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江蘇寧滬高速公路股份有限公司
JIANGSU EXPRESSWAY COMPANY LIMITED

(Established in the People's Republic of China as a joint-stock limited company)

(Stock Code: 00177)

**2026 2.0 Action Plan for the “Enhancement of Quality and Efficiency
with Emphasis on Return”**

To actively implement the initiative of the special campaign on “Enhancing Quality and Efficiency with Emphasis on Return” issued by the Shanghai Stock Exchange, Jiangsu Expressway Company Limited (the “**Company**” or “**our Company**”; the Company and its subsidiaries referred to as the “**Group**” or “**our Group**”), adheres to the investor-oriented philosophy. Taking into account the cyclical characteristics of the industry and its own strategic development plan, the Group comprehensively promotes the cultivation of core businesses, cost reduction and efficiency improvement, market value management and standardised governance. It has formulated the 2.0 Action Plan for the Special Campaign on “Enhancing Quality and Efficiency with Emphasis on Return” for the Year 2026 in a systematic manner, with a view to comprehensively lifting operational quality and efficiency and strengthening returns to investors.

I. OVERVIEW OF THE COMPANY’S OPERATING CONDITIONS

The Group is primarily engaged in the investment, construction, operation and management of toll roads and bridges within Jiangsu Province, while also actively expanding new business models such as travel-related ancillary services and transportation-energy integration. To date, the Group directly operates or invests in 19 road and bridge projects, with a total length of approximately 1,000 kilometers under its controlling or equity interests, and occupies a dominant position in the expressway network of southern Jiangsu, highlighting the significant locational advantages of its road assets.

(I) Development Background and Transformation Strategy

In recent years, in light of the new development landscape of the industry, the Group has closely followed the main line of “Enhancing Quality and Efficiency with Emphasis on Return” and has actively advanced strategic transformation and operational breakthroughs:

First, deepening the intensive cultivation of its core business and the deployment of new industries. The expressway industry is typically a hinterland economy-driven sector, which is highly correlated with the economic development along the routes. The Group has continuously consolidated and enhanced its market share in the golden corridor of southern Jiangsu, and has fully promoted the “regional management” of the southern Jiangsu expressway network, achieving a leap from single-point control of individual road sections to coordinated and synergistic management of the entire network, which has significantly improved traffic efficiency and safety assurance. Simultaneously the Group has closely aligned itself with the industrial chain, actively competing in the arena of new quality productive forces, accelerating the transformation of service areas into “synthesized modern commercial complexes”, creating a new consumer ecosystem for travel services, and deepening the light application of clean energy in transportation-energy integration, so as to cultivate new growth drivers.

Second, proactively responding to the peak period of reconstruction and expansion while reducing costs and improving efficiency. Currently, China’s core expressways in the industry are generally entering a peak period of reconstruction and major maintenance. On the basis of maintaining its regional scale advantages, the Group has adopted a twin-track approach of “new road asset investment + existing road capacity expansion and renewal” to further leverage the synergy of the road network and economies of scale. However, this has also put pressure on capital expenditure and returns. To address this, the Company has implemented multiple measures, including professional feasibility studies and coordination to control construction costs at the source, digital and intelligent “intelligent capacity expansion” to enhance traffic efficiency during peak periods, regional integrated dispatching to reduce operating costs, and diversified financing to lower funding expenses. These efforts represent a multi-dimensional push to broaden revenue channels and reinforce cost-containment, ensuring stable performance and sustaining the Group’s strong profitability and self-generating capacity in its core business.

(II) 3-Year Financial Indicator Breakdown Analysis

Over the past three years, the Group has relied on its high-quality road asset portfolio and refined operations to maintain stable operational performance and strong cash-generating capacity.

