



The Road TOWARDS A BETTER LIFE

The Road TOWARDS A BETTER LIFE



Contents

动

- 02 Message from the Chairman
- 04 About Us
- 06 Strategy and Governance
- 11 Social Responsibility Management
- 14 Spotlight: Clinching Double-Victories of COVID-19 Control & Economic and Social Development
- 14 Systematic COVID-19 Control
- 17 Orderly Work Resumption

18 Innovation-Driven Development

- 20 Smart Network Management through Digital Transformation
- 23 Upgrade of Smart Maintenance through Innovation

24 Safety-based Development

- 26 Higher Expressway Quality
- 28 Secure Traffic Safety
- 32 Care for Occupational Health

34 Guarantee for Smooth Traffic

- 36 Enhanced Mechanism for Guaranteeing Smooth Traffic
- 36 Stable and Orderly Emergency Response for Smooth Traffic
- 40 Timely and Highly Efficient Hindrance Clearance and Rescue

42 Green Development

- 44 Environment Management
- 44 Emission Reduction
- 46 Centralized Resource Utilization
- 48 Ecological Protection
- 49 Addressing Climate Change

50 Harmonious Development

- 52 First-Class Experience
- 55 Employee Development
- 60 Win-Win Partnership
- 61 Harmonious Communities

63 Appendixes

- 63 Report Description
- 64 HK-ESG Content Index
- 68 Feedback Form

Message from the Chairman

02

Zon A Sun Scibin

Secretary of the Party committee and Chairman Jiangsu Expressway Company Limited

0000

Heaven rewards the diligent who embrace rapid changes. 2020 marked the decisive year for China to build a moderately prosperous society in all respects, the conclusion of the 13th Five-Year Plan, and a key start to develop the 14th Five-Year Plan. Standing at the historical juncture of the "Two Centenary" goals, we rushed to the front line of transportation to help win the battle of COVID-19 containment, seized the opportunities for further reform with detailed blueprints, and actively explored a new mode of intelligent and professional operation and management to improve our transportation services, better cater to public demands, and build a sustainable future with all social sectors.

Fighting COVID-19 with concerted efforts. We worked side by side with each other to contain the pandemic and save lives. With the aid of the "Quadruple Dispatch System for One Road", we set up quarantine stations to tighten pandemic prevention at key junctions, achieving zero infection case within the transport industry. We were awarded "Outstanding Team for Fighting COVID-19 in Jiangsu Province" and Tangshan Toll Station was awarded "Outstanding Team for Fighting COVID-19 in National Transport Industry". We worked hard to resume work and production, took the lead in launching the large and medium-sized repair of asphalt pavement which laid a solid foundation for the full success of the annual maintenance work. Besides, we pressed ahead with key projects such as the construction of Wufengshan Bridge.

Spearheading innovation of the transport industry. We put our core business and auxiliary business on parallel tracks and put forward enabling mechanisms to facilitate five core strategies-industrial ecology, international business, capital synergy, digital development and market-oriented operation. Taking innovation as a powerful driving force for our high-quality development, we optimized and integrated Jiangsu Ningchang Zhenli Expressway Co., Ltd. (Ningchang Zhenli Company), established an operation management center and Jiangsu Expressway International (Hong Kong) Co., Ltd., accelerated projects including the acquisition of the third Bosporus Bridge, actively explored good strategies for overseas investment, and won the Third New Fortune "Best IR Hong Kong Listed Company"which is known as China's financial sector Oscar. Meanwhile, on top of the "integrated network" for operation and management, we experimented on building a new mode to enhance the comprehensive operation and management of the core business.

Building Jiangsu into a province with strong transportation

network. To build smart expressways, we completed the construction of eleven pairs of SD-WAN in service areas under our jurisdiction, becoming the first trunk highway with full 5G coverage in China. The cloud check-in system was also applied in 21 toll stations. We successfully passed the 13th Five-Year Plan Highway Maintenance Management Evaluation, made progress in the troubleshooting of road hazards and road quality upgrading, and implemented projects that eliminate hazards of Class III bridges and improve safety of single column bridges. For the first time, we achieved smart supervision of pavement overhaul project by means of information technologies, such as Internet of Things and RFID, and managed bridge repair and reinforcement via high-definition videos. Our multi-

dimensional evaluation system of maintenance engineering quality and self-developed intelligent inspection system of highway pavement fill in the gaps in relevant fields in China. We fully demonstrated the Jiangsu-featured maintenance brand and the achievements of Jiangsu Expressway in maintenance and development by comprehensively lifting the Maintenance Quality Indicator (MQI) and Pavement Quality Index (PQI), and achieved 100% of Class I and Class II bridges in this aspect. We deepened the "1+N" supervision mode, and created a new time record for the first closed centralized maintenance of long-distance and super high flow roads in Suzhou section.

Leading green development. We strive to demonstrate a civilized image via continuous improvement of our transport services. In line with the philosophy of "small window, big people's livelihood; small space, big stage; small post, big achievement; small entity, big benefit " to manage expressway service areas, we put forward the innovative strategy of improving the service quality and operational benefits of service areas, and introduce the private capital in the transformation of service areas without changing the property rights, which will drive the long-term, sustainable and high-quality development of service areas. To pursue green and low-carbon development, we adopted nonviscous wheel emulsified asphalt in large scale, applied superpower vacuum trucks, and hot in-place recycling technology to reduce carbon emission and help achieve the goals of carbon peak by 2030 and carbon neutrality by 2060. We care for employee development. In 2020, we further implemented the "five changes for happiness" project, including canteen and dormitory environment improvement. Through heartfelt work, we strengthened employee care and ideological guidance, thus enriching corporate culture.

We will not gloat over the achievements that have been made, but will march forward with greater strides for new highs. We will adhere to Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era and further implement the guiding principles of the 19th CPC National Congress and the second, third, fourth and fifth plenary sessions of its 19th CPC Central Committee to develop toward the mission of "building Jiangsu into a province with strong transportation network" and "sharing development dividends with the public and industrial peers" as well as the goal of becoming a "benchmark listed company for toll roads and bridges and highway service window of Jiangsu Province". We will aim high and move forward in big strides in the pursuit of professional operation and management, efficient industrial structure and high-quality development to turn a new page in our history.

About Us

Company Profile

Established in August 1992, Jiangsu Expressway Company Limited is the only listed company in the transport infrastructure industry of Jiangsu Province. The Company is principally engaged in the investment, construction, operation and management of Shanghai-Nanjing Expressway, and owns or holds shares in a number of toll roads within Jiangsu Province, as well as participating in the development and operation of other fields (including transportation plus, and finance that drives the industry development). Currently, the Company is expanding its businesses such as infrastructure construction, and financial investment to gradually realize the transition of industrial upgrading and coordinated development of auxiliary business. As of 31 December 2020, the Company had six wholly-owned subsidiaries ^①, four non-wholly-owned subsidiaries and eleven joint-ventures, with total assets amounting to RMB 61.096 billion ^②, net assets amounting to approximately RMB 33.049 billion ^③ and a total of 3,909 employees.

Major Honors and Awards in 2020

Honor/Award	Winner	Issuer	
Outstanding Team for Fighting COVID-19 in Jiangsu Province	Jiangsu Expressway	Jiangsu Provincial People's Government Jiangsu Provincial Committee of the Communist Party of China	
May Day Medal of Jiangsu Province	Jiangsu Expressway	Jiangsu Federation of Trade Unions	
Civilization Demonstration Window of National Transport Industry	Yangchenghu Service Area	Ministry of Transport	
Outstanding Team for Fighting COVID-19 in National Transport Industry	Tangshan Toll Station	Ministry of Transport	
Outstanding Team of Enterprises Affiliated to Jiangsu Province	Command Center of Wuxi Section	Jiangsu Federation of Trade Unions	
New Transport Infrastructure Demonstration Project in Jiangsu Province	Smart Shanghai- Nanjing Highway	Jiangsu Provincial Department of Transport	
Growing Enterprise Award of GoldenBee CSR Report Honor Roll 2020	Jiangsu Expressway	China Sustainability Tribune	

① On February 26, 2020, the 16th Session of the 9th Board of Directors approved the decision of the Company to merge with Jiangsu Ningchang Zhenli Expressway Co., Ltd., its wholly-owned subsidiary and delivered the decision to the Shareholders' Meeting for deliberation. On April 23, 2020, the Second Interim General Meeting of Shareholders approved the said decision. By the end of the reporting period, Ningchang Zhenli Company's registration cancellation procedures are being processed

^{(2)、(3)、(4)、(5)、(6)} The financial information in this report covers Jiangsu Expressway and its six wholly-owned subsidiaries and four holding companies

Key Performance Data



Strategy and Governance

A sound management system and a clear strategy set the path and goal for sustainable development of an enterprise. The Company strictly adheres to local laws and regulations as well as business ethics, and incorporates the concept of sustainable development into its management to make sure the shared development with the society and environment.

Corporate Strategy

2020 marked the final year for completing the 13th Five-Year Plan and the key start to develop the 14th Five-Year Plan. Standing at the starting point of a new era, we have further strengthened our core business with better auxiliary business, and pushed forward industrial ecology, international business, capital synergy, digital development and market-oriented operation to achieve high-quality development.



We promote green transport development based on the philosophy of coordianted development of the transport industry and the natural ecology



We accelerate the digital transformation of the industry, and actively participate in developing innovative application of "new infrastructure + transportation" based on public travel demands

We fully leverage our capital operation platform and resources in both domestic and foreign capital markets to improve value management and enrich the brand of "Jiangsu Expressway" to ensure the maintenance and appreciation of our assets and sustainable development of the Company

Corporate Governance

The Company strictly complies with listing rules and relevant laws and regulations both home and abroad and manages the threemeeting mechanism of Board of Directors, Shareholders' Meeting and Supervisory Committee to make sure corporate governance conforms to legal requirements. In 2020, we revised *Articles of Association, the three-meeting procedures, and Confidentiality of Insider Information* to better meet requirements of corporate governance listed overseas. We formulated the *Rules for Managing and Submitting Proposals of Board Meetings* to standardize proposal management and enhance the efficiency and quality of decision making of major matters. In 2020, we held one annual general meeting of shareholders, two extraordinary general meetings of shareholders, twelve meetings of the board of directors, and nine meetings of the supervisory committee.



In 2020, the Company won the **"2019 Best Corporate Governance Award"**

by China Financing; "2019 Fair Wealth Two-Star Enterprise"



Corporate structure

Note*: Operational Development Company has been renamed as Jiangsu Changjiang Commercial Energy Co., Ltd. as of 20 February 2021

Compliance and Risk Management

As the pilot company of the three-year action plan for compliance management initiated by State-owned Assets Supervision and Administration Commission of Jiangsu Province, we fully incorporate compliance into our production, operation and management. We formulated *Contract Management Measures and Integrity and Compliance Manual*, and revised the *List of Company Level Compliance Risks, Legal Affairs Management Measures, Contract Management Measures and Bidding and Procurement Management Measures* to consolidate the legal base of our compliance management and tighten audit and internal review to defuse risks. The Operating Committee of the "integrated supervision" system inspects all subsidiaries on their compliance, risk control, and regulation enforcement, and demands rectifications within a definite time when necessary. In 2020, we improved the existing management system, revised and added 59 regulations, and achieved 100% compliance of system revisions.

We strictly abide by the *Intellectual Property Right Law* and other laws and regulations, and formulate and implement the *Legal Affairs Management Measures*, with an aim to protect intellectual property rights as well as our own legitimate rights and interests, striving to maintain fair competition in the industry.

Investor Relations

We have established a two-way communication channel with investors. Through online and offline channels such as face-to-face talk, teleconference, email, and SSE E-interactive, we follow up on the focus and demands of investors and boost wider and deeper information disclosure accordingly. Besides, we maintain friendly interactions with the media and expand communication channels to feed the capital market firsthand information and help investors timely grasp the latest developments of the Company. In addition, we strictly implement the high proportion of cash dividend policy to protect the legitimate rights and interests of investors and earn investor loyalty in the domestic and foreign capital markets.

