
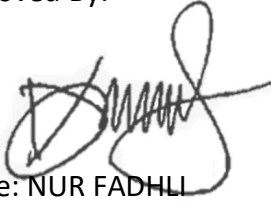



Document Change Notice (DCN)		QMS-DC-F001 Rev: 00
DOCUMENT CHANGE NOTICE (DCN) #: ESH-099		Date: 22/12/2025
<input checked="" type="checkbox"/> Addition (New Document) <input type="checkbox"/> Revision (Modify Existing Document) <input type="checkbox"/> Deletion (Remove Existing Document)		
Title of Document : Stakeholder Engagement Plan		
Document Number : ESH-SEP-P001		
Old Revision number was : N/A New Revision Number is : 00		
Clause was: <hr/> Before Changing Content was:	Change to: <hr/> After Changing Content is: Newly established Procedure	
Reason of change:		
Recommended Effective Date: 1/1/2026 <input checked="" type="checkbox"/> Permanent Change <input type="checkbox"/> Temporary Change <input type="checkbox"/> Condition of validity, valid from _____		Note: 1) The DCN# will be assigned by the individual department Example: QMS-001 (QMS Department) MD-001 (Manufacturing Department) 2) The initiator shall submit the document (addition, modification or delete) together with this DCN for review/approval 3) The DCN shall be filed at QMS department
Prepared By:  Name: NURSYAHIRA FAGHIRA Designation: SR. SAFETY & HEALTH EXECUTIVE Date: 22/12/2025	Approved By:  Name: NUR FADHLI Designation: ESH MANAGER Date: 22/12/2025	Approved By:  Name: TENG KIM CHUAN Designation: DIRECTOR Date: 22/12/2025

Stakeholder Engagement Plan		ESH-SEP-P001 Rev: 00
1. PURPOSE	1.1. At Jingxing, we acknowledge the importance of stakeholder engagement in driving our business towards success, fostering trust, and generating value for all involved parties 1.2. Every decision we make is driven by our dedication to improve business and stakeholder outcomes. 1.3. We maintain open and consistent communications with our key stakeholders to stay aligned with their changing needs, allowing us to continue serving them in the long term. 1.4. The purpose of this Stakeholder Engagement Plan (SEP) is to provide guidance, strategy and approach for the stakeholders' engagement ; outlines our commitment to engaging with stakeholders in a transparent, inclusive, and responsible manner, and is consistent with Jingxing's core values and Code of Business Ethics.	
2. SCOPE	2.1. This procedure applies to all Jingxing projects, operations, and business activities that may have environmental, social, or economic impact on stakeholders. It covers both internal and external stakeholders at local, national, and international levels.	
3. REFERENCE	2.2. 3.1. Companies Act 2016 on Provisions on stakeholder and shareholder rights 3.2. Employment Act 1955 on Employee welfare and engagement obligations 3.3. Occupational Safety and Health Act 1994 (OSHA) (Amendment 2022) 3.4. Environmental Quality Act 1974 (Amendment 2024) 3.5. Whistleblower Protection Act 2010 on Protection of stakeholders reporting in good faith	
4. ABBREVIATION	4.1. HR = Human Resource 4.2. SEP = Stakeholder Engagement Plan 4.3. CLT = Community Liaison Team 4.4. CLL = Community Liaison Leader 4.5. CLO = Community Liaison Officer 4.6. ESMS = Environmental and Social Management System 4.7. GM = Grievance Mechanism	
5. APPENDIX	5.1. Stakeholder Engagement Flow Chart 5.2. Stakeholder Database 5.3. Proposed Stakeholder Targets and Indicators 5.4. Record of Stakeholders' Engagement Activities 5.5. Jingxing Key Stakeholders 5.6. Stakeholder Interest and Influence Assessment Form	