In terms of revenue and profit, in 2024, the Group achieved operating revenue of RMB23.198 billion, representing a year-on-year increase of 52.70%, and recorded net profit attributable to shareholders of the listed company of RMB4.947 billion, representing a year-on-year increase of 12.09%. In 2025, affected by factors such as the change in the dividend cycle of Bank of Jiangsu (dividends recognized in 2023, 2024 and 2025 were RMB384 million, RMB608 million and RMB168 million respectively, with an average of RMB386 million over the past three years), the total profit for the year decreased by approximately 3.34% year-on-year but increased by approximately 7.64% compared to the end of 2023. After excluding the impact of dividends from Bank of Jiangsu, the net profit attributable to shareholders of the listed company was approximately RMB4.426 billion, representing a year-on-year increase of approximately 2.00% and an increase of approximately 9.85% compared with 2023.

In terms of profitability, the Group's return on equity (ROE) has remained stable at the forefront of the industry. The active economy and high car ownership provide a solid foundation of inelastic demand for transportation, while the forward-looking and effective network layout of road assets ensures that the Company's toll revenue still has room for growth, demonstrating strong profitability.

In terms of period expenses, benefiting from refined management and continuous optimization, they were reduced and controlled from RMB1.420 billion in 2023 (representing 9.35% of operating revenue) to RMB1.120 billion in 2025 (representing 5.52% of operating revenue). Period expenses for the expressway company mainly consist of finance costs. As at the end of 2025, through proactive and effective measures, the Company effectively controlled its financing costs, which reduced from RMB1.126 billion in 2023 to RMB832 million in 2025, and is at a relatively low level in the industry. This well demonstrates the excellent management quality and efficiency achieved by traditional mature enterprises through continuous refined operations and strict control over overall costs.

(III) Summary of Principal Financial Data

Table 1: Financial Position of the Group

Unit: 100 million Currency: RMB (Renminbi)

Performance indicators	2023	2024	2025
Operating revenue	151.92	231.98	202.89
Toll road income	95.11	95.28	95.55
Net profit attributable to shareholders of the listed company	44.13	49.47	45.94
Total assets	786.61	898.86	963.89
Net assets attributable to shareholders of the listed company	339.87	385.97	414.43
Gross profit margin (%)	36.94%	26.28%	30.07%
R&D input (%)	0.00%	0.00%	0.00%
Selling expenses (%)	0.07%	0.03%	0.03%
Administrative expenses (%)	1.87%	1.29%	1.39%
Finance expenses (%)	7.41%	4.12%	4.10%

II. MANAGEMENT DISCUSSION AND ANALYSIS OF THE COMPANY'S CURRENT STATE OF "ENHANCING QUALITY AND EFFICIENCY WITH EMPHASIS ON RETURN"

The Company's management has actively responded to the SSE's "Enhancing Quality and Efficiency with Emphasis on Return" Special Action initiative and implemented the CSRC's regulatory direction on improving the quality of listed companies and strengthening investor returns. Adhering to systemic thinking and a problem-oriented approach, the management has conducted a comprehensive review and in-depth analysis of the Group's current operational performance across dimensions including operating efficiency, shareholder returns and compliance governance. Taking into account the cyclical nature of assets inherent in the highway infrastructure industry, the operational attributes of enterprises in a mature industry, and the new development requirements for cultivating new quality productive forces, the Company has carried out refined, category-based review, analysis and special action planning around three core dimensions: "Operations, Returns and Compliance".

By assessing the current state of key indicators and analyzing core driving factors, the Company has formulated targeted and actionable strategic measures to effectively drive its in-depth transformation towards “high-quality value creation” and lay a solid foundation for stable operations and long-term value return.

(I) Analysis of Operational Performance Indicators

While consolidating its core business and primary responsibilities, the Company has adhered to forward-looking strategic top-level design, and has been striving to reshape and consolidate its leadership position in the industry’s transformation towards the integration of industry and finance, driven by innovation to achieve industrial leapfrog development. Based on the above strategic deployment, and in consideration of the Group’s business characteristics at its current stage and its status as a mature enterprise, the Company has selected the following core operational performance indicators for focused planning and management:

1. 3-Year CAGR of Operating Revenue

This indicator, grounded in both existing asset operations and incremental asset deployment, provides a more objective and consistent reflection of the Company’s medium-to-long-term business expansion rate, the growth resilience of its core business cash-generating capacity, and the overall momentum for sustainable development.