In 2020, in accordance with the legal requirements of information disclosure and interim major issues, we issued 72 public announcements simultaneously both in and outside China, held over 20 teleconferences, three investors' meetings and one video conference with the United Bank of Switzerland.

Anti-corruption Management

Integrity is the bedrock for sound corporate development. The Company writes integrity into its culture, constantly shapes a view on integrity based on all-staff consensus, and strengthens supervision and risk prevention and control to create a clean and honest atmosphere in the workplace.



Hold "special party lesson of warning education" to strengthen the education of party style and being honest



In 2020, the Company registered **43** trademarks of **22** categories, and obtained **11** patents



In 2020, the Company won the Third New Fortune **"Best IR** Hong Kong Listed Company"

the Third China IR

"Best Investor Relation Innovation Award"

and the 11th

"Tianma Award for Best Investor Relations "

by Securities Times

Measures to Ensure Clean Governance

The Company strictly complies with the Anti-Embezzlement and Bribery Law, Anti-Money Laundering Law, Criminal Law, Self-discipline Guidelines of the Communist Party of China, Supervision Law of the People's Republic of China, and Provisions on the Integrity for Officials of State-Owned Enterprises.

In 2020, the Company issued the Implementation Measures for "The Decision-Making of Major Issues, Major Officials Appointment, and Major Project Arrangements and Use of Large-Volume Capital" (2020) to consolidate the accountability of decision-makers and defuse integrity risks during decision-making. The Company designed the innovative Malpractice Identification System and Jiangsu Expressway Malpractice Risk List, which help the staff to identify and deal with malpractice risks. The Company also formulated the White Paper on Integrity Risk Prevention and Control to improve risk management and compiled Related-Party Transaction System to avoid risks. In 2020, neither the Company nor our employees were involved in any corruption litigation.



In 2020, the Company completed the investigation and rectification for **187** positions, found integrity risk points of **886**

Measures to Tighten Supervision Responsibility

The Company has innovated in its supervision mechanism and set up a close-loop "integrated supervision" system and formulated the *Rules for Implementation of the "Integrated Supervision" System of Jiangsu Expressway (Trial)*. The Operating Committee of the "integrated supervision" system (the Integrated Supervision Committee), with the Company's Party Secretary as director and Secretary of Discipline Inspection Committee as deputy director, houses members coming from ten departments to build a characteristic Jiangsu Expressway "four-in-one" supervision model. The committee launches company-wide supervisions and investigations over discipline, legal affairs, audit, and finance to minimize integrity and decision-making risks.



The new "four-in one" supervision model

New "Integrated Supervision" Mechanism Strengthens Integrity Supervision

The Company presses ahead with the Party's work style and integrity which "deters corruption, prevents corruption and defends against corruption" through stricter supervision measures. In July 2020, the Company launched comprehensive "integrated supervision" over all affiliated units and subsidiaries to fulfill accountability. The Integrated Supervision Committee identified 166 problems in nine categories and followed up with rectification plans, rectification process, and improvement mechanism to urge that a rectification plan is put in place within seven days and develop a close-loop management mode.

Measures to Enhance Integrity Training

The Company has strengthened the training on the *White Paper on Integrity Risk Prevention and Control,* and organized online quiz contest to lift the integrity awareness of all employees.



In 2020, the Company organized **9** trainings on anti-corruption and business ethics for employees and board members, covering **300** participants

Measures to Guarantee Effective Reporting

In accordance with national and regional laws and regulations including the Regulations on *Processing Reporting* of *Discipline Inspection and Supervision Departments of the Communist Party of China, Rules for Processing Reporting at Supervisory Departments*, and *Interim Regulations on Reporting Complaints at Discipline Inspection and Supervision Departments of Enterprises Affiliated to Jiangsu Province*, and in light of our situations, we have formulated the *Interim Regulations on Reporting Complaints at Discipline* reporting processing procedures, and that "the personal rights, democratic rights and other legitimate rights and interests of the reporter shall be protected by law". In addition, according to the requirements of discipline inspection team, we put up announcements of the contact information of the team in the Company and all our grassroots units to improve transparency of the reporting policy. In 2020, our inspection office received and then processed one complaint in accordance to relevant regulations.



Report handling procedure

Party Building

The Company has developed the *Three-Year Action Plan on Leading High-Quality Development through Party Building (2020-2022)* to live up to higher industrial standards, improve development quality and efficiency, and enhance overall strengths. In building primary-level Party organizations, we have introduced "star rating" evaluation, and further integrated "excellent Party building with modern SOE". In brand building, we "hold high the Party flag, march toward excellence" and have created a brand of "Party Excellence" and completed the construction of Party building exhibition hall under the theme of "The Road to Greatness".



Social Responsibility Management

Moving towards a better life, Jiangsu Expressway constantly improves its social responsibility philosophy, integrates it into its management and daily operation with a regular social responsibility information disclosure and communication mechanism. We strive to gain the trust and recognition of internal and external stakeholders and be a CSR model of our industry.

Social Responsibility Philosophy

Committed to becoming an "expert for infrastructure investment and operation renowned both in and outside China" as well as the shared development of the society–economy–environment system, we have identified five CSR areas in line with our business development and the demands of stakeholders, and work with all parties to achieve win-win results.



Keys social responsibility areas

Social Responsibility Management System

The Company entrusts the Strategy Committee under the Board of Directors to lead environmental, social and governance (ESG) management plan and guide the CSR practices, identify and evaluate major ESG issues within the business scope to ensure they conform to related laws and regulations, and deliberate on and supervise the management team in terms of ESG targets, policy improvement and implementation. In light of social economic environment and its development strategy, the Strategy Committee evaluates the materiality of development, environment, employee rights, work safety and other ESG issues and manage key issues and set them as work priorities of the year (refer to the following chapters of Identification of Material Topics). In 2020, the Company held two Strategy Committee meetings which analyzed and managed ESG topics related to optimization of corporate structure, improvement of customer experience, work safety, and lowering of internal control risks, the merger of Ningchang Zhenli Expressway, Wufengshan Bridge Service Area Housing Construction Project, and summary and plan of ratings of internal audit and control work. The Company urged relevant business departments to implement the decisions of the above issues and review them during work meetings on a regular basis. Issues identified will be further analyzed and evaluated or handled by a professional third-party organization until the found issues are addressed.

Jiangsu Expressway Company Limited 2020 Corporate Social Responsibility Report



Social responsibility structure

Identification of Material Topics

Based on the benchmarking of domestic and foreign peers and the analysis of macro policy orientation in China, the sustainability risks and opportunities and the demands of stakeholders, the Company analyzed and identified nine key material topics in the key areas of corporate social responsibility.



Key social responsibility topics

Stakeholder Engagement

Listening to and responding to stakeholders is indispensable in corporate social responsibility management. We have kept a good interaction with stakeholders through the multi-interactive mechanisms, so as to maximize the satisfaction of the demands and expectations of stakeholders and create a better life together.

Stakeholders	Major topics	Expectations and demands	Engagement methods	
Customers (passengers and motorists)	 Smooth traffic Quality services Safe traffic Easy access to comprehensive traffic information 	 Smooth, flat and comfortable roads Diversified service items at service areas Good service and fast passage at toll stations Timely and efficient road rescue and hindrance clearance Timely and complete information disclosure and easy access to information 	 Feedback on services rendered Field research at the service areas Online surveys Telephone interviews 	
Local governments and regulatory authorities	 Operating performance Regulatory compliance Smart transportation Serving socioeconomic development 	 Value maintenance and appreciation of state-owned assets Serving the government's working plans and socioeconomic development Abiding by national and local policies and regulations; paying taxes according to law Promoting the development of smart transportation Compliance and integrity Industry optimization and upgrading Industry experience sharing 	 Reporting and communication Patrolling Instructions Work meetings Institutional documents Annual reports 	
JCHC	 Regulatory compliance Risk management Operating performance Reform and transformation Smart transportation 	 Value maintenance and appreciation of state-owned assets Compliance and integrity Economic performance Sharing experience within Jiangsu Expressway 	 Reporting and communication Work meetings Annual reports Instructions 	
Securities regulatory authorities	 Transparent operation Information disclosure 	 Compliance with regulations of the stock exchanges Timely and high-quality information disclosure 	 Institutional documents Reporting and communication Notices and announcements Annual reports 	
Investors and creditors	 Return on investment Value maintenance and appreciation Risk prevention 	 Stable returns and dividends Exploring new profit growth points Reducing investment risks 	 Board meetings Annual reports Public announcements and road shows Shareholders' meetings Investor surveys 	
Partners (suppliers, contractors, road administrations, traffic police, etc.)	 Win-win and mutual benefit Fulfillment of commitments 	 Maintaining stable cooperative relations Providing with information on road conditions 	 Contracts and agreements Daily communications 	
Industry counterparts	 Industry development 	 Experience sharing Promoting the healthy development of the industry 	 Industry conferences Visits and exchanges 	
Employees	 Equal employment Career development Occupational health and safety 	 All-round welfare guarantee Smooth career development paths Diverse opportunities for development Safer and cozier working environment Caring for occupational mental health 	 Labor contracts Collective contracts Employee Representative Congress Employee satisfaction surveys 	
Local communities	 Environmental impact management Low-carbon operation 	 Lowering the noise on roads Protecting local ecological environment 	• Visits	
The public / media	 Open and transparent information 	Timely disclosure of significant information Interviews		

Clinching Double-Victories of COVID-19 Control & Economic and Social Development

Go where there is pandemic, fight it till its perishes. In strict accordance with the guidance of "blocking virus transmission routes, smoothing road transport network, emergency transport, transport channels of production supplies and daily necessities" issued by the Ministry of Transport, the Company implemented policies of pandemic prevention by the Jiangsu Provincial Party Committee, Jiangsu Provincial Government, Jiangsu Provincial Department of Transportation, State-owned Assets Supervision and Administration Commission of Jiangsu Province, earnestly fulfilled the responsibilities of preventing the pandemic, and ensuring smooth road transport, so as to play a decisive role in the COVID-19 control and shoulder due responsibilities to pave the way for better development.

Systematic COVID-19 Control

At the beginning of 2020, COVID-19 engulfed the cities, putting a stop to social operation. The Company immediately held meetings to discuss response mechanisms, set up a special organization to make emergency arrangements and assume unified leadership of related work. At the same time, in keeping with the latest instructions of pandemic prevention from superior departments and the actual situation of the Company, six documents, including the Notice on *Strengthening COVID-19 Control, Notice on Further Tightening COVID-19 and Ensuring Smooth Traffic During Spring Festival Travel Rush*, and *Notice on COVID-19 and Work Arrangement After Work Resumption* were issued, so as to urge the whole Company to fully implement the requirements of pandemic control.

• Ensure sufficient stock of PPEs We fully consider the protection of employees and ensure sufficient supply of persoanl protective equipments (PPEs)

Ensure

Safety of

Employees

- Ensure effective protection We see to it that every employee on duty is well and fully protected; disinfect all service areas and toll stations regularly, especially key areas with heavy passenger flow; and tighten management and prevention, and deny access of external personnel to office areas
- Strengthen publicity and education We publicize and report good deeds and touching stories, strengthen the education and guidance of employees, and enhance their health and immunity through appropriate activities
- Strengthen supervision and evaluation
 We strengthen supervision over leaders to make
 sure they fulfill their duties and exercise their
 rights impartially. We seriously pursue and hold
 accountable those who do not undertake duties,
 negelect duties or abuse power, while appraise
 outstanding officials
- Actively cooperate with each other to ensure the logistics of pandemic monitoring personnel
- Strengthen communication and coordination, and implement scientific testing
- Make detailed emergency plans to prevent road congestion

Ensure Smooth Traffic at Junctions and Roads

Measures to address major pandemic prevention challenges

The Road towards a Better Life

lh

Jiangsu Expressway Company Limited 2020 Corporate Social Responsibility Report



Pandemic control measures

Tangshan Toll Station wins the award of "Outstanding Team for Fighting COVID-19 in National Transport Industry"

Tangshan Toll Station worked hard to defend the safety of the public and braved the pandemic head on. Though scientific measures, integrated command, and effective organization, it rallied powerful force to fight the pandemic and achieved satisfactory results. In 2020, Tangshan Toll Station was awarded "Outstanding Team for Fighting COVID-19 in National Transport Industry".