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6. DEFINITION	<p>6.1. Stakeholder</p> <ul style="list-style-type: none"> Any individual, group, or organization that is directly or indirectly affected by Jingxing's activities or that can influence the outcome of projects or business operations. <p>6.2. Engagement</p> <ul style="list-style-type: none"> The process of consulting, informing, collaborating, or partnering with stakeholders on matters relevant to Jingxing's activities. <p>6.3. Stakeholder Engagement Plan (SEP)</p> <ul style="list-style-type: none"> A structured plan guiding how stakeholders are identified, mapped, engaged, and monitored. <p>6.4. Grievance Mechanism (GM)</p> <ul style="list-style-type: none"> A process enabling stakeholders to raise complaints or concerns about Jingxing's activities for resolution. 	
7. RESPONSIBILITIES	<p>7.1 The ESMS Director shall be the Chairman of the CLT and is responsible for providing strategic direction, oversight, and guidance to ensure that stakeholder engagement activities align with Jingxing's Environmental and Social Management System (ESMS) objectives and corporate values. The Chairman shall:</p> <ul style="list-style-type: none"> Approve the overall Stakeholder Engagement Plan (SEP) and related strategies. Review periodic reports and performance updates from the CLT Leader. Endorse resolutions to grievances that require senior management intervention. Ensure adequate resources and support are provided for effective stakeholder engagement. Represent the company in high-level meetings with government agencies, key partners, and community leaders when necessary. <p>7.2 The Community Liaison Team (CLT) is responsible for coordinating and implementing all stakeholder engagement and community-related activities in accordance with the Stakeholder Engagement Plan (SEP) and the External Grievance Mechanism. The CLT shall:</p> <ul style="list-style-type: none"> Establish and maintain constructive relationships with stakeholders, including local communities, government agencies, NGOs, and media representatives. Ensure that stakeholder engagement activities are planned, implemented, monitored, and documented effectively. Coordinate with relevant departments to ensure timely response and resolution of community concerns and grievances. Review and update stakeholder mapping and engagement records on a regular basis. 	

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- Conduct regular meetings to assess engagement progress, emerging issues, and the effectiveness of grievance management.
- Provide recommendations to management on community relations strategies, risk mitigation, and communication improvement.
- Support the dissemination of project-related information and ensure that the Grievance Mechanism is accessible and understood by all relevant stakeholders.
- Prepare periodic reports and updates for the ESMS Director and CLT Chairman on stakeholder engagement performance and outcomes.

7.3 The Community Liaison Officer (CLO) acts as the primary point of contact between Jingxing and external stakeholders, particularly local communities. The CLO is responsible for facilitating two-way communication, recording stakeholder feedback, and ensuring that community concerns are addressed promptly and effectively. The CLO shall:

- Maintain regular communication with local communities and other key stakeholders to build trust and mutual understanding.
- Record and update stakeholder information, including engagement activities, issues raised, and resolutions achieved.
- Manage the day-to-day administration of the Stakeholder Engagement Plan (SEP) and Grievance Mechanism.
- Receive, log, and track grievances from external parties and coordinate with the CLT Leader and relevant departments for resolution.
- Prepare stakeholder meeting minutes, engagement summaries, and reports for review by the CLT Leader.
- Support public consultation, awareness programs, and community events as directed by the CLT.
- Identify and report any emerging social or community-related risks to the CLT Leader and ESMS Director.
- Ensure transparency and confidentiality in all stakeholder and grievance-related matters.

7.4 Company employees are considered 'ambassadors' of the company among communities and stakeholders. Therefore, any employee may be approached at any time by external stakeholders regarding company business or project activities. Employees are expected to:

- Uphold professional conduct and represent the company's values and commitments when interacting with external stakeholders.
- Provide only accurate and authorized information related to company operations.

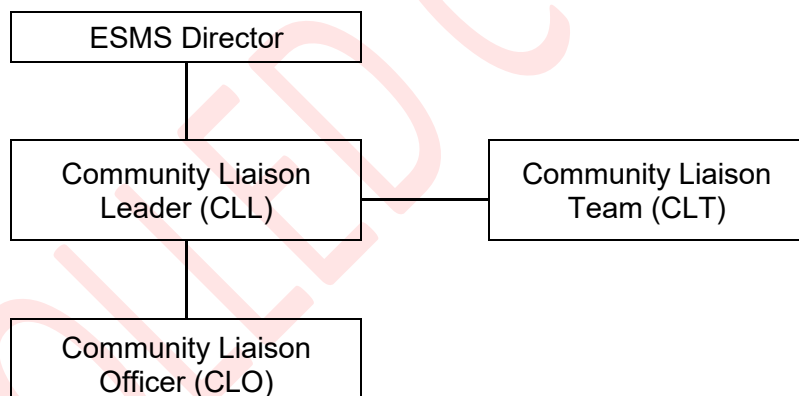
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- Refer any inquiries, complaints, or concerns from external stakeholders to the Community Liaison Officer (CLO) or the Community Liaison Team (CLT) for proper follow-up and resolution.
- Respect local culture, customs, and sensitivities when engaging with community members.
- Report any potential community issues, risks, or stakeholder feedback observed during their work to their supervisor or the CLO.
- All employees shall be made aware of the company's Stakeholder Engagement Plan (SEP) and Grievance Mechanism to ensure consistent, transparent, and coordinated engagement across all levels of the organization.