From 2022 to 2025, the Group achieved operating revenue of RMB13.256 billion, RMB15.192 billion, RMB23.198 billion and RMB20.289 billion respectively, representing a three-year CAGR of 15.24%. As the expressway network structure in the Yangtze River Delta region approaches maturity and traffic volumes on the existing network enter a period of steady growth, how to solidify the revenue base through the twin-driven approach of “incremental expansion and existing capacity optimization” has become key to delivering stable, long-term returns.

The Group has set a strategic target of a three-year CAGR of 16% for operating revenue from 2025 to 2028, and will comprehensively promote the following three key initiatives:

First, solidifying the incremental base by advancing major road network infrastructure projects. We will actively implement the Company's new strategic layout for transport infrastructure during the "15th Five-Year Plan" period, accelerate the construction of new projects including the Xitai Expressway, the Danjin Expressway and the Ningyang Yangtze River Bridge South Connection Project, and orderly advance the capacity expansion and renovation of core routes, so as to build strong momentum for the Group's medium-to-long-term revenue growth.

Second, pursuing strategic mergers and acquisitions to achieve external expansion through high-quality road assets. We will fully leverage the Company's strengths in prudent capital operations, systematically pursue high-quality road network M&A investments, and precisely acquire high-quality growth-oriented road assets. By enhancing internal connectivity and expanding external linkages, we will further consolidate the Group's pivotal hub position and traffic agglomeration effects in the golden corridor of southern Jiangsu, contributing incremental toll revenue while creating value for regional mobility and economic development.

Third, pursuing refined operations to tap diversified value-added opportunities within transportation-related scenarios. We will further advance the regionalized management of the road network of southern Jiangsu, shift from isolated point-based control to cross-network collaborative governance, and substantially improve road traffic efficiency and safety assurance capabilities. Meanwhile, we will accelerate the transformation of roadside service areas into "modern commercial complexes". Taking pilot initiatives such as intelligent deployment at Douzhuang Service Area and comprehensive land development at Gehu Service Area as key breakthroughs, we will foster a "new-travel-service" ecosystem, enrich the connotation of "pleasant travel", and expand revenue streams for derivative businesses through high-quality and enjoyable travel services.

2. *Period Expense Ratio*

The period expense ratio serves as a core indicator measuring the Group's comprehensive cost control, efficiency of capital operation and refined operation capability. The Company adopts a weighted-average calculation methodology of "total period expenses over three years divided by total operating revenue over three years". This approach eliminates fluctuations arising from annual construction and settlement cycles, and comprehensively and objectively reflects the Group's overall expense control capability and economies of scale amid continuous expansion of assets and business scale.

For 2023–2025, the Group's period expense ratio stood at 6.48%, representing a notably leading level among listed peers in the industry. The expressway sector is currently experiencing a peak period of capacity expansion and renewal of key road networks as well as new major project development. Coupled with progressing capital expenditure and expanding financing scale, the rise in finance costs constitutes an industry-specific feature. Meanwhile, to better prepare for the next round of competition, the Company will actively seize transformation opportunities, steadily adjust the structure of period expenses and scale up R&D investment to support professional digital and intelligent transformation. Against this backdrop, the Group will rely on refined expense control and continuous optimisation of expense structure to maintain an outstanding standard of overall expense efficiency within the industry.

The Group targets to cap its period expense ratio at 5.50% for 2026–2028 (on the premise that China's domestic LPR (Loan Prime Rate) and market interest rates will not rise materially in the next two to three years), so as to achieve a further substantial reduction in the comprehensive expense ratio. Specific implementation measures are set out as follows:

First, continue to optimise financing and funding structure and make coordinated efforts to reduce financing costs. By capitalising on the core business expansion and renewal, transportation-energy integration, and digital and intelligent transformation-all of which align with national strategies and the “two major” policy directions-the Group will proactively secure policy-driven funding, special-purpose bonds, and fiscal subsidies, and issue green bonds and science and technology innovation bonds to fully leverage policy dividends. The Group will actively introduce strategic investors for refinancing, promote Infrastructure REITs to unlock existing assets and optimise capital structure. Upholding its strong credit rating advantage, the Group will flexibly combine market-based instruments such as ultra-short-term commercial paper and medium-to-long-term corporate bonds to replace high-cost existing debt, and through a multi-pronged approach, lock its comprehensive financing costs at an industry-leading low level.