In an active response to social calls, the Company immediately organized donations to support COVID-19 control. In 2020, 516 Party members donated RMB 77,000

Securing the COVID-19 Frontline

As important transport windows, toll stations and service areas stand in the frontline of the battle against COVID-19. In the spirit of safeguarding its employees and the general public, and in keeping with "blocking virus transmission routes, smoothing road transport network, emergency transport, transport channels of production supplies and daily necessities", Jiangsu Expressway upheld the principle of "efficient prevention and transport, targeted guidance, clear priorities, and careful arrangements" to tighten pandemic control at toll stations and service areas and carried out primary-level pandemic control and expressway transport in a strong, orderly and efficient manner.



Main pandemic control measures at toll stations

As a point with heavy passenger flow, service areas along expressways are the stronghold of pandemic control. The Company strictly followed the requirements of the *Notice on Guaranteeing Return Travel Peak During the Spring Festival and Securing Pandemic Control*, and adopted strict measures to guarantee the safety of service areas and fight the virus at the primary level.



Main pandemic control measures at service areas

16

Orderly Work Resumption

The Company explored multiple measures and shouldered due social responsibility with Iron-Army spirit to resume work and production, ensure safe public travels and society-wide work resumption to win people's satisfaction.

Three pronged Approach to Safeguard Rapid Work Resumption

With the principle of "strong support, wide public satisfaction, and industrial leadership" in mind, the Company fought where it was needed despite severe virus outbreak and huge work load.

- Actively implement "3510" requirements of JCHC
- Make "timely response" plans which shorten response time in road sections with superheavy traffic flow from ten to five minutes



Main measures to resume maintenance and hindrance clearance



Emergency response station to safeguard public travels

Innovation-Driven Development

Innovation is the eternal driver for our highquality development. Dedicated to the coordinated development of transportation facilities and services through innovation, we leverage digital transformation and smart maintenance to advance smart transportation, and create comfortable transportation services for the public.



Smart Network Management through Digital Transformation

The ever-increasing flows of people, vehicles and goods have higher demand for automatic, intelligent and smart operations of the transportation industry. To shoulder the corporate mission of "The Road towards a Better Life" and the business core of "smart expressways", we exploit traffic and information resource to support the development of new infrastructure and create a distinctive way of digital transformation with the characteristics of Jiangsu Expressway.



The innovative path of Jiangsu Expressway towards smart expressways

Cloud Check-in Contributes to Refined Operations

The Company connects toll data with cloud check in technology, and integrates charging, operation & maintenance, inspection and other functions. These efforts help balance check-in service loads, develop more check-in functions, standardize data management, and improve refined operation management, providing drivers and passengers with efficient and high-quality services.

The Company also attaches great importance to the rigorous protection of cyber security and customer information. We have formulated several policies on information management and cyber security protection, including the *Management Measures for Information Work, Management Measures for Implementation of Information System Projects, Management Measures for the Safe Operation of Information System, Management Measures for Operation and Maintenance of Information System, and the Technical Index for Operation and Maintenance Management Service, etc. We have enhanced information security training for posts involving customer information. In addition, we apply private networks in toll and road monitoring. Every year, we upgrade network security equipment and protection strategies, hire external maintenance units to deal with network attacks, and formulate network security emergency plans to ensure the safety and reliability of customer information exchange and storage.*



As of the end of 2020, the Company had completed the construction of the cloud check-in system

at **21** toll stations

People-Oriented Smart Service Areas

The service area is an important portal to offer high-quality services. Pursuing the vision of "better on the way", we have actively explored the people-oriented intelligent functions and upgraded the service quality and operation management at service areas. In 2020, the Company built smart public toilets and provided smart parking guidance, intelligent guide plate, smart interactive screens and other intelligent facilities in service areas, improving driver and passenger satisfaction and creating a model of smart service areas.

Smart Wufengshan Bridge Service Area provides considerate services

As an important part of the country's first "smart expressway" Wufengshan River Passage, Wufengshan Bridge Service Area aims to build a smart service area that gives full play to its advantages, offers greater customer experience and applies technologies, and to provide the public with humanized and experiential travel service. To achieve this goal, the Company applies the big data and information technology in the operation of the service area from the aspects of smart facilities, smart services and smart functions.



Smart Functions of Smart Wufengshan Bridge Service Area



Renderings of Wufengshan Bridge Service Area

Smart Management of Large Flow

The Company ramps up efforts to develop smart management technology for large-flow road sections, coordinates the development of traffic network, and continuously improves management capability to meet the people's demand for better travel. In 2020, the Company formulated the *Special Management Measures for Emergency Lane of Large Flow Sections*, upgraded the large-flow management platform, and developed information board management and data analysis functions, so as to improve large-flow management efficiency.

Smart Management Guarantees the Traffic Efficiency of the East Section of Shanghai-Nanjing Expressway

With the foreseeable traffic growth of Shanghai-Nanjing Expressway, the Company has promptly initiated the design and implementation of the Smart Management Project Phase II for large-flow sections. On October 19, 2020, the Company officially initiated the Project to extend the road section management from Wuxi East to Wuxi hub, prioritize the control of Henglin hub and Fangmao Mountain Service Area and enhance the management of the regional emergency harbor, so as to improve the large flow service capacity.



The design rendering of the Smart Management Project Phase II

Information Sharing Facilitates Vehicle-to-Infrastructure Coordination

Jiangsu Expressway actively develops information release channels and mobilizes drivers and attendants to participate in traffic control, effectively easing road congestion and further improving public travel satisfaction. In 2020, the Company built a management information board in the emergency harbor of Wuxi section and installed a reminder information board at the hub interchange to improve traffic information instruction.



The full-coverage and highly efficient traffic information transmission channels

Promoting 5G Infrastructure

Jiangsu Expressway accelerates the construction of 5G network along the expressway and builds the country's first trunk expressway with 5G network, laying a solid foundation for the innovative application of "5G + expressway".

Receiving the Award of "Provincial New Infrastructure Demonstration Project in Transportation Sector" and Promoting the Industry Intelligence Development

Smart expressway is an important approach to facilitate the people's travel. Jiangsu Expressway accelerates the construction of smart expressways, conducts cuttingedge research on 5G application, and designs smart application scenarios, striving to become a pioneer of smart expressways. On November 26, 2020, the Company's Shanghai-Nanjing Expressway Project was awarded the "Provincial New Infrastructure Demonstration Project in Transportation Sector", demonstrating its exemplary and leading role in smart expressway.



In 2020, about **500**

5G base stations were built along Shanghai-Nanjing Expressway, which means that there is one 5G base station every 500 meters on average

Upgrade of Smart Maintenance through Innovation

The leading capability of road and bridge maintenance is a core element for the competitiveness of road and bridge enterprises. Jiangsu Expressway applies information technology to comprehensively improve the maintenance capability for meeting smart maintenance requirements of higher inspection accuracy, shorter operation time, safer construction process, and higher maintenance quality, so as to ensure the people's travel safety.

Smart Maintenance Management

With years of efforts, the Company has built a multi-dimensional evaluation system of maintenance project quality based on a problem-oriented approach and whole-process maintenance analysis. This move has filled the gap in maintenance management in China, contributing to the improvement of expressway maintenance management quality.

Smart Maintenance Monitoring

In order to realize real-time, highly efficient and precise maintenance monitoring, the Company has developed an intelligent expressway inspection system based on expressway maintenance characteristics. At the same time, we have built a long-term monitoring and early warning system for external pre-stressed bridges, to improve bridge maintenance management. The platform achieves real-time intelligent monitoring of key performance indicators of bridges, which reduces personnel workload, and improves public service capability of roads and bridges.

Ensuring Safer Bridges with Full Lifecycle Monitoring

Bridge monitoring is a core step to achieve precise maintenance and better bridge quality. In 2020, the Company combined a few information technologies with monitoring technologies in the Danyang Bridge Reinforcement Project, and established the Monitoring Platform for Danyang Bridge to monitor the key parameters in real time for controllable effect of reinforcement construction. To promote the smart bridge maintenance, this platform is used for long-term bridge monitoring.



Five Advantages of Smart Construction Monitoring

Smart Maintenance Procedure

The Company continues to intensify the two fronts: maintenance construction quality and safety. During maintenance construction, we attach great importance to employee health and safety. Through the application of intelligent safety warning cones, we provide smart safety protection for our employees. To enhance asphalt quality management, we employ the IoT and other information technologies to realize online management of the whole process of road maintenance.

Safety-based Development

Work safety is the eternal theme of the road transportation industry. It is an important guarantee for the comprehensive, coordinated and sustainable development of the industry. Adhering to the "peopleoriented, safe development" philosophy, we build safety systems with work safety accountability, and improve safety management to consolidate the defense line of road operation safety, creating a safe environment for the public and our employees.



Higher Expressway Quality

Starting from "better serving the public", we steadily advance road safety hazard inspection and quality upgrade with "zero tolerance" for hidden hazards. We speed up eliminating three hidden bridge hazards and implementing the single column pier bridge safety improvement project. We strive to adapt to the new changes of interconnected operation of national expressways, and achieve the phased goal of the "three-year plan for improving pavement condition" and the overarching goal of "zero deduction in national inspection, zero safety accident, and zero service distance".

Refined Maintenance Management

The Company always practices the philosophy of full life cycle maintenance management and strives to transform maintenance management from road transportation development to integrated transportation development, from traditional management to intelligent and IT-based management. In 2020, we explored the implementation of centralized overhaul of super high flow sections and kept maintenance and repair to improve road conditions and driving comfort.



Note: In 2020, the road sections in our charge included Jiangsu Section of Shanghai-Nanjing Expressway, Nanjing-Changzhou Expressway, Zhenjiang-Liyang Expressway and Zhenjiang-Danyang Expressway

Innovative Maintenance Technology

The Company continues to innovate in maintenance technology, explores the application of innovative maintenance technology, and takes the lead to promote intelligent management of road and bridge maintenance. In 2020, we applied IT-based intelligent supervision in the road overhaul project for the first time; we realized high-precision dynamic visual management of bridge maintenance and reinforcement in the Gehu Bridge maintenance and reinforcement project for the first time; our intelligent expressway inspection system obtained the certification, filling the gap in domestic field.

In April 2020, the Department of Transportation of Jiangsu Province made an appraisal of the Company's provincial scientific research project *Research and Engineering Demonstration on Key Technologies for Smooth Traffic of Shanghai-Nanjing Expressway Super High Flow Sections.* The project is of vital importance to the traffic efficiency of super high flow expressways and it is generally recognized that the project achievement has reached the international leading level.



Funds for scientific research and innovation (RMB 10,000)

The Suzhou Section Builds a Centralized Maintenance Sample 2.0 for Super High Flow Expressways

To pursue the goal of "industry-leading maintenance management", Jiangsu Expressway ensures smooth and orderly traffic during maintenance construction of the Suzhou section, providing a replicable example for the maintenance of large flow sections of similar cases. This helps improve the reputation of the "Jiangsu-featured maintenance" brand and provides a "Jiangsu-featured solution" for building Jiangsu into a province with strong transportation network.

The Company implements the philosophy of preventive maintenance. In May 2020, we resurfaced the pavement from Shuofang Hub to Suzhou North Hub, which has the largest traffic flow in Jiangsu, leaving one lane for traffic. We took the lead to adopt the multi-modal centralized maintenance, paving modified asphalt on the 1st and 2nd lanes and paving high-strength asphalt on the 3rd and 4th lanes. We are the first to implement the mode of "closed centralized maintenance + maintenance & repair in the lane". After 10 days of hard work, we successfully resurfaced the 21.6-kilometer pavement.