Table 1.1 : ESMS Structure



8. STAKEHOLDER ENGAGEMENT FRAMEWORK

8.1 Stakeholders shall be identified through the following steps:

- identifying individuals, groups, local communities and other stakeholders that may be affected by the project or business, including those who are disadvantaged or vulnerable;
- identifying broader stakeholders who may be able to influence the outcome of the project or business;
- identifying legitimate stakeholder representatives; and
- mapping the impact zones.
- CLO shall identify the stakeholder and maintained the register at all time.

8.2 Stakeholder Classification

- Directly Impacted Stakeholders

People or entities that are directly affected by our project or business and/or have been identified as most vulnerable to changes due to our project or business. Direct stakeholders include impacted community,

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the district level and state level authorities, and Federal level government office and vulnerable people, such as women, youth, elderly and minority ethnic groups. Figure 1 delineates of the sensitive zone within a 3-kilometer radius of JXM, potentially affected by JXM operational activities.

- Other External Stakeholders:

People or entities who are interested in our project or business or who can influence our project or project operations, such as government agencies, other companies working in the area and academia.

- Internal Stakeholders

These are employees of Jingxing, suppliers, contractors and subcontractors, customers, business partners, shareholders and bankers. Engagement with these groups is regulated in company contracts. Any issues related to internal stakeholders are settled through contractual agreements.

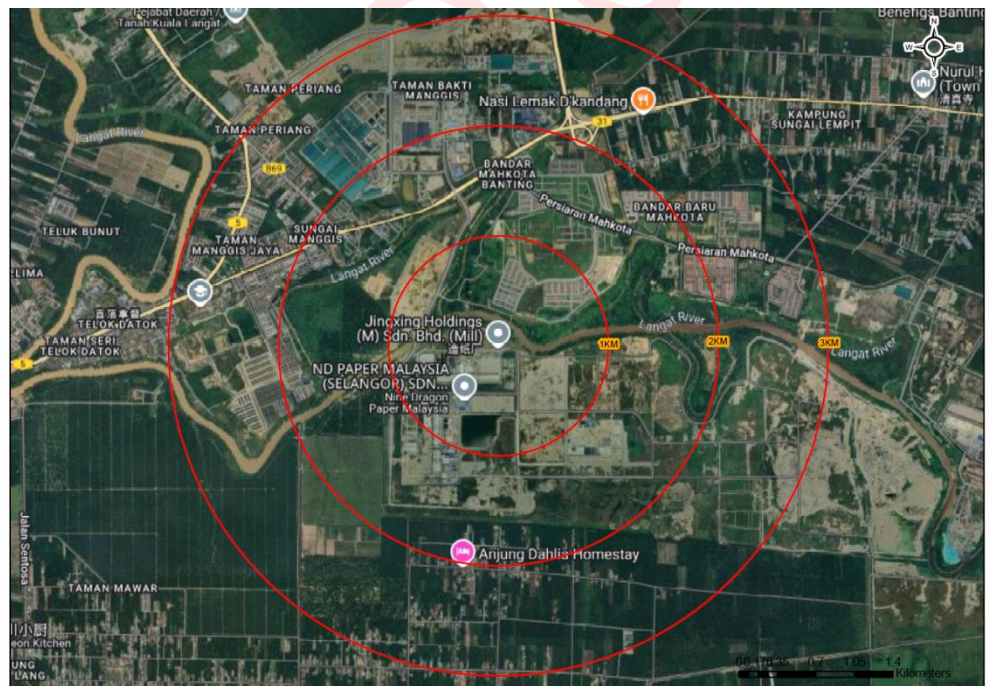


Figure 1: Stakeholder identification within 1-3 KM radius from JXM

8.3 Key stakeholders consist:

- Employees

Our employees are a crucial driving force for our long-term success, hence ensuring their well-being and professional growth is extremely important to us.