Second, deepening regional management and exercising strict control over governance costs. We will fully roll out the integrated regional management model for the road network of southern Jiangsu. Through flattened scheduling and sharing of resources, it will deliver sustained reduction in the management expense ratio. It will also implement refined budget management and keep tight reins on daily operation and administrative expenditures.

Third, steadily scaling up R&D investment and empowering core-business upgrading through digital-intelligent technologies. We will pursue reasonable growth in R&D expenses, with focus on supporting key technology research for intelligent capacity expansion, digital twins, intelligent clearance-and-rescue operations, and transportation-energy integration. Technological innovation will drive improvements in operational efficiency and deliver long-term cost reduction.

3. *Cumulative Installed Capacity of Clean Energy*

Against the backdrop of the “dual carbon” strategy and the green transition of the industry, designating clean energy as a strategic core business and setting targets for its installed capacity constitutes a key measure for the Company to respond to national policies, reshape its competitive edge and foster momentum for high-quality industrial upgrading. This indicator can directly quantify the Company’s achievements in green and low-carbon development and the cultivation of new quality productive forces.

As at the end of 2025, the Group’s total installed capacity of clean energy reached 653MW (including 102MW of transport-energy integrated installed capacity), with a total of 95 power station projects developed (including 88 transportation-energy integration projects), demonstrating robust development momentum. A key priority for current development lies in further deepening the integration between transportation scenarios and clean energy, and translating resource advantages into scale advantages and benefit advantages.

The Group will fully press ahead with transportation-energy integration projects. Seizing opportunities presented by capacity expansion, renovation and upgrading of existing road networks as well as new-line construction, it will conduct advance planning for idle land resources along expressways, including service areas, toll stations, interchanges, slopes and transport hubs. It will break down industrial boundaries and achieve “utilizing all usable resources”. The Group targets to achieve a total clean-energy installed capacity of 1.2GW by the end of 2028, including 280MW from transportation-energy integration projects. It will maximize returns under the “Self-Generation and Self-Consumption, with Surplus Power Feed-in” model, conduct regular trading of ancillary products such as CCER and green certificates, and position the green-energy business as one of the Company’s core growth drivers for enhancing quality and efficiency and pursuing sustainable development.

4. *Proactive Control over Capital Expenditure for Capacity Expansion of Core Expressway Routes*

With continuous growth in traffic volume on the Jiangsu section of the Shanghai-Nanjing Expressway, its capacity expansion and upgrading constitute a major strategic project for safeguarding the sustainable development of the Group's core businesses. Designating "Proactive Control over Capital Expenditure for Capacity Expansion of Core Expressway Routes" as a core operating indicator aims to strengthen forward-looking research and source-end control. While ensuring traffic capacity and construction quality, effective control over project costs can be achieved.

The Company launched the first-round planning study for the reconstruction and expansion project of the Jiangsu section of the Shanghai-Nanjing Expressway in 2022, and compiled preliminary schemes as well as cost estimates. In recent years, the Company has continuously refined and improved the reconstruction-and-expansion proposals. At present, it has completed comprehensive screening, investigation and analysis of restrictive factors along the route under the first-phase capacity-expansion planning, and intends to push forward special-topic demonstration in the second phase concerning corridor functional positioning and traffic volume forecasting.