"2.0" Super high flow expressway centralized maintenance model-Shanghai-Nanjing Expressway Shuofang Hub to Suzhou North Hub pavement maintenance project

Secure Traffic Safety

Upholding the philosophy of "putting life and safety first", the Company strictly abides by the *Highway Law, Product Quality Law, and Regulation on the Administration of Toll Roads.* We continue to improve road safety management and risk prevention measures, and strengthen the emergency response mechanism to improve our safety management standards. In addition, information technologies have been applied in daily safety inspections to timely identify, report and cope with safety hazards and hidden dangers, securing safer travel experience for the public.

Increasing Safety Facilities

The Company strictly abides by regulations such as the *Special Emergency Plan for Accidents Occurred During the Transport of Hazardous Chemicals, Standard Operations for Hindrance Clearance, Emergency Response Preparation and Emergency Response Plan,* and *Emergency Rules on Disposal of Hazardous Chemicals.* We also tighten management of vehicles loaded with hazardous chemicals to reduce potential risks of leakage. For roads with high accident rate, we replace old signs and pavement markings with new ones that are more obvious to guard traffic safety.



Measures to ensure "zero safety accident"

The Upgraded Smart Security System Unveiled at the 4th Transport Information Forum

Jiangsu Expressway has upgraded the dynamic security and smart warning system to ensure that the vehicles can accurately receive traffic updates and take precautions in large flow sections.



Upgraded functions of the dynamic security and smart warning system



The upgraded dynamic security and smart warning system unveiled at the 4th Transport Information Forum

Focusing on the traffic safety, the Company constantly enhances its safety measures in service areas. It not only deploys professional security equipment and personnel, but also publicizes safe driving tips through banners, information boards, and electronic screens to improve public awareness of safe driving. In addition, through organizing food safety trainings for employees, the Company tightens control on food safety and commodity quality in service areas to build a safe environment in all respects.

The First Traffic Safety Thematic Service Area in Jiangsu

With the "Tripartite Dispatch System for One Road", Jiangsu Expressway has renovated Xianrenshan Service Area into a traffic safety-themed service area, which is the first service area of this kind in the province. In Xianrenshan Service Area, we have built the country's first traffic accident warning cabin, and carried out the "one helmet and one belt" safety protection action and the "tourism chartered vehicle, passenger vehicle, and hazardous chemical" illegal case sharing tour to improve traffic safety risk awareness, self-protection awareness and rule consciousness; we have also organized the Spring Breeze Campaign to popularize knowledge and common sense of traffic safety.



The country's first traffic accident warning cabin. With scene-based experience, the participants can perceive road safety risks caused by illegal traffic behavior and improve safe driving awareness

Strengthening Emergency Response

The Company regards "safeguarding smooth traffic and safe travel" as its engraved mission. To guarantee the safety of drivers and passengers, we strengthen our command and dispatch force to shorten emergency response time, and adjust the time period of banning vehicles carrying hazardous chemicals from expressway. With the help of service area police stations, we monitor vehicles carrying hazardous chemicals and advise them to drive off expressways in a bid to comprehensively improve our emergency response and rescue capacity.

Through the "Tripartite Dispatch System for One Road", the Company coordinates with traffic police and the highway administration to improve emergency handling ability. The Company also works closely with rescue and medical personnel at hindrance clearance sites to reduce risks caused by road accidents and avoid secondary accidents.

The "Tripartite System for One Road" Copes with High Risk Accidents

In October 2020, a rollover accident involving a tanker loaded with 32 tons of formic acid occurred which led to a chemical spill in the direction of Shanghai K183 on the Shanghai-Nanjing Expressway. After receiving the accident report, Changzhou Maintenance and Hindrance Clearance Center immediately initiated the Emergency Response Plan for Hazardous Chemical Accidents in Changzhou Section. The responsible person of the "Tripartite System for One Road" in Changzhou participated in on-site command and coordinated relevant departments to work on it for six hours, preventing a possibly catastrophic disaster with the improved emergency management system and emergency response capability. These efforts have secured traffic safety and the people's life and property on the road.



Coping with the dangerous chemical tanker accident

Care for Occupational Health

The Company highly values the occupational health of employees and has strengthened safety management. In strict accordance with national and local safety laws and regulations, including Law of the People's Republic of China on Work Safety, Law of the People's Republic of China on Prevention and Control of Occupational Diseases, Regulations of Jiangsu Province on Labour Protection, Regulation for Work-Related Injury Insurance, Administrative Measures for Work Safety Training, and Administrative Measures for Labour Safety and Health, we have launched Spring Breeze Campaign on safety accountability, Work Safety Month on eliminating potential accidents and Work Safety Briefing as well as the training on professional skills of safety management personnel. In addition, we have established OHSAS 18001 Occupational Health and Safety Management System and allocated safety equipment for employees to reduce safety risks during road operation. In 2020, the Company's safety training covered all the employees, with a total of 32,438 participants.



Note: Due to the continuing work injuries in 2019 and the merger of Ningchang Zhenli, the data of "Lost days due to work injury" saw an increase in 2020

Promoting work safety through publicity

- Applying online and offline channels to promote safety publicity
- Broadcasting safety promotional videos, putting up safety posters and banners, distributing promotional materials to employees and the public, publicizing work safety laws & regulations, and disseminating common sense of work safety

Disseminating safety knowledge

 Collecting the important statements and instructions of President Xi Jinping on work safety since 2013 to prepare17 pages learning materials

Enhancing safety education and warning

- Mobilizing employees to participate in the national safety knowledge competition
- Carrying out the 6.16 safety publicity and consultation day activity
- Initiating the discussions about "I'm a safetyconscious person" and "Safety rumors around me" and releasing short videos on Tik Tok
- Making short videos of safety warning education
- Carrying out safety warning education and publicity activities

Intensifying inspections and on-site management

- Building an expert inspection team to conduct inspections of 18 primary-level units within the Company
- Organizing comprehensive inspections, professional inspections, seasonal inspections, routine inspections, and holiday inspections

Promoting rectification to eliminate hidden safety hazards

- Carrying out special rectification actions for work safety
- Pre-event training, on-site discussion, and post-event research are adopted for the first time

Organizing drills to improve emergency response

- Organizing on-site emergency drills
- The Emergency Evacuation Plan for Crowded Places is implemented Yangcheng Lake Service Area

Main content of Work Safety Month

- The provisions of work safety performance and target audit are inserted into the contract
- Strictly examining contractor access conditions, requiring occupational health and safety system certifications or other safety production qualifications and rejecting unqualified contractors



- Operational personnel shall wear protective equipment during operation and apply safety equipment such as anti-collision vehicle during operation
- Organizing personnel from external partners to participate in road operation safety training
- Quarterly organizing safety education and training for routine road projects and projects requiring over 3 months' operations
- Monthly organizing safety education and training for external partners, and holding safety micro-lecture before work every day

Main measures to protect personnel health and safety of outsourcing units, construction units and contractors

"Safe and Smooth Traffic Lecture Room" Officially Opened at Wuxi Maintenance and Hindrance

Wuxi Maintenance and Hindrance Clearance Center vigorously builds the base for work safety - "Safe and Smooth Traffic Lecture Room" to improve safety management. With diverse publicity and education forms and contents, the Lecture Room becomes a key innovative platform for safety publicity and education, creating a work safety atmosphere where "everyone knows, understands and values safety".



Our employees are participating in safety training at "Safe and Smooth Traffic Lecture Room"

Guarantee for Smooth Traffic

左109

S

2 km

Ensuring smooth and orderly expressway conditions is an important part of building satisfactory traffic for the people. Jiangsu Expressway continues to improve the smooth traffic management mechanism. With enhancing interconnection and interaction, the Company devotes to eliminating blockage and hazards, conducts more data analyses, and expands information release channels to improve the operating efficiency of the expressway network.


Enhanced Mechanism for Guaranteeing Smooth Traffic

A sound mechanism for guaranteeing smooth traffic provides strong support for achieving public satisfaction and creating an industry-leading expressway model. In 2020, The Company simplified or refined 23 management processes in four categories, covering daily management, hindrance clearance, information reporting, and command & dispatch, and their supporting systems, and organized supervision and inspection of the implementation progress. At the same time, the Company coordinated the section command center and the maintenance and hindrance clearance center to complement each other and jointly take on effective measures to ensure smooth traffic.

Stable and Orderly Emergency Response for Smooth Traffic

The road sections under the management of the Shanghai-Nanjing Expressway are an important traffic artery in southern Jiangsu. The heavy traffic often causes greater pressure on expressway operation, especially in bad weather of winter and on holidays. To guarantee smooth traffic, the Company continues to improve the emergency response mechanism, gives full play to the advantages of the "Tripartite System for One Road", and enhances the rapid response and comprehensive handling capabilities.

Extreme Weather Conditions

With the goal of "removing the snow on the road upon snow stop to ensure smooth traffic", we have formulated the *Special Emergency Plan for Removing Snow and Ice in Adverse Weather*, specifying response measures to deal with extreme weather conditions. In 2020, based on the tripartite system of "prevention, management and rescue", we implemented the integrated mode of "internal+ external teams, hindrance clearance+ road maintenance"; we adopted the section-based approach, prioritized bridge maintenance over road maintenance with seamless connection; in addition, we enhanced communication with the "Quadruple Dispatch System for One Road" partners. All these efforts ensured smooth traffic in 2020, with zero road congestion in snowy weather conditions.



Countermeasures for extreme weather conditions

Fighting Against the Pandemic and Snowfall to Ensure Smooth and Safe Traffic

In mid-February 2020, snowfall occurred in many areas along the Shanghai-Nanjing Expressway. Affected by the COVID-19 outbreak, there was significant decline in traffic flow compared with the same period in previous years. Thus, the snow was more likely to be accumulated and affect the traffic. Jiangsu Expressway prepared in advance and cooperated with the "Tripartite System for One Road" partners to efficiently organize a snow clearance team responsible for sprinkling snow melting agents and dispatching equipment in proper timing. At the same time, every maintenance and hindrance clearance center established anti-pandemic facilities such as "ultraviolet disinfection room" and "isolation and observation room", so as to ensure zero blind spot in snow removal, zero hidden danger on the road, and zero COVID-19 infection. With great perseverance, all maintenance and hindrance clearance personnel worked together in COVID-19 fight. Within 12 hours upon the snowfall, the Company dispatched 68 snow removal equipment and 197 personnel, cumulatively sprinkling 164 tons of snow melting agents. With these efforts, we ensured no snow and ice along the road, keeping smooth traffic.



Wuxi Management Office put into use the electric conveyor for spreader feeding operation, which has nearly doubled the loading efficiency compared with manual feeding in the past

Large Flow Traffic on Holidays

The Company has formulated the *Implementation Rules for Large Flow Traffic and Plan for Smooth Traffic on Major Holidays*. According to the implementation rules, we predict the traffic flow on holidays, make response plans according to the analysis, and pool multiple resources to deploy rescue forces and ensure smooth traffic in all our sections.



The "Negative Second" Mode Ensures Smooth Traffic During the "Mid-Autumn Festival and National Day" Return Rush

During the Mid-Autumn Festival and National Day period, Suzhou Maintenance and Hindrance Clearance Center adopted the "negative second" mode to ensure smooth traffic. The maintenance & hindrance clearance center, the command & dispatch center, and the operation & maintenance center worked together to ensure the road operation efficiency under the support of the video inspection of the command center, mobile navigation, and the image capture function of the operation & maintenance group, Drone Inspection and Management Department, which can actively identify the locations of accidents and congestion. The maintenance & hindrance clearance center dispatched personnel to inspect the road, and Party members to eliminate blockage during rush hours. Every step was seamlessly connected and even realized simultaneous actions, reducing response time and avoiding road congestion. With the "negative second" mode, we can identify accident and congestion locations, and enhance pavement inspections.