- Customers

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Our customers' support and trust in our products is key, as it fuels our growth and helps us achieve our goals. Through our products and services, we enable our customers to excel in evolving business landscape, aligning their success with our own.

- Shareholders and financial institutions

Shareholders' and financial institutions' trust in our financial stability is crucial for our operations and growth. It enables us to secure capital, pursue strategic goals, innovate, and achieve sustainable long-term success by delivering optimal financial returns.

- Government and regulators

As a responsible corporation, we maintain transparent and compliance to rules and laws by the Government and regulators to advance our business agenda. We engage in relevant Government initiatives and align our commercial strategies to foster national, community and our business development.

- Suppliers

Our operational resilience, sustainability, and growth depend on the quality of products and services from our suppliers. We assist them with financial and non-financial support, enhancing their development and success, thereby strengthening our entire value chain.

- Business partners, contractors, sub contractors and industry associations

Refers to any third-party individuals or entities that have a commercial, professional, or strategic relationship with the organization. This includes business partners engaged in joint ventures or collaborations; contractors and sub-contractors engaged to provide goods or services on behalf of the organization; and industry associations, professional bodies, or representative groups with which the organization holds membership, participates, or collaborates for industry development, advocacy, or information sharing.

- Communities

Jingxing values community support for our strategic goals, building trust through strong relationships and demonstrating commitment to improving socio-economic conditions amongst local communities, including vulnerable groups such as rural communities, low-income families, small businesses, senior citizens, and people with disabilities.

- Academics

Jingxing puts great emphasis on technological research and talent development. We foster close relationships with academic institutions including public or private universities and technical polytechnics which conduct research and/or focus attention on paper or resource industries.

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8.4 Stakeholders' Analysis and Influence

The significance of a stakeholder group is categorized considering the magnitude of impact (type, extent, duration, scale, and frequency) or degree of influence (power and proximity) of a stakeholder group and urgency/ likelihood of the impact/ influence associated with the stakeholder group in the project context. The magnitude of stakeholder impact/influence is assessed by taking the power/ responsibility and proximity of the stakeholder group. The magnitude of impact on the stakeholder group is consequently categorized as negligible, small, medium, or large. The likelihood of the impact on/influence of the stakeholder is assessed on a scale of low, medium, and high. The overall significance of the stakeholder group is assessed as per the matrix shown below:

TABLE 1: STAKEHOLDER SIGNIFICANCE MATRIX

Magnitude of Influence / Impact	Likelihood of Influence on / by Stakeholder		
	Low	Medium	High
Negligible	Negligible	Negligible	Negligible
Small	Negligible	Minor	Moderate
Medium	Minor	Moderate	Urgent
Large	Moderate	Urgent	Urgent

The influence and priority have both been primarily rated as:

- **High Influence:** This implies a high degree of influence of the stakeholder on the project in terms of participation and decision making or high priority to engage with the stakeholder group.
- **Medium Influence:** Which implies a moderate level of influence and participation of the stakeholder group in the project as well as a priority level to engage the stakeholder which is neither highly critical nor are insignificant in terms of influence, and
- **Low Influence:** This implies a low degree of influence of the stakeholder on the project in terms of participation and decision making or low priority to engage that stakeholder group.

The intermediary categories of low to medium or medium to high primarily imply that their influence and importance could vary in that particular range subject to context specific conditions or also based on the responses of the project towards the community.

The coverage of stakeholders as stated above includes any person, group, institution, or organization that is likely to be impacted (directly or indirectly) or may have interest/influence over project. Keeping this wide scope of inclusion in stakeholder category and the long life of project, it is difficult to identify all potential