The Company has set a clear target that by the end of 2028, the investment expenditure under the optimized new scheme for capacity expansion and upgrading of the Jiangsu section of the Shanghai-Nanjing Expressway shall be reduced by more than 25% compared with the findings from the first-round study in 2022. Specific implementation measures include:

First, enhancing refined scheme research and technology selection. We will leverage big data and digital-intelligent traffic flow prediction models to accurately conduct traffic demand studies and rationally determine the optimal phasing for capacity expansion; and we will scientifically formulate a technical roadmap that integrates "intelligent capacity expansion" with expansion projects, and select the engineering investment and construction plan that offers the optimal cost-performance ratio.

Second, strengthening the management of land and spatial resources along the routes. We will intensify the schedule, reservation and value management of land resources along the project routes, reasonably control the scale of incremental land acquisition and demolition, control the cost of land use within the red line, and minimize disruption to existing assets and surrounding facilities.

Third, establishing a cross-regional and cross-departmental collaborative coordination mechanism. We will actively enhance communication and liaison with competent industry authorities such as the Department of Transportation, and establish a regularized coordination mechanism with the investment entity of the Shanghai section of the Shanghai-Nanjing Expressway. And we will jointly explore new models for the capacity expansion of main arterial corridors, holistically optimize investment phasing and construction schemes, and pool efforts to reduce overall project costs.

Table 2: Operational Indicators

No.	Indicator	Current Status	Target
1	CAGR of operating revenue for the latest three years	The CAGR of operating revenue for 2022–2025 was 15.24%	Strive to achieve a CAGR of operating revenue of 16% for 2025–2028
2	Period expense ratio	The period expense ratio for 2023–2025 stood at 6.48%	Strive to cap the period expense ratio at 5.50% for 2026–2028
3	Cumulative installed capacity of clean energy	The total installed capacity of clean energy will reach 653 MW by the end of 2025, including 102MW of transport-energy integrated installed capacity	Strive to attain a cumulative installed capacity of 1.2 GW by end-2028, including 280 MW of transport-energy integrated installed capacity
4	Forward-looking control of capital expenditure for capacity expansion of core expressway routes	Preliminary research on the planning for the reconstruction and expansion project of the Jiangsu section of Shanghai-Nanjing Expressway commenced in 2022, when the preliminary scheme and cost estimation were prepared	Achieve a reduction of over 25% compared with the findings from the first round of research conducted in 2022

(II) Analysis of Return Indicators

The Company has always adhered to the corporate governance philosophy of being “investor-centric”, and regards sustainable, stable, and predictable cash dividend distribution as its core measure to return to shareholders. Since its listing, the Company has maintained a high proportion of cash dividend, with total dividends distributed reaching RMB44.56 billion, setting an exemplary benchmark in the capital market for “value investing” and “long-termism”. In terms of dividend frequency, the Company has historically followed the industry practice prevalent in the highway infrastructure sector of annual settlements and regular distributions, and has conducted profit distributions after comprehensively considering the annual funding budget and major capital expenditure; therefore, no interim dividends have been arranged. Furthermore, the Company’s recognition in the capital market and brand value have been steadily enhanced: YS Capital (雲杉資本), a wholly-owned subsidiary of the controlling shareholder Jiangsu Communication Holdings Co., Ltd., has increased its holdings of the Company’s H-shares on multiple occasions since September 2025, demonstrating firm confidence in the Company’s long-term value and development prospects; the Company has continuously disclosed its social responsibility report since 2009, and upgraded to publish an ESG Report in 2024, with its Wind ESG rating maintained at the highest industry level of AA; meanwhile, the Company actively keeps positive interaction with the capital market through various channels such as results briefings and investor roadshows.

In further response to the relevant initiatives, and with a view to optimizing the investor return mechanism and enhancing the quality and efficiency of market communications, the Company has developed a well-defined action plan for the forthcoming period.

First, optimizing the dividend payout frequency. To effectively return to investors and enhance their sense of gains, the Board Strategy Committee of the Company proposed on August 5, 2026 to introduce interim dividends, specifying that the amount of interim profit distribution for fiscal year 2026 shall be no less than 30% of the net profit attributable to shareholders of the listed company for the current period, thereby enabling shareholders to share in the Company’s development dividends earlier and more directly.