The "negative second" mode for smooth traffic

Timely and Highly Efficient Hindrance Clearance and Rescue

Adhering to the principles of pursuing safety, improving standards, and offering better service, we have further optimized the operating mechanism and improved management regulations including the Management Rules for Implementation of Hindrance Clearance Operations, the Management Rules for On-site Road Operation Safety, and the Management Measures for Hindrance Clearance Operation. We have also kept tracking the progress of hindrance clearance and rescue in merged sections, striving to create an industry-leading expressway model. In 2020, the satisfaction towards hindrance clearance reached 100%.





Rate of arrival within 30 minute for hindrance clearance (%)



Total times of hindrance clearance throughout the year



2018 2019 2020

Average time for hindrance clearance (minutes)



Number of hindrance clearance spots along the expressway

Note: In 2020, the road sections in our charge included Jiangsu Section of Shanghai-Nanjing Expressway, Nanjing-Changzhou Expressway, Zhenjiang-Liyang Expressway and Zhenjiang-Danyang Expressway

The reason for the decline in the indicators ("rate of restoring smooth traffic within 1 hour", "the arrival for road network hindrance clearance within 20 minutes", and "the arrival for road network hindrance clearance within 30 minutes") in 2020 lies in that there was certain gap between the Company and Ningchang Zhenli Expressway in terms of hindrance clearance and rescue management. Upon the merge of Ningchang Zhenli Expressway, the foregoing indicators declined in some way

Relevant indicators of the road sections under the company's management in 2020:

(1)Resumption of normal traffic within 1 hour: The indicator of the Jiangsu Section of Shanghai-Nanjing Expressway and Zhenjiang-Danyang Expressway reached 98.42%, almost flat with prior year; that of Nanjing-Changzhou Expressway, Zhenjiang-Liyang Expressway reached 94.98%, a year-on-year increase of 0.92%

(2)Arrival for road network hindrance clearance within 20 minutes: The indicator of the Jiangsu Section of Shanghai-Nanjing Expressway and Zhenjiang-Danyang Expressway reached 98.42%, a year-on-year increase of 0.33%; that of Nanjing-Changzhou Expressway, Zhenjiang-Liyang Expressway reached 81.19%, a year-on-year increase of 6.4%

(3) Arrival for road network hindrance clearance within 30 minutes: The indicator of the Jiangsu Section of Shanghai-Nanjing Expressway and Zhenjiang-Danyang Expressway reached 99.79%, a year-on-year increase of 0.07%; that of Nanjing-Changzhou Expressway, Zhenjiang-Liyang Expressway reached 96.62%, a year-on-year increase of 1.3%

Increasing Fixed Patrolling Stations

- Adding permanent patrolling stations, shortening the hindrance clearance interval, and relying on regional linkage to gradually reduce the hindrance clearance arrival time from 30 minutes to 20 minutes
- Hiring external security teams to improve the safety of hindrance clearance operations
- Hindrance clearance centers have rapidly established a joint linkage and work mechanism with local traffic police, road administration departments, and neighboring road & bridge units

Conducting Unified Thinking and Planning

 Sorting out key points, conducting unified thinking and planning, and coordinating efforts to solve problems that may occur in combined trial operations, so as to promote the continuous improvement of hindrance clearance and management



Integrating Resources

 Integrating equipment resources, optimizing stationed personnel assignment, and promoting the efficient integration of hindrance clearance systems to improve business benefits without increasing costs

With the goal of building a fast, three-dimensional hindrance clearance system, we are committed to developing a brand new hindrance clearance and rescue system with clear approaches, stable organizational structure and strong mechanisms

Adopting Multiple Measures to Improve Traffic Rescue Efficiency

While better playing the role of effective pre-event prevention, during event management and post-incident rescue, Wuxi Maintenance and Hindrance Clearance Center continues a three-tier management plan for smooth traffic based on pre-deployment, and has formed a "micro-cycle" cluster consisting of fixed patrolling stations, rescue stations, and temporary bay maneuver locations" to ensure smooth traffic in large flow sections. The center has also actively put the *Implementation Plan for Wuxi Section "3510" Smooth Traffic Project* in place, and ensured that the daily rescue team can respond within three minutes, take on actions within five minutes, and unblock congestions within ten minutes. At the same time, the center mobilizes interior and external rescue resources to build a strong seamless "rescue chain". From January 2020 to October 2020, the center's arrival for road network hindrance clearance within 10 minutes increased by 23.76% and the resumption of normal traffic within 30 minutes increased by 5.92% on a year-on-year basis.



Wuxi Maintenance and Hindrance Clearance Center

The 2.0 Bay Emergency Rescue Stations Improve the Emergency Rescue System

The traffic flow of Wuxi East Section ranks top across the country and is on the rise. In order to reduce traffic flow and guarantee the public's travel comfort, the Company has built the 2.0 bay emergency rescue stations.

The bay emergency rescue station does not occupy the emergency lane and has no safety hazards. As a temporary location for hindrance clearance, it has strong capabilities of emergency rescue and accident handling. Once a traffic accident occurs, the accident vehicle can be parked in the emergency rescue station. In this way, the occurrence of secondary accidents can be prevented; the property losses, personnel casualties, reduced traffic capacity and other adverse effects caused by accidents can be minimized; and the rescue efficiency can be considerably enhanced. In addition, an emergency lane can be opened subsequently in special circumstances to serve as the second emergency lane.

Green Development

Green and low-carbon development is key to the high-quality economic and social development in China. Jiangsu Expressway keeps improving efficiency by enhancing environmental protection. We make every effort to build eco-friendly expressways, facilitate the coordinated development of expressway construction and the environment, and enable the public to enjoy a green and low-carbon travel.



Environment Management

Jiangsu Expressway strictly abides by the Environmental Protection Law, Environmental Protection Tax Law, Energy Conservation Law, Water and Soil Conservation Law, Soil Pollution Prevention Law, Energy Conservation Regulations of Jiangsu Province and other national and local laws and regulations on environmental management, and follows up the revision of relevant laws and regulations to ensure environmental compliance. According to ISO 14001, the Company has established an environmental management system, and formulated the Management Measures for Identification, Evaluation and Control of Environmental Factors, Management rules for Environmental Impact Control of Stakeholders, and Regulations on Solid Waste Treatment and Disposal. The environmental management system has been optimized on an ongoing basis to improve environmental benefits. In 2020, the Company revised the Environmental Management and Protection Measures for better environmental accountability, refined management requirements, and improved the environmental protection and management capability.



In 2020, the Company invested RMB **15 67** million in environmental protection Note: The increase in the environmental protection investment is attributed to the merger of Ningchang Zhenli Company in 2020

Emission Reduction

In accordance with national and local laws and regulations on emission management, such as *Environmental Protection Law, Air Pollution Prevention and Control Law, Water Pollution Prevention and Control Law, Law on the Prevention and Control of Environmental Pollution by Solid Waste, Soil Pollution Prevention and Control Law, Regulation of Jiangsu Province on the Management of Kitchen Wastes* and *Regulations on the Management of Domestic Waste Sorting in Suzhou,* we have formulated and implemented relevant management regulations within our environmental management system to secure the prevention and control management of waste gas, sewage, solid waste, noise and other pollutions. Aiming at minimizing pollution discharge, we hope to maintain the ecological balance along our highways. We reduced the waste water discharge intensity from 3,554.50 tons/km in 2019 to 2,298.58 tons/km in 2020 through effective management of pollutant emissions and discharge, a year-on-year decline of 35.33%; we reduced electronic waste (e.g., batteries) discharge intensity by 15.10% than the previous year.



Measures of pollution control

The Road towards a Better Life

Jiangsu Expressway Company Limited 2020 Corporate Social Responsibility Report



Emission of particulate matters(PM) (ton)

Emission of sulfer oxides (ton)

*The emission factors of nitrogen oxides, sulfur oxides and particulate matters comes from Reporting guidance on Environmental KPIs issued by The Stock Exchange of Hong Kong Ltd.

*In 2020, the Company only recorded the mileage of passenger cars (3,852,166.11 km)

	Category	Unit	2018	2019	2020	Increase/decrease compared with last year		Unit
Waste	Discharge amount	ton	482,460	959,147	971,747	+1.31%	2,298.58	ton/km (operating mileage)
Waste Water	Chemical oxygen demand (cod)	ton	3.45	10.83	19.43	+79.41%	0.05	ton/km (operating mileage)
Hazardous wastes	Waste chemical materials and their packages and containers	piece	148	36	no	-		-
	Waste containers for paint and oil	piece	135	121	no	-	-	-
	Oil-stained gloves	pair	1,926	5,472	no	-	-	-
	Waste ink cartridges (including waste power)	piece	233	284	576	+102.81%	1.36	piece/km (operating mileagege)
tes	Waste cartridges	piece	507	588	1,016	+72.79%	2.40	piece/km (operating mileagege)
	Electronic wastes such as batteries	kg	23.85	113.08	150.41	+33.01%	0.36	kg/km (operating mileage)
	Waste fuorescent lamps	kg	97.01	155.04	253.9	+63.76%	0.60	kg/km (operating mileage)
No	Paper	ton	75.07	8.37	138.77	+1,557.97%	0.33	ton/km (operating mileage)
n-haz	Kitchen wastes	ton	1,044.52	1,404.74	2,340.76	+66.63%	5.54	ton/km (operating mileage)
Non-hazardous wastes	Plastic	ton	0.88	0.93	4.96	+432.8%	0.01	ton/km (operating mileage)
s was	Metal	ton	1.22	0.82	2.36	+187.2%	0.01	ton/km (operating mileage)
tes	Wooden products	ton	1.33	1.68	3.27	+94.7%	0.01	ton/km (operating mileage)

Wastes generated by Jiangsu Expressway

*The 11 new toll stations, three maintenance and hindrance clearance centers and four service areas built by the Company in 2020 lead to the increase in the discharge density of waste fluorescent lamps and non-hazardous waste

^{*}Environmental data density = environmental data / operating mileage (The road sections in 2020 include the Jiangsu Section of Shanghai-Nanjing Expressway, Nanjing-Changzhou Expressway, Zhenjiang-Liyang Expressway, and Zhenjiang-Danyang Expressway)

Multiple Measures on Waste Sorting Promotes Sustainability

Effective waste sorting and treatment can reduce environmental pollution and increase the economic value of garbage. In 2020, in response to the effective implementation of the Regulations on the Management of Domestic Waste Sorting in Suzhou and Regulations on the Management of Domestic Waste in Nanjing, the toll stations of the Company continued to carry out the "Clear Your Plate" campaign, the paperless office initiative and various publicity activities to raise employees' awareness and capability of environmental protection and make contributions to the sustainable development.



Waste sorting at Suzhou Management Office

Centralized Resource Utilization

Resource conservation and highly-efficient utilization is key to support green development and improve economic efficiency. Upholding the philosophy of energy saving and water saving, Jiangsu Expressway has formulated the *Administrative Regulations for Energy and Resources Control* to integrate the energy consumption statistics (including natural gas, liquefied petroleum gas, water, electricity, and gasoline) of all units into the performance appraisal. Based on the analysis of annual energy consumption of each unit, we have urged all units to save electricity and reduce the electricity cost during operation.

To improve road maintenance, the Company continues developing the connotations of green maintenance. We introduce the electric maintenance vehicle and in-situ thermal regeneration technology to reduce carbon emissions; we promote the application of renewable materials such as seam tape and potting adhesive to reduce resource waste; we apply the non-stick wheel emulsified asphalt to reduce the use of asphalt and support the green and high-quality maintenance.

Recycling Old Materials for Green Maintenance

In the Ningchang section maintenance project, we applied the hot in-place recycling technology. Through heating and loosening the old road surface with reductants or regenerating agents, we have reduced the use of asphalt and recycle waste to push forward reclamation and reduction of waste. In the project, the thermal regeneration section reached 11.3 kilometers, accounting for 61.4% of the total construction.