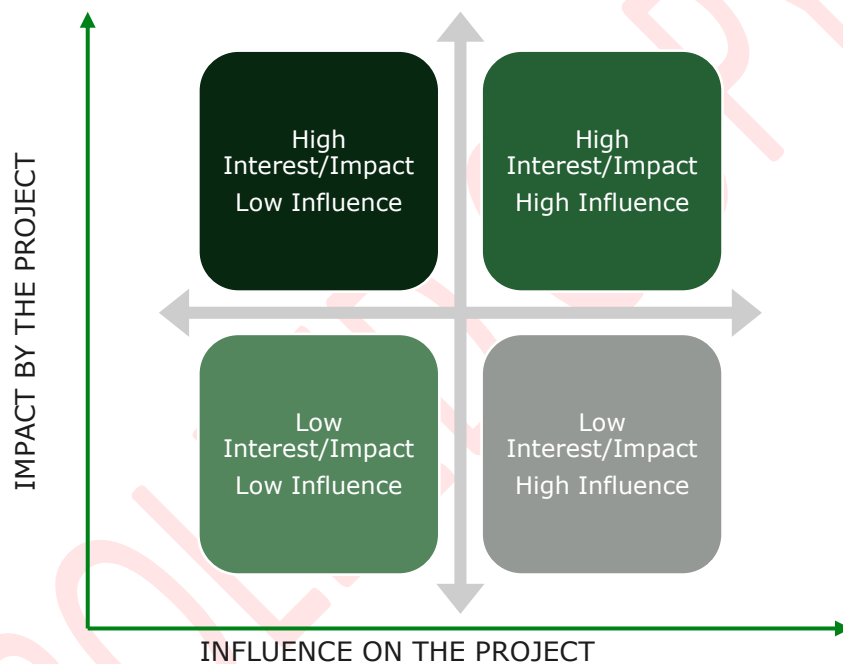
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stakeholders and gauge their level of influence over project at the outset of the project. Therefore, the project proponent is advised to consider this stakeholder mapping as a live document which should be revised in a timely manner to make it comprehensive for any given period.

The triangulation of influence and priority of various stakeholder groups also guides the engagement process with each. The extent of engagement with each stakeholder shall be determined by the level of influence and priority of each group. The following figure provides an understanding of the levels of priority for stakeholder groups.



8.5 Stakeholder Mapping

A stakeholder mapping exercise is to identify and prioritize stakeholders relevant to the Project, and to understand the specific concerns each group may have. The matrix shown classifies stakeholders according to their level of interest in and influence over the Project.

- **Influence** - Refers to the power stakeholders have over a project, including the ability to affect or influence decisions and facilitate its implementation.
- **Interest** – Refers to the priority given by the company to considering and accommodating the stakeholder’s needs and interests.

The outcome (Overall Significance) helps determine the level of engagement and the types of tools that will be used to consult with the different stakeholders / stakeholder groups. The mapping exercise categorizes the stakeholders as follows:

- The stakeholders that appear in the top right quadrant (i.e., in Quadrant 1) are those that need to be managed closely (i.e., the stakeholders that need to be proactively engaged on a regular basis and engagement efforts should be focused on this group). This is because these are the stakeholders that

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are most interested in the Project and have the potential to influence its outcome (i.e., the ability of the Project to go ahead).

- The stakeholders that appear in Quadrant 2 and Quadrant 3 need to be kept informed – i.e., provided information and consulted on issues of interest to the stakeholders.
- Stakeholders in Quadrant 4 need to be monitored – i.e., informed of key Project aspects. It is important to track if their level of interest or influence changes.

Different stakeholder engagement strategies are employed based on the categorization of the stakeholders; whereby stakeholders with higher levels of influence and interest will be engaged to a greater extent (**Table 2**).

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STAKEHOLDER ENGAGEMENT STRATEGIES**

Q4 - Monitor	Q3 - Keep Informed	Q2 - Keep Satisfied	Q1 - Manage Closely
<ul style="list-style-type: none"> • Inform via public communications (for example through the Project website and press communications) • Respond to direct requests for further information and conduct engagement if the stakeholders ask to be consulted. • Monitor for feedback. 	<ul style="list-style-type: none"> • Make use of interest by informing in low-risk areas • Inform and consult in interest areas. • Respond to direct requests for further information. 	<ul style="list-style-type: none"> • Keep engaged and consult regularly. • Seek to obtain their support and technical guidance, where relevant • Be proactive in communication, provide information and seek views at regular intervals. 	<ul style="list-style-type: none"> • Inform and consult in interest areas by formal communications such as meetings, letters, written documents. • Involve in governance and decision-making, as appropriate. • Maintain ongoing engagement and work collaborative on areas of mutual interest.

