, senior management prepared for Board positions under the succession planning of the Company and the progress on achieving diversity objectives, if any.
- To ensure that the selection and nomination of Board positions are appropriately structured so that a diverse range of candidates can be considered.
- To set up appropriate procedures for development of a broader and more diverse pool of skilled and experienced senior management that would be prepared for Board positions
- To ensure that changes to the Board’ s composition can be managed without undue disruption.

4. IMPLEMENTATION

The Nomination Committee will review annually the structure, size and composition of the Board and where appropriate, make recommendations on changes to the Board to complement the Company’ s corporate strategy.

In reviewing and assessing the Board composition and the nomination of directors (as applicable), Board diversity has to be considered from a number of aspects, including but not limited to the following:

- Gender
- Age
- Cultural and educational background

- Professional qualifications
- Skills, knowledge and industry and regional experience

5. MEASURABLE OBJECTIVES

The Company aims to maintain an appropriate balance of diversity perspectives of the Board that are relevant to the Company's business growth.

The Nomination Committee will discuss and where necessary, agree on the measurable objectives for achieving diversity on the Board and make recommendation to the Board.

The Board may adopt and/or amend from time to time (as applicable) such diversity perspectives and/or measurable objectives that are appropriate to the Company's business and Board succession planning, as applicable.

6. MONITORING AND REPORTING

The Nomination Committee will report annually, in the Corporate Governance Report, a summary of this Policy, the measurable objectives adopted for implementation of the diversity of the Board and the progress made towards achieving these objectives, and monitor the implementation of the Policy.

7. REVIEW OF THE POLICY

The Nomination Committee will review the Policy periodically to ensure the effectiveness of this Policy. The Nomination Committee will discuss any revisions that may be required, and recommended any such revisions to the Board for consideration and approval.

Note: If there is any inconsistency between the English and Chinese versions of this Policy, the English version shall prevail.