When renovating old service areas or building new service areas, the Company incorporates environmental protection requirements into the bidding rules to ensure that the service area is energy-saving and environmentally friendly; all our service areas apply LED lights and use wind and solar power for outdoor lighting, improving energy efficiency; all our service areas are equipped with the new energy charging piles to help the public enjoy green and energy-saving travel. The water used for our business activities is from the municipal water supply network instead of natural water. At the same time, the Company collects rainwater and adopts other measures to recover more water resources and reduce water consumption. Regular calculation and analysis is held to timely repair equipment plugging problems. In 2020, the Company substantially improved its water and energy efficiency, reducing water consumption density, density of direct energy consumption and density of indirect energy consumption respectively by 46%, 24.06% and 12.65% on a year-on-year basis.



All our service areas are equipped with the new energy charging piles to help the public enjoy green travel

Energy type	Index	Unit	2018	2019	2020	Increase/decrease compared with last year
	Liquefied petroleum gas	kg	124,293	66,794	35,462	-46.9%
Direct energy	Natural gas	m3	39,869	208,080	200,298	-3.74%
consumption	Gasoline	L	288,296	108,489	233,579	+115.3%
	Diesel oil	L	-	443,092	496,732	+12.1%
Total direct ene	ergy consumption	TCE	573	773	920	+18.97%
Density of indirect energy consumption		TCE/km (operat- ing mileage)	2.21	2.86	2.18	-24.06%
Indirect energy consumption	Electricity consumption	kWh	18,009,389	30,493,693	41,737,067	+36.87%
Total indirect energy consumption		TCE	2,213	3,748	5,129	+36.85%
Density of indire	ect energy consumption	TCE/km (operat- ing mileage	8.2	13.89	12.13	-12.65%
Water consump	otion	ton	442,791	1,056,175	893,584	-15.39%
Water consumption density		ton/ km (operat- ing mileage)	1,640.94	3,914.08	2,114	-46.00%
Total amount of packaging materials used for finished products		ton	Not applicable	Not applicable	Not applicable	Not applicable

Energy consumption data

* The road sections in 2020 include the Jiangsu Section of Shanghai-Nanjing Expressway, Nanjing-Changzhou Expressway, Zhenjiang-Liyang Expressway, and Zhenjiang-Danyang Expressway

*The converted standard coal coefficient of natural gas equals to 37,237.5, the average of oil field and gas field natural gas

*The indicator "total amount of packaging materials used for finished products" is not applicable to the Company. No packaging material is used in the Company's business

* The average lower heating value (net calorific value) of a fuel is calculated according to *General Principles of Comprehensive* Energy Consumption Calculation (GB/T 2589-2008)

Ecological Protection

Ecological environment is an invaluable asset for everyone. Jiangsu Expressway always puts ecological environment first in road management to ensure landscaping quality and clean environmental along the road. In the 2020 National Assessment of the 13th five-year plan, the Company and its affiliated units carried out lawn paving, landscape plants growing, drainage pipeline cleaning, pavement markings repairing, and other measure in toll stations, service areas and other areas along the road. With these efforts, we are dedicated to creating the most beautiful road environment and providing a comfortable and pleasant environment for public travel.





Landscaping along the road

Addressing Climate Change

Extreme weather conditions caused by climate change can lead to traffic accidents, causing casualties and property losses. In severe cases, roads may be blocked or even paralyzed. It may cause vehicle damage, mechanical damage, object strike and other accidents, and even endanger the lives of our employees. To tackle the risks caused by climate change and extreme weather conditions is one of our priorities, and we have incorporated climate and weather risk management into the duties of the Strategy Committee of the Board of Directors.

In line with the requirements of the notification of the Department of Public Security and Department of Transportation of Jiangsu Province on coping with extreme weather conditions, we have formulated a four-tiered emergency management plan for bad weather conditions such as heavy fog, ice & snow and strong winds, and extreme weather conditions that affect visibility such as sandstorms and heavy rains. Moreover, we have further enhanced collaboration with meteorological department, traffic police and other departments. The emergency equipment and management mechanism of each section management office are improved and employee emergency response trainings are strengthened to cope with these challenges. Smart technologies such as 5G and big data are applied to develop information release channels and timely release road condition information. In addition, we have upgraded the lighting equipment and electromechanical devices in our service areas to improve energy efficiency and further reduce the impact of our business operations on climate. More environmentally friendly materials and energy-saving technologies are applied in the maintenance process to reduce carbon emissions and the negative impact on the environment.



Emergency respond to ice & snow weather

GHG emissions data

Indicator	Unit	2018	2019	2020
Carbon dioxide emissions	ton	15,747	26,382	35,116
Scope 1 emissions	ton	-	-	2,055.64
Scope 2 emissions	ton	-	-	33,059.93
Carbon dioxide emissions density	ton/km (operating mileage)	58.36	97.77	83.06
Scope 1 emissions density	ton/km (operating mileage)	-	-	4.86
Scope 2 emissions density	ton/km (operating mileage)	-	-	78.20

* The road sections in 2020 include the Jiangsu Section of Shanghai-Nanjing Expressway, Nanjing-Changzhou Expressway, Zhenjiang-Liyang Expressway, and Zhenjiang-Danyang Expressway. Scope 1 emissions cover the emissions of liquefied petroleum gas and natural gas consumed by the Company's fixed facilities, and the gasoline and diesel fuel consumed by the Company's mobile facilities (passenger vehicles, freight vehicles, and construction vehicles). Scope 2 emissions include indirect GHG emissions associated with the purchase of electricity

*The source of the converted coefficient of carbon dioxide equivalent emissions comes from Reporting guidance on Environmental KPIs issued by The Stock Exchange of Hong Kong Ltd.. The source of the converted coefficient of electricity of East China Power Grid (0.7921 kg/kWh) is the *Baseline Emission Factor for China Regional Power Grid in* 2019 released by National Center for Climate Change Strategy and International Cooperation (NCSC)

Harmonious Development

As the public infrastructure to facilitate the people's travel, expressways provide strong support for social and economic development. Adhering to the social responsibility philosophy of "guarding safety and marching towards the future", Jiangsu Expressway provides heartfelt services for its customers, shares employees with development achievement, and strive for win-win cooperation with partners, contributing its part to a better community.



First-Class Experience

To practice the service philosophy of "customer first and attentive service", we continue to improve basic services and innovate smart service modes to promote the standardization of our station areas and improve the management and service quality of our service areas. Our quality services will increase the satisfaction and happiness of drivers and passengers. In 2020, the one-time passage rate of ETC lanes governed by the Company was 98.80% and the number of ETC lanes reached 117

Guaranteed Basic Services

Toll stations

pricing nolicies

Carrying on the principles of openness, fairness, honesty and credibility, Jiangsu Expressway has formulated the pricing policy for service areas in accordance with relevant provisions of the Regulations of the People's Republic of China on Price Control, and issued the Operation Management Measures and Toll Administration Measures to ensure quality services at all toll stations. In addition, we actively implement national and local preferential toll policies on expressways to help reduce transportation and logistics costs.

Preferential Toll Treatment

A 15% discount for vehicles with Unitoll card passing by Jiangsu At designated toll stations in Jiangsu's expressway, tolls are cancelled for container transport vehicles entering or leaving Lianyungang Port, Taicang Port, Nanjing Port or China Railway Express (Suzhou to Warsaw, Poland)

Vehicle Type Based Toll Rates

Category-I passenger vehicles: RMB 0.45 / km Category-II passenger vehicles: RMB 0.675 / km Category-III passenger vehicles: RMB 0.9 / km Category-IV passenger vehicles: RMB 0.9 / km

Weight Based Freight Vehicle Toll Rates

Category-I freight vehicles: RMB 0.45 / km Category-III freight vehicles: RMB 1.57 / km Category-V freight vehicles: RMB 1.94 / km

Category-II freight vehicles: RMB 1.05 / km Category-IV freight vehicles: RMB 1.90 / km Category-VI freight vehicles: RMB 2.32 / km

ETC Discount

A discount of 5% to all vehicles with ETC access to expressways

Toll Exemption

For vehicles that are gualified for green channels, expressway tolls are exempted

Free Toll during Holidays

Tolls for passenger cars (with seven seats or less) are exempted during the holidays of Spring Festival, Qingming Festival, Labor Day and National Day

From 0:00 on February 17 to May 5, 2020, the free traffic policy shall be implemented for all vehicles passing the toll road according to law

Differentiated Charges

A 5% discount off of the current charge goes to six-axle freight cars

Differentiated Charges are implemented for the 2-5 axle freight cars to lower charging standards. After toll rates adjustment, the Category-II freight vehicles: RMB 0.977 / km; the Category-III freight vehicles: RMB 1.350 / km; the Category-IV freight vehicles: RMB 1.805 / km; the Category-V freight vehicles: RMB 1 843 / km



Channels of information publicity

Total tolls exempted for major holidays and festivals and green channels in 2020

Note: The road sections in 2020 include the Jiangsu Section of Shanghai-Nanjing Expressway, Nanjing-Changzhou Expressway, Zhenjiang-Liyang Expressway, and Zhenjiang-Danyang Expressway. In 2020, due to COVID-19 impact, we extended the period of road toll exemption to 79 days for the special period. As a result, the tolls exempted for major holidays and festivals increased significantly compared with in 2019. Moreover, affected by the adjustment of the freight car toll policy and preferential policies, we implemented differentiated charges, substantially reducing the tolls exempted for green channels

The Company continuously optimized service at toll stations and conducts inspection and assessment in accordance with relevant regulations. We have standardized the process flow, greatly boosting tolling efficiency. We have built a team to provide round-the-clock maintenance service for hardware and software facilities of the tolling system in order to carry out routine maintenance and repair with high quality. We provide convenient services, holiday volunteer services, and advocate on-site bonus services. All kinds of drills are held to enhance our emergency handling ability and ability of personnel allocation to secure a smooth lane.

The Company tracks the needs of safe and convenient travel for passengers. The lane guardrails are set up to protect ordinary drivers and passengers, and the passenger car lanes and truck lanes are separated, which not only improves traffic efficiency but effectively reduces the accidents in the lanes. The Company also pays special attention to the travel needs of people with disabilities and female passengers, and has expanded the coverage of basic services through various means to make sure they are non-discriminatory. By setting up disabled parking spaces, barrier-free passageways, accessible basins, and providing free wheelchairs, the Company endeavors to facilitate the travel of disabled passengers. Besides, we provide 24 hour nurseries, women's parking spaces, and unisex toilets to facilitate female travelers.

Improved Customer Experience

To meet the people's demand for better travel, Jiangsu Expressway upgrades service areas to provide heartfelt services for passengers and drivers during road travel, contributing to the increase of social and economic benefits.

Upholding the service philosophy of "people-centric transportation for all", based on the strategy of improving the service quality and operational benefits of service areas, the Company has actively implemented the Opinions on Further Improving the Service Quality and Operational Benefits of Expressway Service Areas through the development concept of "transport + travel" and "transport + culture". By doing so, we strive to upgrade the development philosophy and plan for new development with innovative development modes, and better meet the drivers and passengers' aspiration for better travel. We have promoted the upgrade of service areas to realize the goal of "achieving more social and economic benefits, and building better road service areas". Based in the service areas, we demonstrate the strength of Jiangsu Province in transportation, economy and culture and generate the "butterfly effect" and "influencer effect".



Guidelines on transformation and upgrade of service areas



Yangcheng Lake Service Area has realized the harmonious coexistence of traditional and modern culture. With mingled urban and garden buildings and coordinated development of business and culture, Yangcheng Lake Service Area provides a "Jiangsu Model" for upgrading expressway service areas at home and abroad, generating considerable social and economic benefits. In 2020, Yangcheng Lake Service Area was awarded the National Transportation Industry Civilization Demonstration Area

Customer Complaint Response

The Company has firmly followed the *Management Measures on Handling Complaints*, established the ISO 9001 quality management system, and formulated the *Management Measures on Handling Complaints* and *Strategy of Adopting the Audit System to Handle Complaints*. We have developed unified standards for handling complaints about work order processing efficiency, related requirements, and response templates; we have developed more customer complaint channels, including the complaint channel board, 96777 hotline, and the official websites of the Company and Jiangsu Expressway Network Operation & Management Center, etc. Meanwhile, we have strengthened employee trainings, and hold professional skill competitions to consolidate employees' capabilities. We seek root causes to improve complaint handling efficiency, with an aim to reduce complaints and increase customer satisfaction.



