### Approach to stakeholder engagement

<table>
<thead>
<tr>
<th>STAKEHOLDER GROUP</th>
<th>DIALOGUE CHANNELS</th>
<th>INTERESTS AND CONCERNS</th>
</tr>
</thead>
</table>
| **Customers**     | • Regular interaction, for example via key account management and customer services  
                   • Customer interviews, innovation workshops, joint brainstorming as part of marketing and innovation initiatives  
                   • Exchange of best practice examples  
                   • Annual review meetings (CEO/EVPs)  
                   • Sharing of sustainability expertise  
                   • Trade fairs and international conferences | • Goods delivered on time and in full  
                                           • Quality  
                                           • Reliability  
                                           • Innovative products  
                                           • Achievement of sustainability targets |
| **Consumers**     | • Consumer services  
                   • Market research  
                   • Consumer tests  
                   • Focus group discussions  
                   • Concept tests  
                   • Co-creation workshops | • Quality  
                                           • Enjoyment  
                                           • Healthy eating  
                                           • Price  
                                           • Transparency  
                                           • Responsible treatment of people and the environment  
                                           • Innovation concepts & ideas |
| **Employees**     | • Personal dialogue  
                   • Intranet, newsletter, Emmi TV, employee magazine  
                   • Town halls, shop floors  
                   • Employee surveys  
                   • Annual review meetings, business reviews  
                   • Employee Committee, Works Councils  
                   • Assessment of education and training programmes  
                   • Employee events | • Salaries and social benefits  
                                       • Workwear  
                                       • Pension fund  
                                       • Employment conditions  
                                       • Competence building, further development  
                                       • Leadership qualities  
                                       • Health, safety and wellbeing in the workplace  
                                       • Integrity  
                                       • Teamwork  
                                       • Diversity  
                                       • Performance and health of the company, business division  
                                       • New products  
                                       • Projects |
| **Shareholders**  | • Annual Report, Half-year Report  
                   • Sustainability Report  
                   • General Meeting  
                   • Presentations at analyst conferences and roadshows | • Share price performance  
                                               • Dividend performance  
                                               • Financial performance (growth, profitability, cash flow)  
                                               • Financial outlook  
                                               • Strategy  
                                               • Management forecasts  
                                               • Contribution to environmental, social and governance improvements |
| **Suppliers**     | • Monthly newsletter  
                   • Annual producer conferences  
                   • Monthly board meetings  
                   • Close collaboration with Emmi farmer ambassadors  
                   • Regular interactions with producers and farmers' organisations  
                   • Supplier assessments | • Competitive milk prices  
                                              • Quality requirements  
                                              • Reliability  
                                              • Milk collection  
                                              • Emmi's corporate policy  
                                              • Emmi's product portfolio  
                                              • Label requirements  
                                              • Animal welfare, feed, biodiversity  
                                              • Importance in agricultural policy  
                                              • Representation of interests |
| **Political decision-makers, NGOs and the general public** | • Involvement in associations and organisations  
                                                             • Direct dialogue with political opinion leaders | • Governance and compliance  
                                                                      • Sustainable dairy  
                                                                      • Climate change and energy transition  
                                                                      • Circular economy  
                                                                      • Bio-economy  
                                                                      • Contribution to economic prosperity  
                                                                      • Jobs |