Second, enhancing ESG governance and disclosure standards. The Company will further align with mainstream domestic and international ESG frameworks and rating systems, deepen the embedded management practices and quantitative information disclosure with respect to core ESG topics such as transportation-energy integration, green highway development, social responsibility, and corporate governance, and continuously improve the quality and professionalism of its ESG report preparation, so as to consolidate its position as an industry benchmark in ESG performance.

Third, enriching the investor interaction mechanisms. The Company will organize one to two “Investor Open Day” events each year, inviting a broad range of investors, particularly retail investors, to conduct on-site visits and research at the Company’s toll stations, service areas, and other operational facilities.

Fourth, strengthening the visualization of announcement interpretations. The Company will enhance the readability and communication impact of regular reports and material event announcements through diversified formats such as “understanding by one picture” video, and graphic presentations, so as to effectively safeguard investors’ right to information and their participation.

Table 3: Return Indicators

No.	Indicator	Current Status	Target
1	Dividend distribution frequency	Annual dividend distribution (once a year)	Semi-annual dividend distribution (twice a year)
2	ESG governance and disclosure	The Company has issued social responsibility reports since 2009 and upgraded to publish ESG reports in 2024	Continuously improve ESG report compilation quality and lift domestic and international ESG ratings
3	Investor engagement mechanism	The Company maintains results briefings and routine communications, yet forms of on-site investor access and in-depth interaction need to be enriched	Host 1 to 2 “Investor Open Day” events each year
4	Visualisation level of announcements	Information disclosure complies with regulatory requirements, dominated by traditional textual announcements; visual interpretation needs to be enhanced	Adopt diversified formats including “One Chart Overview” , graphic briefings and videos to interpret periodic reports and material matter announcements

(III) Analysis of Compliance Indicators

The Company strictly complies with the Company Law (《 公 司 法 》), the Securities Law (《 證 券 法 》), and the regulatory rules of the stock exchanges, and has established a well-defined governance framework with clear powers and responsibilities and effective balancing. The Company has received the highest rating of “A” in the Shanghai Stock Exchange’s information disclosure evaluation for six consecutive years, demonstrating a robust compliance profile in the capital market.

To consolidate its sound governance effectiveness and mitigate potential compliance risks, the Company, taking into account both regulatory requirements and its own governance practices, has formulated a plan to enhance its compliance indicators as follows:

First, launching a special action on board performance evaluation to enhance the quality and efficiency of directors’ and senior management’s performance. We will conduct a special assessment of the operational efficiency of the Board of Directors and its special committees, covering dimensions such as diversity of backgrounds, professional technical mix, quality of participation in decision-making, and follow-up tracking of resolution implementation, so as to ensure that the special committees fully exercise their scientific decision-making and professional review functions. A regularized learning mechanism will be established to keep directors and senior management abreast of the latest regulatory requirements and capital market dynamics, with a particular focus on enhancing independent directors’ independent performance capabilities and supervisory effectiveness, thereby mitigating compliance risks in their performance of duties.

Second, upgrading the digital closed-loop management of information disclosure to achieve full-process traceability and refinement. We will embed the entire workflow of announcement drafting, business cross-signoff, compliance review, and approval and dissemination into the Company’s office automation (OA) system, ensuring end-to-end traceability and clear attribution of powers and responsibilities throughout the process. We will designate primary responsible persons for information disclosure across each business segment, and establish an early-warning consultation mechanism for material matters together with a dual cross-verification mechanism, so as to ensure that the information disclosed is true, accurate, complete, and timely, and to eliminate the risk of corrective announcements or delayed disclosures.

Third, establishing a pre-communication mechanism with domestic and overseas shareholders to deepen market communication and mutual trust. The Company will set up and improve the pre-communication and consultation mechanism covering domestic and overseas institutional investors as well as minority shareholders. In respect of material matters to be considered by the Board of Directors and shareholders' general meetings, the Company will conduct communications in advance through diversified channels including roadshows, on-site visits and opinion collection. Through thorough pre-event communication and compliance briefings, the Company will continuously enhance exchanges and understanding among all parties, build consensus on corporate governance, and effectively ensure that the deliberation of material matters is carried out in a scientific, rigorous and compliant manner.