Customer complaints handling rate Note: The road sections include the Jiangsu Section of Shanghai-Nanjing Expressway, Nanjing-Changzhou Expressway, Zhenjiang-Liyang Expressway, and Zhenjiang-Danyang Expressway. The significant increase of customer complaints in 2020 was largely attributed to the national road network connection, customers' adaption to the use of ETC, the changes of toll policies, and the establishment of the new complaint channel - 95022 hotline

1.620

2020

405

425

Customer complaints

2018 2019

Measures to improve service and complaint handling capabilities of customer service personnel

Employee Development

Upholding the "people-oriented" management philosophy, Jiangsu Expressway regards employees as an important wealth. We safeguard the legitimate rights and interests of employees, provides broader career development path and cares for their physical and mental health, and share development achievements with them.

Protection of legitimate rights and interests

Jiangsu Expressway strictly abides by relevant national and local laws and regulations, including the *Labor Law, Labor Contract Law, Employment Promotion Law and Regulations on Salary Payment of Jiangsu Province*, and persists in fair and equal employment. In addition to prohibiting the discriminatory terms on gender, nationality, religious belief, etc. in the recruitment, we will not recruit minors under the age of 16. The identity information of recruiters, including his/her age, is strictly reviewed to avoid any violations in recruitment. When we sign contracts with suppliers and contractors, to prohibit child labor and forced labor in any way is explicitly stipulated in line with the provisions of the Labor Law. Any violations will lead to a termination of our cooperation. Besides, we provide equal employment opportunities for male and female employees with different ages, education background and ethnicities, ensuring a diverse corporate atmosphere. During the reporting period, there were no violations or negative incidents in the Company. As of the end of 2020, the Company had a total of 3,909 employees.

People-centric, the Company has gradually improved the management system that caters to the modern corporate human resources management and fits the reality of the Company according to the requirements of "clear responsibility, standardized operation, competence and high efficiency, harmony and integration". In accordance with the national laws and regulations and other requirements, the Company has formulated Human Resources Management Measures, Employee Rewards and Punishment Management Measures (Trial), Regulations on Performance Assessment and Compensation Management Rules (Interim), etc. to develop rational plans for the introduction and development of talents and optimize the allocation of human resources. The Company has improved the performance appraisal system and salary distribution plan to enhance the standardization and scientific management of performance evaluation and boost employee performance. Also, the Company upgrades the talent selection, introduction, recruitment, cultivation and promotion mechanism, and builds teams of management, technical personnel and staff in line with the Company's longterm development. In respect of employee rewards, the Company insists on the combination of moral encouragement and material rewards while prioritizing moral encouragement. For employees who violate disciplines, the Company highlights education and takes punishment as a complementary measure. For serious disciplinary violations, the Company will give prior notices to the violator concerning the termination of their labor contracts.

As to compensation distribution, the Company adheres to the principle of work performance. Based on salary cap control, we tie salary distribution to performance assessment. In addition to providing the employees with social insurances and housing fund, we also formulate the *Regulations on Supplementary Medical Insurance Management* and provide fund-based insurance and critical illness insurance to make up for the insufficiency of basic medical insurance for all employees and retirees, which also reduces the economic burden of employees who suffer from illnesses. According to the Enterprise Annuity Measures, employees who lost their working capability completely can apply for the enterprise annuity. *The Enterprise Annuity Implementation Rules* also provide multi-level pension guarantee for retired employees.

Jiangsu Expressway has divided the working hours of employees into day shifts and rotating shifts according to the *Regulations for Attendance Management of Employees*. Except for legal holidays, workers of the day shifts work 5 days a week and 8 hours a day; while for workers of rotating shifts, we adopt the four-three system to ensure their working hours are 40 hours per week. Apart from national statutory holidays, we offer 5 to 15 days of paid leave to employees according to the *Regulations on Annual Paid Leave*. Besides, all employees can also have paid sick leave, special casual leave, wedding and compassionate leave; female employees have maternity leave and miscarriage leave while male employees have the paternity leave.



Employee structure based on gender, age group, job type and geographical distribution Jiangsu Expressway Company Limited 2020 Corporate Social Responsibility Report

Disclosure	Category	Unit	2020
	Turnover rate of male employees	%	1.67
	Turnover rate of female employees	%	2.41
	Turnover rate of employees under 30 years old	%	1.21
	Turnover rate of employees between 31 and 40 years old	%	2.18
	Turnover rate of employees between 41 and 50 years old		1.31
	Turnover rate of employees over 51 years old	%	0.61
Employee turnover rate by gender, age group and geographical distribution	Turnover rate of local employees	%	0.45
group and goographical distribution	Turnover rate of non-local employees	%	0.19
	Turnover rate of employees from Nanjing	%	0.12
	Turnover rate of employees from Zhenjiang	%	0.09
	Turnover rate of employees from Wuxi	%	0.11
	Turnover rate of employees from Suzhou	%	0.18
	Turnover rate of employees from Changzhou	%	0.14

Jiangsu Expressway has established and improved the employee representative system, transparent corporate governance system, employee opinion soliciting system, employee rational proposal system and other relevant systems to facilitate democratic engagement and management within the Company. By regularly holding employee representative conference and meeting of trade union members, the Company effectively protects employees' right to democratic decision-making, management and supervision. In 2020, the employee representative conference deliberated the *Plan of Jiangsu Expressway on Optimizing and Integrating Wholly-owned Subsidiary-Ningchang Zhenli Company*, in order to build a "democratic home" to the satisfaction of our employees, and safeguard the vital interests of employees.



Jiangsu Expressway visits employees during Chinese Spring Festival and other festivals, and continues providing the staff relief fund for those in need, helping them solving life difficulties. In 2020, we helped 109 employees and granted the staff relief fund of RMB 52,000 to employees in extreme difficulties. We visited 52 employees during the Spring Festival, subsidizing a total of RMB 74,000. We also visited employees in summer and on August 1 to provide with the subsidy of RMB 1,277,700.

Unimpeded Development Channels

Jiangsu Expressway continuously expands the development space for employees, motivates them to be more enthusiastic, active and creative, and creates an excellent growth platform for them.

◎ Improving the Promotion Mechanism

The Company adheres to the philosophy of "talent is the primary resource" and constantly improves the mechanism catering to talent training, selection and employment in line with the talent development rules, striving to build a team of talents with good qualities and capabilities. We expand channels to introduce professionals in a targeted way; we enhance professional management, internship and practices, and talent pool building to revitalize internal human resources; we try to build a competition platform to improve the intermediate management; and we stick to rigorous management & supervision and carry out appraisals for officials during the probationary period and in their terms in office, so as to regulate the official employment procedure. We make more efforts to ensure democracy at workplace, solicit public opinions, and introduce the public supervision mechanism. In 2020, we organized assessment, investigation, job adjustment, renewal of labor contracts and appointment for 162 employees; the appointment notifications of 53 new officials were released before the effective date of the appointment.

Organizing Diversified Trainings

The Company has improved the Employee Education and Training Management System for tiered management. Training programs have been carried out in three aspects: new management philosophy, professional competency and new talents. According to the trainee teams, we provided the tailored training plan, and organize general management training on a regular basis, so as to lay a solid foundation for the future growth of employees. In 2020, the Company's employee training coverage reached 100%, and each employee received an average of 18.5 hours of training.



Average training hours of employees by gender and employee type (unit: hour) training



Main measures of iterative knowledge structure training

Caring for the Physical and Mental Health

To build the work-life balance, Jiangsu Expressway creates a cozy, happy and leisure workplace for employees, and organizes a variety of cultural and sports activities to strengthen its psychological care for employees, thus protecting their physical and mental health.

○ Creating a Cozy Working Environment

The Company actively improves the working environment of toll stations and service areas, optimizes and renovates hardware and software facilities of toll stations to improve the senses of happiness, gain and satisfaction of our staff.



The renovated dormitory of Lujia Toll Station



Outdoor fitness equipment at Jiaze Toll Station



"Ink Fragrance-Fairy Rhyme" thematic dining hall of Xianrenshan Service Area

Organizing Diversified Cultural and Sports Activities

As an advocate of the cultural philosophy of "happy work, healthy life", the Company organizes diversified cultural and sports activities for employees to demonstrate their talents and enhance their unity.



The 4th Employee Fun Sports Meeting



With the Acappella song "Tianlu(Heavenly Road)", Yuesheng Chorus wins the honor of Top 10 Best Choruses in the 2nd JCHC Good Voice Singing Competition

○ Caring for the Mental Health of Employees

The Company has formulated the *Opinion on Establishing a Staff Psychological Guidance System to Strengthen Employees' Mental Health*, hired part-time psychological observers, and regularly hosts exchange activities and trainings for them, including the Third-level Psychological Consultant Certification Training, Short-term Training Class on Behavioral Therapy, and Behavioral Therapy Advanced Class. Moreover, our counseling centers deliver psychological health lectures on a regular basis, and organize team building activities to relieve employees' pressure from work and life.

Win-Win Partnership

We value our partners and join hands with them to pursue common development. We respect the interests of all parties and strive for win-win cooperation. At the same time, we also actively leverage our exemplary guiding role in the transportation industry and contribute to industrial development.

Responsible Procurement

Adhering to the work principles of "standardization, efficiency, fairness, and integrity", we ensure that the bidding is organized in line with the systems and procedures, and in a transparent and highly efficient manner, supported by our higher service awareness and capability. In order to further strengthen the compliance management of procurement, and promote the standardized procurement activities, we apply the Procurement Platform 2.0 to review and retain suppliers and make relevant interpretations. During supplier selection, we take into full account the supplier's performance in business compliance, energy conservation and environmental protection, pollution and emission reduction, as well as occupational health and safety. We also review the supplier's qualifications such as the environmental management system and the occupational health & safety system, and specify the provisions of observing business ethics, applying energy-saving & environmentally friendly materials and emission reduction technologies, etc. in the supplier contract. During contract fulfillment, we organize relevant departments to conduct supplier appraisal and random inspections of the supplier's performance in business compliance, quality, environmental protection, occupational health & safety, and food safety, etc. We urge suppliers to resolve the problems detected in the inspection and keep tracking the rectification progress.



Note: Other regions include South China, North China, Southwest China, Northwest China, Northeast China, Central China, and overseas areas

Number of suppliers by geographical distribution

Boosting Industry Progress

Jiangsu Expressway actively participates in the events of industry associations, conducts special researches on industry trends and organizes visits and exchanges to share experience with our partners and together contribute to the strategy of building Jiangsu into a province with strong transportation network, and facilitate the high-quality development and operation of expressways.



Measures to boost the industry development

Harmonious Communities

In pursuit of shared development with the community, Jiangsu Expressway pays great attention to the expectations and appeals of the community, actively carries out paired assistance activities, and participates in public welfare undertakings to build a harmonious society.

Poverty Alleviation

Winning the fight against poverty is an important part of building a moderately prosperous society in all respects. The Company addresses the needs of economic and social development in poverty-stricken areas by fully leveraging its own advantages. In 2020, the Company joined hands with Shuangxi Village, Dazou County of Xinghua City to launch the "apple procurement" charitable activity, invested RMB 400,000 in our paired partner, Guannan County, and donated RMB 150,000 to the Yangzi Veterans Care Project and RMB 50,000 to the JCHC Fund of "Dream Action" of the Hope Project in Jiangsu.

