

STAKEHOLDER MANAGEMENT

JAS is committed to fostering ongoing engagement with stakeholders to communicate its business practices in line with its core values “ASPIRE” (Agility, Synergy, Passion, Innovation, Respect, and Empowerment), while actively seeking feedback from stakeholders and identifying material issues. The Company’s stakeholder engagement approach is guided by the AA1000 Stakeholder Engagement Standard (AA1000 SES) and is outlined in the Company’s Code of Conduct. In addition, the Company promotes collaboration across relevant functions, including Human Resources, Investor Relations, and Sustainability and Administration, to prioritize stakeholder groups and determine material issues. In 2025, the Company reviewed its stakeholder categorization and added business partners as an additional stakeholder group to align with its business direction as a holding company investing in telecommunications and information technology businesses.

Management Approach

The Company’s stakeholder engagement approach consists of 4 steps as follows:

Step 1

Identify stakeholders relevant to the Company’s business operations

Step 2

Prioritize stakeholders based on their impacts on the Company as follows:

1. **Key Players:** Stakeholders who require close and continuous engagement and collaboration
2. **Keep Satisfied:** Stakeholders who need to be appropriately managed to ensure their satisfaction and compliance with relevant requirements
3. **Keep Informed:** Stakeholders who should be regularly informed and engaged through communication and feedback mechanisms
4. **Monitor:** Stakeholders whose interests and expectations should be monitored periodically, using an appropriate level of resources

Step 3

Establish stakeholder engagement plans

Step 4

Monitor and evaluate results. Present stakeholder engagement outcomes and issues of interest to the Board of Directors, Chief Executive Officer, and the Risk Management for Sustainable Development Committee.

STAKEHOLDER

JAS engages with stakeholders across 7 stakeholder groups (listed by stakeholder priority): shareholders, employees, customers and consumers, business partners, suppliers, communities, and government and regulators.



Stakeholders	Stakeholders' Expectations	Response to Stakeholders' Expectations	Engagement Channel
Shareholders	<ul style="list-style-type: none"> • Sustainable business growth • Consistent dividend payment • Good corporate governance 	<ul style="list-style-type: none"> • Expand portfolio to drive growth and enhance long-term value • Maintain clear, transparent, and accountable governance structure 	<ul style="list-style-type: none"> • Annual general meeting of shareholders • Analyst meetings and briefings • Annual report
Employees	<ul style="list-style-type: none"> • Fair compensation, benefits, and welfare • Career advancement • Respect to human rights and fair labor practices 	<ul style="list-style-type: none"> • Revise policies in relation to human resource management • Prepare individual development plans and clear career paths • Provide training and capability development programs for employees 	<ul style="list-style-type: none"> • Internal activities • Performance appraisal • Employee engagement survey • Internal communication via Peepshare and HCM

Stakeholders	Stakeholders' Expectations	Response to Stakeholders' Expectations	Engagement Channel
		<ul style="list-style-type: none"> • Drive employee participation in driving the sustainability strategy 	
Customers and Consumers	<ul style="list-style-type: none"> • Reliable quality services • Convenience and accessibility of services • Highest level of data security 	<ul style="list-style-type: none"> • Support the development of convenient products and services that meet consumer needs • Facilitate and assist customers in using the services • Provide a 24-hour customer services (Call Center) • Continuously monitor activities that may pose risks to the services 	<ul style="list-style-type: none"> • Promotional activities • Online channels • Customer satisfaction survey • Designated channels for feedback and complaint handlings
Business Partners	<ul style="list-style-type: none"> • Transparent and fair business practices • Long-term shared business growth • Support for knowledge enhancement and capacity building for partners 	<ul style="list-style-type: none"> • Ensure fair and transparent partner selection • Offer advisory support and knowledge sharing for product development 	<ul style="list-style-type: none"> • Meetings with business partners • Knowledge sharing and seminars • Designated channels for feedback and complaint handlings

Stakeholders	Stakeholders' Expectations	Response to Stakeholders' Expectations	Engagement Channel
		<ul style="list-style-type: none"> • Maintain ongoing governance and supervision of subsidiary operations • Drive the adoption of recognized sustainability standards 	
Suppliers	<ul style="list-style-type: none"> • Transparent business operations • Fair agreement for mutual benefits 	<ul style="list-style-type: none"> • Implement guidance for supplier selection and evaluation in accordance with ESG and governance standards • Communicate Supplier Codes of Conduct and relevant ESG policies to suppliers • Provide guidance and support to suppliers to advance sustainability practices 	<ul style="list-style-type: none"> • Knowledge sharing and seminars • Supplier assessment
Communities	<ul style="list-style-type: none"> • Responsible business operations with consideration for community safety • Community support and development 	<ul style="list-style-type: none"> • Offer assistance and support to enhance the quality of life of the community • Build knowledge and understanding within the community 	<ul style="list-style-type: none"> • Community engagement activities • Community feedback and opinion surveys

Stakeholders	Stakeholders' Expectations	Response to Stakeholders' Expectations	Engagement Channel
		<ul style="list-style-type: none"> • Participate in community religious and cultural activities 	
Government and Regulators	<ul style="list-style-type: none"> • Legal compliance • Transparent disclosure of information 	<ul style="list-style-type: none"> • Strictly comply with applicable laws and regulations • Disclose business information in a transparent manner • Cooperate with regulatory authorities to foster sustainable operations 	<ul style="list-style-type: none"> • Meetings with regulatory authorities • Participation in regulatory audits and assessments