Table 4: Compliance Indicators

No.	Indicator	Current Status	Target
1	Board performance and corporate governance	Sound governance structure with standardised operation	Launch a special initiative on board performance review; improve the regular training mechanism for directors and senior management
2	Quality and control of information disclosure	Awarded the highest rating (Grade A) for information disclosure by the Shanghai Stock Exchange for six consecutive years, with no compliance adverse incidents	Refine the internal review mechanism for information disclosure and achieve full-chain traceable management; establish an early warning consultation mechanism and a “dual cross-verification” mechanism
3	Shareholder communication and decision-making efficiency	The Board of Directors and shareholders' general meetings operate smoothly; no resolutions have been vetoed in the past three years. Good communication needs to be maintained on an ongoing basis	Improve the pre-communication mechanism, enhance exchanges and mutual understanding among all parties, and ensure the rigour and compliance of deliberations on material matters

III. SUMMARY OF TARGETS UNDER THE ACTION PLAN FOR THE ENHANCEMENT OF QUALITY AND EFFICIENCY WITH EMPHASIS ON RETURN

To ensure the “Enhancing Quality and Efficiency with Emphasis on Return” special initiative is solidly advanced and delivers tangible results, the Company has aligned its long-term strategic planning with short-term operational measures. Focusing on the core dimensions of operational quality and efficiency improvement, asset structure optimization, green energy expansion, shareholder return enhancement, and governance compliance deepening, the Company has systematically reviewed and precisely anchored its key indicators.

The Company will place equal emphasis on goal orientation and process control, clearly defining implementation pathways and accountabilities. It will also maintain a high level of vigilance against potential operational and market risks, effectively transforming the Company’s high-quality development outcomes into tangible benefits for investors. The specific summary of targets and summary of action plans are set out below:

Table 5: Financial or Operational Indicators and Action Plans

	Current Status	Targets	Plans	Risks
3 Year CAGR of operating revenue	2022-2025 CAGR of operating revenue: 15.24%	Strive to achieve a 2025-2028 CAGR of operating revenue of 16%	1. Advance the construction of ongoing projects; 2. Coordinate high-quality road network mergers and acquisitions; 3. Deepen regionalized management of the road network and explore transformation and upgrading of supporting services	Macroeconomic fluctuations, expressway network diversion, congestion due to renovation and expansion construction, and risks of expressway network M&A projects progressing slower than expected
Period expense ratio	The period expense ratio for 2023–2025 stood at 6.48%	Strive to cap the period expense ratio at 5.50% for 2026–2028	1. Continue to optimize the financing and funding structure, and make coordinated efforts to reduce financing costs; 2. Deepen regionalized management to reduce operating and administrative expenses; 3. Steadily increase R&D investment to empower smart transportation and transportation energy integration	Risks of significant interest rate fluctuations and higher interest burden arising from debt scale growth exceeding expectations

	Current Status	Targets	Plans	Risks
Cumulative installed capacity of clean energy	Total installed capacity of clean energy reached 653MW, including 102MW of transport-energy integrated installed capacity	Strive to achieve cumulative installed capacity of 1.2GW by the end of 2028, including 280MW from transportation-energy integration	1. Proactively coordinate the use of idle land resources such as service areas, hubs, and slopes along the expressway network; 2. Regularly carry out transactions of ancillary products such as CCER and Green Certificates	Risks stemming from slower than expected new project approval progress, electricity price fluctuations, grid absorption constraints and power generation efficiency impacted by extreme weather
Proactive control over capital expenditure for capacity expansion of core expressway routes	Since 2022, the Company has initiated the preliminary study for the renovation and expansion planning of the Shanghai-Nanjing Expressway (Jiangsu Section). In that year, a preliminary plan and cost estimates were prepared	Strive to achieve a reduction of more than 25% in project investment expenditure compared with the findings from the first round study in 2022	1. Employ scientific methods to conduct refined traffic demand studies, select reasonable technical solutions, and control the timing of capacity expansion and renovation; 2. Strengthen the management and reserve of land and spatial resources along the route, and strictly control land costs; 3. Establish a coordinated and collaborative mechanism with industry regulatory authorities and the investors of the Shanghai Section of the Shanghai-Nanjing Expressway	Risks of cross-regional coordination difficulties, rising land acquisition and demolition costs, and redundant investment or plan adjustments due to deviations between traffic growth and actual demand