Volunteer Activities

Jiangsu Expressway has nurtured a good volunteering culture and established youth volunteer teams to provide regular services. Through launching "learning from Leifeng" campaigns, we encourage young employees to practice the volunteer spirit of "Dedication, Friendship, Mutual Assistance and Progress". At the same time, volunteers may register the activities that interest them on "Volunteer Clock-in" APP. Besides, the Company holds an award event every two years to recognize outstanding volunteers and volunteer teams. In 2020, we organized 4,757 employees to participate in volunteering activities.





The Company was awarded

the National May 4th Red Flag Youth League Committee of Jiangsu Province

Volunteer performance

The Company, through a host of voluntary activities, including blood donation, elderly care, tree planting, convenience service, safety publicity, and caring for the elderly and vulnerable groups, contributes to a better community.



Blood donation



Helping left-behind children in the volunteer activity themed "volunteers enter the mountainous areas and help the voice there be heard"

Appendixes

Report Description

The Board of Directors (the "Board") and the directors of the Company guarantee that there are no false representations, misleading statements or material omissions from this report, and assume joint and several liability for the truthfulness, accuracy and completeness of the contents of this report.

Reporting Objectives

Jiangsu Expressway Company Limited has released social responsibility report annually since 2009 to disclose the Company's social responsibility philosophy, management practices and performance to the shareholders, creditors, employees, customers and other stakeholders. We hope that this report will serve as a bridge for communication and interaction with all sectors of the society, whereby they could have a better understanding of the Company. At the same time, with the issuance of this report, we are subject to the oversight of all parties concerned, which will procure the Company to make further contributions to the sustainable development of the economy, society and environment.

Changes in Reporting Contents

This report is prepared in accordance with the Environmental, Social and Governance Reporting Guide(HK-ESG) issued by The Stock Exchange of Hong Kong Ltd., and GRI Sustainability Reporting Standards (GRI Standards) issued by the Global Sustainability Standards Board (GSSB). In this report, we give more detailed information on our disclosure on management approach (DMA) towards material topics and focus on measuring our performance in corresponding sustainability issues.

Reporting Period

The report mainly covers information about our management and practice from 1 January, 2020 to 31 December, 2020. For the purpose of complete and timely information disclosure, certain contents may extend beyond the stated period.

Reporting Cycle

This is an annual report and is the 12th corporate social responsibility report released by Jiangsu Expressway Company Limited. The last report was published in March 2020.

Reporting Boundary

The Report covers Jiangsu Expressway and 10 wholly-owned and holding subsidiaries (consistent with the scope covered by the consolidated financial statements). The quantitative data only covers the Jiangsu Expressway without special explanation.

Basis of Preparation

This report was prepared in accordance with Environmental, Social and Governance Reporting Guide(HK-ESG) issued by The Stock Exchange of Hong Kong Ltd., Guidelines on Preparation of CSR Reports and Notice on Further Improvement of Poverty Alleviation Work Performance Disclosure of Listed Companies issued by Shanghai Stock Exchange, GB/T 36001 Guidance on Social Responsibility Reporting, GRI Sustainability Reporting Standards (GRI Standards) issued by the Global Sustainability Standards Board (GSSB) and Guidance on Social Responsibility (ISO 26000:2010) issued by International Organization for Standardization (ISO). It integrated relevant key guidelines and standards and highlighted the characteristics of the industry and the Company.

Information Source

All related materials, data and cases are provided by the Company and have been reviewed by relevant Departments.

Reference

To facilitate presentation and reading, "Jiangsu Expressway Company Limited" in this report also is referred to as, "Jiangsu Expressway", "the Company" and "We".

Report Access

The Report is available in Chinese and English versions. For any discrepancies between the two versions, the Chinese version shall prevail. You can download the electronic report on the website of Shanghai Stock Exchange and the Company's website (www.jsexpressway.com). If you need a printed report or have any suggestion, please contact us as follows:

Department: Office of the Secretary of the Board Tel.: 8625-84362700-301835 / 301836 Fax: 8625-84466643 E-mail: jsnh@jsexpwy.com Address: No. 6 Xianlin Avenue, Nanjing, Jiangsu Province, the P.R.C

HK-ESG Content Index

	Indicators	Report Content	Page	
	A. E	nvironmental		
	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regu- lations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-haz- ardous waste.	Green Development — Environment Management Green Development — Emission Reduction	P44	
	A1.1 The types of emissions and respective emissions data	Green Development — Emission Reduction	P45	
	A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Green Development — Addressing Climate Change	P49	
Aspect A1- Emissions	A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	Green Development — Emission Reduction	P45	
	A1.4 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	Green Development — Emission Reduction	P45	
	A1.5 Description of emission target(s) set and steps taken to achieve them.	Green Development — Emission Reduction Green Development — Centralized Resource Utilization	Note: During the reporting pe- riod, no emission target was set within Jiangsu Express- way, and related work will be carried out next.	
	A1.6 Description of how hazardous and non-haz- ardous wastes are handled, and a descrip- tion of reduction target(s) set and steps taken to achieve them.	Green Development — Emission Reduction	Note: During the reporting pe- riod, no reduction target was set within Jiangsu Express- way, and related work will be carried out next.	
	General Disclosure Policies on the efficient use of resources, including energy, water and other raw mate- rials	Green Development — Environment Management Green Development — Centralized Resource Utilization	P44; P46	
Aspect A2- Use of Resources	A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in'000s) and intensity (e.g. per unit of production volume, per facility)	Green Development — Centralized Resource Utilization	P47	
	A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility)	Green Development — Centralized Resource Utilization	P47	
Aspect A2- Use of Resources	A2.3 Description of energy use efficiency tar- get(s) set and steps taken to achieve them.	Green Development — Centralized Resource Utilization	Note: During the reporting pe- riod, no energy use efficiency target was set within Jiangsu Expressway, and related work will be carried out next.	

Jiangsu Expressway Company Limited 2020 Corporate Social Responsibility Report

	Indicators	Report Content	Page
Aspect A2- Use of	A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Green Development — Centralized Resource Utilization	Note: During the reporting period, no water efficiency target was set within Jiangsu Expressway, and related work will be carried out next.
Resources	A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	Green Development — Centralized Resource Utilization	Note: It is not applicable due to the business type of the Company.
Aspect A3- The Envi-	General Disclosure Policies on minimising the issuer's signifi- cant impact on the environment and natural resources	Green Development — Environment Management	P44
ronment and Natural Resources	A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	Green Development — Ecological Protection	P48
Aspect A4- Climate	General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may im- pact, the issuer.	Green Development — Addressing Climate Change	P49
Change	A4.1 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Green Development — Addressing Climate Change	P49
		B. Social	.*
Aspect B1-Employ-	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regu- lations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-dis- crimination, and other benefits and welfare.	Harmonious Development — Employee Development	P55
ment	B1.1 Total workforce by gender, employment type (for example, full-time or part-time), age group and geographical region	Harmonious Development — Employee Development	P55
	B1.2 Employee turnover rate by gender, age group and geographical region	Harmonious Development — Employee Development	P56
Aspect B2- Health and Safety	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regu- lations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Safety-based Development — Care for Occupational Health	P32
	B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Safety-based Development — Care for Occupational Health	P32

	Indicators	Report Content	Page
	B2.2 Lost days due to work injury	Safety-based Development — Care for Occupational Health	P32
Aspect B2- Health and Safety	B2.3 Description of occupational health and safety measures adopted, how they are implemented and monitored	Safety-based Development — Care for Occupational Health	P32-33
	General Disclosure Policies on improving employees' knowl- edge and skills for discharging duties at work. Description of training activities	Harmonious Development — Employee Development	P57
Aspect B3-Devel- opment and Training	B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management)	Harmonious Development — Employee Development	P57
	B3.2 The average training hours completed per employee by gender and employee catego- ry	Harmonious Development — Employee Development	P57
Aspect B4-Labour	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Harmonious Development — Employee Development	P55
Standards	B4.1 Description of measures to review employ- ment practices to avoid child and forced labour.	Harmonious Development — Employee Development	P55
	B4.2 Description of steps taken to eliminate such practices when discovered.		Note: During the reporting pe- riod, there was no violation of relevant laws and regulations.
	General Disclosure Policies on managing environmental and social risks of the supply chain	Harmonious Development — Win-Win Partnership	P60
	B5.1 Number of suppliers by geographical region	Harmonious Development — Win-Win Partnership	P60
Aspect B5-Supply Chain Man-	B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	Harmonious Development — Win-Win Partnership	P60
agement	B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implement- ed and monitored.	Harmonious Development — Win-Win Partnership	P60
	B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Harmonious Development — Win-Win Partnership	P60

66

The Road towards a Better Life

	Indicators	Report Content	Page
	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Safety-based Development — Secure Traffic Safety	P28
A	B6.1 Percentage of total products sold or shipped subject to recalls for safety and health rea- sons.		Note: It is not applicable due to the business type of the Company.
Aspect B6-Product Responsibili- ty	B6.2 Number of products and service related complaints received and how they are dealt with	Harmonious Development — First-Class Experience	P54
	B6.3 Description of practices relating to observ- ing and protecting intellectual property rights.	Strategy and Governance — Compliance and Risk Management	P08
	B6.4 Description of quality assurance process and recall procedures.		Note: It is not applicable due to the business type of the Company.
	B6.5 Description of consumer data protection and privacy policies, how they are imple- mented and monitored	Innovation-Driven Development — Smart Network Management through Digital Transformation	P20
	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regu- lations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Strategy and Governance — Anti-corruption Management	P09
Aspect B7-Anti-cor- ruption	B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Strategy and Governance — Anti-corruption Management	P09
	B7.2 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored	Strategy and Governance — Anti-corruption Management	P09-10
	B7.3 Description of anti-corruption training pro- vided to directors and staff.	Strategy and Governance — Anti-corruption Management	P09
Aspect	General Disclosure Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the com- munities' interests	Harmonious Development — Harmonious Communities	P61
B8-Commu- nity Invest- ment	B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport)	Harmonious Development — Harmonious Communities	P61-62
	B8.2 Resources contributed (e.g. money or time) to the focus area	Harmonious Development — Harmonious Communities	P61

Feedback Form

Thank you for reading Jiangsu Expressway Company Limited 2020 Social Responsibility Report. We highly value and are looking forward to receiving your feedback on our social responsibility performance and this report. Your suggestions and comments are valuable basis for us to continue to improve our quality of CSR disclosure and to promote our CSR management and practices. Please complete the form below and send it to us via mail or e-mail. We wholeheartedly appreciate your valuable suggestions!

What is your overall	impression of this r	eport?		or	□ Very poor	
How is the structure Well-designed	of this report?	Average	🗌 III-c	designed	Unreasonable	
How about the reada	bility of this report? □ Easy	Average	🗌 Vei	ry hard	□ Obscure	
Which CST topics are	e your top concerns	? (Multiple ch	oice)			
GovernanceComplianceReform and transformationRisk managementInformatization				□ Information disclosure and communication		
Economy Operating performance Road safety Road quality Intelligent expressways Complaints handling and dispute resolution				 Smooth traffic Service innovation Customer experience enhancement 		
Environment Green maintenance Natural ecology pro				Low-car	bon operation	
Society Partner support Working conditions Community engage 	and labor protection	safety and heal	lth		nd employment relations ee training and development	
How is the disclosure of issues of your concern?Very comprehensiveComprehensivePartially involvedBarely mentioned				Touched hereupon		

What kind of additional information do you expect to see in this report?

What are your suggestions on our corporate social responsibility performance or this report:

Contact information: Tel.: 8625-84362700-301835/301836 Fax: 8625-84466643 E-mail: jsnh@jsexpwy.com Address: No. 6 Xianlin Avenue, Nanjing, Jiangsu Province, the PRC



Add: No. 6 Xianlin Avenue, Nanjing, Jiangsu Province, the PRC Tel.: 8625-84362700-301835/301836 Fax: 8625-84466643 E-mail: jsnh@jsexpwy.com

www.jsexpressway.com