8.6 Engagement Approach

Mode	Description
Face-to-face Individual Briefing	Individual briefings provide a high level of detail, and allow for concise feedback, in a personal environment. Individual briefings are to be held with regulators, government officials, local people in the surrounding area and local high priority stakeholders to improve understanding of issues such as timeframe, environmental, economic and social benefits and proposed management tools.
Face-to-face Group Meetings	Group meetings are used to communicate key strategies to stakeholders, allowing many interested parties to attend.

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	They are used when determining partnership opportunities and collaboration with stakeholders, particularly during the construction and operational phase.
Workshops	Workshops allow stakeholders to explore key issues, provide feedback and develop action plans.
Seminar / Conference	Seminar or conference can reach a wider academic / non-academic audience. Normally, seminar or conference is to deliver new finding or information regarding general information and project / business specific information. Seminar or conference also allows for presentation, discussion, constructive critic, and recommendation.
Event	An event or campaign is required to promote key milestones. Most events or campaigns include elements of advertising, speeches and press releases that allow for clear, simple information dissemination to the community within a short time. This would be a component of the Media Strategy.
Newsletters and flyer	Newsletters and flyer allow Jingxing to keep stakeholders on the database regularly informed about key developments such as the commencement of the construction phase. Newsletters allow for the incorporation of graphics (illustrations and photographs) and design in the communication stream. Written material may need to be translated for some local people.
Correspondence (phone, letter, email)	Phone conversations, letters and email alerts will be sent to invite comment or alert stakeholders to matters or issues.

8.7 Stakeholder Engagement Mechanism and Frequency

Stakeholder	Engagement Methods	Frequency
Employees	Emails, social media posts, Engagement sessions, Performance reviews and Surveys	Regularly, every 1–3 months
Customers	Feedback & surveys, Engagement sessions and meetings, Sales conference/networking, Emails/phone call	Annually or as required
Shareholders & Financial Institutions	Engagement sessions, meetings/conferences, Site visits, Emails/phone call, Quarterly result announcement, report, presentation, briefing and Annual general meeting	Annually or as required
Government & Regulators	Industry meetings/conferences, Emails, phone call and digital platforms, Site visits, Consultation and engagement sessions	Monthly, Quarterly, Yearly, or as required (based on influence and power)

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Suppliers	Strategic and operational meetings, Emails and phone, Site visits and audits, Strategic development programs, Engagement sessions	Yearly / Bi-annually, or more regularly as required
Business Partners & Industry Associations	Progress reports, Business reviews, Collaborative meetings, Engagement sessions, Trade events	Yearly / Bi-annually, or more regularly as required
Communities	Social media platforms, Events, engagement sessions, Emails/phone and digital platforms, Surveys	Regularly, every 1–3 months or as required
Academics	Social media platforms, Events, engagement sessions, Emails/phone and digital platforms, Meetings, industrial visits	Regularly, every 1–3 months or as required

9. CONTACT INFORMATION AND DISSEMINATION INFORMATION
9.1 Information Disclosure

The Company discloses information to stakeholders through the company profile, project news, sustainability reports, and official contact details.

9.2 Website Access

A dedicated website to be established, through which relevant documents and updates will be published and maintained to ensure transparency.

9.3 Feedback Channels

Each stakeholder group may submit feedback directly through the dedicated email addresses provided on the Company's website contact page, or via the official grievance mechanism email at feedback@jingxing.com.my.

9.4 Dissemination

The Company ensures timely dissemination of information to stakeholders through appropriate channels, including digital platforms, engagement sessions, and publications.

10. MONITORING AND REPORTING
10.1 Monitoring

The Company shall monitor the implementation of the Stakeholder Engagement Plan (SEP) and the Grievance Mechanism to ensure progress and effectiveness.

Monitoring activities shall include:

- Updating and maintaining the stakeholder database and records of engagement activities.