Table 6: Non-Financial Indicators and Action Plans (Return-Related, Compliance-Related, etc.)

	Current Status/Issue	Plan
Dividend frequency	Once a year	Twice a year
ESG governance and disclosure	Since 2009, the Company has published social responsibility reports; upgraded to ESG reports in 2024	Continuously enhance the level of ESG report preparation and improve domestic and international ratings
Investor interaction mechanism	Maintain performance briefings and regular communication, but on site access and in depth interaction for investors need to be enriched	Conduct 1-2 “Investor Open Day” events each year
Visualization of announcements	Information disclosure meets regulatory requirements, primarily through traditional text based announcements; visual interpretation needs improvement	Adopt rich formats such as “understanding by one picture”, Graphic presentations, and videos to interpret periodic reports and material event announcements
Board performance and corporate governance	Governance structure is complete and operations are well standardized	Carry out a special action for Board performance evaluation; establish a regular training mechanism for directors and senior management
Information disclosure quality and control	Received the highest information disclosure rating (A) from the Shanghai Stock Exchange for six consecutive years, with no compliance violations	Improve the internal review mechanism for information disclosure to ensure full chain traceability; establish an early warning consultation and “dual cross-verification” mechanism
Shareholder communication and decision making efficiency	Board and shareholders’ meetings run smoothly, with no vetoed proposals in the past three years; regular good communication needs to be maintained	Enhance pre meeting communication mechanisms, enhance exchanges and mutual understanding among all parties, and ensure the rigour and compliance of deliberations on material matters

Special Note: The forward-looking statements contained in this action plan, including but not limited to future plans, development strategies, financial forecasts and operational targets, are interim plans formulated based on the Company's current operating conditions and market environment. They do not constitute performance commitments or material commitments to investors by the Company. The realization of the relevant targets is subject to various factors, including the macroeconomic environment, industry policy adjustments, market competition conditions, project construction progress and force majeure, and is therefore subject to uncertainties. Investors are advised to be aware of the investment risks and invest rationally.

IV. INVESTOR COMMUNICATION CHANNELS

The Company has established a multi-channel, multi-tiered mechanism for daily communication and interaction with investors. Investors may communicate with and provide feedback to the Company through the following channels:

Investor Hotline: 025-84466643

Investor E-mail: jsnh@jsexpressway.com

Company Website: <http://www.jsexpressway.com>

Interactive Platform: "SSE e Interaction" platform of the Shanghai Stock Exchange

The Company will extensively solicit opinions and suggestions from investors regarding its business development and the 2.0 action plan for the Enhancement of Quality and Efficiency with Emphasis on Return through various means, including daily telephone and email communications, responses on the SSE e Interaction platform, as well as periodic results presentations, Investor Reception Days, and on-site discussions. The Company will continue to enhance the quality of the listed company and investor satisfaction.

By Order of the Board

Wang Feng

Executive Director

Nanjing, the PRC, 21 August 2026

As at the date of this announcement, the Directors of the Company are:

Wang Feng[△], Wang Yingjian[#], Zhou Lili[#], Zhang Xinyu^{#^}, Yang Shaojun[#], Liu Gang[#], Ma Chung Lai, Lawrence[#], Ge Yang^{}, Xu Guanghua^{*}, Gu Zhaoyang^{*}, Tan Shijun^{*}, Sun Lijun^{*}*

[△] Executive Director

[#] Non-executive Directors

^{*} Independent Non-executive Directors

[^] Employees' Representative Director