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11. RELATED DOCUMENTS	<ul style="list-style-type: none"> • Tracking, logging, and evaluating grievances, including timeliness and effectiveness of resolution. • Conducting periodic surveys, feedback sessions, or evaluations following engagement activities. <p>Evaluation of the SEP and Grievance Mechanism shall be carried out at least annually. The results shall be analyzed to identify improvements, support accountability, and enhance stakeholder relationships</p> <p>10.2 Reporting</p> <p>The Company shall report on stakeholder engagement activities and outcomes to support transparency and continuous improvement. Reporting shall cover:</p> <ul style="list-style-type: none"> • Significant project changes and updates. • Stakeholders' concerns and feedback. • Environmental and social issues relevant to operations. <p>Reports and disclosures shall be communicated through appropriate public channels, including the Company's sustainability report, annual report, website, newsletters, local media, and other outreach tools.</p> <p>All action plan requirements and engagement activities shall be audited against the objectives and Key Performance Indicators (KPIs) defined in the SEP to assess implementation and effectiveness.</p> <p>10.3 Meeting Requirement</p> <p>The Community Liaison Team shall meet quarterly at least to review status updates, assess progress, and plan for the upcoming month. The General Manager, Designated Manager, and ESMS Manager shall participate in the meeting. A record of each meeting shall be maintained for audit purposes.</p> <p>11.1 ESH-SEP-L001 Stakeholder Database 11.2 ESH-GRV-P001 External Grievance Mechanism Procedure 11.3 ESH-SEP-F001 Stakeholder analysis form</p>	

Stakeholder Engagement Flow Chart

Appendix 5.1

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START

Stakeholder Identification

- Relevant internal and external stakeholders are identified and categorized (e.g., employees, contractors, community, government authorities, NGOs, suppliers).

Engagement Planning

- Engagement objectives, methods, and frequency are determined.
- Engagement plan is documented and approved

Information Disclosure

- Project-related information is disclosed in a transparent and timely manner through appropriate channels (e.g., meetings, newsletters, public notices, digital platforms).

Stakeholder Consultation

- Two-way dialogue is conducted with stakeholders.
- Feedback, concerns, and expectations are recorded

Feedback Review and Action Planning

- Stakeholder inputs are analysed.
- Corrective or improvement actions are determined, where applicable

Response and Follow-Up

- Outcomes of engagement and actions taken are communicated back to stakeholders.
- Records are maintained in the Stakeholder Engagement Log

Escalation Mechanism (If Unresolved)

- If concerns are not addressed through engagement, referral is made to the Grievance Mechanism process for further handling.

Monitoring And Reporting

- Effectiveness of stakeholder engagement is periodically reviewed.
- Reports are prepared and shared with management and, where required, disclosed to external

Stakeholder Database

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STAKEHOLDER DATABASE

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NO	ORGANIZATION / COMPANY	PERSON-IN-CHARGE	ADDRESS	CONTACT PERSON	LEVEL OF INTEREST	LEVEL OF INFLUENCE	QUADRANTS OF INTEREST	TEL, FAX, EMAIL	CATEGORY
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									

Stakeholder Engagement Plan

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Stakeholder Engagement Plan Objectives	Target	Key Performance Indicators
Identify known and potential stakeholders and issues and ensure they are prioritized	Stakeholder database compiled and regularly reviewed and updated (half yearly) New issues logged and responses developed, such as a Q&A	Number of times database refreshed / Number of updates per month Number of contacts Percentage of outstanding issues Number of new issues Number of issues resolved, responses developed Decrease in unaddressed issues Decrease in staff time in issues resolution
Develop appropriate methods of engagement	Engagement level of each stakeholder reviewed (monthly) Stakeholders have been engaged in identified activities within the determined time frame and engagement activity is logged in stakeholder database Formal feedback obtained from engagement activities and evidence of assessment	Percentage of scheduled activities that occur Stakeholder satisfaction with engagement process and activities / Stakeholder satisfaction surveys.
Outline internal actions and responsibilities for implementing new engagement activities	Internal responsibility for implementation is clear and known by all operational staff Reporting process, monitoring for progress against action plan timelines and targets, reporting incorporated into Corporate Executive Reporting	Level of staff awareness of stakeholder strategy and responsibility Level of staff awareness of SEP disclosure, monitoring and reporting policy

Record of Stakeholders' Engagement Activities

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RECORDS OF STAKEHOLDER'S ENGAGEMENT ACTIVITES

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NO	DATE	ENGAGEMENT /ACTIVITIES	FREQUENCY	PARTICIPANTS	INFORMATION DISSEMINATED	EVALUATION/ REMARK
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						